

Application: 21-06-021
(U 39 M)
Exhibit No.: (PG&E-8)
Date: February 28, 2022
Witness(es): Various

PACIFIC GAS AND ELECTRIC COMPANY

2023 GENERAL RATE CASE

EXHIBIT (PG&E-8)

HUMAN RESOURCES

WORKPAPERS SUPPORTING

CHAPTERS 1, 2, 3, 4, 6 AND 7

[INCLUDES ERRATA THROUGH FEBRUARY 28, 2022]

VOLUME 1 of 4



PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
EXHIBIT (PG&E-8)
HUMAN RESOURCES

TABLE OF CONTENTS

Chapter	Title	Witness
1	HUMAN RESOURCES OVERVIEW [INCLUDES NOVEMBER 5, 2021 ERRATA]	Allison Neves ¹
2	HR SOLUTIONS AND SERVICES	Bill Pate ¹
3	HR SERVICE DELIVERY AND INCLUSION [INCLUDES NOVEMBER 5, 2021 ERRATA]	Glenda Scarbrough ¹
3A	REPORT ON DIVERSITY, EQUITY, AND INCLUSION	Glenda Scarbrough
4	COMPENSATION: STIP, NON-QUALIFIED RETIREMENT AND LABOR ESCALATION [INCLUDES NOVEMBER 5, 2021 ERRATA]	Lisa Laanisto
5	EMPLOYEE BENEFITS [INCLUDES ERRATA THROUGH FEBRUARY 28, 2022]	Ashely Mawhorter ¹ Allison A. Neves
6	PG&E ACADEMY	Chris Pickett
7	TOTAL COMPENSATION STUDY [INCLUDES NOVEMBER 5, 2021 ERRATA]	Laura Dalzell Jelena Erhart Catherine Hartmann Patrick Moloney Andrew Neidinger

¹ New witness from the June 30, 2021 submission.

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
EXHIBIT (PG&E-8) HUMAN RESOURCES

WORKPAPERS SUPPORTING
CHAPTER 1, HUMAN RESOURCES ORGANIZATION

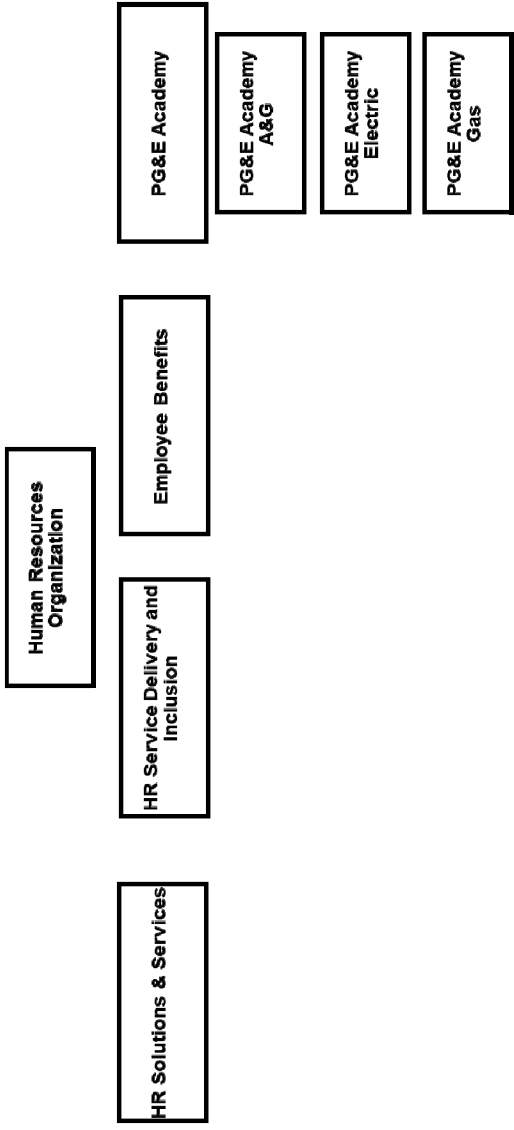
TABLE OF CONTENTS

<u>Subject</u>	<u>Page No.</u>
<u>HR Operations Workpapers</u>	
GRC Cost Centers by Department (Schedule 1)	WP 1-1
Historical and Forecast GRC Expense Bar Chart (Schedule 2)	WP 1-1
Historical and Forecast GRC Expense (Nominal Dollars) (Schedule 3)	WP 1-3
Historical and Forecast GRC Expense (Base Year Dollars) (Schedule 4)	WP 1-5
Historical Adjustments (2018-2020) (Schedule 5)	WP 1-7
Full Time Equivalent (FTE) Forecast (2020-2023) (Schedule 6)	WP 1-8
Year Over Year FTE Changes (Schedule 7)	WP 1-9
Summary of Vacancy Savings Calculation (Schedule 8)	WP 1-10
Calculation of Capitalization Rate (Schedule 9)	WP 1-11

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
Human Resources Organization

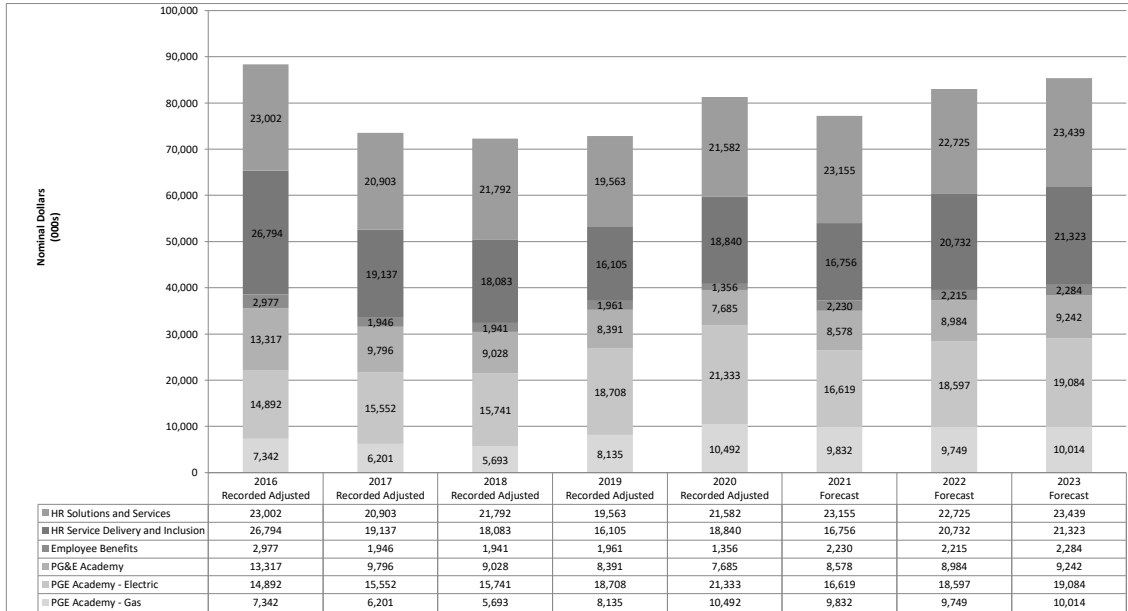
Schedule 1
GRC Departments

Purpose: This schedule shows each Department presented in the GRC



PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-8), Human Resources
 Human Resources Organization

Schedule 2
 Historical and Forecast GRC Expense Bar Chart
 Nominal Dollars
 (\$000s)



	2016	2017	2018	2019	2020	2021	2022	2023
	Recorded Adjusted	Recorded Adjusted	Recorded Adjusted	Recorded Adjusted	Recorded Adjusted	Forecast	Forecast	Forecast
HR Solutions and Services	23,002	20,903	21,792	19,563	21,582	23,155	22,725	23,439
HR Service Delivery and Inclusion	26,794	19,137	18,083	16,105	18,840	16,756	20,732	21,323
Employee Benefits	2,977	1,946	1,941	1,961	1,356	2,230	2,215	2,284
PG&E Academy	13,317	9,796	9,028	8,391	7,685	8,578	8,984	9,242
PGE Academy - Electric	14,892	15,552	15,741	18,708	21,333	16,619	18,597	19,084
PGE Academy - Gas	7,342	6,201	5,693	8,135	10,492	9,832	9,749	10,014
Total Human Resources Organization	88,325	73,535	72,279	72,863	81,288	77,171	83,002	85,386

PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-8), Human Resources
 Human Resources Organization

Schedule 3
 Historical and Forecast GRC Expenses (FERC Account 920, 921, and 923, Gas and Electric Operations)
 Nominal Dollars
 (\$000s)

Line	Description	Recorded Adjusted						Forecast		Ref ^(a)
		2016	2017	2018	2019	2020	2021	2022	2023	
ORGANIZATION VIEW										
1	920 - Admin & Gen Salaries	45,018	39,512	37,382	35,717	38,005	40,245	41,463	42,957	
2	921 - Office Supplies & Ex	4,142	2,241	2,957	2,584	2,252	2,205	2,302	2,355	
3	923 - Outside Svc Employ - Utility	16,961	10,030	10,504	7,719	9,208	8,269	10,890	10,977	
4	923 - Outside Svc Employ - Corp									
5	OS	22,234	21,753	21,434	26,843	31,825	26,451	28,347	29,098	
6	Total	88,355	73,535	72,278	72,863	81,289	77,171	83,002	85,387	
7	Change from Prior Year		(14,820)	(1,257)	585	8,425	(4,117)	5,831	2,385	
DEPARTMENT VIEW										
8	HR Service Delivery and Inclusion									
9	920 - Admin & Gen Salaries	16,820	13,183	12,356	11,352	12,890	13,414	13,854	14,447	Sch. D1, Line 1
10	921 - Office Supplies & Ex	2,479	1,304	1,293	1,314	1,338	1,356	1,382	1,414	Sch. D1, Line 2
11	923 - Outside Svc Employ - Utility	7,494	4,651	4,434	3,439	4,613	1,985	5,496	5,462	Sch. D1, Line 3
12	923 - Outside Svc Employ - Corp									
13	Total	26,794	19,137	18,083	16,105	18,840	16,756	20,732	21,323	Sch. D1, Line 5
14	Change from Prior Year		(7,656)	(1,054)	(1,978)	2,735	(2,084)	3,976	591	Sch. D1, Line 6
15	Employee Benefits									
16	920 - Admin & Gen Salaries	2,412	1,566	1,743	1,739	1,195	1,967	1,933	1,997	Sch. D1, Line 1
17	921 - Office Supplies & Ex	271	132	33	119	85	13	62	63	Sch. D1, Line 2
18	923 - Outside Svc Employ - Utility	295	247	165	103	77	250	219	224	Sch. D1, Line 3
19	923 - Outside Svc Employ - Corp									
20	Total	2,978	1,945	1,941	1,961	1,357	2,230	2,214	2,284	Sch. D1, Line 5
21	Change from Prior Year		(1,033)	(4)	20	(604)	873	(16)	70	Sch. D1, Line 6
22	HR Solutions and Services									
23	920 - Admin & Gen Salaries	19,349	18,848	18,635	17,409	18,459	19,185	19,814	20,464	Sch. D1, Line 1
24	921 - Office Supplies & Ex	1,102	781	1,105	848	704	714	727	744	Sch. D1, Line 2
25	923 - Outside Svc Employ - Utility	2,551	1,275	2,051	1,306	2,419	3,257	2,183	2,231	Sch. D1, Line 3
26	923 - Outside Svc Employ - Corp									
27	Total	23,002	20,904	21,791	19,563	21,582	23,156	22,724	23,439	Sch. D1, Line 5

PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-8), Human Resources
 Human Resources Organization

Schedule 3
 Historical and Forecast GRC Expenses (FERC Account 920, 921, and 923, Gas and Electric Operations)
 Nominal Dollars
 (\$000s)

Line	Description	Recorded Adjusted					Forecast		Ref ^(a)	
		2016	2017	2018	2019	2020	2021	2022		2023
28	Change from Prior Year		(2,098)	887	(2,228)	2,019	1,574	(432)	715	Sch. D1, Line 6
29	PG&E Academy									
30	920 - Admin & Gen Salaries	6,437	5,915	4,648	5,217	5,461	5,679	5,861	6,049	WP 6-2, Line 1
31	921 - Office Supplies & Ex	290	24	526	303	125	122	131	134	WP 6-2, Line 2
32	923 - Outside Svc Employ - Utility	6,591	3,857	3,854	2,871	2,099	2,777	2,992	3,060	WP 6-2, Line 3
33	923 - Outside Svc Employ - Corp									
34	PG&E Academy - Electric	14,892	15,552	15,741	18,708	21,333	16,619	18,597	19,084	WP 6-1, Line 2
35	PG&E Academy - Gas	7,342	6,201	5,693	8,135	10,492	9,832	9,749	10,014	WP 6-1, Line 3
36	Total	35,552	31,549	30,462	35,234	39,510	35,029	37,330	38,341	WP 6-1, Line 4
37	Change from Prior Year		(4,003)	(1,087)	4,772	4,276	(4,481)	2,301	1,011	WP 6-1, Line 5

PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-8), Human Resources
 Human Resources Organization

Schedule 4
 Historical and Forecast GRC Expenses (FERC Account 920, 921, and 923, Gas and Electric Operations)
 Base Year Dollars
 (\$000s)

Line	Description	Recorded Adjusted					Forecast		Ref ^(b)	
		2016	2017	2018	2019	2020	2021	2022		2023
ORGANIZATION VIEW										
1	920 - Admin & Gen Salaries	51,163	43,443	39,798	36,817	38,005	39,050	38,954	39,078	
2	921 - Office Supplies & Ex	4,410	2,351	3,060	2,622	2,252	2,174	2,228	2,228	
3	923 - Outside Svc Employ - Utility	18,060	10,524	10,839	7,798	9,208	8,154	10,536	10,385	
4	923 - Outside Svc Employ - Corp									
5	OS	24,304	23,273	22,329	27,142	31,825	25,985	27,057	26,938	
6	Total	97,937	79,591	76,027	74,379	81,289	75,362	78,775	78,629	
7	Change from Prior Year	(18,346)	(18,346)	(3,564)	(1,647)	6,909	(5,926)	3,413	(147)	
DEPARTMENT VIEW										
8	HR Service Delivery and Inclusion									
9	920 - Admin & Gen Salaries	19,116	14,494	13,155	11,702	12,890	13,016	13,016	13,143	Sch. D2, Line 1
10	921 - Office Supplies & Ex	2,640	1,368	1,338	1,333	1,338	1,337	1,337	1,338	Sch. D2, Line 2
11	923 - Outside Svc Employ - Utility	7,980	4,880	4,576	3,474	4,613	1,958	5,317	5,167	Sch. D2, Line 3
12	923 - Outside Svc Employ - Corp									
13	Total	29,736	20,742	19,068	16,509	18,840	16,311	19,670	19,648	Sch. D2, Line 5
14	Change from Prior Year	(8,994)	(8,994)	(1,674)	(2,559)	2,331	(2,529)	3,360	(23)	Sch. D2, Line 6
15	Employee Benefits									
16	920 - Admin & Gen Salaries	2,741	1,722	1,856	1,793	1,195	1,909	1,816	1,817	Sch. D2, Line 1
17	921 - Office Supplies & Ex	288	139	34	120	85	13	60	60	Sch. D2, Line 2
18	923 - Outside Svc Employ - Utility	314	259	171	104	77	246	212	212	Sch. D2, Line 3
19	923 - Outside Svc Employ - Corp									
20	Total	3,343	2,120	2,061	2,017	1,357	2,168	2,088	2,089	Sch. D2, Line 5
21	Change from Prior Year	(1,223)	(1,223)	(69)	(44)	(660)	811	(80)	1	Sch. D2, Line 6

PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-8), Human Resources
 Human Resources Organization

Schedule 4
 Historical and Forecast GRC Expenses (FERC Account 920, 921, and 923, Gas and Electric Operations)
 Base Year Dollars
 (\$000s)

Line	Description	Recorded Adjusted						Forecast		Ref ^(b)
		2016	2017	2018	2019	2020	2021	2022	2023	
22	HR Solutions and Services									
23	920 - Admin & Gen Salaries	21,990	20,723	19,839	17,946	18,459	18,615	18,616	18,616	Sch. D2, Line 1
24	921 - Office Supplies & Ex	1,174	819	1,141	860	704	704	704	704	Sch. D2, Line 2
25	923 - Outside Svc Employ - Utility	2,717	1,337	2,117	1,319	2,419	3,211	2,112	2,111	Sch. D2, Line 3
26	923 - Outside Svc Employ - Corp									
27	Total	25,881	22,879	23,097	20,125	21,582	22,530	21,432	21,431	Sch. D2, Line 5
28	Change from Prior Year		(3,002)	218	(2,972)	1,457	948	(1,098)		(1) Sch. D2, Line 6
29	PG&E Academy									
30	920 - Admin & Gen Salaries	7,316	6,503	4,948	5,378	5,461	5,511	5,506	5,502	Sch. D2, Line 1
31	921 - Office Supplies & Ex	308	25	543	308	125	120	127	127	Sch. D2, Line 2
32	923 - Outside Svc Employ - Utility	7,018	4,047	3,977	2,900	2,099	2,738	2,895	2,895	Sch. D2, Line 3
33	923 - Outside Svc Employ - Corp									
	PG&E Academy - Electric	16,217	16,595	16,353	18,938	21,333	16,349	17,807	17,740	Sch. D2, Line 4
	PG&E Academy - Gas	8,088	6,678	5,977	8,204	10,492	9,636	9,250	9,198	Sch. D2, Line 8
34	Total	38,947	33,848	31,798	35,728	39,510	34,354	35,685	35,462	
35	Change from Prior Year		(5,099)	(2,050)	3,930	3,782	(5,156)	1,231	(123)	

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
Human Resources Organization

Schedule 5
Historical Adjustments
Nominal Dollars
(\$000s)

Purpose: This schedule summarizes the recorded costs, adjustments and recorded adjusted costs for the Organization. For a description of the adjustments, please refer to the Department Workpaper schedule D4.

Line	Description	2016	2017	2018	2019	2020	Ref ^(a)
ORGANIZATION VIEW							
1	Recorded GRC Subtotal	70,060	85,139	70,764	66,755	76,043	
2	Adjustments			()	902	1,126	
3	Recorded Adjusted	70,060	85,139	70,764	67,656	77,169	Sch. 3, Line 5
DEPARTMENT VIEW							
Recorded (FERC 920,921, and 923)							
4	HR Service Delivery and Inclusion	27,279	35,486	24,133	19,306	21,058	
5	Employee Benefits	2,977	1,946	171	147	1,356	
6	HR Solutions and Services	23,002	20,903	21,792	19,016	20,836	
7	PG&E Academy	14,092	10,807	10,257	8,441	7,685	
8	PG&E Academy - Electric	2,583	12,694	10,290	13,053	15,905	
9	PG&E Academy - Gas	126	3,304	4,122	6,792	9,203	
10	Total	70,060	85,139	70,764	66,755	76,043	
Adjustments (FERC 920,921, and 923)							
11	HR Service Delivery and Inclusion			(1,770)	(1,460)	380	
12	Employee Benefits			1,770	1,814		
13	HR Solutions and Services				547	746	
14	PG&E Academy	(775)	(1,011)	(1,229)	(50)		
15	PG&E Academy - Electric	435	644	832			
16	PG&E Academy - Gas	340	366	398	50		
17	Total	0	0	(0)	902	1,126	
Recorded Adjusted (FERC 920,921, and 923)							
18	HR Service Delivery and Inclusion	27,279	35,486	22,362	17,846	21,437	
19	Employee Benefits	2,977	1,946	1,941	1,961	1,356	
20	HR Solutions and Services	23,002	20,903	21,792	19,563	21,582	
21	PG&E Academy	13,317	9,796	9,028	8,391	7,685	
22	PG&E Academy - Electric	3,018	13,339	11,121	13,053	15,905	
23	PG&E Academy - Gas	467	3,670	4,520	6,842	9,203	
24	Total	70,060	85,139	70,764	67,656	77,169	

**PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
Human Resources Organization**

**Schedule 6
Full Time Equivalent (FTE) Forecast**

Purpose: This schedule shows the Full Time Equivalent (FTE) forecast for the organization.
Section 1 shows the year-end FTEs and vacancies for each Department in the base year, and the total forecast FTEs through the test year.
Section 2 shows the year over year changes in FTEs for each Department through the test year.

		A	B	C=(A+B)	D	E	F
Line	Description	2020 Year-End FTE	2020 Vacancies	2020 Year End FTE + Vacancies	2021 Forecast	2022 Forecast	2023 Forecast
Section 1: FTE by Department							
1	HR Service Delivery and Inclusion	105.0	2.0	107.0	106.0	106.0	107.0
2	Employee Benefits	15.0	0	15.0	14.0	14.0	14.0
3	HR Solutions and Services	132.0	-5	127.0	133.0	133.0	133.0
4	PG&E Academy	49.0	2.0	51.0	49.0	49.0	49.0
5	PG&E Academy - Electric	52.0	1.0	53.0	53.0	53.0	53.0
6	PG&E Academy - Gas	36.0	-6	30.0	36.0	36.0	36.0
7	Total	389.0	-6	383.0	391.0	391.0	392.0
Section 2: Year Over Year FTE Changes by Department							
8	HR Service Delivery and Inclusion				1.0	-	1.0
9	Employee Benefits				(1.0)	-	-
10	HR Solutions and Services				1.0	-	-
11	PG&E Academy				-	-	-
12	PG&E Academy - Electric				1.0	-	-
13	PG&E Academy - Gas				-	-	-
14	Total				2.0	-	1.0

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
Human Resources Organization

Schedule 7
Year Over Year FTE Changes

Purpose: This schedule explains the year over year changes in the Full Time Equivalent (FTE) forecast.

Line	Department	Inc/(Dec)	Explanation
2020 to 2021			
1	HR Service Delivery and Inclusion	1.0	Hiring of HR Investigator
2	Employee Benefits	(1.0)	Anticipated retirement of Benefits employee
3	HR Solutions and Services	1.0	EVP hired to fill vacant officer position
4	PG&E Academy	0.0	
5	PG&E Academy - Electric	1.0	Hiring of Technical Training Instructor
6	PG&E Academy - Gas	0.0	
7	Total	2.0	
2021 to 2022			
8	HR Service Delivery and Inclusion	0.0	
9	Employee Benefits	0.0	
10	HR Solutions and Services	0.0	
11	PG&E Academy	0.0	
11	PG&E Academy - Electric	0.0	
12	PG&E Academy - Gas	0.0	
13	Total	0.0	
2022 to 2023			
14	HR Service Delivery and Inclusion	1.0	Hiring of Program Manager, Expert
15	Employee Benefits	0.0	
16	HR Solutions and Services	0.0	
17	PG&E Academy	0.0	
18	PG&E Academy - Electric	0.0	
19	PG&E Academy - Gas	0.0	
20	Total	1.0	

**PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
Human Resources Organization**

**Schedule 8
Summary of Vacancy Savings Calculation
Nominal Dollars
(\$000s)**

Purpose: This schedule shows total vacancy savings for the Organization. For the calculation of vacancy savings for each department, please refer to the Department worksheet schedule D7.

Line	Description	Forecast			Ref ^(a)
		2021	2022	2023	
FERC Account 920 - Admin & Gen Salaries					
ORGANIZATION VIEW					
1	Direct Labor	41,453	42,672	44,205	
2	Vacancy Savings	(1,088)	(1,086)	(1,121)	
3	Indirect Labor	(119)	(123)	(127)	
4	Total Labor	40,245	41,463	42,957	Sch. 3, Line 1
DEPARTMENT VIEW					
5	HR Service Delivery and Inclusion				
6	Direct Labor	14,002	14,461	15,073	
7	Vacancy Savings	(580)	(599)	(618)	
8	Indirect Labor	(7)	(8)	(8)	
9	Total Labor	13,415	13,854	14,447	
	Employee Benefits				
10	Direct Labor	2,058	1,990	2,055	
11	Vacancy Savings	(90)	(56)	(58)	
12	Indirect Labor				
13	Total Labor	1,968	1,934	1,997	

**PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
Human Resources Organization**

**Schedule 8
Summary of Vacancy Savings Calculation
Nominal Dollars
(\$000s)**

Purpose: This schedule shows total vacancy savings for the Organization. For the calculation of vacancy savings for each department, please refer to the Department workpaper schedule D7.

Line	Description	Forecast			Ref ^(a)
		2021	2022	2023	
FERC Account 920 - Admin & Gen Salaries					
HR Solutions and Services					
14	Direct Labor	20,040	20,697	21,375	
15	Vacancy Savings	(835)	(862)	(890)	
16	Indirect Labor	(20)	(21)	(21)	
17	Total Labor	19,185	19,814	20,464	
PG&E Academy					
18	Direct Labor	6,032	6,225	6,425	
19	Vacancy Savings	(261)	(270)	(278)	
20	Indirect Labor	(92)	(95)	(98)	
21	Total Labor	5,679	5,861	6,049	
PG&E Academy - Electric & Gas					
22	Direct Labor	15,938	16,432	16,942	
23	Vacancy Savings	(679)	(701)	(723)	
24	Indirect Labor				
25	Total Labor	15,259	15,732	16,219	

PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-8), Human Resources
 Human Resources Organization

Schedule 9
 Calculation of Capitalization Rate

Purpose:
 - This schedule shows the capitalization rates for each Department. Witnesses were asked to identify work performed by their organization that could be eliminated if there were no new or ongoing construction activities being performed by the Company.
 - The Department schedules indicated in the Reference column below show the calculation of the capitalization rate for each Department.

Line	Exhibit (PG&E-8), Human Resources	Capital Allocation % Labor	Capital Allocation % Materials	Capital Allocation \$ Labor	Capital Allocation \$ Materials	Ref ^(a)
1	HR Solutions and Services	24.78%	6.08%	(5,070)	(45)	Sch. D8, Lines 2, 5
2	HR Service Delivery & Inclusion	33.31%	34.81%	(4,813)	(492)	Sch. D8, Lines 2, 5
3	Employee Benefits	0%	0%	-	-	Sch. D8, Lines 2, 5
4	PG&E Academy A&G(b)	0%	0%	-	-	Sch. D8, Lines 2, 5

(a) Please refer to the appropriate Department workpapers for further details.

**PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE**

Testimony: Workpapers: SOQ:
 Exhibit Number: 8 Chapter Number: 1
 Chapter Title: Human Resources Overview
 Witness Name: Allison Neves

Page No.	Line No.	Item	As Filed	As Corrected
Errata as of November 5, 2021				
WP 1-3	1	920 – Admin & Gen Salaries	2016: \$95,422 2017: \$56,140 2018: \$42,989 2019: \$57,549 2020: \$35,973	2016: \$45,018 2017: \$39,512 2018: \$37,382 2019: \$35,717 2020: \$38,005
WP 1-3	2	921 – Office Supplies & Ex	2017: \$2,274 2019: \$2,599 2020: \$2,254	2017: \$2,241 2019: \$2,584 2020: \$2,252
WP 1-3	3	923 – Outside Svs Employ – Utility	2017: \$11,710 2018: \$10,675 2019: \$7,731 2020: \$9,275 2021: \$8,645 2022: \$11,273 2023: \$11,368	2017: \$10,030 2018: \$10,504 2019: \$7,719 2020: \$9,208 2021: \$8,269 2022: \$10,890 2023: \$10,977
WP 1-3	6	Total	2016: \$138,759 2017: \$91,878 2018: \$78,055 2019: \$94,723 2020: \$79,327 2021: \$77,547 2022: \$83,385 2023: \$85,778	2016: \$88,355 2017: \$73,535 2018: \$72,278 2019: \$72,863 2020: \$81,289 2021: \$77,171 2022: \$83,002 2023: \$85,387

Page No.	Line No.	Item	As Filed	As Corrected
WP 1-3	7	Change from Prior Year	2017: (\$46,881) 2018: (\$13,823) 2019: \$16,668 2020: (\$15,396) 2021: (\$1,780) 2022: \$5,838 2023: \$2,393	2017: \$14,820 2018: \$1,257 2019: \$585 2020: \$8,425 2021: \$4,117 2022: \$5,831 2023: \$2,385
WP1-4	46-51	PG&E Academy-Gas – Delete extraneous rows	Deleted rows 46-51	N/A
WP 1-5 ¹	1	920 – Admin & Gen Salaries	2016: \$108,447 2017: \$61,726 2018: \$45,766 2019: \$59,322 2020: \$35,973	2016: \$51,163 2017: \$42,443 2018: \$39,798 2019: \$36,817 2020: \$38,005
WP 1-5	2	921 – Office Supplies & Ex	2017: \$2,386 2018: \$3,055 2019: \$2,633 2020: \$2,254	2017: \$2,351 2018: \$3,060 2019: \$2,622 2020: \$2,252
WP 1-5	3	923 – Outside Svs Employ – Utility	2017: \$12,287 2018: \$11,015 2019: \$7,811 2020: \$9,275 2021: \$8,524 2022: \$10,907 2023: \$10,755	2017: \$10,524 2018: \$10,839 2019: \$7,798 2020: \$9,208 2021: \$8,154 2022: \$10,536 2023: \$10,385
WP 1-5	6	Total	2016: \$155,221 2017: \$99,672 2018: \$82,166 2019: \$96,908 2020: \$79,327 2021: \$75,733 2022: \$79,146 2023: \$78,999	2016: \$97,937 2017: \$79,591 2018: \$76,027 2019: \$74,379 2020: \$81,289 2021: \$75,362 2022: \$78,775 2023: \$78,629

¹ Corrected page reference to WP 1-5, lines 1- 14 (incorrectly referenced in November 5, 2021 Errata as WP 1-4)

Page No.	Line No.	Item	As Filed	As Corrected
WP 1-5	7	Change from Prior Year	2017: (\$55,549) 2018: (\$17,507) 2019: \$14,743 2020: (\$17,581) 2021: (\$3,594)	2017: (\$18,346) 2018: (\$3,564) 2019: (\$1,647) 2020: \$6,909 2021: (\$5,926)
WP 1-5	9	920 – Admin & Gen Salaries	2017: \$13,183 2018: \$12,356 2019: \$11,352 2021: \$13,414 2022: \$13,854 2023: \$14,447	2017: \$14,494 2018: \$13,155 2019: \$11,702 2021: \$13,016 2022: \$13,016 2023: \$13,143
WP 1-5	10	921 – Office Supplies & Ex	2017: \$2,601 2018: \$2,566 2019: \$2,515 2020: \$2,479 2021: \$2,445 2022: \$2,399 2023: \$2,346	2017: \$1,368 2018: \$1,338 2019: \$1,333 2020: \$1,338 2021: \$1,337 2022: \$1,337 2023: \$1,338
WP 1-5	11	923 – Outside Svs Employ – Utility	2017: \$7,863 2018: \$7,733 2019: \$7,571 2020: \$7,494 2021: \$7,389 2022: \$7,251 2023: \$7,090	2017: \$4,880 2018: \$4,576 2019: \$3,474 2020: \$4,613 2021: \$1,958 2022: \$5,317 2023: \$5,167
WP 1-5	13	Total	2017: \$23,647 2018: \$22,655 2019: \$21,439 2020: \$22,863 2021: \$23,248 2022: \$23,503 2023: \$23,883	2017: \$20,742 2018: \$19,068 2019: \$16,509 2020: \$18,840 2021: \$16,311 2022: \$19,670 2023: \$19,648

Page No.	Line No.	Item	As Filed	As Corrected
WP 1-5	14	Change from Prior Year	2017: (\$6,089) 2018: (\$992) 2019: (\$1,216) 2020: \$1,424 2021: \$385 2022: \$255 2023: \$380	2017: (\$8,994) 2018: (\$1,674) 2019: (\$2,559) 2020: \$2,331 2021: (\$2,529) 2022: \$3,360 2023: (\$23)

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
EXHIBIT (PG&E-8) HUMAN RESOURCES

WORKPAPERS SUPPORTING
CHAPTER 2, HR SOLUTIONS AND SERVICES

TABLE OF CONTENTS

Subject	Page No.
<u>HR Solutions and Services Department Workpapers (Schedule D1-D8)</u>	
Historical and Forecast GRC Expenses (Nominal Dollars) (D1)	WP 2-1
Historical and Forecast GRC Expenses (Base Year Dollars) (D2)	WP 2-2
Historical and Forecast Year over Year Walk (D3)	WP 2-3
Historical Adjustments (2016-2020) (D4)	WP 2-5
Explanations of Historical Adjustments (D5)	WP 2-6
Historical Adjustments by FERC Account (D6)	WP 2-7
Summary of Vacancy Savings Calculation (D7)	WP 2-8
Calculation of Capitalization Rate (D8)	WP 2-9
<u>Project Summaries</u>	
Small Technology Projects (Minor Enhancements)	WP 2-10
<u>IT Expense Workpapers</u>	
Expenses by Major Work Category (Nominal Dollars)	WP 2-12
Expenses by Major Work Category (Base Dollars)	WP 2-13
<u>Capital Workpapers</u>	
Capital Expenditures by Major Work Category (Nominal Dollars)	WP 2-14
Forecast Capital Expenditures Summary	WP 2-15
Recorded CWIP and Forecast Capital Expenditures Details - Planning Orders Over \$3 Million	WP 2-16
Recorded and Forecast Capital Expenditures Details - Other Work Capital	WP 2-17
<u>Other Workpapers</u>	
Employee Headcount Forecast	WP 2-18

PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-8), Human Resources
 HR Solutions and Services

Schedule D1
 Historical and Forecast GRC Expenses (FERC Account 920, 921, 923)
 Nominal Dollars
 (\$000s)

Line	Description	Recorded Adjusted					Forecast			Ref ^(e)
		2016	2017	2018	2019	2020	2021	2022	2023	
Department										
1	920 - Admin & Gen Salaries	19,349	18,848	18,635	17,409	18,459	19,185	19,814	20,464	
2	921 - Office Supplies & Ex	1,102	781	1,105	848	704	714	727	744	
3	923 - Outside Svc Employ - Utility	2,551	1,275	2,051	1,306	2,419	3,257	2,183	2,231	
4	923 - Outside Svc Employ - Corp									
5	Total	23,002	20,903	21,792	19,563	21,582	23,155	22,725	23,439	
6	Change from Prior Year		(2,099)	889	(2,229)	2,019	1,573	(430)	714	

PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-8), Human Resources
 HR Solutions and Services

Schedule D2
 Historical and Forecast GRC Expenses (FERC Account 920, 921, 923)
 Base Year Dollars
 (\$000s)

Line	Description	Recorded Adjusted					Forecast			Ref ^(e)
		2016	2017	2018	2019	2020	2020	2021	2022	
Department										
1	920 - Admin & Gen Salaries	21,990	20,723	19,839	17,946	18,459	18,615	18,616	18,616	18,616
2	921 - Office Supplies & Ex	1,174	819	1,141	860	704	704	704	704	704
3	923 - Outside Svc Employ - Utility	2,717	1,337	2,117	1,319	2,419	3,211	2,112	2,111	2,111
4	923 - Outside Svc Employ - Corp									
5	Total	25,880	22,880	23,097	20,124	21,582	22,530	21,431	21,431	21,431
6	Change from Prior Year		(3,001)	218	(2,973)	1,458	948	(1,098)		(1)
7	Escalation Factor [1] [2] [3]									
8	920 - Admin & Gen Salaries	0.8799	0.9095	0.9393	0.9701	1.0000	1.0000	1.0306	1.0644	1.0993
9	921 - Office Supplies & Ex	0.9391	0.9531	0.9664	0.9857	1.0000	1.0000	1.0142	1.0336	1.0570
10	923 - Outside Svc Employ - Utility	0.9391	0.9531	0.9691	0.9898	1.0000	1.0000	1.0142	1.0336	1.0570
11	923 - Outside Svc Employ - Corp	0.9391	0.9531	0.9691	0.9898	1.0000	1.0000	1.0142	1.0336	1.0570
							Base Year			

[1] Base Dollar = Nominal Dollar (from Schedule D1)/Annual Escalation Factor
 [2] See Exhibit (PG&E-8) - Human Resources, Ch. 4.- Compensation, STIP, Non-qualified Retirement and Labor Escalations.
 [3] See Exhibit (PG&E-12) - General Report, Ch. 4.- Escalation Rates.

Pacific Gas and Electric Company
 2023 General Rate Case
 Exhibit (PG&E-8), Human Resources
 HR Solutions and Services

Schedule D3
 Historical and Forecast Year over Year Walk
 Nominal Dollars
 (\$000s)

Purpose: This schedule shows the change in costs from 2016 through 2023 by cost type and FERC account.

Year	Cost Type	Amount	FERC Account				Explanation	Ref
			920	921	923-Utility	923-Corp		
2016 to 2017	Recorded Adjusted	23,002	19,349	1,102	2,551			Sch. D1, Line 5
	Labor	(501)	(501)					
	Materials & Employee Related	(322)		(322)			Below variance explanation threshold	
	Contracts	(1,277)			(1,277)			
	Corporation Charges							
	Net Change	(2,099)	(501)	(322)	(1,277)			Sch. D1, Line 6
2017 to 2018	Recorded Adjusted	20,903	18,848	781	1,275			Sch. D1, Line 5
	Labor	(212)	(212)					
	Materials & Employee Related	324		324			Below variance explanation threshold	
	Contracts	777			777			
	Corporation Charges							
	Net Change	889	(212)	324	777			Sch. D1, Line 6
2018 to 2019	Recorded Adjusted	21,792	18,635	1,105	2,051			Sch. D1, Line 5
	Labor	(1,226)	(1,226)				Decrease of \$1.2 million. Primarily due to a decrease of 16 FTEs.	
	Materials & Employee Related	(257)		(257)			Decrease of \$257 thousand primarily due to decrease in HR Delivery support.	
	Contracts	(746)			(746)		Decrease of \$750 thousand primary due to decreases in Non Employee Workforce and Recruiting support. .	
	Corporation Charges							
	Net Change	(2,229)	(1,226)	(257)	(746)			Sch. D1, Line 6
2019 to 2020	Recorded Adjusted	19,563	17,409	848	1,306			Sch. D1, Line 5
	Labor	1,050	1,050				Increase of \$1 million. Primarily due to labor escalation of approximately \$570 thousand.	
	Materials & Employee Related	(144)		(144)			Decrease of \$144 thousand primarily due to decrease in Labor Operations Support.	
	Contracts	1,113			1,113		Increase of \$1.1 million primarily due to increase in Recruiting and SVP support.	
	Corporation Charges							
	Net Change	2,019	1,050	(144)	1,113			Sch. D1, Line 6

Pacific Gas and Electric Company
 2023 General Rate Case
 Exhibit (PG&E-8), Human Resources
 HR Solutions and Services

Schedule D3
 Historical and Forecast Year over Year Walk
 Nominal Dollars
 (\$000s)

Purpose: This schedule shows the change in costs from 2016 through 2023 by cost type and FERC account.

Year	Cost Type	Amount	FERC Account				Explanation	Ref
			920	921	923-Utility	923-Corp		
2020 to 2021	Forecast	21,582	18,459	704	2,419			Sch. D1, Line 5
	Labor	726	726				Increase of \$726 thousand. Primarily due to labor escalation and the retirement of HR leader prior to the end of 2020.	
	Materials & Employee Related	10		10			Immaterial Variance	
	Contracts	838			838		Increase of \$838 thousand primarily due to increase in HR Operations support.	
	Corporation Charges							
	Net Change	1,573	726	10	838			Sch. D1, Line 6
2021 to 2022	Forecast	23,155	19,185	714	3,257			Sch. D1, Line 5
	Labor	629	629				Increase of \$629 thousand. Due to labor escalation of \$629 thousand.	
	Materials & Employee Related	14		14			Immaterial Variance	
	Contracts	(1,073)			(1,073)		Decrease of \$1 million primarily due to decrease in HR Technology support.	
	Corporation Charges							
	Net Change	(430)	629	14	(1,073)			Sch. D1, Line 6
2022 to 2023	Forecast	22,725	19,814	727	2,183			Sch. D1, Line 5
	Labor	650	650				Increase of \$650 thousand. Due to labor escalation of \$650 thousand.	
	Materials & Employee Related	17		17			Immaterial Variance	
	Contracts	48			48		Increase of \$48 thousand primarily due to increase in HR Operations support.	
	Corporation Charges							
	Net Change	714	650	17	48			Sch. D1, Line 6
2023	Forecast	23,439	20,464	744	2,231			Sch. D1, Line 5

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
HR Solutions and Services

Schedule D4
Historical Adjustments
Nominal Dollars
(\$000s)

Purpose: This schedule shows the calculation of the Recorded Adjusted costs appearing on Schedule D1. Line 1 shows the total Recorded costs for each of the historical years, and Lines 2 through 6 show the adjustments made to determine the Recorded Adjusted costs. The two types of adjustments are: (1) Reorganizations, which reflect the movement of employees or contracts from one department to another; and (2) Other Adjustments, which relate to costs excluded from the GRC forecast of the department.

Line	Description	2016	2017	2018	2019	2020	Ref
1	Recorded	23,002	20,903	21,792	19,016	20,836	Sch. D6, Line 5
	Adjustments:						
2	<u>Reorganizations</u>						
3	Subtotal Reorganizations						
4	<u>Other Adjustments</u>				547	746	
5	<u>Event Driven Adjustment</u>						
6	Subtotal Other Adjustments				547	746	
7	Total Adjustments (line 3 + line 6)				547	746	Sch. D6, line 10
8	Recorded Adjusted (line 1 + line 7)	23,002	20,903	21,792	19,563	21,582	Sch. D1, line 5

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
HR Solutions and Services

Schedule D5
Explanations of Historical Adjustments to Support Schedule D4

Table 1: This table provides the business purpose of each Reorganization adjustment on Schedule D4.

Sch. D4 Adj Line	From Department	To Department	Explanation (e.g. Business purpose of the adjustment)

Table 2: This table provides the business purpose of each Other adjustment on Schedule D4.

Sch. D4 Line 4	N/A	N/A	Adjustment reflects officer costs actually incurred that were voluntarily excluded from the 2020 GRC

**PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
HR Solutions and Services**

**Schedule D6
Historical Adjustments by FERC Account
Nominal Dollars
(\$000s)**

Purpose: This schedule provides a summary of all Historical Adjustments by FERC Account

Line	Description	2016	2017	2018	2019	2020	Ref
RECORDED BY FERC ACCOUNT							
1	920 Admin & Gen Salaries	19,349	18,848	18,635	16,862	17,713	
2	921 Office Supplies & Ex	1,102	781	1,105	848	704	
3	923 Outside Services - Utility	2,551	1,275	2,051	1,306	2,419	
4	923 Outside Services - Corp						
5	Total Recorded	23,002	20,903	21,792	19,016	20,836	
ADJUSTMENTS BY FERC ACCOUNT							
6	920 Admin & Gen Salaries				547	746	
7	921 Office Supplies & Ex						
8	923 Outside Services - Utility						
9	923 Outside Services - Corp						
10	Total Adjustments				547	746	
RECORDED ADJUSTED BY FERC ACCOUNT							
11	920 Admin & Gen Salaries	19,349	18,848	18,635	17,409	18,459	
12	921 Office Supplies & Ex	1,102	781	1,105	848	704	
13	923 Outside Services - Utility	2,551	1,275	2,051	1,306	2,419	
14	923 Outside Services - Corp						
15	Total Recorded Adjusted	23,002	20,903	21,792	19,563	21,582	

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
HR Solutions and Services

Schedule D7
Summary of Vacancy Savings Calculation
Nominal Dollars
(\$000s)

Purpose: This schedule shows labor and vacancy savings.

Line	Description	Forecast			Ref
		2021	2022	2023	
FERC Account 920 - Admin & Gen Salaries					
1	Direct Labor ^[a]	20,040	20,697	21,375	
2	Vacancy Savings ^[b]	(835)	(862)	(890)	
3	Indirect Labor ^[c]	(20)	(21)	(21)	
4	Total Labor	19,185	19,814	20,464	Sch. D1, Line 1

[a] Direct Labor is the salaries associated with department employees

[b] Labor vacancy savings was calculated based on the financial view organization for organizations with more than 50 people and PCCs with more than 10 people.

The vacancy savings calculation is as follows:

$$\frac{\text{average open requisitions for a four month period}}{\text{budgeted headcount}} \times \text{Planned Labor}$$

[c] Indirect labor is the labor associated with interdepartmental services.

PACIFIC GAS AND ELECTRIC COMPANY
2023 General Rate Case
Exhibit (PG&E-8), Human Resources
HR Solutions and Services

Schedule D8
Calculation of Capitalization Rate
Nominal Dollars
(\$000s)

Purpose:

-This schedule shows the capitalization rate for the Department. Corporate Services witnesses identified work performed by their organization that could be eliminated if there were no new or ongoing construction activities being performed by the Company.

-The capitalization rates are then used to calculate an aggregate Labor and M&S Transfer to Construction rate that would be applied to all Corporate Service Organizations. The results are shown in the workpapers supporting Exhibit (PG&E-10) Results of Operations, Chapter 8 Administrative and General Expense.

Summary

Line	Description	Amount
1	FERC Account 920 - Admin and General Salaries	20,464
2	Imputed transfer to construction - Labor rate	24.78%
3	Total Transfer to Construction - Labor \$	5,070
4	FERC Account 921 - Office Supplies and Expenses	744
5	Imputed transfer to construction - Materials & Supplies (M&S) rate	6.08%
6	Total Transfer to Construction - M&S \$	45

Calculated Transfer to Construction - Labor and Materials & Supplies, by Department/Subdepartment:

Line	Department/Subdepartment	A	B	C = A * B	D	E	F = D * E	Ref
		FERC 920	Capital Allocation %	Capital Allocation \$	FERC 921	Capital Allocation %	Capital Allocation \$	
7	HR Services	10,386	20.41%	2,120	895	9.21%	82	
8	HR Solutions	10,078	29.27%	2,950	(150)	24.67%	(37)	
9	Total	20,464		5,070	744		45	

PACIFIC GAS AND ELECTRIC COMPANY
Human Resources: HR Solutions and Services
MINOR ENHANCEMENTS

Project Title: Minor Enhancements

Major Work Categories: JV

Planning Order Numbers: 5035432, 5054845

Operative Date (only applies to Capital): N/A – Expense Only

Project Description

Each year, PG&E must make a number of minor enhancement to various technology applications to support process changes or new business requirements. This project includes the costs of minor enhancements across its HR systems, with a focus on SAP Success Factors, SAP On Premise and the other partner/integrated systems, which support PG&E's HR processes.

Justification

Small technology updates are a routine part of maintaining technology applications. These updates will allow PG&E to make small changes to its systems to reflect program or process changes, address changes in technology required due to updates or changes interfaces to meet the requirements of external service providers.

Examples of projects completed in 2020 under the Small Technology Projects program included:

- Migrated the Mercer interface for pension benefits to Morneau Shepell's platform after our account was acquired by Morneau Shepell
- Changed the Pension Administration Vendor interface to send pension plan participant data to Willis Towers Watson and any changes required to bring data back from WTW to PG&E for processing
- Support for the Fieldglass Go-Live activities performed by the IT HR Systems team to make SAP Fieldglass Vendor Management System available to end users, including: end to end integration and testing, portal changes, transaction update production, data conversion support, Change Advisory Board administration & project management
- Correct and update the Post-Hire Verification Workflow to align with SAP best practices, enabling the Recruiting to Onboarding workflow and its corresponding data to process as intended
- Enhance and fix backend code in the Business Warehouse for Academy's Learner Group Attribute Report, enabling the business to see dates along with Learning Group, HR Criteria & Training Objects for better analysis
- Build single sign-on capabilities to operate within the Business Extension environment, which is required to manage security profiles for SuccessFactors Workforce Analytics module

PACIFIC GAS AND ELECTRIC COMPANY
Human Resources: HR Solutions and Services
MINOR ENHANCEMENTS

Cost

Project Spending Estimates
(Thousands of Nominal Dollars)

	Recorded					Forecast			Workpaper Reference
	2016	2017	2018	2019	2020	2021	2022	2023	
Expense Total	128	247	201	461	358	528	288	288	
CAPITAL									
Capital Total	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
TOTAL PROJECT COST	128	247	201	461	358	528	288	288	

Benefits

- This project allows PG&E to continue to provide small enhancement to its system to keep them current and to support new or changed processes.
- No specific costs savings or avoidances are forecast as a result of this project.

Alternatives Considered

Small Technology projects/minor enhancements are implemented to keep PG&E's system up to date.

Alternatives are:

- Continue and add manual work arounds and audits as programs, processes, or requirements change.
- To replace systems more frequently, or larger technology projects as systems become out of date and no longer support processes.

Table 2-1
 Pacific Gas and Electric Company
 2023 General Rate Case
 Exhibit (PG&E-8), Chapter 2
 HR Solutions and Services
 Expenses by Major Work Category
 (Thousands of Nominal Dollars)

Line No.	MWC	Description	2016 Recorded Adjusted	2017 Recorded Adjusted	2018 Recorded Adjusted	2019 Recorded Adjusted	2020 Recorded Adjusted	2021 Forecast	2022 Forecast	2023 Forecast	Reference (A)
1	JV	Maintain IT Apps & Infra	1,771	2,397	2,250	845	584	528	288	288	
2											
3		Total	1,771	2,397	2,250	845	584	528	288	288	
4		Total by Workstream									
5	JV	IT Minor Enhancements	128	247	201	461	358	288	288	288	
6	JV	Compensation Mandatory Work					226	240			
7	JV	Enterprise Resource Management	1,572	2,018	2,050	384					
8	JV	Safety, Governance, Regulatory, and Compliance	71	132							
9		Total	1,771	2,397	2,250	845	584	528	288	288	

Table 2-2
 Pacific Gas and Electric Company
 2023 General Rate Case
 Exhibit (PG&E-8), Chapter 2
 HR Solutions and Services
 Expenses by Major Work Category
 (Thousands of Base Year Dollars)

Line No.	MWC	Description	2016 Recorded Adjusted	2017 Recorded Adjusted	2018 Recorded Adjusted	2019 Recorded Adjusted	2020 Recorded Adjusted	2021 Forecast	2022 Forecast	2023 Forecast	Reference (A)
1	JV	Maintain IT Apps & Infra	1,924	2,544	2,336	859	584	518	276	270	
2											
3		Total	1,924	2,544	2,336	859	584	518	276	270	

Table 4-1
 Pacific Gas and Electric Company
 2023 GRC
 Exhibit (PG&E-8), Chapter 2
 HR Solutions and Services
 Capital Expenditures by Major Work Category
 (Thousands of Nominal Dollars)

No.	MWC	MWC Description	Capital Expenditures												Reference	
			2016 Recorded Adjusted	2017 Recorded Adjusted	2018 Recorded Adjusted	2019 Recorded Adjusted	2020 Recorded Adjusted	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast			
1	2F	Build IT Apps & Infra	4,823	2,904	3,365	77	679	620	-	-	-	-	-	-	-	-
2		Grand Total	4,823	2,904	3,365	77	679	620	-	-	-	-	-	-	-	-

Table 4-2
Pacific Gas and Electric Company
2023 GRC
Exhibit (PG&E-8), Chapter 2
HR Solutions and Services
Forecast Capital Expenditures Summary
(Thousands of Nominal Dollars)

Line No.	Description	Capital Expenditures						Reference
		2020 CWIP	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	
1	Projects > \$3 Million*	-	-	-	-	-	-	-
2	Other Work	679	620	-	-	-	-	-
3	Total	679	620	-	-	-	-	-

4 * Planning orders where Construction Work in Progress (CWIP) Balance as of December 31, 2020 plus six years (2021-2026) of forecast.

Table 4-3
 Pacific Gas and Electric Company
 2023 GRC
 Exhibit (PG&E-8), Chapter 2
 HR Solutions and Services
 Recorded CWIP and Forecast Capital Expenditures Details - Projects Over \$3 Million*
 (Thousands of Nominal Dollars)

Line No.	Planning Order	Description	MWC	Operative Date	CWIP 2020 Recorded Adjusted	Capital Expenditures					Subtotal	Reference	
						2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast			2026 Forecast

Table 4-4
 Pacific Gas and Electric Company
 2023 GRC
 Exhibit (PG&E-8), Chapter 2
 HR Solutions and Services
 Recorded and Forecast Capital Expenditures Details - Other Work*
 (Thousands of Nominal Dollars)

Line No.	MWC	MWC Description	Capital Expenditures												Reference
			2016 Recorded Adjusted	2017 Recorded Adjusted	2018 Recorded Adjusted	2019 Recorded Adjusted	2020 Recorded Adjusted	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast		
1	2F	Build IT Apps & Infra	4,823	2,904	3,365	77	679	620	-	-	-	-	-	-	-
2	Grand Total		4,823	2,904	3,365	77	679	620	-	-	-	-	-	-	-

3 * Excludes projects greater than \$3M

Pacific Gas and Electric Company
2023 General Rate Case
Actual and Forecast Headcount

Line No.	Actual End of Year Headcount					Forecast End of Year Headcount					
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Total Pacific Gas and Electric Company											
1	Executive	42	36	36	29	33	41	41	41	40	40
2	Management	8,236	7,656	7,568	7,426	8,091	9,182	9,222	9,222	9,102	9,106
3	Total Management & Executive	8,278	7,692	7,604	7,455	8,239	9,132	9,268	9,263	9,142	9,146
4	Admin & Technical	1,470	1,132	1,129	1,107	1,122	1,083	1,088	1,089	1,083	1,094
5	Engr & Scientists of CA	3,453	3,504	3,533	3,777	4,117	4,422	4,410	4,388	4,179	4,179
6	IBEW Local 1245	11,618	11,545	11,378	11,571	11,885	12,438	12,600	12,643	12,409	12,490
7	SEIU & Security	250	252	254	245	237	231	221	216	216	318
8	Total Non-Management	16,791	16,433	16,294	16,700	17,361	18,180	18,289	18,346	17,999	18,081
9	Total All Employees	25,069	24,125	23,898	24,155	25,600	27,312	27,492	27,609	27,141	27,227
10											
11											
Electric Operations											
12	Management & Executive	1,402	1,355	1,438	1,579	2,048	2,607	2,702	2,702	2,702	2,702
13	Admin & Technical	215	203	253	287	255	255	257	258	259	260
14	Engr & Scientists of CA	1,723	1,796	1,789	2,010	2,206	2,391	2,391	2,391	2,391	2,391
15	IBEW Local 1245	3,715	4,074	4,408	4,377	4,536	5,026	5,119	5,212	5,293	5,455
16	SEIU & Security	0	0	0	0	0	0	0	0	0	0
17	Total Non-Management	5,653	6,073	6,451	6,674	6,987	7,672	7,766	7,860	7,942	8,106
18	Total Electric Operations Employees	7,055	7,428	7,889	8,253	9,045	10,279	10,468	10,562	10,644	10,808
19											
20											
Gas Operations											
21	Management & Executive	1,635	1,372	1,861	1,374	1,457	1,585	1,585	1,585	1,585	1,585
22	Admin & Technical	163	160	223	132	125	125	125	125	125	125
23	Engr & Scientists of CA	720	733	798	759	791	827	827	827	827	827
24	IBEW Local 1245	3,308	3,272	3,661	3,455	3,559	3,628	3,628	3,628	3,628	3,628
25	SEIU & Security	0	0	0	0	0	0	0	0	0	0
26	Total Non-Management	4,191	4,165	4,682	4,346	4,475	4,580	4,580	4,580	4,580	4,580
27	Total Gas Operations Employees	5,726	5,537	6,543	5,720	5,932	6,165	6,165	6,165	6,165	6,165
28											
Energy Supply											
(Nuclear, Power Generation, Energy Procurement)											
29	Management & Executive	782	792	777	768	818	839	850	857	855	719
30	Admin & Technical	68	63	61	60	58	57	57	56	56	49
31	Engr & Scientists of CA	496	458	454	436	425	445	439	425	404	194
32	IBEW Local 1245	920	907	891	860	849	846	836	814	782	451
33	SEIU & Security	242	242	244	234	222	222	216	202	202	303
34	Total Non-Management	1,726	1,670	1,650	1,590	1,554	1,570	1,548	1,501	1,444	997
35	Total Energy Supply and Procurement Employees	2,508	2,462	2,427	2,378	2,372	2,409	2,398	2,358	2,297	1,716

Pacific Gas and Electric Company
2023 General Rate Case
Actual and Forecast Headcount

	Actual End of Year Headcount					Forecast End of Year Headcount						
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
36	Energy Supply - Nuclear											
37	Management & Executive	412	418	389	403	384	387	381	368	364	228	222
38	Admin & Technical	10	14	12	13	9	9	8	8	8	1	1
39	Engr & Scientists of CA	337	305	296	278	254	251	245	231	210	0	0
40	IBEW Local 1245	433	436	425	415	402	395	385	331	331	0	0
41	SEIU & Security	242	242	244	234	222	222	216	206	202	303	303
42	Total Non-Management	1,022	997	977	940	887	877	855	808	751	304	304
43	Total Nuclear Employees	1,434	1,415	1,336	1,343	1,271	1,264	1,236	1,176	1,115	532	526
44	Energy Supply - Power Generation											
45	Management & Executive	128	123	142	131	150	166	166	166	166	174	174
46	Admin & Technical	23	21	20	20	21	19	19	19	19	19	19
47	Engr & Scientists of CA	159	153	158	158	171	194	194	194	194	194	194
48	IBEW Local 1245	487	471	466	445	447	451	451	451	451	451	451
49	SEIU & Security	0	0	0	0	0	0	0	0	0	0	0
50	Total Non-Management	669	645	644	623	639	664	664	664	664	664	664
51	Total Power Generations Employees	797	788	786	784	789	830	830	830	830	838	838
52	Energy Procurement											
53	Management & Executive	242	251	276	254	284	286	303	323	323	323	323
54	Admin & Technical	35	28	29	27	28	29	29	29	29	29	29
55	Engr & Scientists of CA	0	0	0	0	0	0	0	0	0	0	0
56	IBEW Local 1245	0	0	0	0	0	0	0	0	0	0	0
57	SEIU & Security	0	0	0	0	0	0	0	0	0	0	0
58	Total Non-Management	35	28	29	27	28	29	29	29	29	29	29
59	Total Energy Procurement Employees	277	279	305	281	312	316	332	352	352	352	352
60	Customer Care											
61	Management & Executive	1,247	1,193	1,073	1,103	1,045	1,233	1,153	1,153	1,153	1,153	1,153
62	Admin & Technical	125	104	72	107	84	58	58	58	58	58	58
63	Engr & Scientists of CA	14	21	16	17	16	17	17	17	17	17	17
64	IBEW Local 1245	1,975	2,068	1,593	1,321	1,356	1,317	1,317	1,317	1,317	1,317	1,317
65	SEIU & Security	0	0	0	0	0	0	0	0	0	0	0
66	Total Non-Management	2,114	2,193	1,661	1,445	1,456	1,393	1,393	1,393	1,393	1,393	1,393
67	Total Customer Care Employees	3,361	3,386	2,754	2,548	2,501	2,827	2,547	2,547	2,547	2,547	2,547
68	Enterprise Health & Safety											
69	Management & Executive	0	202	210	170	221	243	243	243	243	243	243
70	Admin & Technical	0	25	50	54	93	96	100	100	100	100	100
71	Engr & Scientists of CA	0	0	0	0	0	0	0	0	0	0	0
72	IBEW Local 1245	0	0	2	0	2	0	0	0	0	0	0
73	SEIU & Security	0	0	0	0	0	0	0	0	0	0	0
74	Total Non-Management	0	25	52	54	95	96	100	100	100	100	100
75	Total Enterprise Health & Safety Employees	0	227	262	224	316	339	343	343	343	343	343

Pacific Gas and Electric Company
2023 General Rate Case
Actual and Forecast Headcount

	Actual End of Year Headcount					Forecast End of Year Headcount					
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Ethics and Compliance											
76											
77	Management & Executive	0	24	22	23	97	120	120	120	120	120
78	Admin & Technical	0	3	3	3	3	4	4	4	4	4
79	Engr & Scientists of CA	0	0	0	0	0	0	0	0	0	0
80	IBEW Local 1245	0	0	0	0	0	0	0	0	0	0
81	SEIU & Security	0	0	0	0	0	0	0	0	0	0
82	Total Non-Management	0	3	3	3	3	4	4	4	4	4
83	Total Ethics and Compliance Employees	0	27	25	26	100	124	124	124	124	124
Finance											
84											
85	Management & Executive	361	379	352	351	358	324	326	326	326	326
86	Admin & Technical	111	78	90	85	79	69	69	69	69	69
87	Engr & Scientists of CA	0	0	0	0	0	0	0	0	0	0
88	IBEW Local 1245	14	12	12	10	8	7	7	7	7	7
89	SEIU & Security	0	0	0	0	0	0	0	0	0	0
90	Total Non-Management	125	90	102	95	87	76	76	76	76	76
91	Total Finance Employees	486	469	454	446	445	400	402	402	402	402
General Counsel											
92											
93	Management & Executive	112	465	331	177	106	108	108	108	108	108
94	Admin & Technical	49	48	50	40	40	40	40	40	40	40
95	Engr & Scientists of CA	0	353	0	0	0	0	0	0	0	0
96	IBEW Local 1245	0	69	68	0	0	0	0	0	0	0
97	SEIU & Security	0	0	0	0	0	0	0	0	0	0
98	Total Non-Management	49	470	475	40	40	40	40	40	40	40
99	Total General Counsel Employees	161	935	806	217	146	148	148	148	148	148
Human Resources											
100											
101	Management & Executive	345	287	288	288	283	294	294	294	294	294
102	Admin & Technical	164	102	84	82	85	94	94	94	94	94
103	Engr & Scientists of CA	0	0	0	0	0	0	0	0	0	0
104	IBEW Local 1245	7	0	0	0	1	0	0	0	0	0
105	SEIU & Security	0	0	0	0	0	0	0	0	0	0
106	Total Non-Management	171	102	84	82	86	94	94	94	94	94
107	Total Human Resources Employees	516	389	382	370	389	388	388	388	388	388

Pacific Gas and Electric Company
2023 General Rate Case
Actual and Forecast Headcount

	Actual End of Year Headcount					Forecast End of Year Headcount						
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
108	Information Technology (2017 includes Supply Chain)											
109	Management & Executive	1,135	1,293	867	822	960	962	1,015	1,045	1,055	1,060	1,070
110	Admin & Technical	391	295	190	155	181	181	187	192	192	192	192
111	Engr & Scientists of CA	79	103	77	73	112	112	116	121	121	121	121
112	IBEW Local 1245	197	592	239	228	255	255	266	276	276	281	281
113	SEIU & Security	0	0	0	0	0	0	0	0	0	0	0
114	Total Non-Management	667	990	506	456	548	548	569	589	589	594	594
115	Total Information Technology Employees	1,802	2,283	1,373	1,278	1,508	1,510	1,564	1,634	1,644	1,654	1,664
116	Strategy and Policy (Immediate Office only starting in 2020, 2017 - 2019 includes Regulatory Affairs)											
117	Management & Executive	217	201	272	234	5	5	5	5	5	5	5
118	Admin & Technical	19	28	32	30	1	1	1	1	1	1	1
119	Engr & Scientists of CA	0	0	0	0	0	0	0	0	0	0	0
120	IBEW Local 1245	0	0	0	0	0	0	0	0	0	0	0
121	SEIU & Security	0	0	0	0	0	0	0	0	0	0	0
122	Total Non-Management	19	28	32	30	1	1	1	1	1	1	1
123	Total Strategy and Policy Employees	236	229	304	264	6	6	6	6	6	6	6
124	Regulatory Affairs (2017 - 2019 included in Strategy and Policy)											
125	Management & Executive	141	0	0	0	247	178	178	178	178	178	178
126	Admin & Technical	30	0	0	0	29	29	29	29	29	29	29
127	Engr & Scientists of CA	0	0	0	0	0	0	0	0	0	0	0
128	IBEW Local 1245	0	0	0	0	0	0	0	0	0	0	0
129	SEIU & Security	0	0	0	0	0	0	0	0	0	0	0
130	Total Non-Management	30	0	0	0	29	29	29	29	29	29	29
131	Total Regulatory Affairs Employees	171	0	0	0	276	207	207	207	207	207	207
132	Risk (2017 - 2019 included in Strategy and Policy)											
133	Management & Executive	141	0	0	0	13	32	44	44	44	44	44
134	Admin & Technical	30	0	0	0	1	1	1	1	1	1	1
135	Engr & Scientists of CA	0	0	0	0	0	0	0	0	0	0	0
136	IBEW Local 1245	0	0	0	0	0	0	0	0	0	0	0
137	SEIU & Security	0	0	0	0	0	0	0	0	0	0	0
138	Total Non-Management	30	0	0	0	1	1	1	1	1	1	1
139	Total Risk Employees	171	0	0	0	14	33	45	45	45	45	45

Pacific Gas and Electric Company
2023 General Rate Case
Actual and Forecast Headcount

	Actual End of Year Headcount					Forecast End of Year Headcount						
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
140	Shared Services											
141	0	0	0	250	252	274	274	274	274	274	274	274
142	0	0	0	34	39	38	38	38	38	38	38	38
143	0	0	0	364	436	491	491	491	491	491	491	491
144	0	0	0	490	541	578	578	578	578	578	578	578
145	0	0	0	0	0	0	0	0	0	0	0	0
146	0	0	0	888	1,016	1,107	1,107	1,107	1,107	1,107	1,107	1,107
147	0	0	0	1,138	1,278	1,381	1,381	1,381	1,381	1,381	1,381	1,381
148	Supply Chain/Materials											
149	0	0	0	185	192	215	215	215	215	215	215	215
150	0	0	0	15	17	15	15	15	15	15	15	15
151	0	0	0	71	82	90	90	90	90	90	90	90
152	0	0	0	360	348	355	355	355	355	355	355	355
153	0	0	0	0	0	0	0	0	0	0	0	0
154	0	0	0	446	447	460	460	460	460	460	460	460
155	0	0	0	631	639	675	675	675	675	675	675	675
156	Enterprise Project Management (formerly CEO Office, 2016 includes Ethics and Compliance)											
157	19	0	0	0	3	2	2	2	2	2	2	2
158	5	1	0	0	1	0	0	0	0	0	0	0
159	0	0	0	0	0	0	0	0	0	0	0	0
160	0	0	0	0	0	0	0	0	0	0	0	0
161	0	0	0	0	0	0	0	0	0	0	0	0
162	5	1	0	0	1	0	0	0	0	0	0	0
163	24	1	0	0	4	2	2	2	2	2	2	2
164	President Office & Util Strategy											
165	0	0	0	6	7	11	11	11	11	11	11	11
166	0	1	1	2	1	2	2	2	2	2	2	2
167	0	0	0	0	0	0	0	0	0	0	0	0
168	0	0	0	0	0	0	0	0	0	0	0	0
169	0	0	0	0	0	0	0	0	0	0	0	0
170	0	1	1	2	1	2	2	2	2	2	2	2
171	0	1	1	8	8	13	13	13	13	13	13	13

Pacific Gas and Electric Company
2023 General Rate Case
Actual and Forecast Headcount

	Actual End of Year Headcount				Forecast End of Year Headcount							
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
172	Long Term Disability (LTD)											
173	Management & Executive	126	111	101	101	102	101	98	97	99	99	
174	Admin & Technical	21	19	19	20	18	18	17	17	17	17	
175	Engr & Scientists of CA	41	40	42	47	49	48	48	47	48	48	
176	IBEW Local 1245	584	546	496	465	422	418	412	406	417	417	
177	SEIU & Security	8	10	10	11	15	15	15	14	15	15	
178	Total Non-Management	654	615	567	543	504	499	482	484	497	497	
179	Total LTD Employees	780	726	668	644	606	599	590	581	596	596	
180	Redeployment/Transitional Leave and Other (included in HR from 2017 forward)											
181	Management & Executive	0	15	2	4	5	0	0	0	0	0	
182	Admin & Technical	0	2	1	1	2	0	0	0	0	0	
183	Engr & Scientists of CA	0	0	0	0	0	0	0	0	0	0	
184	IBEW Local 1245	0	5	7	5	8	0	0	0	0	0	
185	SEIU & Security	0	0	0	0	0	0	0	0	0	0	
186	Total Non-Management	0	7	8	6	10	0	0	0	0	0	
187	Total Redeployment and Other Employees	0	22	10	10	15	0	0	0	0	0	
188	Enterprise Programs (dispersed from 2017 forward)											
189	Management & Executive	179	0	0	0	0	0	0	0	0	0	
190	Admin & Technical	5	0	0	0	0	0	0	0	0	0	
191	Engr & Scientists of CA	0	0	0	0	0	0	0	0	0	0	
192	IBEW Local 1245	1	0	0	0	0	0	0	0	0	0	
193	SEIU & Security	0	0	0	0	0	0	0	0	0	0	
194	Total Non-Management	6	0	0	0	0	0	0	0	0	0	
195	Total Enterprise Programs Employees	185	0	0	0	0	0	0	0	0	0	
196	Safety & Shared Services (Split up from 2017 forward)											
197	Management & Executive	658	0	0	0	0	0	0	0	0	0	
198	Admin & Technical	74	0	0	0	0	0	0	0	0	0	
199	Engr & Scientists of CA	380	0	0	0	0	0	0	0	0	0	
200	IBEW Local 1245	897	0	0	0	0	0	0	0	0	0	
201	SEIU & Security	0	0	0	0	0	0	0	0	0	0	
202	Total Non-Management	1,351	0	0	0	0	0	0	0	0	0	
203	Total Safety & Shared Services Employees	2,009	0	0	0	0	0	0	0	0	0	
204												
205												
206												
207	Non-Utility Companies											
208	PG&E Corp	25	19	10	9	7	9	9	9	9	9	
209	PSUP2	3	3	3	3	2	2	2	2	2	2	
210	PSUP	0	0	0	0	0	0	0	0	0	0	
211	Total Non-Utility Employees	28	22	13	12	9	11	11	11	11	11	

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
EXHIBIT (PG&E-8) HUMAN RESOURCES

WORKPAPERS SUPPORTING
CHAPTER 3, HR SERVICE DELIVERY AND INCLUSION

TABLE OF CONTENTS

Subject	Page No.
<u>HR Service Delivery and Inclusion Department Workpapers (Schedule D1-D8)</u>	
Historical and Forecast GRC Expenses (Nominal Dollars) (D1)	WP 3-1
Historical and Forecast GRC Expenses (Base Year Dollars) (D2)	WP 3-2
Historical and Forecast Year over Year Walk (D3)	WP 3-3
Historical Adjustments (2016-2020) (D4)	WP 3-5
Explanations of Historical Adjustments (D5)	WP 3-6
Historical Adjustments by FERC Account (D6)	WP 3-7
Summary of Vacancy Savings Calculation (D7)	WP 3-8
Calculation of Capitalization Rate (D8)	WP 3-9
<u>Company Wide Expense – Tuition Refund</u>	
Historical and Forecast Expenses (Nominal and Base Year Dollars)	WP 3-10
Historical Adjustments	WP 3-11
Historical and Forecast Year over Year Walk	WP 3-12
Forecast Methodology/Assumptions	WP 3-13
Tuition Refund Forecast Calculation	WP 3-14
<u>Company Wide Expense – Workforce Transition (WFT)</u>	
Historical and Forecast Expenses	WP 3-15
Historical Adjustments	WP 3-16
Historical and Forecast Year over Year Walk	WP 3-17
Forecast Methodology	WP 3-18
WFT Handbook for Support Professional and Non-Director Leadership	WP 3-19
WFT Handbook for Chief, Director, and Senior Director Level Employees	WP 3-41

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
EXHIBIT (PG&E-8) HUMAN RESOURCES

WORKPAPERS SUPPORTING
CHAPTER 3, HR SERVICE DELIVERY AND INCLUSION

TABLE OF CONTENTS

<u>Subject</u>	<u>Page No.</u>
<u>Project Summaries</u>	
FTE Justification 2021	WP 3-63
Job Posting	WP 3-65
FTE Justification 2023	WP 3-67
Job Profile	WP 3-69
<u>Safety Work Leader Job Profiles</u>	
Director, Electric Program Management – Electric Organization	WP 3-73
Manager, Gas Process Safety – Gas Organization	WP 3-80
Manager, Program Management – Gas Organization	WP 3-85
Manager, Safety – Gas Organization	WP 3-87
Senior Director, Safety, Quality, Contract Mgt – Gas Organization	WP 3-90
Director, Electric Program Management – Wildfire Risk	WP 3-92
Vice President, PSPS Operations & Execution – Wildfire Risk	WP 3-96

PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-8), Human Resources
 Chapter 3, HR Service Delivery and Inclusion

Schedule D1
 Historical and Forecast GRC Expenses (FERC Account 920, 921, 923)
 Nominal Dollars
 (\$000s)

Line	Description	Recorded Adjusted					Forecast			Ref ^(a)
		2016	2017	2018	2019	2020	2021	2022	2023	
Department										
1	920 - Admin & Gen Salaries	16,820	13,183	12,356	11,352	12,890	13,414	13,854	14,447	
2	921 - Office Supplies & Ex	2,479	1,304	1,293	1,314	1,338	1,356	1,382	1,414	
3	923 - Outside Svc Employ - Utility	7,494	4,651	4,434	3,439	4,613	1,985	5,496	5,462	
4	923 - Outside Svc Employ - Corp									
5	Total	26,794	19,137	18,083	16,105	18,840	16,756	20,732	21,323	
6	Change from Prior Year		(7,656)	(1,054)	(1,978)	2,735	(2,084)	3,976	591	
Sub-Departments										
HR Service Delivery and Inclusion										
7	920 - Admin & Gen Salaries	16,820	13,183	12,356	11,352	12,890	13,414	13,854	14,447	
8	921 - Office Supplies & Ex	2,479	1,304	1,293	1,314	1,338	1,356	1,382	1,414	
9	923 - Outside Svc Employ - Utility	7,494	4,651	4,434	3,439	4,613	1,985	5,496	5,462	
10	923 - Outside Svc Employ - Corp									
11	Total	26,794	19,137	18,083	16,105	18,840	16,756	20,732	21,323	
12	Change from Prior Year		(7,656)	(1,054)	(1,978)	2,735	(2,084)	3,976	591	

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
Chapter 3, HR Service Delivery and Inclusion

Schedule D2
Historical and Forecast GRC Expenses (FERC Account 920, 921, 923)
Base Year Dollars
(\$000s)

Line	Description	Recorded Adjusted					Forecast			Ref ^(a)
		2016	2017	2018	2019	2020	2020	2021	2022	
Department										
1	920 - Admin & Gen Salaries	19,116	13,183	12,356	11,352	12,890	13,414	13,854	14,447	
2	921 - Office Supplies & Ex	2,640	2,601	2,566	2,515	2,479	2,445	2,399	2,346	
3	923 - Outside Svc Employ - Utility	7,980	7,863	7,733	7,571	7,494	7,389	7,251	7,090	
4	923 - Outside Svc Employ - Corp									
5	Total	29,736	23,647	22,655	21,439	22,863	23,248	23,503	23,883	
6	Change from Prior Year		(6,089)	(992)	(1,216)	1,424	385	255	380	
Escalation Factor [1] [2] [3]										
13	920 - Admin & Gen Salaries	0.8799	0.9095	0.9393	0.9701	1.0000	1.0000	1.0306	1.0644	1.0993
14	921 - Office Supplies & Ex	0.9391	0.9531	0.9664	0.9857	1.0000	1.0000	1.0142	1.0336	1.0570
15	923 - Outside Svc Employ - Utility	0.9391	0.9531	0.9691	0.9898	1.0000	1.0000	1.0142	1.0336	1.0570
16	923 - Outside Svc Employ - Corp	0.9391	0.9531	0.9691	0.9898	1.0000	1.0000	1.0142	1.0336	1.0570
17						Base Year				

[1] Base Dollar = Nominal Dollar (from Schedule D1)/Annual Escalation Factor
 [2] See Exhibit (PG&E-8) - Human Resources, Ch. 4.- Compensation, STIP, Non-qualified Retirement and Labor Escalations.
 [3] See Exhibit (PG&E-12) - General Report, Ch. 4.- Escalation Rates.

Pacific Gas and Electric Company
 2023 General Rate Case
 Exhibit (PG&E-8), Human Resources
 Chapter 3, HR Service Delivery and Inclusion
 Schedule D3
 Historical and Forecast Year over Year Walk
 Nominal Dollars
 (\$000s)

Purpose: This schedule shows the change in costs from 2016 through 2023 by cost type and FERC account.

Year	Cost Type	Amount	FERC Account			Explanation	Ref
			920	921	923-Utility		
2016 to 2017	Recorded Adjusted	26,794	16,820	2,479	7,494		Sch. D1, Line 5
	Labor	(3,637)	(3,637)			Decrease of \$3.6 million. Primarily due to labor escalation of approximately \$530 thousand, partially offset by a decrease in 32 FTEs.	
	Materials & Employee Related	(1,176)		(1,176)		Decrease of \$1.2 million primarily due to decrease in employee travel and employee training related expenses and a reduction in office supplies.	
	Contracts	(2,843)			(2,843)	Decrease of \$2.8 million primarily related to reduction of temporary workers.	
	Corporation Charges						
	Net Change	(7,656)	(3,637)	(1,176)	(2,843)		Sch. D1, Line 6
2017 to 2018	Recorded Adjusted	19,137	13,183	1,304	4,651		Sch. D1, Line 5
	Labor	(826)	(826)				
	Materials & Employee Related	(11)		(11)			
	Contracts	(217)			(217)	Below variance explanation threshold	
	Corporation Charges						
	Net Change	(1,054)	(826)	(11)	(217)		Sch. D1, Line 6
2018 to 2019	Recorded Adjusted	18,083	12,356	1,293	4,434		Sch. D1, Line 5
	Labor	(1,004)	(1,004)			Decrease of \$1 million. Primarily due to labor escalation of approximately \$400 thousand, partially offset by a decrease in 4 FTEs.	
	Materials & Employee Related	22		22		Immaterial Variance	
	Contracts	(995)			(995)	Decrease of \$1 million primarily due to consulting support for Leading Forward program, MBA program, and the Total Compensation Study.	
	Corporation Charges						
	Net Change	(1,978)	(1,004)	22	(995)		Sch. D1, Line 6
2019 to 2020	Recorded Adjusted	16,105	11,352	1,314	3,439		Sch. D1, Line 5
	Labor	1,538	1,538			Increase of \$1.5 million. Primarily due to labor escalation of approximately \$370 thousand and an increase in 3 FTEs.	
	Materials & Employee Related	23		23		Immaterial Variance	
	Contracts	1,174			1,174	Increase of \$1.2 million primarily due to contract support for Talent Acquisition, Compensation, and Rewards.	
	Corporation Charges						
	Net Change	2,735	1,538	23	1,174		Sch. D1, Line 6

Pacific Gas and Electric Company
 2023 General Rate Case
 Exhibit (PG&E-8), Human Resources
 Chapter 3, HR Service Delivery and Inclusion

Schedule D3
 Historical and Forecast Year over Year Walk
 Nominal Dollars
 (\$000s)

Purpose: This schedule shows the change in costs from 2016 through 2023 by cost type and FERC account.

Year	Cost Type	Amount	FERC Account			Explanation	Ref
			920	921	923-Utility		
2020 to 2021	Forecast	18,840	12,890	1,338	4,613		Sch. D1, Line 5
	Labor	524	524			Increase of \$524 thousand. Primarily due to labor escalation of approximately \$400 thousand and an increase of 1 FTE to support HR investigations.	
	Materials & Employee Related	19		19		Immaterial Variance	
	Contracts	(2,627)			(2,627)	Decrease of \$2.6 million is an aspiration target that reflects a potential lower level of contract support.	
	Corporation Charges						
	Net Change	(2,084)	524	19	(2,627)		Sch. D1, Line 6
2021 to 2022	Forecast	16,756	13,414	1,356	1,985		Sch. D1, Line 5
	Labor	440	440			Increase of \$440 thousand primarily due to labor escalation.	
	Materials & Employee Related	26		26		Immaterial Variance	
	Contracts	3,511			3,511	Increase of \$3.5 million. This represents approximately 1 million dollar increase as compared to 2020 recorded costs primarily due to support for Workforce Development and Diversity, Equity and Inclusion.	
	Corporation Charges						
	Net Change	3,976	440	26	3,511		Sch. D1, Line 6
2022 to 2023	Forecast	20,732	13,854	1,382	5,496		Sch. D1, Line 5
	Labor	593	593			Increase of \$593 thousand. Primarily due to labor escalation of approximately \$455 thousand and an increase of 1 FTE to support Workforce Development.	
	Materials & Employee Related	32		32		Immaterial Variance	
	Contracts	(34)			(34)	Immaterial Variance	
	Corporation Charges						
	Net Change	591	593	32	(34)		Sch. D1, Line 6
2023	Forecast	21,323	14,447	1,414	5,462		Sch. D1, Line 5

PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-8), Human Resources
 Chapter 3, HR Service Delivery and Inclusion

Schedule D4
 Historical Adjustments
 Nominal Dollars
 (\$000s)

Purpose: This schedule shows the calculation of the Recorded Adjusted costs appearing on Schedule D1. Line 1 shows the total Recorded costs for each of the historical years, and Lines 2 through 6 show the adjustments made to determine the Recorded Adjusted costs. The two types of adjustments are: (1) Reorganizations, which reflect the movement of employees or contracts from one department to another; and (2) Other Adjustments, which relate to costs excluded from the GRC forecast of the department.

Line	Description	2016	2017	2018	2019	2020	Ref
1	<u>Recorded</u>	26,794	19,137	19,854	17,565	18,460	Sch. D6, Line 5
Adjustments:							
2	<u>Reorganizations</u>			(1,770)	(1,814)		
3	Subtotal Reorganizations	0	0	(1,770)	(1,814)	0	
4	<u>Other Adjustments</u>	0	0	0	354	380	
5	<u>Event Driven Adjustment</u>	0	0	0	0	0	
6	Subtotal Other Adjustments	0	0	0	354	380	
7	Total Adjustments (line 3 + line 6)			(1,770)	(1,460)	380	Sch. D6, line 10
8	Recorded Adjusted (line 1 + line 7)	26,794	19,137	18,083	16,105	18,840	Sch. D1, line 5

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
Chapter 3, HR Service Delivery and Inclusion

Schedule D5
Explanations of Historical Adjustments to Support Schedule D4

Table 1: This table provides the business purpose of each Reorganization adjustment on Schedule D4.

Sch. D4 Adj Line	From Department	To Department	Explanation (e.g. Business purpose of the adjustment)
Sch. D4 Line 2	N/A	N/A	Reorganization of Employee, staff augmentation, and other spend from HR Service Delivery and Inclusion to Benefits

Table 2: This table provides the business purpose of each Other adjustment on Schedule D4.

Sch. D4 Line 4	N/A	N/A	Adjustment reflects officer costs actually incurred that were voluntarily excluded from the 2020 GRC

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
Chapter 3, HR Service Delivery and Inclusion

Schedule D6
Historical Adjustments by FERC Account
Nominal Dollars
(\$000s)

Purpose: This schedule provides a summary of all Historical Adjustments by FERC Account

Line	Description	2016	2017	2018	2019	2020	Ref
RECORDED BY FERC ACCOUNT							
1	920 Admin & Gen Salaries	16,820	13,183	14,100	12,737	12,510	
2	921 Office Supplies & Ex	2,479	1,304	1,293	1,314	1,338	
3	923 Outside Services - Utility	7,494	4,651	4,461	3,514	4,613	
4	923 Outside Services - Corp						
5	Total Recorded	26,794	19,137	19,854	17,565	18,460	Sch D4, line 1
ADJUSTMENTS BY FERC ACCOUNT							
6	920 Admin & Gen Salaries			(1,743)	(1,385)	380	
7	921 Office Supplies & Ex						
8	923 Outside Services - Utility			(27)	(75)		
9	923 Outside Services - Corp						
10	Total Adjustments			(1,770)	(1,460)	380	Sch D4, line 7
RECORDED ADJUSTED BY FERC ACCOUNT							
11	920 Admin & Gen Salaries	16,820	13,183	12,356	11,352	12,890	
12	921 Office Supplies & Ex	2,479	1,304	1,293	1,314	1,338	
13	923 Outside Services - Utility	7,494	4,651	4,434	3,439	4,613	
14	923 Outside Services - Corp						
15	Total Recorded Adjusted	26,794	19,137	18,083	16,105	18,840	Sch D1, line 5

**PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
Chapter 3, HR Service Delivery and Inclusion**

**Schedule D7
Summary of Vacancy Savings Calculation
Nominal Dollars
(\$000s)**

Purpose: This schedule shows labor and vacancy savings.

Line	Description	Forecast			Ref
		2021	2022	2023	
FERC Account 920 - Admin & Gen Salaries					
1	Direct Labor ^[a]	14,002	14,461	15,073	
2	Vacancy Savings ^[b]	(580)	(599)	(618)	
3	Indirect Labor ^[c]	(7)	(8)	(8)	
4	Total Labor	13,414	13,854	14,447	Sch. D1, Line 1

[a] Direct Labor is the salaries associated with department employees

[b] Labor vacancy savings was calculated based on the financial view organization for organizations with more than 50 people and PCCs with more than 10 people.

The vacancy savings calculation is as follows:

$$\frac{\text{average open requisitions for a four month period}}{\text{budgeted headcount}} \times \text{Planned Labor}$$

[c] Indirect labor is the labor associated with interdepartmental services.

PACIFIC GAS AND ELECTRIC COMPANY
 2023 General Rate Case
 Exhibit (PG&E-8), Human Resources
 Chapter 3, HR Service Delivery and Inclusion

Schedule D8
 Calculation of Capitalization Rate
 Nominal Dollars
 (\$000s)

Purpose:
 -This schedule shows the capitalization rate for the Department. Corporate Services witnesses identified work performed by their organization that could be eliminated if there were no new or ongoing construction activities being performed by the Company.
 -The capitalization rates are then used to calculate an aggregate Labor and M&S Transfer to Construction rate that would be applied to all Corporate Service Organizations. The results are shown in the workpapers supporting Exhibit (PG&E-10) Results of Operations, Chapter 8 Administrative and General Expense.

Summary

Line	Description	Amount
1	FERC Account 920 - Admin and General Salaries	14,447
2	Imputed transfer to construction - Labor rate	33.31%
3	Total Transfer to Construction - Labor \$	<u>4,813</u>
4	FERC Account 921 - Office Supplies and Expenses	1,414
5	Imputed transfer to construction - Materials & Supplies (M&S) rate	34.81%
6	Total Transfer to Construction - M&S \$	<u>492</u>

Calculated Transfer to Construction - Labor and Materials & Supplies, by Department/Subdepartment:

Line	Department/Subdepartment	A		B		C = A * B		D	E		F = D * E
		FERC 920	Capital Allocation %	Capital Allocation \$	Capital Allocation %	Capital Allocation \$	FERC 921	Capital Allocation %	Capital Allocation \$	Ref	
7	Chapter 3, HR Service Delivery and Inclusion	14,447	33.31%	4,813			1,414	34.81%	492		
8	Total	<u>14,447</u>		<u>4,813</u>			<u>1,414</u>		<u>492</u>		

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
Workpapers Supporting
Chapter 3, HR Service Delivery and Inclusion
Tuition Refund
Historical and Forecast Expenses
Nominal and Base Year Dollars
(\$000s)

Line	Description	Resource	Recorded Adjusted					Forecast ⁽¹⁾		
			2016	2017	2018	2019	2020	2021	2022	2023
1	Tuition Refund	M&S	3,114	3,464	3,762	2,477	2,091	3,588	3,792	3,892
2			-	-	-	-	-	-	-	-
3			-	-	-	-	-	-	-	-
4			-	-	-	-	-	-	-	-
5	Total		3,114	3,464	3,762	2,477	2,091	3,588	3,792	3,892
6	Year to Year Change		350	299	(1,286)	(386)	1,497	204	100	
7	Escalation Factor	LAB	0.8800	0.9090	0.9390	0.9700	1.0000	1.0310	1.0640	1.0990
8	Escalation Factor	M&S	0.9390	0.9530	0.9690	0.9900	1.0000	1.0140	1.0340	1.0570
9	Escalation Factor	OTH	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
10	Escalation Factor	Medical	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
11	Escalation Factor	Wage-related	0.8800	0.9090	0.9390	0.9700	1.0000	1.0310	1.0640	1.0990
Base Year Dollars										
12	Tuition Refund	M&S	3,316	3,634	3,883	2,502	2,091	3,538	3,667	3,682
13										
14										
15										
16	Total		3,316	3,634	3,883	2,502	2,091	3,538	3,667	3,682

[1] Line 1, for the years 2021 to 2023 values vary from the values listed in the Results of Operations (RO) Model due to errata. These amounts do not align to the RO Model provided to the Public Advocates Office at the time of filing. The RO will be updated to incorporate these errata with the Joint Comparison Exhibit submittal.

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources

Workpapers Supporting
Chapter 3, HR Service Delivery and Inclusion
Tuition Refund

Historical Adjustments
Nominal Dollars
(\$000s)

Line	Description	2016	2017	2018	2019	2020	Explanation	Ref
Recorded								
1	Tuition Refund	3,114	3,766	3,500	2,472	2,091		
2								
3								
4								
5	Total Recorded	3,114	3,766	3,500	2,472	2,091		
Adjustments								
6	Tuition Refund	(0)	(303)	263	5	-	Adjusted to cash-basis actuals as reported by third party vendor, plus employee refunds	
7								
8								
9								
10	Total Adjustments	(0)	(303)	263	5	-		
Recorded Adjusted								
11	Tuition Refund	3,114	3,464	3,762	2,477	2,091		
12		-	-	-	-	-		
13		-	-	-	-	-		
14		-	-	-	-	-		
15	Total Recorded Adjusted	3,114	3,464	3,762	2,477	2,091		

**PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources**

**Workpapers Supporting
Chapter 3, HR Service Delivery and Inclusion
Tuition Refund**

**Historical and Forecast Year over Year Walk
Nominal Dollars
(\$000s)**

Line	Description	Amount	Comments, Assumptions, Descriptions
1	2016 Recorded Adjusted	\$3,114	
2			
3	Participation and cost per participant	350	Increase in number of participants, offset partially by a decrease in the cost per participant. See Tuition Refund Forecast Calculation worksheet for additional detail.
4			
5			
6			
7			
8			
9			
10	2017 Recorded Adjusted	\$3,464	
11			
12	Participation and cost per participant	299	Increase in number of participants and an increase in the cost per participant. See Tuition Refund Forecast Calculation worksheet for additional detail.
13			
14			
15			
16			
17			
18			
19	2018 Recorded Adjusted	\$3,762	
20			
21	Participation and cost per participant	(1,286)	Increase in number of participants, offset by an decrease in the cost per participant. See the Tuition Refund Forecast Calculation worksheet for additional detail.
22			
23			
24			
25			
26			
27			
28	2019 Recorded Adjusted	\$2,477	
29			
30	Participation and cost per participant	(386)	Decrease in number of participants and decrease in the cost per participant. See the Tuition Refund Forecast Calculation worksheet for additional detail.
31			
32			
33			
34			
35			
36			
37	2020 Recorded Adjusted	\$2,091	
38			
39	Participation and cost per participant	1,497	Forecast based on average participation and cost per participant, adjusted for escalation, increased DCPD participation, and forecast headcount changes. See the Tuition Refund Forecast Calculation worksheet for additional detail.
40			
41			
42			
43			
44			
45			
46	2021 Forecast	\$3,588	
47			
48	Participation and cost per participant	204	Forecast based on average participation and cost per participant, adjusted for escalation, increased DCPD participation, and forecast headcount changes. See the Tuition Refund Forecast Calculation worksheet for additional detail.
49			
50			
51			
52			
53			
54			
55	2022 Forecast	\$3,792	
56			
57	Participation and cost per participant	100	Forecast based on average participation and cost per participant, adjusted for escalation, increased DCPD participation, and forecast headcount changes. See the Tuition Refund Forecast Calculation worksheet for additional detail.
58			
59			
60			
61			
62			
63	2023 Forecast	\$3,892	

**PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources**

**Workpapers Supporting
Chapter 3, HR Service Delivery and Inclusion
Tuition Refund**

Company-Wide Expense: Tuition Refund

Forecast Methodology/Assumptions:

See the following worksheet, Tuition Refund Forecast Calculation for the detailed calculations and assumptions.

PG&E's Tuition Refund program forecast is based on the five year average participation rate and five year average cost per participant.

The average participation rate is multiplied by the forecast headcount to obtain the forecast number of participants. PG&E adjusted the forecast participation rate to account for expected increased participation of DCPD employees in anticipation of the DCPD shut-down occurring in 2025.

The average base year cost per participant is escalated to the forecast year and multiplied by the forecast number of participants.

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources

Workpapers Supporting
Chapter 3, HR Service Delivery and Inclusion
Workforce Transition Program

Historical and Forecast Expenses
Nominal and Base Year Dollars
(\$000s)

Line	Description	Resource	Recorded Adjusted					Forecast		
			2016	2017	2018	2019	2020	2021	2022	2023
1	Severance and Transitional Pay	LAB	5,406	34,925	7,360	5,665	6,654	13,375	13,815	14,268
2	Outplacement Assistance	M&S	33	1,479	129	38	68	371	378	366
3	Total		5,439	36,404	7,489	5,703	6,722	13,746	14,193	14,655
4	Year to Year Change			30,965	(28,915)	(1,787)	1,020	7,024	447	462
5	Escalation Factor	LAB	0.880	0.909	0.939	0.970	1.000	1.031	1.064	1.099
6	Escalation Factor	M&S	0.939	0.953	0.969	0.980	1.000	1.014	1.034	1.057
7	Escalation Factor	OTH	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
8	Escalation Factor	Medical	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
9	Escalation Factor	Wage-related	0.880	0.909	0.939	0.970	1.000	1.031	1.064	1.099
Base Year Dollars										
10	Severance and Transitional Pay	LAB	6,143	38,422	7,838	5,840	6,654	12,979	12,979	12,979
11	Outplacement Assistance	M&S	35	1,552	134	38	68	366	366	366
12	Total		6,178	39,974	7,971	5,878	6,722	13,345	13,345	13,345
12.1	Year to Year Change			33,795	(32,002)	(2,093)	844	6,623	-	-

Calculation of Forecast
Forecast Methodology: 5 Year Average (2016 - 2020)

	Forecast before escalation
14 Severance and Transitional Pay	12,979
15 Outplacement Assistance	366
16 Total Forecast	13,345

[1] Line 1 and Line 2, for the years 2021 to 2023, values vary from the values listed in the Results of Operations Model (RO) Model due to errata. These amounts do not align to the RO Model provided to the Public Advocates Office at the time of filing. The RO will be updated to incorporate these errata with the Joint Comparison Exhibit submittal.

PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-8), Human Resources

Workpapers Supporting
 Chapter 3, HR Service Delivery and Inclusion
 Workforce Transition Program

Historical Adjustments
 Nominal Dollars
 (\$000s)

Line	Description	2016	2017	2018	2019	2020	Explanation	Ref
Recorded								
1	Severance & Redeployment Payments	50,628	16,685	5,648	21,860	(1,110)		
2	Materials & Supplies	2	35	(1)				
3	Outplacement Assistance	30	1,681	129	14	68		
4	Total Recorded	50,659	18,400	5,776	21,874	(1,042)		
Adjustments								
5	Severance & Redeployment Payments	(45,222)	18,240	1,712	(16,195)	7,764	Accrual to Cash	
6	Materials & Supplies	(2)	(35)	1	-	-	Remove non-program costs.	
7	Outplacement Assistance	4	(202)	-	24	-	Remove non-program costs and accrual to cash conversion.	
8	Total Adjustments	(45,220)	18,004	1,713	(16,171)	7,764		
Recorded Adjusted								
9	Severance & Redeployment Payments	5,406	34,925	7,360	5,665	6,654		
10	Materials & Supplies	-	-	-	-	-		
11	Outplacement Assistance	33	1,479	129	38	68		
12	Total Recorded Adjusted	5,439	36,404	7,489	5,703	6,722		

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources

Workpapers Supporting
Chapter 3, HR Service Delivery and Inclusion
Workforce Transition Program

Historical and Forecast Year over Year Walk
Nominal Dollars
(\$000s)

Line	Description	Amount	Comments, Assumptions, Descriptions
1	2016 Recorded Adjusted	\$5,439	
2			
3	Increased number of severances	30,965	Increased number of severances and a different mix of employees
4			
5			
6			
7			
8			
9			
10	2017 Recorded Adjusted	\$36,404	
11			
12		(28,915)	Decreased number of severances and a different mix of employees
13			
14			
15			
16			
17			
18			
19	2018 Recorded Adjusted	\$7,489	
20			
21	Reduced number of severances	(1,787)	21 fewer severances in 2016 as compared with 2015. Different mix of employees
22			
23			
24			
25			
26			
27			
28	2019 Recorded Adjusted	\$5,703	
29			
30		1,020	344 more severances in 2017 as compared with 2016. Different mix of employees
31			
32			
33			
34			
35			
36			
37	2020 Recorded Adjusted	\$6,722	
38			
39		6,623	
40		401	Five year average severance forecast is higher than 2020 recorded adjusted Escalation rates applied to average.
41			
42			
43			
44			
45			
46	2021 Forecast	\$13,746	
47			
48	Escalation	447	Escalation rates applied to average.
49			
50			
51			
52			
53			
54			
55	2022 Forecast	\$14,193	
56			
57	Escalation	462	Escalation rates applied to average.
58			
59			
60			
61			
62			
63	2023 Forecast	\$14,655	

**PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources**

**Workpapers Supporting
Chapter 3, HR Service Delivery and Inclusion
Workforce Transition Program**

Company-Wide Expense: Workforce Transition Program

Forecast Methodology/Assumptions:

- 1. Uses severance data from 2016 - 2020 to calculate five year average.*
- 2. Does not include severances paid to meter readers or executives.*
- 3. Assumes that current Workforce Transition program is in place (maximum payment reduced in 2016).*
- 4. Assumes 45-day redeployment period (60 day period may occur in some instances under PG&E's program) during which employee receives transitional pay.*



Workforce Transition

Handbook for Support, Professional, and Leadership Level Employees

Revision Date: February 25, 2020

2020

TABLE OF CONTENTS

INTRODUCTION	4
REDEPLOYMENT	5
TARGETED VOLUNTARY SEVERANCE PROVISIONS.....	6
LUMP SUM SEVERANCE PLAN.....	8
OUTPLACEMENT ASSISTANCE.....	11
SUMMARY OF BENEFITS FOR EMPLOYEES WHO ELECT A SEVERANCE OPTION	
• Retirement Plan.....	12
• Retirement Savings Plan	13
• Long-Term Incentive Plan	13
• Short-Term Incentive Plan	14
• Medical, Dental and Vision Coverage	14
• Reimbursement Accounts.....	15
• Group Life Insurance Coverage.....	15
• Vacation, Floating Holidays and Vacation Buy Days	15
• Sick Leave	15
• Leave of Absence and Long Term Disability	15
• Tuition Refund Program.....	16
• Employee Assistance Program.....	16
• Area Housing Cost Allowance/Mortgage Interest Differential Allowance/ Mortgage Subsidy	16
• Pacific Service Employees Association (PSEA)	16
• Pacific Service Credit Union	16
• Employee Rates	16
HEALTH PLAN MEMBER SERVICES CONTACTS	18
OLDER WORKERS BENEFIT PROTECTION ACT.....	18
Exhibit A: BENEFITS MATRIX	19
Exhibit B: CLAIMS AND APPEALS PROCESS.....	21
Exhibit C: EMPLOYEE RESOURCES LIST.....	22

INTRODUCTION

This handbook has been prepared to provide you with information about the Company's Workforce Transition Plan and contains details related to severance programs and available benefits. The section on retirement applies to employees 55 years of age or older at the time employment with PG&E ends.

Please read and consider the information carefully. If you have any questions, please call the Human Resources Solutions Center at extension 8-223-HELP (4357) or externally at 415-973-HELP (4357) or submit a request at <http://AskHR>. For any benefits questions please call 866-271-8144. You will be contacted within one business day.

SEVERANCE PROGRAMS

There are two types of severance programs, Involuntary Targeted Severance and Targeted Voluntary Severance.

INVOLUNTARY TARGETED SEVERANCE PROGRAM/REDEPLOYMENT

All employees placed in the Redeployment Program have either a 45- or 60-day paid consideration period from the date they are notified their position will be eliminated to choose if they want to elect severance. The length of the consideration period provided an employee is dependent upon whether the elimination of the employee's position falls under the provisions of the Worker Adjustment and Retraining Notification (WARN) Act.

If you are eligible for Redeployment, the first thing you should do is review your redeployment package to determine whether your consideration period is 45 or 60 days. If you are unsure of your consideration period, contact the Human Resources Solutions Center at extension 223-HELP or (415) 973-HELP (4357) or submit a request at <http://AskHR>.

During your consideration period, you need to review your severance agreement and related transition materials and at your discretion explore other career opportunities. If you decide to take the redeployment package, then you must complete and sign the *Severance Agreement and Release* prior to the end of your assigned consideration period in order to receive the lump sum severance payment. You have seven days from the date you sign and return your Agreement to revoke your decision. If you sign your Agreement early and the revocation period has passed, all proceeds will be distributed one calendar day following the effective date of the Agreement. Your final pay, vacation payout and lump sum payment will not be made to you prior to the expiration of your consideration period (45 or 60 days). If the seven-day revocation period has not expired, the severance payout will be held for the expiration of this period, and only final pay and vacation will be distributed on the last day of your consideration period, which is your last day on the PG&E payroll.

During your time in the Redeployment Program, you may continue posting for internal jobs or interviewing externally for opportunities. If you accept a position within Pacific Gas and Electric Company (including Hiring Hall), PG&E Corporation, any PG&E affiliate, or as a non-employee worker assigned to Pacific Gas and Electric Company, you forfeit your severance benefit option and your redeployment period will end. If you are selected for a Pacific Gas and Electric Company vacancy which requires relocation, you may be extended relocation benefits to assist you in your move.

You must submit your final expenses for company business to your current supervisor on the date of your redeployment notification.

TARGETED VOLUNTARY SEVERANCE PROGRAM

If you are a participant in the Targeted Voluntary Severance Program, you have up to 45 days to consider your Severance Agreement and Release and decide if you wish to sign the Agreement and receive a lump sum severance payment. Employees who participate in the Targeted Voluntary Severance Program are not eligible to participate in the Redeployment Program.

In order to receive a lump sum severance payment, you must complete and sign the *Severance Agreement and Release* prior to the end of the 45-day consideration period. You have seven days from the date you sign and return your Agreement to revoke your decision. If you sign your Agreement early and the revocation period has passed, your payment will be distributed one calendar day following the effective date of the agreement. Your lump sum payment will not be made to you prior to the expiration of the seven-day revocation period.

Targeted Voluntary Severance participants are eligible for outplacement benefits. Following your final day of employment and receipt of your Severance Agreement and Release, you may contact the outplacement firm. The outplacement firm offers assistance with résumé preparation, interviewing skills training and one-on-one counseling services to help you identify job opportunities.

Following your final day of employment, you will not be eligible for rehire as an employee of Pacific Gas and Electric Company (including Hiring Hall), PG&E Corporation, or any PG&E affiliate, or as a non-employee worker assigned to Pacific Gas and Electric Company for a period of 12 months. Any exceptions to the rehire policy require the approval of a senior officer and adherence to the repayment provisions detailed in this handbook.

Additional Information

Pay Plan

If you receive a redeployment notification near the end of the year and are in the Redeployment Program when Performance and Reward (formerly known as Pay Plan) increases take effect, you are not eligible to receive a base pay increase. If you are placed into a regular or rotational position out of the Redeployment Program, the hiring supervisor may consider a salary adjustment based on resulting pay factors.

Temporary Assignments

Temporary assignment opportunities offered to employees in the Redeployment Program are treated as regular positions with regard to the Workforce Transition Program. Accordingly, if you accept a rotational opportunity, you will forfeit your severance payment option. If you elect to leave the company prior to the end of the rotational assignment, it will be considered a resignation.

If you are returned by your supervisor to the Redeployment Program upon conclusion of your rotation, you will be eligible for whatever benefits are included in the Workforce Transition Program at the time the temporary assignment ends.

Internal Job Search for Redeployment Program Participants

You are encouraged to create a profile and apply for vacancies within the company through Talent Connect.

Information concerning creating a profile and applying for jobs, including helpful resources and training tools, is available on the HR Intranet at About Me > My Career > Find Career Opportunities

Vacancies are filled on a competitive basis. You will need to apply for available jobs in which you are interested in order to be considered. There is no preferential consideration given to displaced employees in the selection process; there are no penalties for turning down job interview requests or offers once you are in the redeployment program.

Affiliate Vacancies

Check the affiliate websites to find out what vacancies they have or how to apply for employment. You may find their websites by going to the PG&E Intranet site, *PG&E@Work*. Select our external website by clicking on PGE.com, or select the PG&E Corporation Internet and Intranet links from the left side of the screen.

Relocation Assistance

Employees must meet current relocation eligibility requirements.

LUMP SUM SEVERANCE PLAN

The Lump Sum Severance Plan is available for PG&E employees who have accepted the redeployment package offered within 45 or 60 days of receiving written notification that their position has been eliminated and for employees who have agreed to voluntarily resign their employment under the Voluntary Targeted Severance Program. Payment is dependent on the signing of the *Severance Agreement and Release* during the consideration period and the expiration of the seven-day revocation period.

Eligibility

You must have a minimum of six months' continuous service as of your release date or for Targeted Voluntary Severance participants, your final day of employment.

Provisions

- Your severance pay will be equal to three weeks' pay per year of credited service, as defined by the PG&E Retirement plan (12 week minimum, 52 week maximum)*
- You will receive a lump sum payment of \$9,000 to help cover transition expenses, which may include such items as medical benefits continuation, life insurance coverage or other transitional needs.
- You are eligible to receive the company's outplacement package. The package provides comprehensive job search support through a contracted outplacement consulting firm.

Receipt of the lump sum payment is dependent on signing of the agreed-to Severance Agreement and Release.

* If you have previously received workforce management benefits (severance), severance will be based on your most recent hire date.

Tax Liability on Distributions – 2020

- Federal and state flat withholding rate of 22% and 6.6%, respectively.
- FICA will be withheld on the following maximums:

OASDI	6.2% of \$137,700 (\$8,537.40 maximum annual deduction)
Medicare Tax	1.45% (no wage or annual maximum; extra 0.9% above \$200,000 in earnings)
- State or Voluntary Disability 1.00% of \$122,909 (\$1,229.09 maximum annual deduction)

*The federal supplemental rate increases to 37% for supplemental wages over \$1 million in a calendar year.

Definition of "Length of Service" and Base Pay for Severance Payment

1. Actual employment service, defined for the Severance Plan, is an employee's most recent employment date with Pacific Gas and Electric Company, PG&E Corporation, or any PG&E affiliate. Since January 1, 1991, service accrued by employees working part-time has been counted by actual hours worked.
2. Severance payments are derived from the base salary at the time the employee receives redeployment notification, or for targeted voluntary severance, final day of employment. Base pay is defined as the employee's straight time rate of pay and does not include pay for temporary upgrades, shift, relief, overtime, lump sum payments or other premiums. This lump sum payment is not considered covered compensation for purposes of calculating benefits under any of the company qualified or unqualified benefits plans. This sum is paid with the provision that the employee and approved company representative have executed the *Severance Agreement and Release* form at termination or seven days after the employee signs the Agreement, whichever is latest.

Rounding

For purposes of calculating the severance for partial years of service, employees receive one week for each four-month increment after four years of service (employees with zero to four years of service receive the minimum of 12 weeks' base pay). For example, an employee with **four years and four months of service would receive 13 weeks' base pay.**

Rehire Provisions

Effective January 1, 2017 employees who leave the Company for any reason are not eligible for rehire as an employee of Pacific Gas and Electric Company (including hiring hall), PG&E Corporation or any PG&E affiliate, or as a non-employee worker, assigned to PG&E for a period of 12 months, unless approved by a senior officer or otherwise prohibited by law. If you are rehired, you are subject to the rehire provisions in effect at the time you are rehired. In addition, you are required to repay a prorated amount of your severance payment, prior to first day of employment, according to the payback guidelines for rehired employees implemented August 1, 1995. These apply to all Support, Professional, and Leadership employees rehired into a position at Pacific Gas and Electric Company (including Hiring Hall), PG&E Corporation, any PG&E affiliate, PSEA, or as a non-employee worker assigned to PG&E.

The proration is calculated as follows:

1. Divide the gross salary at the time of severance, converted to a monthly rate, into the total gross severance amount. This is the number of months of severance pay the individual received.
2. Divide the net severance received by the total months of severance in Step 1. This is the net monthly severance payment received.

3. Subtract the number of months the former employee was off the payroll from the months of severance pay in Step 1. This is the number of months of severance to be repaid.
4. Multiply the number of months in Step 3 by the monthly net severance in Step 2 to get the prorated amount to be repaid.

OUTPLACEMENT ASSISTANCE

For employees in the Redeployment Program, outplacement support is available throughout the paid consideration period. Targeted Voluntary Severance participants are eligible to receive outplacement support following their last day of employment. Outplacement assistance provides you with the skills and tools necessary to conduct an effective job search, as well as transitional support following separation from the company. Outplacement consultants provide counseling to assist in examining career options prior to or after resigning with severance benefits. While you are not obligated to accept outplacement services, additional severance dollars are not provided in lieu of outplacement.

Lee Hecht Harrison (LHH) has been contracted by Pacific Gas and Electric Company to provide outplacement services. Log on to <http://www.lhh.com/> for more information about the company. LHH provides individual, one-on-one counseling with a dedicated counselor, as well as a variety of workshops. All outplacement services are available remotely, via telephone and Internet.

Outplacement Services for Employees

The outplacement services package has been specially designed to provide assistance to meet your specific needs. During the redeployment period, office/administrative support is available at LHH offices, as well as use of their resource library. The outplacement program for all severance participants includes individual consulting hours and a variety of workshops (online or classroom):

- Career Continuation
- Career Assessment
- Starting Your Own Business
- Résumé Writing
- Interviewing Techniques
- Market Strategy
- Negotiation
- Job Search Work Teams

You will receive more details on these options and how you can combine them for the best program for your needs and interests when you speak with a LHH consultant. **To begin your outplacement program, please visit crn.lhh.com or call 888-224-4120.** A LHH consultant will contact you within 48 hours after receipt of your contact information.

SUMMARY OF BENEFITS FOR EMPLOYEES WHO ACCEPT THE SEVERANCE OPTION

Retirement Plan

Eligibility to receive benefits under the Severance Plan does not impact any rights or elections an employee may have under the company's Retirement Plan. Employees may elect to have pension payments commence at the conclusion of the redeployment period or following their last day of employment as allowed under the Retirement Plan provisions. The specifics regarding your Retirement Plan benefit will also depend on whether you are participating in the final pay benefit formula or the cash balance benefit formula under the Retirement Plan. Please refer to the Retirement Plan section of the Summary of Benefits Handbook at www.mypgebenefits.com for more information.

You will cease to accrue service in the PG&E Retirement Plan on the date your employment with PG&E ends. Vested or retirement status and distribution options are determined as of that date under the plans. No enhancement of the Retirement Plan is made.

Eligibility for Retirement – If You Elect the Severance Option

If you are age 55 or older and elect a severance option, you will be considered a retiree effective the first of the month following the date your employment ends with PG&E. You must submit all completed paperwork to the PG&E Pension Center at least 30 days in advance of your first pension start date to receive a pension benefit under the Retirement Plan. If the PG&E Pension Center does not receive your fully completed paperwork at least 30 days in advance of your desired pension start date, your pension will be recalculated to start the first of the month at least 30 days after receipt of the completed forms.

You may also defer your pension benefits until a later date; however, you must begin receiving benefits from the Retirement Plan no later than April 1 of the year after you reach age 70 ½. When you are ready to begin receiving your pension benefits from the Retirement Plan, it is your responsibility to notify the PG&E Pension Center by calling toll-free 800-700-0057, *at least 90 days before* the date on which you want your pension benefits to become payable.

Eligibility for Vested Annuity under the Retirement Plan's Final Pay Benefit Formula

If your employment ends with the company before age 55 and you have at least five years of credited service under the Retirement Plan, you will be considered a vested annuitant rather than a retiree. As a vested annuitant, you are entitled to a pension benefit from the Retirement Plan when you reach retirement age.

The earliest you can begin receiving your pension benefit from the Retirement Plan is on the first day of the month following your 55th birthday. However, benefit payments must begin no later than April 1 of the year after you reach age 70 ½. Your termination package will include a Vested Annuity Estimate showing the estimated amount you will be entitled to receive upon reaching retirement age.

Eligibility for a Benefit under the Retirement Plan's Cash Balance Benefit Formula

If you are participating in the Retirement Plan's Cash Balance Benefit Formula, you can receive your full cash balance account as long as you are fully vested in the plan, i.e., have three years of credited service or attained age 55 before your termination date.

When you are ready to begin receiving your pension benefits from the Retirement Plan, it is your responsibility to notify the **HR Pension Center by calling toll-free 800-700-0057, at least 90 days before** the date on which you want your vested pension benefits to become payable.

If you have a vested benefit from the Retirement Plan and the present value of your pension benefit is less than \$5,000 as of the date your employment ends with the company (including retirement), you will receive a written explanation from PG&E's third party pension administrator about rollover options prior to receiving your distribution from the Retirement Plan.

Retirement Savings Plan

The record keeper for your Retirement Savings Plan account is Fidelity Management Trust Company ("Fidelity"). Fidelity will be notified concerning the termination of your employment with PG&E (including retirement) and will provide a package detailing the various rollover or distribution options available to you. Fidelity will mail this package to your home address after a 30-day waiting period. Prior to receiving this package from Fidelity, you may review your options by calling Fidelity and requesting an advance copy of the Retirement Savings Plan summary plan description (SPD).

Because the tax laws that govern your Retirement Savings Plan distributions are complex, we recommend you consult a financial advisor to ensure that you understand all the implications of your decisions. The details of your Retirement Savings Plan are contained in the Summary Plan Document. If you need to update your address or if you do not receive your package within 30 days after termination of your employment, or if you have questions regarding your account, please contact **Fidelity Management Trust Company toll-free at 877-743-4015**.

Designation of Beneficiary

After you retire, you may change your beneficiaries at any time by contacting Fidelity toll-free at 877-743-4015 or logging on to the Internet at www.401k.com.

Long-Term Incentive Program (LTIP)

When your employment ends (other than retirement as defined below):

1. Restricted stock units will continue to vest for 12 months after termination.
2. Your unvested performance shares will vest proportionately based on the number of months during the performance period that you were employed (rounded down) divided by 36 months. Your vested performance shares will be payable, if at all, after the completion of the performance period based on the same formula that applies to active employees.

Retirement (applies only to pre-2017 awards and 2017 awards to employees subject to notification period)

For LTIP purposes, you will be considered to be retired if you are age 55 or older at termination and were employed by PG&E Corporation or any of its subsidiaries for at least five consecutive years ending on the date of termination. When you retire, your performance shares and restricted stock units will continue to vest according to the normal schedule.

You are subject to the notification period if you were in a director level position or above at the time 2017 annual LTIP awards were granted and also received an LTIP award prior to 2017.

For further information, contact Executive Compensation, 245 Market Street, Room 236A, San Francisco, or call 415-973-5506.

Note: For a more detailed description of treatment of LTIP awards, please reference the LTIP prospectus and your award agreements.

Short-Term Incentive Plan (STIP)

If you have at least six months' consecutive service in the calendar year in which you accepted severance, you will be eligible for a prorated STIP payout based on the number of months worked during the year if awards are paid under the plan. If you do not have at least six months' consecutive service in the calendar year, you are *not* eligible for any payout from the current year's STIP.

If you elect severance and then elect to retire, you will be eligible for a prorated STIP payout based on the number of months worked during the calendar year.

If awards are paid under the plan, payments are typically distributed in March of the following year to your home mailing address of record.

There are other rules and circumstances that could affect your eligibility for a STIP award. Additional details can be found in the plan document and administrative guidelines, which govern the plan. You may access these guidelines on the HR Intranet Web site under: Services > Your Compensation > Short-Term Incentive Plan.

Medical, Dental and Vision Coverage

Medical, dental and vision coverage for you and your eligible dependents **continues until the end of the month in which your employment ends with PG&E**. You have the option to convert your medical coverage to an individual policy within 31 days of the date on which your company-sponsored medical or COBRA coverage ends. If you are eligible to retire, you will receive information on retiree medical continuation from the PG&E Benefits Service Center (1-866-271-8144).

COBRA Coverage

You may elect to continue one or more of your existing health care coverages through COBRA when you leave the company. A separate package detailing your rights to COBRA coverage will be mailed to your home by Ceridian COBRA Serve after your employment ends. If you choose to elect COBRA, your paperwork must be completed and returned to Ceridian within 60 days of the date your health coverage is terminated.

Reimbursement Accounts

- *Health Care Flexible Spending Account (HFSA)*: Your contributions to HFSA will cease at the end of the month in which your employment ends with PG&E. You have the option to contribute to the HFSA until the end of the current year on an *after-tax* basis if you continue participation through COBRA.
- *Dependent Care Flexible Spending Account (DFSA)*: Your contributions to the Dependent Care Flexible Spending Account will cease at the end of the month in which your employment ends with PG&E. You may submit claims for reimbursement for the months in which you were a participant until March 31 following the end of the plan year.
- If you have a wellness account and you are enrolled in a PG&E-sponsored medical plan under COBRA, then your wellness account will remain active.

Group Life Insurance Coverage

Life insurance coverage will remain in effect until the last day of the month in which your employment ends with PG&E. You have the option to convert your active life insurance coverage to an individual policy. To convert your coverage, complete and submit an application to MetLife Insurance Company within 31 days of the date your employment ends. For more information on converting your coverage, **call a MetLife representative toll-free at 866-271-8144.**

Vacation, Floating Holidays and Vacation Buy Days

You will receive pay for your current and deferred vacation days and unused floating holidays when your employment ends.

Incidental and Capped Sick Leave Bank

Sick leave was established to provide income protection for employees who are unable to work because of illness or personal injury. There is no payment for unused incidental sick leave or for capped sick leave converted into your Capped Sick Leave Bank on January 1, 2017. If you retire on or after February 1, 2017 and are eligible for benefits under the PG&E Retiree Medical Plan, 25% of any of your unused capped sick time upon retirement will be converted into a Retiree Health Account, valued at your basic wage rate on the day of retirement.

Leave of Absence and Long Term Disability

If your position is eliminated while you are on a leave of absence you will be placed in the Redeployment Program as if you had been at work on the date of notification. Whether you are on a leave of absence when you are notified your position has been eliminated or if you apply for a leave of absence during the Redeployment Period, your final day on the payroll will not be extended.

Employees in the Redeployment Program are not eligible to apply for Long Term Disability going forward. You will not be eligible for Long Term Disability benefits once your employment ends.

Tuition Refund Program

Approved requests for the Tuition Refund Program will be honored for courses authorized and in progress prior to the day you were notified your job would be eliminated (in accordance with the provisions of the Tuition Refund Program).

Employee Assistance Program

The Employee Assistance Program is available to you for up to 30 days or until EAP counselors determine the prudent and necessary timeframe for discontinuing service. For EAP counselor assistance, call Beacon Health Options at 888-445-4436. Employees may also continue EAP coverage for up to 18 months through COBRA.

Area Housing Cost Allowance/Mortgage Interest Differential Allowance/Mortgage Subsidy

If you are currently receiving the AHCA, MIDA or a mortgage subsidy under the PG&E Relocation Policy, the payments will terminate 90 days after your termination date or the date of the sale of your residence, whichever occurs first.

Pacific Service Employees Association (PSEA)

You may continue your membership with PSEA if you make arrangements to pay annual dues directly to PSEA. Benefits of PSEA membership include discount programs, tour and travel, group auto and home insurance, as well as local and system-wide social events. PSEA also offers dental and vision programs to retired members who continue to pay annual membership dues. As a former employee, you may be eligible for membership in those programs; however, the disability benefit insurance programs provided through PSEA will be discontinued when your employment ends.

For more information about PSEA and the payment of annual dues, call toll-free 800-272-7732.

Pacific Service Credit Union (PSCU)

Your membership with Pacific Service Credit Union will continue regardless of your employment status with PG&E. Pacific Service Credit Union offers an extensive array of financial services to assist you.

If you have an outstanding loan, you'll need to make alternate repayment arrangements, as payroll deductions will no longer be an option. If your financial situation changes, Pacific Service Credit Union can work with you to provide loan repayment options, including reduced payments and extended loan terms.

Employees who elect the severance option and subsequently retire will be eligible for the same services as any PG&E employee retiring directly from company service.

For information about how Pacific Service Credit Union can help you with your transition from employment with PG&E, please call toll-free 888-858-6878.

Employee Rates

If you elect a severance option, you will not be eligible for employee rates once your employment ends. If you are a retiree, you will continue to be eligible for employee rates consistent with the provisions of the plan.

Descriptions of these plans do not include the important legal definitions or limitations which are in plan documents or HMO contracts governing your benefits. Therefore, this Summary does not replace those legal documents and in case of conflict, those legal documents govern your benefits. Since future conditions affecting the company cannot be foreseen, the company reserves the right to amend or terminate the plans at any time, subject to any notice provisions required under applicable collective bargaining agreements. Although any change in a plan or the termination of a plan will not affect the benefits paid to plan members before the date the plan was changed or ended, such change may result in reduced levels of benefits or benefit coverage or termination of coverage after the effective date of any such change.

HEALTH PLAN MEMBER SERVICES CONTACTS

For more information, please call the appropriate plan's number or visit its Web site.

Plan Name	Phone Number	Web Site
Dental Plan (administered by Delta Dental)	888-217-5323	www.deltadentalins.com/PG&E
Employee Assistance Program (administered by Beacon Health Options)	888-445-4436	www.achievesolutions.net/pg&e
Kaiser Permanente Health Account Plan (HAP)	North: 800-663-1771 South: 800-533-1833	www.my.kp.org/ca/pg&e
Anthem Blue Cross Health Account Plan (HAP)	800-964-0530	www.anthem.com/ca/pg&e
Mental Health and Substance Abuse (MHSA) Program (administered by Beacon Health Options)	888-445-4436	beaconhealthoptions.com
Prescription Drug Plan for Anthem HAP members (administered by Express Scripts)	800-718-6590	www.express-scripts.com
Reimbursement Accounts – Health Care, Dependent Care, and Wellness Account (administered by WageWorks or Kaiser)	WageWorks: 866-271-8144, Option 6 Kaiser: 877-750-3399	www.wageworks.com www.my.kp.org/ca/pg&e
Vision Plan (administered by Vision Service Plan)	800-877-7195	www.vsp.com
Life and Accident Insurance (administered by MetLife)	866-271-8144, Option 1	https://mybenefits.metlife.com/pg&e

OLDER WORKERS BENEFIT PROTECTION ACT

The *Older Workers Benefit Protection Act* is a federal law that governs our Workforce Transition Program because it provides benefits to employees who are displaced and who are subsequently required to release claims under the Age Discrimination in Employment Act of 1967. The act applies only to employees who are 40 years of age or older when they are displaced. Additional details about your rights under the Older Worker Benefit Protection Act (Federal Law, Title 29, Section 623, of the U.S. Code) can be found at www.eeoc.gov.

EXHIBIT A**Pacific Gas and Electric Company – Professional, Support, and Leadership Employees Workforce Transition Program**

Administrative Provisions Governing the Severance Option

These administrative guidelines are a summary of the provisions applicable to all severed employees. This summary does not purport to be complete and is qualified in its entirety by reference to the appropriate plan/program to which the provision relates. In the event of a conflict between these administrative guidelines and the specific plan/program to which they relate, the terms of the respective plan/program shall govern.

Plan/Program Area	Regular Severance
Benefits	
Holidays	Floating Holidays are cashed out on final day of employment.
Vacation	Unused vacation is cashed out on final day of employment, including any unused Anniversary Bonus vacation.
Retirement Savings Plan	Active participation ends on final day of employment; no additional contributions to the plan.
Retirement Plan	If eligible, may receive pension benefit following last day of employment. No further service accrued.
Medical, Dental, Vision, HFSA, DFSA, Life Insurance and Vacation Buy	Participation ends at end of month following final day of employment. Active employee life insurance terminates at the end of the month following termination.
Compensation	
Base Salary	Base salary is used to calculate severance payment.
Short-Term Incentive Plan (STIP)	Employees are eligible for current year's prorated STIP award if severed on or after July 1.

Plan/Program Area	Regular Severance
Long-Term Incentive Plan (LTIP)	<p>Upon termination of your employment by PG&E without cause (other than retirement as defined below), (1) the restrictions on your restricted stock units will continue to lapse for 12 months after termination, and (2) your unvested performance shares will vest proportionately based on the number of months during the Performance Period that you were employed (rounded down) divided by 36 months. Your vested performance shares will be payable, if at all, after the completion of the Performance Period based on the same formula applied to active employees.</p> <p><u>Retirement</u></p> <p>You will be considered to be retired if you are age 55 or older at termination and were employed by PG&E Corporation or any of its subsidiaries for at least five consecutive years ending on the date of termination. When you retire, (1) all of your stock options vest immediately and may be exercised within the remaining term of the options or five years, whichever is shorter, (2) the restrictions on your restricted stock will continue to lapse according to the normal schedule, and (3) your performance shares will continue to vest according to the normal schedule.</p>
Employee Discount	Eligible if qualifying pensioner, regardless of when retirement is elected.
Remaining Severance	N/A – One time lump sum election.

EXHIBIT B**CLAIMS AND APPEALS PROCESS**

Employees whose claim for benefits has been denied shall have such further rights or review as are provided in Section 503 of ERISA and regulations promulgated there under.

If any claim under this Plan is denied in whole or in part, the Benefit Administrator, currently the Redeployment Coordinator, shall furnish to the claimant a written notice setting forth:

- a) specific reason(s) for the denial;
- b) the Plan provision(s) on which the denial is based;
- c) a description of any material or information, if any, necessary for the claimant to perfect the claim and an explanation of why such material or information is necessary; and,
- d) information concerning the steps to be taken if claimant wishes to submit a claim for review.

The above information shall be furnished to the claimant within ninety (90) days after the claim is received by the Benefit Administrator, unless special circumstances require an extension of time of up to an additional ninety (90) days for processing the request. If such an extension is required, a notice of the extension shall be furnished to the Employee within the initial ninety (90) day period.

If a claimant is not satisfied with the written notice described in the preceding paragraph, the claimant may request a full and fair review by notifying the Plan Administrator in writing within sixty (60) days after receiving such notice or, in the case of a deemed denial, within sixty (60) days after the application is deemed denied. If a review is requested, the claimant shall also be entitled, upon written request, to review pertinent documents and to submit issues and comments in writing. The Plan Administrator shall furnish the claimant with a written final decision within sixty (60) days after receipt of request for review, unless special circumstances require an extension of time of up to an additional sixty (60) days for processing the request. If such an extension is required, a notice of the extension shall be furnished to the claimant within the initial sixty (60) day period.

The Plan Administrator, when it reviews a denial of a claim, shall determine conclusively for all parties all questions arising in the administration of the benefit provisions of the Plan.

Claims should be sent to the Benefit Administrator, 1850 Gateway Blvd., 7th Floor, Concord, CA 94520.

EXHIBIT C

Employee Resources	
Benefits Service Center	866-271-8144
EAP (Employee Assistance Program) Counseling Services	888-445-4436
Equal Employment Opportunity	415-973-4357
Fidelity Investments	877-743-4015 or www.401k.com
HR Solutions Center	415-973-4357
Pacific Service Credit Union	888-858-6878
Pacific Service Employees Association	800-272-7732
Payroll Helpline	415-973-3767
Pension Service Center	800-700-0057
Technology Solutions Center	415-973-9000
Tuition Refund Program	888-718-2235



Workforce Transition

Handbook for Chief, Director, and Senior Director Level Employees

Revision Date: February 25, 2020

2020

TABLE OF CONTENTS

INTRODUCTION	2
REDEPLOYMENT	3
TARGETED VOLUNTARY SEVERANCE PROVISIONS.....	4
LUMP SUM SEVERANCE PLAN.....	6
OUTPLACEMENT ASSISTANCE	8
SUMMARY OF BENEFITS FOR EMPLOYEES WHO ELECT A SEVERANCE OPTION	
• Retirement Plan	9
• Retirement Savings Plan	10
• Long-Term Incentive Plan.....	10
• Short-Term Incentive Plan	11
• Medical, Dental and Vision Coverage.....	11
• Reimbursement Accounts.....	11
• Group Life Insurance Coverage.....	12
• Vacation, Floating Holidays and Vacation Buy Days	12
• Sick Leave	12
• Leave of Absence and Long Term Disability	12
• Tuition Refund Program.....	12
• Employee Assistance Program.....	12
• Area Housing Cost Allowance/Mortgage Interest Differential Allowance/ Mortgage Subsidy	13
• Pacific Service Employees Association (PSEA)	13
• Pacific Service Credit Union	13
• Employee Rates	13
HEALTH PLAN MEMBER SERVICES CONTACTS	14
OLDER WORKERS BENEFIT PROTECTION ACT.....	14
Exhibit A: BENEFITS MATRIX	17
Exhibit B: CLAIMS AND APPEALS PROCESS.....	19
Exhibit C: EMPLOYEE RESOURCES LIST	20

INTRODUCTION

This handbook has been prepared to provide you with information about the Company's Workforce Transition Plan and contains details related to severance programs and available benefits. The section on retirement applies to employees 55 years of age or older at the time employment with PG&E ends.

Please read and consider the information carefully. If you have any questions, please call the Human Resources Solutions Center at extension 8-223-HELP (4357) or externally at 415-973-HELP (4357), or submit a request at <http://AskHR>. For any benefits questions, please call 866-271-8144.

SEVERANCE PROGRAMS

There are two types of severance programs, Involuntary Targeted Severance and Targeted Voluntary Severance.

Involuntary Targeted Severance Program/Redeployment

All employees placed in the Redeployment Program have either a 45- or 60-day paid consideration period from the date they are notified their position will be eliminated to choose if they want to elect severance. The length of the consideration period provided an employee is dependent upon whether the elimination of the employee's position falls under the provisions of the Worker Adjustment and Retraining Notification (WARN) Act.

If you are eligible for Redeployment, the first thing you should do is review your redeployment package to determine whether your consideration period is 45 or 60 days. If you are unsure of your consideration period, contact the Human Resources Solutions Center at extension 223-HELP or (415) 973-HELP (4357) or submit a request to <http://AskHR>.

During your consideration period, you need to review your severance agreement and related transition materials and at your discretion explore other career opportunities. If you decide to take the redeployment package, then you must complete and sign the *Severance Agreement and Release* prior to the end of your assigned consideration period in order to receive the lump sum severance payment. You have seven days from the date you sign and return your Agreement to revoke your decision. If you sign your Agreement early and the revocation period has passed, all proceeds will be distributed one calendar day following the effective date of the Agreement. Your final pay, vacation payout and lump sum payment will not be made to you prior to the expiration of your consideration period (45 or 60 days). If the seven-day revocation period has not expired, the severance payout will be held for the expiration of this period, and only final pay and vacation will be distributed on the last day of your consideration period, which is your last day on the PG&E payroll.

After receiving displacement notification, if you choose to search for alternate employment, you may immediately contact the outplacement firm. The outplacement firm offers assistance with resume résumé preparation, interviewing skills training, and one-on-one counseling services to help you identify job opportunities.

During your time in the Redeployment Program, you may continue posting for internal jobs or interviewing externally for opportunities. If you accept a position within Pacific Gas and Electric Company (including Hiring Hall), PG&E Corporation, any PG&E affiliate, or as a non-employee worker assigned to Pacific Gas and Electric Company, you forfeit your severance benefit option and your redeployment period will end. If you are selected for a Pacific Gas and Electric Company vacancy which requires relocation, you may be extended relocation benefits to assist you in your move.

You must submit your final expenses for company business to your current supervisor on the date of your redeployment notification.

TARGETED VOLUNTARY SEVERANCE PROGRAM

If you are a participant in the Targeted Voluntary Severance Program, you have up to 45 days to consider your Severance Agreement and Release and decide if you wish to sign the Agreement and receive a lump sum severance payment. Employees who participate in the Targeted Voluntary Severance Program are not eligible to participate in the Redeployment Program.

In order to receive a lump sum severance payment, you must complete and sign the *Severance Agreement and Release* prior to the end of the 45-day consideration period. You have seven days from the date you sign and return your Agreement to revoke your decision. If you sign your Agreement early and the revocation period has passed, your payment will be distributed one calendar day following the effective date of the agreement. Your lump sum payment will not be made to you prior to the expiration of the seven-day revocation period.

Targeted Voluntary Severance participants are eligible for outplacement benefits. Following your final day of employment and receipt of your Severance Agreement and Release, you may contact the outplacement firm. The outplacement firm offers assistance with résumé preparation, interviewing skills training, and one-on-one counseling services to help you identify job opportunities.

Following your final day of employment, you will not be eligible for rehire as an employee of Pacific Gas and Electric Company (including Hiring Hall), PG&E Corporation, or any PG&E affiliate, or as a non-employee worker assigned to Pacific Gas and Electric Company for a period of 12 months. Any exceptions to the rehire policy require the approval of a senior officer and adherence to the repayment provisions detailed in this handbook.

Additional Information

Pay Plan

If you receive a redeployment notification near the end of the year and are in the Redeployment Program when Performance and Reward (formerly known as Pay Plan) increases take effect, you are not eligible to receive a base pay increase. If you are placed into a regular or rotational position out of the Redeployment Program, the hiring supervisor may consider a salary adjustment based on resulting pay factors.

Temporary Assignments

Temporary assignment opportunities offered to employees in the Redeployment Program are treated as regular positions with regard to the Workforce Transition Program. Accordingly, if you accept a rotational opportunity, you will forfeit your severance payment option. If you elect to leave the company prior to the end of the rotational assignment, it will be considered a resignation.

If you are returned by your supervisor to the Redeployment Program upon conclusion of your rotation, you will be eligible for whatever benefits are included in the Workforce Transition Program at the time the temporary assignment ends.

Internal Job Search for Redeployment Program Participants

You are encouraged to create a profile and apply for vacancies within the company through Talent Connect.

Information concerning creating a profile and applying for jobs, including helpful resources and training tools, is available on the HR Intranet at About Me > My Career > Find Career Opportunities

Vacancies are filled on a competitive basis. You will need to apply for available jobs in which you are interested in order to be considered. There is no preferential consideration given to displaced employees in the selection process; there are no penalties for turning down job interview requests or offers once you are in the redeployment program.

Affiliate Vacancies

Check the affiliate websites to find out what vacancies they have or how to apply for employment. You may find their websites by going to the PG&E Intranet site, *PG&E@Work*. Select our external website by clicking on PGE.com, or select the PG&E Corporation Internet and Intranet links from the left side of the screen.

Relocation Assistance

Employees must meet current relocation eligibility requirements.

LUMP SUM SEVERANCE PLAN

The Lump Sum Severance Plan is available for PG&E employees who have accepted the redeployment package offered within 45 or 60 days of receiving written notification that their position has been eliminated and for employees who have agreed to voluntarily resign their employment under the Voluntary Targeted Severance Program. Payment is dependent on the signing of the *Severance Agreement and Release* during the consideration period and the expiration of the seven-day revocation period.

Eligibility

You must have a minimum of six months' continuous service as of your release date or for Targeted Voluntary Severance participants, your final day of employment.

Provisions

- Your severance pay will be based on your annual salary plus your target to STIP. Using this figure, a rate equal to three weeks of pay per year of credited service, as defined by the PG&E Retirement plan (12 week minimum, 52 week maximum)*
- You will receive a lump sum payment of \$16,650 to help cover transition expenses, which may include such items as medical benefits continuation, life insurance coverage or other transitional needs.
- You are eligible to receive the company's outplacement package. The package provides comprehensive job search support through a contracted outplacement consulting firm.

Receipt of the lump sum payment is dependent on signing of the agreed-to Severance Agreement and Release.

* If you have previously received workforce management benefits (severance), severance will be based on your most recent hire date.

Tax Liability on Distributions – 2020

- Federal and state flat withholding rate of 22% and 6.6%, respectively.
- FICA will be withheld on the following maximums:

OASDI	6.2% of \$137,700 (\$8,537.40 maximum annual deduction)
Medicare Tax	1.45% (no wage or annual maximum; extra 0.9% above \$200,000 in earnings)
- State or Voluntary Disability 1.00% of \$122,909 (\$1,229.09 maximum annual deduction)

*The federal supplemental rate increases to 37% for supplemental wages over \$1 million in a calendar year.

Definition of "Length of Service" and Base Pay for Severance Payment

1. Actual employment service, defined for the Severance Plan, is an employee's most recent employment date with Pacific Gas and Electric Company, PG&E Corporation, or any PG&E affiliate. Since January 1, 1991, service accrued by employees working part-time has been counted by actual hours worked.

2. Severance payments are derived from the base salary at the time the employee receives redeployment notification, or for targeted voluntary severance, final day of employment. Base pay is defined as the employee's straight time rate of pay and does not include pay for temporary upgrades, shift, relief, overtime, lump sum payments or other premiums. This lump sum payment is not considered covered compensation for purposes of calculating benefits under any of the company qualified or unqualified benefits plans. This sum is paid with the provision that the employee and approved company representative have executed the *Severance Agreement and Release* form at termination or seven days after the employee signs the Agreement, whichever is latest.

Rounding

For purposes of calculating the severance for partial years of service, employees receive one week for each four-month increment after four years of service (employees with zero to four years of service receive the minimum of 12 weeks' base pay). For example, an employee with **four years and four months of service would receive 13 weeks' base pay.**

Rehire Provisions

Effective January 1, 2017 employees who leave the Company for any reason are not eligible for rehire as an employee of Pacific Gas and Electric Company (including hiring hall), PG&E Corporation or any PG&E affiliate, or as a non-employee worker, assigned to PG&E for a period of 12 months, unless approved by a senior officer or otherwise prohibited by law. If you are rehired, you are subject to the rehire provisions in effect at the time you are rehired. In addition, you are required to repay a prorated amount of your severance payment, prior to first day of employment, according to the payback guidelines for rehired employees implemented August 1, 1995. These apply to all Support, Professional, and Leadership employees rehired into a position at Pacific Gas and Electric Company (including Hiring Hall), PG&E Corporation, any PG&E affiliate, PSEA, or as a non-employee worker assigned to PG&E.

The proration is calculated as follows:

1. Divide the gross salary at the time of severance, converted to a monthly rate, into the total gross severance amount. This is the number of months of severance pay the individual received.
2. Divide the net severance received by the total months of severance in Step 1. This is the net monthly severance payment received.

3. Subtract the number of months the former employee was off the payroll from the months of severance pay in Step 1. This is the number of months of severance to be repaid.
4. Multiply the number of months in Step 3 by the monthly net severance in Step 2 to get the prorated amount to be repaid.

OUTPLACEMENT ASSISTANCE

For employees in the Redeployment Program, outplacement support is available throughout the paid consideration period. Targeted Voluntary Severance participants are eligible to receive outplacement support following their last day of employment. Outplacement assistance provides you with the skills and tools necessary to conduct an effective job search, as well as transitional support following separation from the company. Outplacement consultants provide counseling to assist in examining career options prior to or after resigning with severance benefits. While you are not obligated to accept outplacement services, additional severance dollars are not provided in lieu of outplacement.

Lee Hecht Harrison (LHH) has been contracted by Pacific Gas and Electric Company to provide outplacement services. Log on to <http://www.lhh.com/> for more information about the company. LHH provides individual, one-on-one counseling with a dedicated counselor, as well as a variety of workshops. All outplacement services are available remotely, via telephone and Internet.

Outplacement Services for Employees

The outplacement services package has been specially designed to provide assistance to meet your specific needs. During the redeployment period, office/administrative support is available at LHH offices, as well as use of their resource library. The outplacement program for all severance participants includes individual consulting hours and a variety of workshops (online or classroom):

- Career Continuation
- Career Assessment
- Starting Your Own Business
- Résumé Writing
- Interviewing Techniques
- Market Strategy
- Negotiation
- Job Search Work Teams

You will receive more details on these options and how you can combine them for the best program for your needs and interests when you speak with a LHH consultant. **To begin your outplacement program, please visit crn.lhh.com or call 888-224-4120.** A LHH consultant will contact you within 48 hours after receipt of your contact information.

SUMMARY OF BENEFITS FOR EMPLOYEES WHO ACCEPT THE SEVERANCE OPTION

Retirement Plan

Eligibility to receive benefits under the Severance Plan does not impact any rights or elections an employee may have under the company's Retirement Plan. Employees may elect to have pension payments commence at the conclusion of the redeployment period or following their last day of employment as allowed under the Retirement Plan provisions. The specifics regarding your Retirement Plan benefit will also depend on whether you are participating in the final pay benefit formula or the cash balance benefit formula under the Retirement Plan. Please refer to the Retirement Plan section of the Summary of Benefits Handbook at www.mypgebenefits.com for more information.

You will cease to accrue service in the PG&E Retirement Plan on the date your employment with PG&E ends. Vested or retirement status and distribution options are determined as of that date under the plans. No enhancement of the Retirement Plan is made.

Eligibility for Retirement – If You Elect the Severance Option

If you are age 55 or older and elect a severance option, you will be considered a retiree effective the first of the month following the date your employment ends with PG&E. You must submit all completed paperwork to the PG&E Pension Center at least 30 days in advance of your first pension start date to receive a pension benefit under the Retirement Plan. If the PG&E Pension Center does not receive your fully completed paperwork at least 30 days in advance of your desired pension start date, your pension will be recalculated to start the first of the month at least 30 days after receipt of the completed forms.

You may also defer your pension benefits until a later date; however, you must begin receiving benefits from the Retirement Plan no later than April 1 of the year after you reach age 70 ½. When you are ready to begin receiving your pension benefits from the Retirement Plan, it is your responsibility to notify the PG&E Pension Center by calling toll-free 800-700-0057, *at least 90 days before* the date on which you want your pension benefits to become payable.

Eligibility for Vested Annuity under the Retirement Plan's Final Pay Benefit Formula

If your employment ends with the company before age 55 and you have at least five years of credited service under the Retirement Plan, you will be considered a vested annuitant rather than a retiree. As a vested annuitant, you are entitled to a pension benefit from the Retirement Plan when you reach retirement age.

The earliest you can begin receiving your pension benefit from the Retirement Plan is on the first day of the month following your 55th birthday. However, benefit payments must begin no later than April 1 of the year after you reach age 70 ½. Your termination package will include a Vested Annuity Estimate showing the estimated amount you will be entitled to receive upon reaching retirement age.

Eligibility for a Benefit under the Retirement Plan's Cash Balance Benefit Formula

If you are participating in the Retirement Plan's Cash Balance Benefit Formula, you can receive your full cash balance account as long as you are fully vested in the plan, i.e., have three years of credited service or attained age 55 before your termination date.

When you are ready to begin receiving your pension benefits from the Retirement Plan, it is your responsibility to notify the HR Pension Service Center by calling toll-free 800-700-0057, *at least 90 days before* the date on which you want your vested pension benefits to become payable.

If you have a vested benefit from the Retirement Plan and the present value of your pension benefit is less than \$5,000 as of the date your employment ends with the company (including retirement), you will receive a written explanation from PG&E's third party pension administrator about rollover options prior to receiving your distribution from the Retirement Plan.

Retirement Savings Plan

The record keeper for your Retirement Savings Plan account is Fidelity Management Trust Company ("Fidelity"). Fidelity will be notified concerning the termination of your employment with PG&E (including retirement), and will provide a package detailing the various rollover or distribution options available to you. Fidelity will mail this package to your home address after a 30-day waiting period. Prior to receiving this package from Fidelity, you may review your options by calling Fidelity and requesting an advance copy of the Retirement Savings Plan summary plan description (SPD).

Because the tax laws that govern your Retirement Savings Plan distributions are complex, we recommend you consult a financial advisor to ensure that you understand all the implications of your decisions. The details of your Retirement Savings Plan are contained in the Summary Plan Document. If you need to update your address or if you do not receive your package within 30 days after termination of your employment, or if you have questions regarding your account, please contact Fidelity Management Trust Company toll-free at 877-743-4015.

Designation of Beneficiary

After you retire, you may change your beneficiaries at any time by contacting Fidelity toll-free at 877-743-4015 or logging on to the Internet at www.401k.com.

Long-Term Incentive Program (LTIP)

When your employment ends (other than retirement as defined below):

1. Restricted stock units will continue to vest for 12 months after termination.
2. Your unvested performance shares will vest proportionately based on the number of months during the performance period that you were employed (rounded down) divided by 36 months. Your vested performance shares will be payable, if at all, after the completion of the performance period based on the same formula that applies to active employees.

Retirement (applies only to pre-2017 awards and 2017 awards to employees subject to notification period)

For LTIP purposes, you will be considered to be retired if you are age 55 or older at termination and were employed by PG&E Corporation or any of its subsidiaries for at least five consecutive years ending on the date of termination. When you retire, your performance shares and restricted stock units will continue to vest according to the normal schedule.

You are subject to the notification period if you were in a director level position or above at the time 2017 annual LTIP awards were granted and also received an LTIP award prior to 2017.

For further information, contact Executive Compensation, 245 Market Street, Room 236A, San Francisco, or call 415-973-5506.

Note: For a more detailed description of treatment of LTIP awards, please reference the LTIP prospectus and your award agreements.

Short-Term Incentive Plan (STIP)

If you have at least six months' consecutive service in the calendar year in which you accepted severance, you will be eligible for a prorated STIP payout based on the number of months worked during the year, if awards are paid under the plan. If you do not have at least six months' consecutive service in the calendar year, you are *not* eligible for any payout from the current year's STIP.

If you elect severance and then elect to retire, you will be eligible for a prorated STIP payout based on the number of months worked during the calendar year.

If awards are paid under the plan, payments are typically distributed in March of the following year to your home mailing address of record.

There are other rules and circumstances that could affect your eligibility for a STIP award. Additional details can be found in the plan document and administrative guidelines, which govern the plan. You may access these guidelines on the HR Intranet Web site under: Services > Your Compensation > Short-Term Incentive Plan.

Medical, Dental and Vision Coverage

Medical, dental and vision coverage for you and your eligible dependents **continues until the end of the month in which your employment ends with PG&E**. You have the option to convert your medical coverage to an individual policy within 31 days of the date on which your company-sponsored medical or COBRA coverage ends. If you are eligible to retire, you will receive information on retiree medical continuation from the PG&E Benefits Service Center (1-866-271-8144).

COBRA Coverage

You may elect to continue one or more of your existing health care coverages through COBRA when you leave the company. A separate package detailing your rights to COBRA coverage will be mailed to your home by Ceridian COBRA Serve after your employment ends. If you choose to elect COBRA, your paperwork must be completed and returned to Ceridian within 60 days of the date your health coverage is terminated.

Reimbursement Accounts

- *Health Care Flexible Spending Account (HFSA)*: Your contributions to HFSA will cease at the end of the month in which your employment ends with PG&E. You have the option to contribute to the HFSA until the end of the current year on an *after-tax* basis if you continue participation through COBRA.
- *Dependent Care Flexible Spending Account (DFSA)*: Your contributions to the Dependent Care Flexible Spending Account will cease at the end of the month in which your employment ends with PG&E. You may submit claims for reimbursement for the months in which you were a participant until March 31 following the end of the plan year.
- If you have a wellness account and you are enrolled in a PG&E-sponsored medical plan under COBRA, then your wellness account will remain active.

Group Life Insurance Coverage

Life insurance coverage will remain in effect until the last day of the month in which your employment ends with PG&E. You have the option to convert your active life insurance coverage to an individual policy. To convert your coverage, complete and submit an application to MetLife Insurance Company within 31 days of the date your employment ends. For more information on converting your coverage, **call a MetLife representative toll-free at 866-271-8144.**

Vacation, Floating Holidays and Vacation Buy Days

You will receive pay for your current and deferred unused vacation days and unused floating holidays when your employment ends.

Incidental and Capped Sick Leave Bank

Sick leave was established to provide income protection for employees who are unable to work because of illness or personal injury. There is no payment for unused incidental sick leave or for capped sick leave converted into your Capped Sick Leave Bank on January 1, 2017. If you retire on or after February 1, 2017 and are eligible for benefits under the PG&E Retiree Medical Plan, 25% of any of your unused capped sick time upon retirement will be converted into a Retiree Health Account, valued at your basic wage rate on the day of retirement.

Leave of Absence and Long Term Disability

If your position is eliminated while you are on a leave of absence you will be placed in the Redeployment Program as if you had been at work on the date of notification. Whether you are on a leave of absence when you are notified your position has been eliminated or if you apply for a leave of absence during the Redeployment Period, your final day on the payroll will not be extended.

Employees in the Redeployment Program are not eligible to apply for Long Term Disability going forward. You will not be eligible for Long Term Disability benefits once your employment ends.

Tuition Refund Program

Approved requests for the Tuition Refund Program will be honored for courses authorized and in progress prior to the day you were notified your job would be eliminated (in accordance with the provisions of the Tuition Refund Program).

Employee Assistance Program

The Employee Assistance Program is available to you for up to 30 days or until EAP counselors determine the prudent and necessary timeframe for discontinuing service. For EAP counselor assistance, call Beacon Health Options at 888-445-4436. Employees may also continue EAP coverage for up to 18 months through COBRA.

Area Housing Cost Allowance/Mortgage Interest Differential Allowance/Mortgage Subsidy

If you are currently receiving the AHCA, MIDA or a mortgage subsidy under the PG&E Relocation Policy, the payments will terminate 90 days after your termination date or the date of the sale of your residence, whichever occurs first.

Pacific Service Employees Association (PSEA)

You may continue your membership with PSEA if you make arrangements to pay annual dues directly to PSEA. Benefits of PSEA membership include discount programs, tour and travel, group auto and home insurance, as well as local and system-wide social events. PSEA also offers dental and vision programs to retired members who continue to pay annual membership dues. As a former employee, you may be eligible for membership in those programs; however, the disability benefit insurance programs provided through PSEA will be discontinued when your employment ends.

For more information about PSEA and the payment of annual dues, call toll-free 800-272-7732.

Pacific Service Credit Union (PSCU)

Your membership with Pacific Service Credit Union will continue regardless of your employment status with PG&E. Pacific Service Credit Union offers an extensive array of financial services to assist you.

If you have an outstanding loan, you'll need to make alternate repayment arrangements, as payroll deductions will no longer be an option. If your financial situation changes, Pacific Service Credit Union can work with you to provide loan repayment options, including reduced payments and extended loan terms.

Employees who elect the severance option and subsequently retire will be eligible for the same services as any PG&E employee retiring directly from company service.

For information about how Pacific Service Credit Union can help you with your transition from employment with PG&E, please call toll-free 888-858-6878.

Employee Rates

If you elect a severance option, you will not be eligible for employee rates once your employment ends. If you are a retiree, you will continue to be eligible for employee rates consistent with the provisions of the plan.

Descriptions of these plans do not include the important legal definitions or limitations which are in plan documents or HMO contracts governing your benefits. Therefore, this Summary does not replace those legal documents and in case of conflict, those legal documents govern your benefits. Since future conditions affecting the company cannot be foreseen, the company reserves the right to amend or terminate the plans at any time, subject to any notice provisions required under applicable collective bargaining agreements. Although any change in a plan or the termination of a plan will not affect the benefits paid to plan members before the date the plan was changed or ended, such change may result in reduced levels of benefits or benefit coverage or termination of coverage after the effective date of any such change.

HEALTH PLAN MEMBER SERVICES CONTACTS

For more information, please call the appropriate plan's number or visit its Web site.

Plan Name	Phone Number	Web Site
Dental Plan (administered by Delta Dental)	888-217-5323	www.deltadentalins.com/PG&E
Employee Assistance Program (administered by Beacon Health Options)	888-445-4436	www.achievesolutions.net/pge
Kaiser Permanente Health Account Plan (HAP)	North: 800-663-1771 South: 800-533-1833	www.my.kp.org/ca/pge
Anthem Blue Cross Health Account Plan (HAP)	800-964-0530	www.anthem.com/ca/pge
Mental Health and Substance Abuse (MHSA) Program (administered by Beacon Health Options)	888-445-4436	beaconhealthoptions.com
Prescription Drug Plan for Anthem HAP members (administered by Express Scripts)	800-718-6590	www.express-scripts.com
Reimbursement Accounts – Health Care, Dependent Care, and Wellness Account (administered by WageWorks or Kaiser)	WageWorks: 1-866-271-8144, Option 1 Kaiser: 877-750-3399, Option 1	www.wageworks.com www.my.kp.org/ca/pge
Vision Plan (administered by Vision Service Plan)	800-877-7195	www.vsp.com
Life and Accident Insurance (administered by MetLife)	866-271-8144, Option 1	https://mybenefits.metlife.com/pg&e

OLDER WORKERS BENEFIT PROTECTION ACT

The *Older Workers Benefit Protection Act* is a federal law that governs our Workforce Transition Program because it provides benefits to employees who are displaced and who are subsequently required to release claims under the Age Discrimination in Employment Act of 1967. The act applies only to employees who are 40 years of age or older when they are displaced. Additional details about your rights under the Older Worker Benefit Protection Act (Federal Law, Title 29, Section 623, of the U.S. Code) can be found at www.eeoc.gov.

EXHIBIT A**Pacific Gas and Electric Company – Professional, Support, and Leadership Employees Workforce Transition Program**

Administrative Provisions Governing the Severance Option

These administrative guidelines are a summary of the provisions applicable to all severed employees. This summary does not purport to be complete and is qualified in its entirety by reference to the appropriate plan/program to which the provision relates. In the event of a conflict between these administrative guidelines and the specific plan/program to which they relate, the terms of the respective plan/program shall govern.

Plan/Program Area	Regular Severance
Benefits	
Holidays	Floating Holidays are cashed out on final day of employment.
Vacation	Unused vacation is cashed out on final day of employment, including any unused Anniversary Bonus vacation.
Retirement Savings Plan	Active participation ends on final day of employment; no additional contributions to the plan.
Retirement Plan	If eligible, may receive pension benefit following last day of employment. No further service accrued.
Medical, Dental, Vision, HFSA, DFSA, Life Insurance and Vacation Buy	Participation ends at end of month following final day of employment. Active employee life insurance terminates at the end of the month following termination.
Compensation	
Base Salary	Base salary is used to calculate severance payment.
Short-Term Incentive Plan (STIP)	Employees are eligible for current year's prorated STIP award if severed on or after July 1.

Plan/Program Area	Regular Severance
Long-Term Incentive Plan (LTIP)	<p>Upon termination of your employment by PG&E without cause (other than retirement as defined below), (1) the restrictions on your restricted stock units will continue to lapse for 12 months after termination, and (2) your unvested performance shares will vest proportionately based on the number of months during the Performance Period that you were employed (rounded down) divided by 36 months. Your vested performance shares will be payable, if at all, after the completion of the Performance Period based on the same formula applied to active employees.</p> <p><u>Retirement</u></p> <p>You will be considered to be retired if you are age 55 or older at termination and were employed by PG&E Corporation or any of its subsidiaries for at least five consecutive years ending on the date of termination. When you retire, (1) all of your stock options vest immediately and may be exercised within the remaining term of the options or five years, whichever is shorter, (2) the restrictions on your restricted stock will continue to lapse according to the normal schedule, and (3) your performance shares will continue to vest according to the normal schedule.</p>
Employee Discount	Eligible if qualifying pensioner, regardless of when retirement is elected.
Remaining Severance	N/A – One time lump sum election.

EXHIBIT B**CLAIMS AND APPEALS PROCESS**

Employees whose claim for benefits has been denied shall have such further rights or review as are provided in Section 503 of ERISA and regulations promulgated there under.

If any claim under this Plan is denied in whole or in part, the Benefit Administrator, currently the Redeployment Coordinator shall furnish to the claimant a written notice setting forth:

- a) specific reason(s) for the denial;
- b) the Plan provision(s) on which the denial is based;
- c) a description of any material or information, if any, necessary for the claimant to perfect the claim and an explanation of why such material or information is necessary; and,
- d) information concerning the steps to be taken if claimant wishes to submit a claim for review.

The above information shall be furnished to the claimant within ninety (90) days after the claim is received by the Benefit Administrator, unless special circumstances require an extension of time of up to an additional ninety (90) days for processing the request. If such an extension is required, a notice of the extension shall be furnished to the Employee within the initial ninety (90) day period.

If a claimant is not satisfied with the written notice described in the preceding paragraph, the claimant may request a full and fair review by notifying the Plan Administrator in writing within sixty (60) days after receiving such notice or, in the case of a deemed denial, within sixty (60) days after the application is deemed denied. If a review is requested, the claimant shall also be entitled, upon written request, to review pertinent documents and to submit issues and comments in writing. The Plan Administrator shall furnish the claimant with a written final decision within sixty (60) days after receipt of request for review, unless special circumstances require an extension of time of up to an additional sixty (60) days for processing the request. If such an extension is required, a notice of the extension shall be furnished to the claimant within the initial sixty (60) day period.

The Plan Administrator, when it reviews a denial of a claim, shall determine conclusively for all parties all questions arising in the administration of the benefit provisions of the Plan.

Claims should be sent to the Benefit Administrator, 1850 Gateway Blvd., 7th Floor, Concord, CA 94520.

EXHIBIT C

Employee Resources	
Benefits Service Center	866-271-8144
EAP (Employee Assistance Program) Counseling Services	888-445-4436
Equal Employment Opportunity	415-973-4357
Fidelity Investments	877-743-4015 or www.401k.com
HR Solutions Center	415-973-4357
Pacific Service Credit Union	888-858-6878
Pacific Service Employees Association	800-272-7732
Payroll Helpline	415-973-3767
Pension Service Center	800-700-0057
Technology Solutions Center	415-973-9000
Tuition Refund Program	888-718-2235

**PACIFIC GAS AND ELECTRIC COMPANY
HR Service Delivery and Inclusion
One Additional FTE**

Project Title: Hire Additional HR Investigator FTE within HR Investigations, HR Service Delivery and Inclusion

Major Work Categories: NA

Planning Order Numbers: 5017566 – HR-Strategic HR Program Support, PCC 12566-HR-Talent Acquisition Support

Project Date: FTE was hired in 2021

Operative Date (only applies to Capital): NA

Project Description

In 2021, PG&E hired an additional full-time (FTE) employee (HR Investigator) for the HR Investigations team. The HR Investigations team is a group within HR Service and Delivery and Inclusion that is focused on conducting and managing investigations into concern raised by employee, customer, contractors, or members of the public regarding employee misconduct. The HR Investigator is responsible for conducting investigations or participating on investigation team lead by Senior investigator.

Justification

PG&E is continuing to bolster efforts to grow capacity to increase internal investigations instead of using outside agencies. The additional HR Investigator was hired to support the HR Investigations related to the above to align HR Service Delivery and Inclusion to meet the needs of the Enterprise. See job profile for additional information and responsibilities.

Cost Assumptions

The salary band for a HR Investigator, is \$178 thousand to \$116 thousand¹.

Benefits

The purpose of hiring an FTE is not related to cost reduction. It does have cost avoidance benefits because HR Service Delivery and Inclusion will not need to bring on a more expensive contractor to perform the work. The additional employee will provide important benefits to the organization:

- Build continuity of institutional knowledge
- Will be able to handle constant, ongoing business needs which impact employee and customer safety and needs
- Develop and maintain internal and external stakeholder relationships
- Consistent interface for investigations

¹ Represents the Bay Area salary range

**PACIFIC GAS AND ELECTRIC COMPANY
HR Service Delivery and Inclusion
One Additional FTE**

Alternatives Considered

In lieu of hiring the additional FTE, HR Service Delivery and Inclusion has considered the alternative of hiring a contractor. For the reasons listed in this summary, such as the on-going need for support in the HR Investigations team and that hiring a contractor would be a more expensive option, an FTE was determined to be able to meet the long-term demand.

6/8/2021

Job Description Print Preview

Job Title: HR Investigator

Requisition ID # 75690

Job Category : Human Resources

Job Level : Individual Contributor

Business Unit: Human Resources

Job Location : San Francisco

Department Overview

The Human Resources (HR) department is committed to providing PG&E employees with the tools, information and services to help deliver safe and reliable gas and electric service to our customers. Within HR, the Employee Investigations team leads the company's internal evaluation of reported violations of the Code of Conduct, policies, standards and/or procedures that impact our people in the workplace.

The HR Employee Investigations team is responsible for conducting investigations into allegations of misconduct as defined by the Company's Code of Conduct, and may include allegations of discrimination, harassment, retaliation, and other violations. The department ensures that an objective review is taken of allegations. Investigators take pride in ensuring employees who raise concerns feel their concerns were treated seriously, looked into objectively and concluded fairly.

Position Summary

The entry-level Investigator will work collaboratively with the HR Investigations team and partner with senior investigators to support the various aspects of investigations work, including but not limited to conducting intake and/or witness interviews, calendaring, reviewing complaints, maintaining communications with parties to an investigation, updating case files, and drafting investigation related documents and materials. In this role, the Investigator will learn the foundation of how to be a neutral fact finder, how to listen for understanding, and how to conduct investigations in a thorough and objective manner.

The position is expected to work from your home office at least through March 31, 2021. If/once a responsible return is identified, this role would work from SFGO and eventually Oakland.

Job Responsibilities

- Initiate and conduct in-take interviews for new complaints and follow up with relevant parties to an investigation
- Analyze and review complaints along with other materials to identify and address areas of potential misconduct
- Develop and implement investigation plans
- Conduct and support the conduct of investigations, including, for example, conducting and calendaring witness interviews, and collecting and reviewing evidence
- Create and maintain intake and investigation notes, files and records in electronic case management system
- Draft and support the drafting of investigation reports
- Communicate and correspond with parties to the investigation and other Company stakeholders about the concern(s) raised and the investigation outcome, as appropriate.
- Manage priorities on team calendar
- Research and apply local, state and federal equal opportunity laws

6/8/2021

Job Description Print Preview

Qualifications**Minimum:**

- Bachelor's Degree in Business, Law, Journalism, Psychology, Public Policy or related field or equivalent experience
- 3 years relevant Human Resources (e.g. Employee Relations) or equivalent experience
- 1 year of employee investigations or equivalent experience

Desired:

- Advanced degree in Business, Law, Communications or related field or equivalent experience
- HR Professional designation (e.g., SHRM-CSP)
- General understanding of HR related policies and laws
- Experience working in employment law (e.g., paralegal, attorney and/or licensed private investigator)
- Some knowledge of employment laws and regulations (e.g. DOL, EEOC, Title IX, FMLA/CFRA, ADA, etc.)
- Proficiency with MS Office and ability to learn case management database system
- Demonstrated organization and time management skills in high volume/demand contexts
- Strong analytical skills to interpret and dissect issues
- Ability to build relationships and work collaboratively with other departments
- Ability to appropriately work with confidential and sensitive information
- Strong interpersonal skills; with ability to listen well, demonstrate sensitivity to all parties
- Strong written communication skills employed to write clear, concise and logical reports
- Strong oral communication skills to tactfully and effectively explain information to stakeholders, and ability to maintain high level of customer service in high volume context
- Ability to maintain high degree of ethical conduct
- Ability to effectively interact with a culturally diverse workforce

Hiring Leader Name: [REDACTED]

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Pacific Gas and Electric Company is an Affirmative Action and Equal Employment Opportunity Employer that actively pursues and hires a diverse workforce. All qualified applicants will receive consideration for employment without regard to race, color, national origin, ancestry, sex, age, religion, physical or mental disability status, medical condition, protected veteran status, marital status, pregnancy, sexual orientation, gender, gender identity, gender expression, genetic information or any other factor that is not related to the job.

**PACIFIC GAS AND ELECTRIC COMPANY
HR Service Delivery and Inclusion
One Additional FTE**

Project Title: Hire Additional Power Pathways Program Manager, Expert Level FTE within Workforce Development, HR Service Delivery and Inclusion

Major Work Categories: NA

Planning Order Numbers: 5017566 – HR-Strategic HR Program Support, PCC 12566-HR-Talent Acquisition Support

Project Date: FTE to be hired in 2023

Operative Date (only applies to Capital): NA

Project Description

PG&E will hire an additional full-time (FTE) employee (Program Manager) for the Workforce Development team. The Workforce Development team is a group within HR Service and Delivery and Inclusion that is focused on creating pipelines to employment for underrepresented groups. The pipeline work includes PG&E's Power Pathway programming, University Programs (summer internships and entry-level hiring), as well as our Veteran and Women-in-Trades initiatives. The Program Manager is responsible for identifying partnerships, conducting outreach, and developing new programs including conducting and creating new training.

Justification

PG&E strives to reflect the communities we serve and creating pipelines to employment supports the objective. Building pipelines for women to access opportunities in the trades, support outreach and hiring of veterans, and promoting utility skills training are all supported by the addition of this position. See job profile for additional information and responsibilities.

Cost Assumptions

The salary band for a Program Manager, Expert is \$109 thousand to \$175 thousand¹.

Benefits

The purpose of hiring an FTE is not related to cost reduction. It does have cost avoidance benefits because HR Service Delivery and Inclusion will not need to bring on a more expensive contractor to perform the work. The additional employee will provide important benefits to the organization:

- Expand programming to include more disciplines
- Expand methods of outreach
- Expand the number of workforce development partnerships

¹ Represents the Bay Area salary range

**PACIFIC GAS AND ELECTRIC COMPANY
HR Service Delivery and Inclusion
One Additional FTE**

Alternatives Considered

In lieu of hiring the additional FTE, HR Service Delivery and Inclusion has considered the alternative of hiring a contractor. For the reasons listed in this summary, such as the on-going expansion of outreach and programming and that hiring a contractor would be a more expensive option, an FTE was determined to be able to meet the long-term demand.



Job Family Profile Matrix

<p>Job Family: PowerPathway Program Manager Department: Workforce Development Function: Human Resources Reports to (title): Director, Workforce Development</p>	<p>Last Updated: 12/22/10 Updated By: Mike Kahns</p>
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<p>Job Family Summary</p> <p>Program design and management: Job responsibilities may include, but are not limited to:</p> <ul style="list-style-type: none"> COMMUNICATIONS: Public speaking, articulating program strategy, writing for a variety of audiences, developing marketing collateral and strategies, documenting key learnings, creating online communications, collecting, assessing and reporting performance against metrics, and deploying technology. PROJECT MANAGEMENT: Managing projects, developing programs, planning and monitoring progress, troubleshooting issues and relationships, aligning parties, providing technical assistance to partners, facilitating train-the-trainer forums, planning events, and integrating new with established processes to achieve the desired end goals and metrics. WORKFORCE DEVELOPMENT: Strategize, develop, coordinate, systemize, and drive the successful implementation of workforce development strategies that meet business needs and stakeholder commitments. PUBLIC AFFAIRS: Crafting public relations strategy, promoting programs, anticipating potential issues and planning ahead, advancing public policy agenda, establishing PG&E as a thought leader. PARTNERSHIPS: Cultivating, developing and maintaining strategic partnerships, navigating resources, obligations, and expectations, assisting partners pursue funding opportunities, aligning, company & partner interests 	<p>PowerPathway Program Manager, Associate</p> <p>PowerPathway Program Manager, Senior</p> <p>PowerPathway Program Manager, Expert</p> <p>PowerPathway Program Manager, Principal</p>	<p>PowerPathway Program Manager, Associate</p> <p>PowerPathway Program Manager, Senior</p> <p>PowerPathway Program Manager, Expert</p> <p>PowerPathway Program Manager, Principal</p>	<p>PowerPathway Program Manager, Associate</p> <p>PowerPathway Program Manager, Senior</p> <p>PowerPathway Program Manager, Expert</p> <p>PowerPathway Program Manager, Principal</p>
<p>Position Title</p> <p>SAP Code</p> <p>FLSA Status</p> <p>Distinguishing Characteristics</p>	<p>50358390</p> <p>Exempt</p> <p>50358390</p> <p>Exempt</p> <p>50358391</p> <p>Exempt</p> <p>50358392</p> <p>Exempt</p> <p>50358393</p> <p>Exempt</p>	<p>50358390</p> <p>Exempt</p> <p>50358391</p> <p>Exempt</p> <p>50358392</p> <p>Exempt</p> <p>50358393</p> <p>Exempt</p>	<p>50358390</p> <p>Exempt</p> <p>50358391</p> <p>Exempt</p> <p>50358392</p> <p>Exempt</p> <p>50358393</p> <p>Exempt</p>
<p>• Assist Program Managers in project coordination, data management, and communications using standard tools and templates.</p> <p>• Work assignments are specific in size and scope and can be completed with some supervision by following established processes and procedures.</p> <p>• Can independently drive 1-2 initiatives.</p>	<p>• Manage an existing training network, oversee an established program or implement identified components of new programs.</p> <p>• Work assignments are small to medium in size and scope and require minimal supervision.</p> <p>• Can independently drive 2-3 major initiatives.</p> <p>• Assist others with new initiatives.</p> <p>• Independently develops communications in support of programs.</p> <p>• Manage external relationships</p>	<p>• Manage an existing training network or established program. Refine and expand existing programs as needed.</p> <p>• Implement components of new programs that requires cross functional or matrix development and coordination</p> <p>• Develops new programs from start to finish with limited supervision.</p> <p>• May have specializations in knowledge of the operations, stakeholder management, communications, education policy, training/workforce pipeline programs, or public policy.</p> <p>• Can operate with little supervision and yet attain metrics, can anticipate and mitigate issues.</p> <p>• Work with internal and external stakeholders to complete cross functional, complex, projects.</p> <p>• Manage mid to large size projects and deliver</p>	<p>• New and innovative workforce program development that requires extensive internal and external stakeholder cultivation, and complex, ambiguous and/or undefined processes.</p> <p>• Develops comprehensive new complex programs from start to finish, including resourcing, using own initiative.</p> <p>• Operates with little supervision and can effectively anticipate and mitigate issues in order to achieve overall goals and metrics.</p> <p>• May have specializations in knowledge of the operations, stakeholder management, communications, education policy, training/workforce pipeline programs, or public policy.</p> <p>• Supervise and coach others.</p> <p>• Manage large complex projects and deliver on time, on target and on budget.</p> <p>• Can independently drive 4-8 major initiatives.</p>
<p>• Assignments of the highest complexity and impact to PG&E, often involving ambiguous and/or undefined processes, creative resourcing and complex stakeholder management.</p> <p>• Develop strategy and tactics for highly complex workforce development needs working with HR and business leaders.</p> <p>• Evaluate success of processes and programs and researches industry best practice and uses this knowledge to develop new tools and to implement process improvements for the workforce development dept.</p> <p>• Lead and implement high visibility and high stakes initiatives aligned with strategic business priorities.</p> <p>• Supervise, coach, mentor and train others.</p> <p>• Manage multiple projects of varying complexity and deliver on time, on target and on budget.</p> <p>• Can independently drive 5+ major initiatives.</p> <p>• May have specializations in knowledge of the</p>	<p>• Assignments of the highest complexity and impact to PG&E, often involving ambiguous and/or undefined processes, creative resourcing and complex stakeholder management.</p> <p>• Develop strategy and tactics for highly complex workforce development needs working with HR and business leaders.</p> <p>• Evaluate success of processes and programs and researches industry best practice and uses this knowledge to develop new tools and to implement process improvements for the workforce development dept.</p> <p>• Lead and implement high visibility and high stakes initiatives aligned with strategic business priorities.</p> <p>• Supervise, coach, mentor and train others.</p> <p>• Manage multiple projects of varying complexity and deliver on time, on target and on budget.</p> <p>• Can independently drive 5+ major initiatives.</p> <p>• May have specializations in knowledge of the</p>	<p>• Assignments of the highest complexity and impact to PG&E, often involving ambiguous and/or undefined processes, creative resourcing and complex stakeholder management.</p> <p>• Develop strategy and tactics for highly complex workforce development needs working with HR and business leaders.</p> <p>• Evaluate success of processes and programs and researches industry best practice and uses this knowledge to develop new tools and to implement process improvements for the workforce development dept.</p> <p>• Lead and implement high visibility and high stakes initiatives aligned with strategic business priorities.</p> <p>• Supervise, coach, mentor and train others.</p> <p>• Manage multiple projects of varying complexity and deliver on time, on target and on budget.</p> <p>• Can independently drive 5+ major initiatives.</p> <p>• May have specializations in knowledge of the</p>	<p>• Assignments of the highest complexity and impact to PG&E, often involving ambiguous and/or undefined processes, creative resourcing and complex stakeholder management.</p> <p>• Develop strategy and tactics for highly complex workforce development needs working with HR and business leaders.</p> <p>• Evaluate success of processes and programs and researches industry best practice and uses this knowledge to develop new tools and to implement process improvements for the workforce development dept.</p> <p>• Lead and implement high visibility and high stakes initiatives aligned with strategic business priorities.</p> <p>• Supervise, coach, mentor and train others.</p> <p>• Manage multiple projects of varying complexity and deliver on time, on target and on budget.</p> <p>• Can independently drive 5+ major initiatives.</p> <p>• May have specializations in knowledge of the</p>



Job Family Profile Matrix

			<p>on time, on target and on budget.</p> <ul style="list-style-type: none"> • Can independently drive 3-5 major initiatives. • Is able to enlist new partners and skillfully manages external relationships, including troubleshooting. 	<ul style="list-style-type: none"> • Develop and execute communication strategy in support of complex programs. • Is able to enlist new partners and skillfully manages external relationships, including troubleshooting. 	<p>operations, stakeholder management, communications, education policy, training /workforce pipeline programs, or public policy.</p> <ul style="list-style-type: none"> • Is able to enlist new partners and skillfully manages external relationships, including troubleshooting.
<p>Minimum Education and Experience Required</p>	<ul style="list-style-type: none"> • A Bachelor's Degree or equivalent combination of education, training and experience in education, human resources, workforce development, or related fields. • Prior program or project management, event planning or database management experience desired. 	<ul style="list-style-type: none"> • A Bachelor's Degree. • A minimum of 3 years program or project management experience. 	<ul style="list-style-type: none"> • A Bachelor's Degree. • Demonstrated ability to execute effectively within a large organization, across a complex set of stakeholders, on a matrixed team. • A minimum of 6 years of program or project management experience. 	<ul style="list-style-type: none"> • A Bachelor's Degree. • Demonstrated ability to execute and effectively deliver complex projects within a large organization, across a complex set of stakeholders, leading a matrixed team. • A minimum of 8 years of program or project management experience. 	<ul style="list-style-type: none"> • A Bachelor's Degree. An MBA desired. • Demonstrated ability to execute and effectively deliver complex projects within a large organization, across a complex set of stakeholders, leading a matrixed team. • Proven track record of success in designing and developing high stakes, high impact programs. • A minimum of 10 years of program or project management experience.
<p>License/ Certification Knowledge, Skills, and Abilities</p>	<ul style="list-style-type: none"> • Working knowledge of project management. • Highly organized, attention to details, and able to self manage activities. • Working knowledge of Word, Excel, PowerPoint. HTML and Access desired. 	<ul style="list-style-type: none"> • Knowledge of business and management principles involved in strategic planning, resource allocation, human resources, and coordination of people and resources. • A working knowledge of communications, project management, workforce development or public affairs. • Ability to author original documents and project manage. • Highly organized, attention to details, and able to self manage activities. • Working knowledge of Word, Excel, PowerPoint. HTML 	<ul style="list-style-type: none"> • Strong problem solver, pays attention to details, possesses a "can do" attitude, able to create a roadmap for him/herself and the team, produces quality deliverables, and able to adapt given the ever-changing environment. • A strong knowledge of business and management principles involved in strategic planning, resource allocation, human resources, and coordination of talent and resources. • A strong working knowledge of communications, project management, workforce development or public affairs. • Highly organized, attention to details, and able to self manage activities. • Working knowledge of Word, Excel, PowerPoint. HTML and Access desired. 	<ul style="list-style-type: none"> • Strong problem solver, pays attention to details, possesses a "can do" attitude, able to create a roadmap for him/herself and the team, produces quality deliverables, and able to adapt given the ever-changing environment. • An expert knowledge level of communications, project management, workforce development or public affairs. • Able to create and leverage partnerships. • Working knowledge of principles and methods for curriculum and training design, or teaching and instruction for individuals and groups, or the measurement of training effects preferred. • Highly organized, attention to details, and able to self manage activities. • Working knowledge of Word, Excel, PowerPoint. HTML and Access desired. 	<ul style="list-style-type: none"> • Strong problem solver, pays attention to details, possesses a "can do" attitude, able to create a roadmap for him/herself and the team, produces quality deliverables, and able to adapt given the ever-changing environment. • An expert knowledge level of communications, project management, workforce development or public affairs. • Able to foster partnerships and effectively manage organizational politics and private-public partnerships. • Working knowledge of workforce investment system, higher education system, and K-12 system. • Highly organized, attention to details, and able to self manage activities. • Working knowledge of Word, Excel, PowerPoint. HTML and Access desired.



Job Family Profile Matrix

			and Access desired.
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		Program Manager, Associate	Program Manager	Program Manager, Senior	Program Manager, Expert	Program Manager, Principal
Technical Competency	Technical Competency Description					
Presentation Skills	Demonstrates skill in delivering clear, understandable oral presentations to groups; effectively organizes and tailors presentation to meet the needs of the audience.	Novice	Proficient	Proficient	Advanced	Advanced
Adaptability	Adjusts easily to changing business needs, conditions and work responsibilities; adapts approach, goals and methods to achieve successful solutions and results.	Novice	Proficient	Proficient	Advanced	Master
Written Communication	Demonstrates skill in communicating information and ideas in writing so others will understand.	Proficient	Proficient	Advanced	Advanced	Advanced
Creative & Innovative Thinking	Demonstrates skill in delivering clear, understandable oral presentations to groups; effectively organizes and tailors presentation to meet the needs of the audience.	Novice	Proficient	Proficient	Advanced	Advanced
Detail Orientation	Attention to detail and accuracy of documents. Exceptional organizational skills to manage multiple projects at once, and work at a fast pace for an extended period of time, while being extremely adaptable and flexible.	Proficient	Proficient	Advanced	Advanced	Advanced
Critical Thinking	Demonstrates skill in using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.	Novice	Proficient	Advanced	Advanced	Advanced
Relationship Building	Develops and maintains work relationships, contacts, and networks; demonstrates skill in achieving cooperation from others in order to achieve a goal.	Novice	Proficient	Proficient	Advanced	Master
Project/Program Management	Understands the principles, theories, practices, and techniques involved in planning, managing, and implementing projects and programs.	Novice	Proficient	Advanced	Advanced	Advanced
Resourcefulness	Finds ways to get the job done even when normal channels, materials, and methods don't work.	Novice	Proficient	Proficient	Advanced	Master



Job Profile

Line of Business:

Finance and Risk, Electric Operations, Strategy & Policy

Job Family:

Electric Program Management Leadership

Job Family Summary:

Manages teams in the planning, execution and ongoing monitoring/management for all system-wide work in a major work category. Monitors internal and external factors that affect the planning, forecasting and successful execution of the program work, and determines, recommends and implements adjustments as needed. Ensures work is completed and in compliance with applicable regulations, tariffs, standards and work procedures.

WP 3-72

Job Title	Supervisor, Electric Program Management	Manager, Electric Program Management	Sr Manager, Electric Program Management	Director, Electric Program Management
Job Level	Supervisor	Manager	Senior Manager	Director
Job Code	51581941	51546802	51581943	51580233
Job Responsibilities	<ul style="list-style-type: none"> ▶ Typically assigned to only one program with an annual work plan spend in the \$50 to \$100 million range. ▶ Supervises staff to accomplish results through effective recruitment and selection, training and development, performance management, and rewards and recognition. ▶ Prioritizes program work based on available resources, size of the project portfolio, costs, risks, exposures or customer needs, while remaining compliant with applicable regulations. ▶ Contributes to process and procedure development, 	<ul style="list-style-type: none"> ▶ Leads process improvement initiatives for program management. Oversees process and procedure development, implementation, communications and training for new programs and/or changes to existing programs. Coaches staff to identify gaps in work methods, procedures, processes or training and partners with stakeholders to recommend solutions. Ensures consistency with related work processes, standards and procedures. May function as a consultant, subject matter expert or a project manager depending upon the needs of the various business partners. ▶ Ensures work is prioritized based 	<ul style="list-style-type: none"> ▶ Direct and indirect reports may include: Managers, Supervisors, all levels of program managers up through Principal, Business Analysts. ▶ Depending on nature of project work in program, may have interface with external customer organizations. Handles sensitive, escalated customer issues. ▶ Ensures required CPUC reporting on the program work is completed and delivered to the appropriate parties. May develop and/or provide expert witness testimony or other information to CPUC or other external agency. ▶ Ensures that all programs are managed in accordance with 	<ul style="list-style-type: none"> ▶ This job profile under review - refer to archived Career Tracks profile for responsibilities



Job Profile

<p>implementation, communications and training for program changes. Ensures that new processes and procedures are explored and implemented to improve efficiencies, productivity and customer satisfaction.</p> <ul style="list-style-type: none"> ▶ Depending on nature of project work in program, may have extensive interface with external customer organizations such as residential, commercial, city/county governments, power pole joint ownership partners, other utility providers, etc. ▶ Direct reports typically include Career to Senior level Program Managers. ▶ Participates in annual work plan forecasting, considering factors that might affect demand for work, expected volumes and unit costs, partnering with related departments/leaders. May be assigned to only focus on annual work planning. ▶ Oversees regular production and distribution of program metrics. Collects, consolidates and analyzes work completion information to determine overall trending. Develops and delivers presentation on program status, risk and corrective measures to managers and directors. ▶ Monitors compliance with Company and California Public Utilities Commission (CPUC) regulations, construction standards, and requirements. Provides oversight and/or assistance for any required 	<p>on available resources, size of the project portfolio, costs, risks, exposures or customer needs, while remaining compliant with applicable regulations.</p> <ul style="list-style-type: none"> ▶ Ensures required CPUC reporting on the program work is completed and delivered to the appropriate parties. May be involved in researching, writing, or developing information for the General Rate Case. May develop and/or provide expert witness testimony or other information to CPUC or other external agency. ▶ Leads staff to oversee the design and/or implementation of assigned program work for the entire service territory. Types of program work may include maintenance and construction, large volume customer requests or expansion of existing types of work. ▶ Ensures that all programs are managed in accordance with applicable regulatory requirements, filings, tariffs and follow established guiding principles/best practices. Monitors compliance with Company and California Public Utilities Commission (CPUC) regulations, construction standards, and requirements. ▶ Manages staff to accomplish results through effective recruitment and selection, training and development, performance management, and rewards and recognition. 	<p>applicable regulatory requirements, filings, tariffs and follow established guiding principles/best practices.</p> <ul style="list-style-type: none"> ▶ Ensures work is prioritized based on available resources, size of the project portfolio, costs, risks, exposures or customer needs, while remaining compliant with applicable regulations. ▶ Assigned to multiple programs that represent a significant financial impact on the annual work plan of Electric Operations. Approximate program portfolio size of 8 to 10 program, totaling \$800 million to \$900 million in annual work. ▶ Leads process improvement initiatives for program management. Oversees process and procedure development, implementation, communications and training for new programs and/or changes to existing programs. Coaches staff to identify gaps in work methods, procedures, processes or training and partners with stakeholders to recommend solutions. Ensures consistency with related work processes, standards and procedures. May function as a consultant, subject matter expert or a project manager depending upon the needs of the various business partners. ▶ Leads staff to oversee the design and/or implementation of assigned Electric Operations program work for the entire service territory. Types of program work may include
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Job Profile

<p>compliance assessments or reviews.</p> <ul style="list-style-type: none"> ▶ May function as a consultant, subject matter expert or a project manager depending upon the needs of the various business partners. ▶ Ensures required CPUC reporting on the program work is completed and delivered to the appropriate parties. May be involved in researching, writing, or developing information for the General Rate Case. May develop and/or provide expert witness testimony or other information to CPUC or other external agency. ▶ Leads and coordinates day to day activities of a team performing monitoring, facilitating and coordination of programs of moderate impact or volume. 	<ul style="list-style-type: none"> ▶ Develops metrics and monitors performance of work within assigned program. Sets and achieves staff goals in support of established functional objectives. ▶ Manages the annual planning for assigned program work, considering factors that might affect demand for work, expected volumes and unit costs, partnering with related departments/leaders. May be involved in long term forecasting. May also prepare detailed cycle work plans and/or regular reviews of actual work completions vs. forecasts and partner with team and leadership to address variances. ▶ May participate as a member of the Incident Command structure during times of significant events, such as storms, or earthquakes. ▶ Depending on nature of project work in program, may have interface with external customer organizations. Handles sensitive, escalated customer issues. ▶ Partners with Director in developing policies and relevant governance, processes, infrastructure, documentation and tools to support the program. ▶ Supervises Program Managers, Analysts and/or Specialists. ▶ Typically assigned to multiple programs or may be assigned to one significantly large, complex program. Approximate program portfolio size of 	<p>maintenace and construction, large volume customer requests or expansion of existing types of work.</p> <ul style="list-style-type: none"> ▶ Leads the allocations of approved program funds or work/projects to the different operating divisions/areas/regions based on such factors as historical spending, project specific data provided by the field, changes in customer requirements or other internal or external program stakeholders. ▶ Leads the annual and/or multi-year forecasting and planning process for assigned program work, considering factors that might affect demand for work, expected volumes and unit costs, partnering with related departments/leaders. Leads the preparation of detailed cycle work plans and/or regular reviews of actual work completions vs. forecasts and partners with team and leadership to address variances. ▶ Manages staff to accomplish results through effective recruitment and selection, training and development, performance management, and rewards and recognition. ▶ May participate as a member of the Incident Command structure during times of significant events, such as storms, or earthquakes. ▶ Monitors compliance with Company and California Public Utilities Commission (CPUC)
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Job Profile

			<p>1 to 3 programs, totaling approximately \$400 million in annual work.</p> <ul style="list-style-type: none"> ▶ Collects, consolidates and analyzes work completion information to determine overall trending. Develops and delivers presentation on program status, risk and corrective measures to leaders of various levels, including executive. ▶ Allocates approved program funds or work/projects to the different operating divisions/areas/regions based on such factors as historical spending, project specific data provided by the field, changes in customer requirements or other internal or external program stakeholders. 	<p>regulations, construction standards, and requirements. Develops policies and relevant governance, processes, and infrastructure, documentation and tools to support the program.</p> <ul style="list-style-type: none"> ▶ Oversees the development of metrics and monitors performance of work within assigned program. Sets and achieves department goals in support of established functional objectives. Reviews performance metrics to determine overall trending. Develops and delivers presentation on program status, risk and corrective measures to leaders of various levels, 	
Education Minimum	▶ Bachelors Degree in Business Administration or job-related discipline or equivalent experience		▶ Bachelors Degree in Business Administration or job-related discipline or equivalent experience	▶ Bachelors Degree in Business Administration or job-related discipline or equivalent experience	▶ Bachelors Degree in Business Administration or job-related discipline or equivalent experience
Education Desired					▶ Masters Degree or equivalent experience
License/Certification Minimum					
License/Certification Desired			▶ PMI-Project Management Institute PMP-Project Management Professional certification	▶ PMI-Project Management Institute PMP-Project Management Professional certification	▶ PMI-Project Management Institute PMP-Project Management Professional certification
Experience Minimum	▶ Experience in compliance and construction, electric	▶ Experience in compliance and construction, electric	▶ Leadership experience, 3 years	▶ Leadership experience, 3 years	▶ Job-related experience, 10 years
	▶ Experience in quality assurance	▶ Experience in quality assurance	▶ Job-related experience, 8 years	▶ Job-related experience, 10 years	▶ Leadership experience, 5 years
Experience Desired					
Knowledge, Skills, Abilities					

Job Profile

<p>and (Technical) Competencies Minimum Knowledge, Skills, Abilities and (Technical) Competencies Desired</p>	<ul style="list-style-type: none"> ▶ Competency in providing direction, delegating, and removing obstacles to get work done ▶ Competency in making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems ▶ Skill in facilitating discussions and meetings as needed to perform at the job level ▶ Competency in adapting approach and demeanor in real time to match the shifting demands of different situations ▶ Knowledge of relevant federal, state, and local regulations and laws - for example FERC, NERC, CAISO, CPUC - as needed to perform at the job level ▶ Knowledge of program management theories, concepts, methods, best practices, and techniques as needed to perform at the job level ▶ Knowledge of project management theories, concepts, methods, best practices, and techniques as needed to perform at the job level ▶ Competency in building strong customer relationships and delivering customer-centric solutions ▶ Competency in making good and timely decisions that keep the organization moving forward ▶ Competency in knowing the most 	<ul style="list-style-type: none"> ▶ Competency in planning and prioritizing work to meet commitments aligned with organizational goals ▶ Competency in making good and timely decisions that keep the organization moving forward ▶ Knowledge of database and information systems - for example SCADA, EMS, OMT, OIS, SAP, ERP, COSO, Teradata, COBIT, QuestionMark - as needed to perform at the job level ▶ Knowledge of electric utility operations and business processes as needed to perform at the job level ▶ Competency in knowing the most effective and efficient processes to get things done, with a focus on continuous improvement ▶ Competency in interpreting and applying understanding of key financial indicators to make better business decisions ▶ Competency in using compelling arguments to gain the support and commitment of others ▶ Competency in making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems ▶ Competency in providing direction, delegating, and removing obstacles to get work done ▶ Knowledge of construction and 	<ul style="list-style-type: none"> ▶ Ability to apply change management theories, concepts, methods, best practices, and techniques as needed to perform at the job level ▶ Knowledge of program management theories, concepts, methods, best practices, and techniques as needed to perform at the job level ▶ Competency in interpreting and applying understanding of key financial indicators to make better business decisions ▶ Knowledge of electric utility operations and business processes as needed to perform at the job level ▶ Competency in developing people to meet both their career goals and the organization goals ▶ Competency in using compelling arguments to gain the support and commitment of others ▶ Competency in planning and prioritizing work to meet commitments aligned with organizational goals ▶ Knowledge of database and information systems - for example SCADA, EMS, OMT, OIS, SAP, ERP, COSO, Teradata, COBIT, QuestionMark - as needed to perform at the job level ▶ Competency in developing people to meet both their career goals and the organization goals ▶ Competency in applying knowledge of business and the marketplace to advance the organization goals ▶ Competency in making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems ▶ Competency in developing and delivering multi-mode communications that convey a clear understanding of the unique needs of 	<ul style="list-style-type: none"> ▶ Competency in interpreting and applying understanding of key financial indicators to make better business decisions ▶ Knowledge of project management theories, concepts, methods, best practices, and techniques as needed to perform at the job level ▶ Competency in developing and delivering multi-mode communications that convey a clear understanding of the unique needs of operations and business processes as needed to perform at the job level ▶ Communications that convey a clear understanding of the unique needs of different audiences ▶ Competency in using compelling arguments to gain the support and commitment of others ▶ Competency in planning and prioritizing work to meet commitments aligned with organizational goals ▶ Knowledge of database and information systems - for example SCADA, EMS, OMT, OIS, SAP, ERP, COSO, Teradata, COBIT, QuestionMark - as needed to perform at the job level ▶ Competency in developing people to meet both their career goals and the organization goals ▶ Competency in applying knowledge of business and the marketplace to advance the organization goals ▶ Knowledge of electric utility operations and business processes as
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Job Profile

	<p>effective and efficient processes to get things done, with a focus on continuous improvement</p> <ul style="list-style-type: none"> ▶ Knowledge of database and information systems - for example SCADA, EMS, OMT, OIS, SAP, ERP, COSO, Teradata, COBIT, QuestionMark - as needed to perform at the job level ▶ Knowledge of construction and maintenance terminology, processes, and procedures as needed to perform at the job level ▶ Competency in developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences ▶ Competency in using compelling arguments to gain the support and commitment of others 	<p>maintenance terminology, processes, and procedures as needed to perform at the job level</p> <ul style="list-style-type: none"> ▶ Skill in negotiating between stakeholders to reach an agreement ▶ Competency in adapting approach and demeanor in real time to match the shifting demands of different situations ▶ Competency in applying knowledge of business and the marketplace to advance the organization goals ▶ Competency in developing people to meet both their career goals and the organization goals ▶ Knowledge of program management theories, concepts, methods, best practices, and techniques as needed to perform at the job level ▶ Knowledge of project management theories, concepts, methods, best practices, and techniques as needed to perform at the job level ▶ Skill in facilitating discussions and meetings as needed to perform at the job level ▶ Knowledge of relevant federal, state, and local regulations and laws - for example FERC, NERC, CAISO, CPUC - as needed to perform at the job level ▶ Competency in developing and delivering multi-mode communications that convey a clear understanding of the unique needs of 	<p>different audiences</p> <ul style="list-style-type: none"> ▶ Competency in providing direction, delegating, and removing obstacles to get work done ▶ Competency in making good and timely decisions that keep the organization moving forward ▶ Competency in knowing the most effective and efficient processes to get things done, with a focus on continuous improvement ▶ Competency in building strong customer relationships and delivering customer-centric solutions ▶ Knowledge of project management theories, concepts, methods, best practices, and techniques as needed to perform at the job level ▶ Competency in adapting approach and demeanor in real time to match the shifting demands of different situations ▶ Knowledge of database and information systems - for example SCADA, EMS, OMT, OIS, SAP, ERP, COSO, Teradata, COBIT, QuestionMark - as needed to perform at the job level ▶ Competency in relating openly and comfortably with diverse groups of people ▶ Knowledge of relevant federal, state, and local regulations and laws - for example FERC, NERC, CAISO, CPUC - as needed to perform at the job level ▶ Skill in negotiating between 	<p>needed to perform at the job level</p> <ul style="list-style-type: none"> ▶ Competency in making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems ▶ Knowledge of relevant federal, state, and local regulations and laws - for example FERC, NERC, CAISO, CPUC - as needed to perform at the job level ▶ Competency in building strong customer relationships and delivering customer-centric solutions ▶ Competency in knowing the most effective and efficient processes to get things done, with a focus on continuous improvement ▶ Competency in adapting approach and demeanor in real time to match the shifting demands of different situations ▶ Competency in creating new and better ways for the organization to be successful ▶ Competency in relating openly and comfortably with diverse groups of people ▶ Knowledge of workforce planning analytics theories, concepts, methods, best practices, and techniques as needed to perform at the job level ▶ Skill in negotiating between stakeholders to reach an agreement ▶ Competency in making good and timely decisions that keep the organization moving forward ▶ Knowledge of program
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Job Profile

		<p>different audiences</p> <ul style="list-style-type: none"> ▶ Competency in relating openly and comfortably with diverse groups of people ▶ Competency in building strong customer relationships and delivering customer-centric solutions 	<p>stakeholders to reach an agreement</p>	<p>management theories, concepts, methods, best practices, and techniques as needed to perform at the job level</p> <ul style="list-style-type: none"> ▶ Ability to apply change management theories, concepts, methods, best practices, and techniques as needed to perform at the job level
Supplemental Minimum				
Supplemental Desired				
Pre-Employment Testing				



Manager, Gas Process Safety - Job Profile

Line of Business: Gas Operations / Engineering & Design Job Family: Manager, Gas Process Safety	Effective Date of Job Profile: 9/1/2014 Last Updated: 09/22/14 Updated By: Andre Da Costa, Mike Kahns
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Job Summary	Contributes to the development and deployment of a sustainable and effective risk-based Process Safety Management system to ensure safe operation of gas assets in order to protect the public and employees, the environment and property. Facilitate Process Hazard Analysis (PHA) studies across gas operations assets by using various methodologies, including: HAZOP, What-If, Checklist, FMEA, LOPA, etc. and assisting stakeholders mitigating asset risks. Develop and provide training on Process Safety principles. Supervise Process Safety Engineers.
Job Title	Manager, Gas Process Safety
Position Title	Manager, Gas Process Safety
PGE Job Level	Manager
SAP Job Code	51685632
Job Responsibilities	<ul style="list-style-type: none"> • Support the development and implementation of strategies in alignment with the company's safety management vision and mission for implementation of a risk-based, sustainable and effective Process Safety Management (PSM) program • Engages Asset Owners and other stakeholders to collect Process Safety Information (design, operations and other data) for Process Hazard Analysis • Facilitate hazard identification and risk analysis process and contribute to process safety compliance audits and investigation of major process safety incidents • Selects the appropriate Process Hazard Analysis (PHA) methodology and applies fit-for-purpose for the asset using Risk Ranking methodology • Works with the Gas Operations Risk Management function and asset owners to integrate PHA hazards with the assets' threat matrices and risk registers • Understands the Enterprise Risk Management reporting requirements and facilitates the asset family in achieving these • Develops and publishes reports of hazard analysis and risk assessment studies • Contribute to the development of PSM-compliant standards, operating procedures and mitigation plans • Provides training on Process Safety Principles to other employees as required • Recruit and coach Process Safety Engineers
Supervisory Responsibility	Recruit/select, communicate expectations, foster employee engagement, coach, develop, mentor, recognize and reward employees in order to drive performance and results. Manages professional employees.
Education Minimum	Bachelor's Degree or Equivalent
Desired	MBA or other Master's degree
License/Certification Minimum	
Desired	Formal training/certification in Process Safety
Experience Minimum	8 years of relevant experience. Experience in process safety and process engineering. Utility, Oil & Gas or Chemical Industry experience.
Desired	10 years of relevant technical experience and prior supervisory/managerial experience.

Note: This document describes the general nature and level of work being performed; it is not intended to be an exhaustive list of all responsibilities, duties, and skills required for the job. Page 1 of 2



Manager, Gas Process Safety - Job Profile

<p>Knowledge, Skills, Abilities Desired</p>	<p>Safety: Ability to create, promote and manage a safe work environment</p> <p>Budget/Expenses: Ability to develop and manage dept budgets, expenses, variances</p> <p>Communication: Ability to communicate and support company and organization policies, procedures, goals, objectives, vision and values</p> <p>Strategy: Has knowledge and skills to develop and implement short and medium-term strategy in support of company and organizational objectives</p> <p>Work Planning: Has knowledge and skills to develop and implement work plans in support of dept. goals</p> <p>Operations Management: Has knowledge and skills to develop operating policies and procedures; ability to monitor operations, identify and implement metrics, operational changes and improvements in support of the business;</p> <p>Relationship Management: Ability to develop working relationships with customers & business partners ensuring that work plans and operations are coordinated, aligned and support department and company goals and objectives; ability to persuade higher levels of leaders and leadership peers to change positions or approach based on situational need.</p> <p>Continuous Improvement: Ability to encourage employees to identify work process and system improvements, incorporate benchmarking and best practices, champion and overcome resistance to and facilitate change.</p> <p>Leadership Presence: Ability to convey credibility, confidence and sense of authority. Conveys messages simply, concisely and at right pace and tone for audience. Remains calm, controlled and productive when confronted by opposition or work stress.</p> <p>Functional Expertise: Ability to foster a learning environment and to develop employees to ensure backfills and successors. Has an understanding of PG&E's business to maximize results, limit risks and effectively lead group.</p> <p>Technical Knowledge & Expertise:</p> <ul style="list-style-type: none"> • Technical competence in Process Safety Management including PHA methodologies: HAZOP, What-if, Checklist, FMEA, LOPA, Quantitative Risk Assessment and Pre Start Up Safety Reviews • Experience with PHA software such as PHA Works or equivalent • PHA Facilitator experience • Lead Process Engineering experience • Oil & Gas or Chemical Industry experience • Ability to work with a diverse team including managers, engineers, subject matter experts and technicians. • Ability to guide team discussions and deliver consensus. • Understands projects, operations & integrity interfaces with a good appreciation of stakeholders' business risk drivers • Ability to administer and develop training • Proficiency in MS Office applications: applicant must be able to build and manage tracking tools using Excel and provide statistical analysis and written reports • Ability to collaborate with cross-functional teams
<p>Other Minimum</p>	
<p>Desired</p>	<p>Interactions With Others: Typical interactions are with engineers, managers and directors.</p>

Note: This document describes the general nature and level of work being performed; it is not intended to be an exhaustive list of all responsibilities, duties, and skills required for the job.



CES Program Management Leadership - Job Profile Matrix

Line of Business: Customer Care / Customer Energy Solutions Job Family: CES Program Management Leadership Reports to (Job Title): Varies	Effective Date of Job Profile: August, 2013 Last Updated: October, 2017 Updated By: Vincent Davis
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Job Family Summary	<p>The program managers execute and oversee the implementation of the portfolio strategy and delivery plans, including oversight of the budget, spending, deliverables, metrics, and regulatory compliance for energy efficiency programs. The program managers collaborate across Customer Engagement, Products and PIP to understand customer needs, industry direction, business impacts and company vision; to develop budgets and forecast spending; to develop and track metrics of program performance. The program managers work with regulators, utility industry peers and internal departments to influence current and future program priorities, funding and business direction.</p>		
Job Title	Supervisor, Program Management	Manager, Program Management	Senior Manager, CES Program Management
Position Title	Supervisor, CES Program Management	Manager, CES Program Management	Senior Manager, CES Program Management
PGE Job Level	Supervisor	Manager	Senior Manager
SAP Job Code	51548232	51548142	51569139
Job Responsibilities	<ul style="list-style-type: none"> • Supervises a team of program managers and analysts in the development and implementation of program strategy and delivery plans. • Provides recommendations and defines tailored strategies to enhance program development, implementation, and delivery. • Collaborates and coordinates with subprogram leads, market channel managers, marketing, sales, and product managers on program strategy and management. • Works with team members to suggest program direction, including ensuring delivery of PIP requirements (or modification), budget forecasting, review of actual spending against budget, and cost monitoring; deliver program savings and other goals; and manage program compliance. • Identifies strategic issues and company position related to program. <p style="text-align: center;">Energy Savings</p> <ul style="list-style-type: none"> • Work with program managers, analysts, regulatory team, ES&S, Channel Engagement, and Business Operations to set portfolio and annual energy savings targets • Monitor energy savings achievements 	<ul style="list-style-type: none"> • Manages a team of supervisors, program managers, and analysts in the development and implementation of program strategy and delivery plans. • Identifies and understands customer needs, industry direction, business impacts, risks and opportunities to influence current and future regulatory and industry strategies and priorities. • Uses understanding of current and future regulatory and program priorities and strategies to develop company specific business strategies based on customer needs, industry direction, and business needs. • Represents the company at regulatory proceedings, industry forums, and events to communicate company position and support the company's desired direction and needs for the program. • Develops coordinated program strategic direction within the organization and company in line with regulatory and industry direction. • Provides recommendations and defines tailored strategies to enhance program development, implementation, and delivery. • Functions as single point of contact for leadership team on the program including understanding: PIPs, deliverables, regulatory responsibilities, budget, and 	<ul style="list-style-type: none"> • Leads a team of 60+ skilled leaders and professionals responsible for development and implementation of PG&E's customer energy efficiency strategy and programs. • Ensures real-time view of customer needs, industry direction, business impacts, risks and opportunities to influence current and future regulatory and industry strategic direction and priorities • Translates, develops, and implements short-term and long-term strategic business plans in alignments with overall goals with CES, Customer Care and regulators/external stakeholders. • Represents PG&E and coordinates closely with external utility leadership to develop and execute future California statewide program and policy objectives and ensure coordination of monthly statewide team meetings for all programs. • Develops, monitors, analyzes, and manages operating budgets and balancing accounts for department. Leads S1/S2 development for programs. Determines performance metrics to monitor and report on business performance results. Regularly presents updates to senior leadership on status of organization's initiatives and goals.

Note: This document describes the general nature and level of work being performed; it is not intended to be an exhaustive list of all responsibilities, duties, and skills required for the job. Page 1 of 5



CES Program Management Leadership - Job Profile Matrix

<ul style="list-style-type: none"> ● Working with channels and marketing to develop plans to achieve targets ● Work with products team to monitor and adjust product offering to achieve goals <li style="padding-left: 20px;">Statewide leads ● Lead or oversee monthly Statewide Core Team meetings for the Program. ● Assist in the implementation of PIPs through engagement with appropriate subject matter experts within CES. ● Ensure PPMs are updated as required and any concerns or issues are addressed appropriately. ● Assist with the development of action plans to address program issues and ensure appropriate communications to leadership. ● Provide regular program updates for leadership. <li style="padding-left: 20px;">Program Budgets ● Develop, monitor and review forecasts and budgets for assigned areas as applicable ● Perform cost monitoring by reviewing all actual expenditures incurred within each sub program, assessing reasonableness and accuracy and ensuring corrective actions are taken to resolve issues. ● Regulatory Compliance Management ● With support from Regulatory Reporting Team, identify new compliance requirements and changes to existing requirements ● Establish and maintain controls to provide reasonable assurance of compliance with regulatory requirements ● Document policies and procedures to meet requirements ● Review controls test results and remediate any gaps ● Certify completion of compliance requirements 	<p>forecasting.</p> <ul style="list-style-type: none"> ● Collaborates and coordinates with subprogram leads, market channel managers, marketing, sales, and product managers on program strategy and management. ● Makes strategic decisions for the program, including ensuring delivery of PIP requirements (or modification), budget forecasting, review of actual spending against budget, and cost monitoring; deliver program savings and other goals; and manage program compliance. <p style="text-align: center;">Energy Savings:</p> <ul style="list-style-type: none"> ● Work with program managers, analysts, regulatory team, ES&S, Channel Engagement, and Business Operations to set portfolio and annual energy savings targets ● Monitor energy savings achievements ● Working with channels and marketing to develop plans to achieve targets ● Work with products team to monitor and adjust product offering to achieve goals <p style="text-align: center;">Statewide Program Team Lead</p> <ul style="list-style-type: none"> ● Lead monthly Statewide Core Team meetings for the Program. ● Ensure implementation of PIPs through engagement with appropriate subject matter experts within CES. ● Ensure PPMs are updated as required and any concerns or issues are addressed appropriately. ● Lead development of action plans to address program issues and ensure appropriate communications to leadership. ● Provide regular program updates for leadership. <p style="text-align: center;">Program Budgets</p> <ul style="list-style-type: none"> ● Accountable for forecasting budgets and requesting adjustments based on program performance and portfolio needs. ● Perform cost monitoring by reviewing all actual expenditures incurred within each sub program, assessing reasonableness and accuracy and ensuring 	<ul style="list-style-type: none"> ● Leads CES Program management team and internal stakeholders (regulatory, operations, channel engagement) to set and achieve annual portfolio energy savings targets; coordinates with Marketing and BES to develop plans to achieve targets. ● Interprets PUC compliance mandates working with the Regulatory Reporting team and Law department to determine what compliance looks like and to resolve issues and disputes. ● Works with CES Energy Efficiency Senior Director on CPUC outreach intended to strengthen relations with the Energy division by identifying key issues, potential risks on the industry horizon, and hot to mitigate and resolve.
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CES Program Management Leadership - Job Profile Matrix

		<p>corrective actions are taken to resolve issues.</p> <ul style="list-style-type: none"> • Provide sign off once expenditures have been reviewed. • Lead sub program budget leads to manage program budget, forecasts and required fund shifts. <p style="text-align: center;">Regulatory Compliance Management</p> <ul style="list-style-type: none"> • With support from Regulatory Reporting Team, identify new compliance requirements and changes to existing requirements • Establish and maintain controls to provide reasonable assurance of compliance with regulatory requirements • Document policies and procedures to meet requirements • Review controls test results and remediate any gaps • Certify completion of compliance requirements 	
Supervisory Responsibility	<ul style="list-style-type: none"> • Recruit/select, communicate expectations, foster employee engagement, coach, develop, mentor, recognize and reward employees in order to drive performance and results. • Manages Professional and Support employees 	<ul style="list-style-type: none"> • Recruit/select, communicate expectations, foster employee engagement, coach, develop, mentor, recognize and reward employees in order to drive performance and results. • Manages Supervisor, Professional and Support employees 	<ul style="list-style-type: none"> • Manages a team of skilled supervisors, managers, and other professionals responsible for day-to-day operations of a wide array of customer programs. • Establishes clear expectations and goals to achieve results through effective recruitment and selection, training and development, performance management and coaching, change management, and rewards and recognition. • Recruits/selects, communicates expectations, fosters employee engagement, coaches, develops, mentors, recognizes and rewards employees in order to drive performance and results.
Education Minimum	<ul style="list-style-type: none"> • Bachelor degree or equivalent experience 	<ul style="list-style-type: none"> • Bachelor degree or equivalent experience 	<ul style="list-style-type: none"> • Bachelor degree or equivalent experience
Desired License/Certification Minimum	<ul style="list-style-type: none"> • Master's degree 	<ul style="list-style-type: none"> • Master's degree 	<ul style="list-style-type: none"> • MBA or Master's degree
Desired Experience Minimum	<ul style="list-style-type: none"> • 5 years of relevant experience 	<ul style="list-style-type: none"> • 8 years of relevant experience 	<ul style="list-style-type: none"> • 8 years of relevant experience



CES Program Management Leadership - Job Profile Matrix

Desired Knowledge, Skills, Abilities Desired	Prior supervisory experience	Prior supervisory/managerial experience	Four years of supervisory/management experience
<ul style="list-style-type: none"> • Ability to create, promote and manage a safe work environment • Ability to develop and manage dept. budgets, expenses, variances • Ability to communicate and support company and organization policies, procedures, goals, objectives, vision and values • Ability to manage day-to-day operations, identify and implement operational changes and improvements in support of the business • Ability to develop working relationships with customers and internal/external partners where operations, service, support or other inter-dependencies exist • Ability to encourage employees to identify work process and system improvements, champion and overcome resistance to and facilitate change • Ability to convey credibility, confidence and sense of authority; conveys messages simply, concisely and at right pace and tone for audience; remains calm, controlled and productive when confronted by opposition or work stress • Ability to foster a learning environment and to develop employees to ensure backfills and successors. • Demonstrates an understanding of PG&E's business to maximize results, limit risks and effectively lead group 	<ul style="list-style-type: none"> • Ability to create, promote and manage a safe work environment • Ability to develop and manage dept. budgets, expenses, variances • Ability to communicate and support company and organization policies, procedures, goals, objectives, vision and values • Knowledge and skills to develop and implement short and medium-term strategy in support of company and organizational objectives • Knowledge and skills to develop and implement work plans in support of dept. goals • Knowledge and skills to develop operating policies and procedures • Ability to monitor operations, identify and implement metrics, operational changes and improvements in support of the business • Ability to develop working relationships with customers and internal/external partners ensuring that work plans and operations are coordinated, aligned and support department and company goals and objectives • Ability to persuade higher levels of leaders and leadership peers to change positions or approach based on situational need • Ability to encourage employees to identify work process and system improvements, incorporate benchmarking and best practices, champion and overcome resistance to and facilitate change • Ability to convey credibility, confidence and sense of authority; conveys messages simply, concisely and at right pace and tone for audience; remains calm, controlled and productive when confronted by opposition or work stress • Ability to foster a learning environment and to develop employees to ensure backfills and successors • Demonstrates an understanding of PG&E's business to maximize results, limit risks and effectively lead group 	<ul style="list-style-type: none"> • Ability to create, promote and manage a safe work environment • Ability to communicate and support company and organization policies, procedures, goals, objectives, mission, vision and culture • Has knowledge and skills to develop and implement short, medium and long-term strategy in support of company and organizational objectives • Ability to develop working relationships with customers, CPUC & other internal/external partners ensuring that business plans and programs are coordinated, aligned and support department and company goals and objectives. • Ability to influence internal leaders and external partners to develop and deliver on strategic department and company goals and objectives • Ability to ensure that leaders in the organization have established work plans that support department goals and objectives • Ability to proactively recognize, plan and act on the need for innovation and improvement, help groups and organizations to overcome resistance to change, and use benchmarking and best practices knowledge to set expectations and targets • Ability to exhibit comfort in interacting with senior executives and convey credibility, concise messages, confidence and sense of authority; remains calm, controlled and productive when confronted by opposition or work stress • Demonstrated knowledge of utility operations and a regulated environment to maximize results, limit risks and effectively lead group 	



CES Program Management Leadership - Job Profile Matrix

Supplemental Other Minimum	<ul style="list-style-type: none"> • Job holder works on/operates or maintains any part of gas pipeline system: NO • Job holder takes notices from/provides information to customers and personnel in response to pipeline emergencies: NO • Job holder coordinates with emergency first responders and officials concerning gas leaks: NO 	<ul style="list-style-type: none"> • Job holder works on/operates or maintains any part of gas pipeline system: NO • Job holder takes notices from/provides information to customers and personnel in response to pipeline emergencies: NO • Job holder coordinates with emergency first responders and officials concerning gas leaks: NO 	<ul style="list-style-type: none"> • Job holder works on/operates or maintains any part of gas pipeline system: NO • Job holder takes notices from/provides information to customers and personnel in response to pipeline emergencies: NO • Job holder coordinates with emergency first responders and officials concerning gas leaks: NO
Desired	<ul style="list-style-type: none"> • Typical internal interactions are with supervisors and managers. • May interact with directors. 	<ul style="list-style-type: none"> • Typical internal interactions are with supervisors, managers and directors. • May interact with senior directors and officers. 	<ul style="list-style-type: none"> • Typical internal interactions are with managers, directors, senior directors and officers.



Safety Leadership - Job Profile Matrix

<p>Line of Business: Shared Services/ Safety Job Family: Safety Leadership Reports to (Job Title): Director, Safety</p>	<p>Effective Date of Job Profile: 07/31/2013 Last Updated: 8/11/14 Updated By: D. Mayekawa; M. Issel, J. Backer</p>
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<p>Job Family Summary</p>	<p>Develops company-wide policies and procedures for Safety and provides subject matter expertise on a variety of safety disciplines. Maintains knowledge of, interprets regulatory compliance with safety and health regulations, policies, and organizational safety and health programs. Leads safety process improvement initiatives as needed. Partners with Lines of business to implement Safety programs and advises business groups by providing direction on the development of procedures to assist the organization. Oversees process and procedure development, implementation and communication.</p>		
<p>Job Title</p>	<p>Supervisor, Safety</p>	<p>Manager, Safety</p>	<p>Senior Manager, Safety</p>
<p>Position Title</p>	<p>Supervisor, Safety</p>	<p>Manager, Safety</p>	<p>Senior Manager, Safety</p>
<p>PGE Job Level</p>	<p>Supervisor</p>	<p>Manager</p>	<p>Senior Manager</p>
<p>SAP Job Code</p>	<p>50374720</p>	<p>50374721</p>	<p>50374722</p>
<p>Job Responsibilities</p>	<ul style="list-style-type: none"> Plans, manages, and controls the activities of a team that provides operational support for a business segment, group or team. Provides support to emergency preparedness command system. Provides oversight to the design, development, review and implementation of innovative quality products, programs, services and solutions to support existing safety and health management systems, PG&E safety guidance documents, and the safety goals of the organization; Develops and manages contracts, outside service vendors or others as required to support the safety and health programs of the organization. Develops a clear understanding of company goals and objects to ensure overall objectives of the group are met. Ensures daily activity is carried out in accordance with established procedures and guidelines. 	<ul style="list-style-type: none"> Plans, manages, and controls the activities of a team that provides operational support for a business segment, group or team. Provides support to emergency preparedness command system. Provides oversight to the design, development, review and implementation of innovative quality products, programs, services and solutions to support existing safety management systems, PG&E safety guidance documents), and the safety goals of the organization; Develops and manages contracts, outside service vendors or others as required to support the safety programs of the organization. Works and interacts with outside regulatory agencies in the development of new regulatory requirements via the State of California Standards Board or with Cal-OSHA investigators while conducting serious incident investigation. Provides direction in the assigned area in support of business area objectives with short-term impact on functional goals. Sets and achieves department goals in support of established objectives. Develops and implements work plans in support of department goals. Analyzes, reports, and provides 	<ul style="list-style-type: none"> Supervises and manages the overall performance of department. Creates a safety strategy that achieves the goals and objectives of the business and simultaneously aligns with the corporate safety strategy. Provides support to emergency preparedness command system. Provides oversight to the design, development, review and implementation of innovative quality products, programs, services and solutions to support existing safety and health management systems, PG&E safety guidance documents, and the safety goals of the organization; Works and interacts with outside regulatory agencies in the development of new regulatory requirements via the State of California Standards Board or with Cal-OSHA investigators while conducting serious incident investigation. Translates functional goals into programs/projects with significant business impact. Develops operating policies and procedures that affect multiple teams or a large work unit representing multiple disciplines. Interprets, recommends, and executes modifications to function policies. Implements the S1/S2 process for safety. Ensures a fundamental integration of Safety

Note: This document describes the general nature and level of work being performed; it is not intended to be an exhaustive list of all responsibilities, duties, and skills required for the job. Page 1 of 3



Safety Leadership - Job Profile Matrix

		<p>recommendations and develops strategies to improve quality.</p> <ul style="list-style-type: none"> • Participates in employee selection, career development, succession planning and training. • Utilizes vision to think ahead to anticipate issues and provide solutions before they impact your team. • Serves as a subject matter expert. • Supports and implements the S1/S2 process for safety. 	<p>improvement concepts for each Line of Business</p> <ul style="list-style-type: none"> • Leads and drives continuous improvement and safety performance. Actively pursues best practices by benchmarking with other utilities as well as other industries. Utilizes leading and lagging key performance metrics and provides regular summaries of safety performance to leadership. • Oversees the development of strategic safety long-term planning to integrate field and core programs and initiatives into the assigned business operating strategies in the company • Responsible for setting the budget and long-term financial planning. • Provides strategic and tactical direction to Officers and business unit leadership • Oversees the incident analysis process and ensures teams drive process to identify actionable causes • Drive awareness of exposures that impact the public and employees • Ensure contractor safety agreements include safety expectations
Supervisory Responsibility	<p>Provides direct oversight supervision, staffing, training, coaching and mentoring to various Safety Staff. Assigns, prioritizes, and reviews Long-Term planning project work, project initiatives, and special assignments. Have hire/fire authority, set goals and review performance.</p>	<p>Provides direct oversight supervision, staffing, training, coaching and mentoring to the Supervisors, Managers, Principals and various other Safety staff. Assigns, prioritizes, and reviews Long-Term planning project work, project initiatives, and special assignments. Have hire/fire authority, set goals and review performance.</p>	<p>Provides direct oversight supervision, staffing, training, coaching and mentoring to the Supervisors, Managers, Principals and various other Safety staff. Assigns, prioritizes, and reviews Long-Term planning project work, project initiatives, and special assignments. Have hire/fire authority, set goals and review performance.</p>
Education Minimum	A BA/BS or equivalent experience. (4 years of additional experience in lieu of a BA/BS)	A BA/BS or equivalent experience. (4 years of additional experience in lieu of a BA/BS)	A BA/BS or equivalent experience. (4 years of additional experience in lieu of a BA/BS)
Desired	A BA/BS in Safety, Health or similar field	<ul style="list-style-type: none"> • A BA/BS in Safety, Health or similar field • A MAMS in Safety, Health or similar field or equivalent experience. 	<ul style="list-style-type: none"> • A BA/BS in Safety, Health or similar field • A MAMS in Safety, Health or similar field or equivalent experience.
License/Certification Minimum			

Note: This document describes the general nature and level of work being performed; it is not intended to be an exhaustive list of all responsibilities, duties, and skills required for the job.



Safety Leadership - Job Profile Matrix

Desired	Certified Safety Professional, Certified Industrial Hygienist or similar preferred	Certified Safety Professional, Certified Industrial Hygienist or similar preferred	Certified Safety Professional, Certified Industrial Hygienist or similar preferred
Experience Minimum	Minimally 4+ years of relevant experience	Minimally 6+ years of relevant experience	Minimally 8+ years of relevant experience; with three years being in a leadership role.
Desired	<ul style="list-style-type: none"> • Experience in a safety role • Experience in operations, construction, or maintenance 	<ul style="list-style-type: none"> • 2 years in a leadership role • Experience in a safety role • Experience in operations, construction, or maintenance 	<ul style="list-style-type: none"> • Progressive and significant experience in a safety professional role • Progressive and significant experience in operations, maintenance or construction, preferably with a Utility perspective,
Knowledge, Skills, Abilities Desired	<ul style="list-style-type: none"> • Advanced knowledge of PG&E work methods and procedures, safety procedures, the Code of Safe Practices and organizational safety-related processes and procedures. • Advanced knowledge of CalOSHA general industry and construction safety orders and other recognized safety regulations and standards (e.g., ANSI, NFPA, FedOSHA, etc). • Advance knowledge of conducting and evaluating complex root cause analysis investigations and evaluating the effectiveness of corrective actions. • Advance knowledge of conducting hazard evaluations for complex or widely impactful/globally applicable jobs and recommending and evaluating the effectiveness of controls. • Advanced knowledge of key PG&E organizations and their potential exposure to safety and health risks. 	<ul style="list-style-type: none"> • Advanced knowledge of PG&E work methods and procedures, safety procedures, the Code of Safe Practices and organizational safety-related processes and procedures. • Advanced knowledge of CalOSHA general industry and construction safety orders and other recognized safety regulations and standards (e.g., ANSI, NFPA, FedOSHA, etc). • Advance knowledge of conducting and evaluating complex root cause analysis investigations and evaluating the effectiveness of corrective actions. • Advance knowledge of conducting hazard evaluations for complex or widely impactful/globally applicable jobs and recommending and evaluating the effectiveness of controls. • Advanced knowledge of key PG&E organizations and their potential exposure to safety and health risks. 	<ul style="list-style-type: none"> • Advanced knowledge of PG&E work methods and procedures, safety procedures, the Code of Safe Practices and organizational safety-related processes and procedures. • Advanced knowledge of CalOSHA general industry and construction safety orders and other recognized safety regulations and standards (e.g., ANSI, NFPA, FedOSHA, etc). • Advance knowledge of conducting and evaluating complex root cause analysis investigations and evaluating the effectiveness of corrective actions. • Advance knowledge of conducting hazard evaluations for complex or widely impactful/globally applicable jobs and recommending and evaluating the effectiveness of controls. • Advanced knowledge of key PG&E organizations and their potential exposure to safety and health risks.
Supplemental Other Minimum Desired			



Line of Business:
Gas Operations

Job Profile

Job Family:

Safety, Quality, and Contract Management

Job Family Summary:

Leads matrixed project teams who execute Workforce Safety, Quality Management, Safety, Gas certifications, Safety Management System, Process Safety, Corrective Action Program (CAP) and Contract Management/Admin for Gas Ops. Oversees management to ensure safety, deliverables and financial commitments are met. Arbitrates and resolves cross-functional conflicts in support of Quality and Safety for Gas Operations. Brings key resolutions or unresolved issues to senior leadership. Oversees development and execution of programs and strategies to identify leading trends in issues, causes, and corrective actions to drive continuous improvement.

Job Title	Senior Director, Gas Safety, Quality, and Contract Management
Job Level	Senior Director
Job Code	52336565
Job Responsibilities (max 10 tasks)	<ul style="list-style-type: none"> Ensures all procurement requests, purchase orders and contract documents comply with all sourcing processes and procedures Shapes the LOB's risk, corrective action, compliance audit, contracts and other assigned programs to meet enterprise requirements Leads team responsible for project execution of detailed assessments of gas pipeline and components Ensures compliance with CPUC, OSHA, CAISO, NERC, WECC, NERC, SOX or other regulations Ensures the overall governance of the contract approval process from contract creation through contract award. Represents the company in contacts with other utilities, regulatory agencies, governmental bodies, and other private organizations Develops and executes short and long-term plans to meet department goals and objectives including cost savings, customer service, employee engagement, supplier diversity, green procurement and safety Identifies, prepares, and submits for approval changes to the QA Program to ensure compliance Responsible for cross-functional Internal Audit non- conformance tied to Safety, Management of Change, and Quality Responsible for the management of Gas operations Third party Security Review for third party vendors supporting Gas Operations
Education Minimum (required at least 1, max 3)	<ul style="list-style-type: none"> Bachelor's Degree in Engineering, Construction Management or job-related discipline or equivalent experience



Job Profile

Education Desired (max 3)	<ul style="list-style-type: none"> Master's Degree in job-related discipline or equivalent experience
License/Certification Minimum (max 5)	
License/Certification Desired (max 5)	<ul style="list-style-type: none"> Project Management Professional certification
Experience Minimum (max 5)	<ul style="list-style-type: none"> Leadership experience, large teams Job-related experience, 10 years
Experience Desired (max 5)	<ul style="list-style-type: none"> Experience in managing budgets Experience in business metrics development Experience in capital program management, large scope Work experience, large corporation Utility Industry experience, Gas
Knowledge, Skills, Abilities and (Technical) Competencies (max 8)	<ul style="list-style-type: none"> Competency in effectively building formal and informal relationship networks inside and outside the organization Competency in developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences Competency in making good and timely decisions that keep the organization moving forward Competency in relating openly and comfortably with diverse groups of people Competency in making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems Competency in handling conflict situations effectively, with a minimum of noise Ability to apply change management theories, concepts, methods, best practices, and techniques as needed to perform at the job level Ability to apply Root Cause Analysis theories, concepts, methods, best practices, and techniques as needed to perform at the job level
Supplemental Minimum (max 4)	
Supplemental Desired (max 4)	



Electric Program Management Leadership - Job Profile Matrix

<p>Line of Business: Electric Operations / Cross-departmental Job Family: Electric Program Management Leadership Reports to (Job Title): Varies</p>	<p>Effective Date of Job Profile: 07/11/2013 Last Updated: 06/10/2013, 11/01/2013, 11/08/2013, 04/14/2014 Updated By: S. Zipkin / N. Bubnova / K. Linford</p>
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<p>Job Family Summary</p> <p>The Electric Program Management leadership manages teams in the planning, execution and ongoing monitoring/management for all system-wide work (or projects) in a major work category (program). Work categories may include internally planned work such as maintenance and construction required for compliance or externally generated work such as new business or work requested by others. Incumbents may be involved in program design, execution or both. The incumbent continually monitors internal and external factors that affect the planning, forecasting and successful execution of the program work and determines, recommends and implements adjustments as needed. The leader ensuring work is completed and verifies that activities are compliant with applicable regulations, tariffs, standards and work procedures. He/She fosters a safe work culture and environment, ensuring that employees adhere to all company and regulatory safety policies, practices and requirements.</p>			
<p>Job Title</p>	<p>Supervisor, Electric Program Management</p>	<p>Manager, Electric Program Management</p>	<p>Senior Manager, Electric Program Management</p>
<p>Position Title</p>	<p>Same or include name of assigned program</p>	<p>Same or include name of assigned program</p>	<p>Same or include name of assigned programs</p>
<p>PGE Job Level</p>	<p>Supervisor</p>	<p>Manager</p>	<p>Senior Manager</p>
<p>SAP Job Code</p>	<p>51581941</p>	<p>51546802</p>	<p>51581943</p>
<p>Job Responsibilities</p> <ul style="list-style-type: none"> Typically assigned to only one program with an annual work plan spend in the \$50 to \$100 million range. Leads and coordinates day to day activities of a team performing monitoring, facilitating and coordination of programs of moderate impact or volume. Participates in annual work plan forecasting, considering factors that might affect demand for work, expected volumes and unit costs, partnering with related departments/leaders. May be assigned to only focus on annual work planning. Oversees regular production and distribution of program metrics. Collects, consolidates and analyzes work completion information to determine overall trending. Develops and delivers presentation on program status, risk and corrective measures to managers and directors. Contributes to process and procedure development, implementation, 	<ul style="list-style-type: none"> Typically assigned to multiple programs or may be assigned to one significantly large, complex program. Approximate program portfolio size of 1 to 3 programs, totaling approximately \$400 million in annual work. Leads staff to oversee the design and/or implementation of assigned program work for the entire service territory. Types of program work may include maintenance and construction, large volume customer requests or expansion of existing types of work. Manages the annual planning for assigned program work, considering factors that might affect demand for work, expected volumes and unit costs, partnering with related departments/leaders. May be involved in long term forecasting. May also prepare detailed cycle work plans and/or regular reviews of actual work completions vs. forecasts and partner with team and leadership to address variances. Allocates approved program funds or work/projects to the different operating divisions/areas/regions based on such factors as historical spending, project specific data provided by the field, changes in customer requirements or other internal or external program stakeholders. Develops metrics and monitors performance of work within assigned program. Sets and achieves staff goals in support of established functional objectives. 	<ul style="list-style-type: none"> Assigned to multiple programs that represent a significant financial impact on the annual work plan of Electric Operations. Approximate program portfolio size of 8 to 10 programs, totaling \$800 million to \$900 million in annual work. Leads staff to oversee the design and/or implementation of assigned Electric Operations program work for the entire service territory. Types of program work may include maintenance and construction, large volume customer requests or expansion of existing types of work. Leads the annual and/or multi-year forecasting and planning process for assigned program work, considering factors that might affect demand for work, expected volumes and unit costs, partnering with related departments/leaders. Leads the preparation of detailed cycle work plans and/or regular reviews of actual work completions vs. forecasts and partners with team and leadership to address variances. Leads the allocations of approved program funds or work/projects to the different operating divisions/areas/regions. Ensures that all programs are managed in accordance with applicable regulatory requirements, filings, tariffs and follow established guiding principles/best practices. Establishes overall strategy for performance measures and oversees the development, production and presentation of comprehensive program management and resource & work planning performance measures and metrics. Presents regular program and work plan status updates and resource utilization information to senior leadership. Defines and implements a resource planning strategy 	<p>Director, Electric Program Management</p> <p>Same or include name of assigned programs</p> <p>Director</p> <p>51580233</p> <ul style="list-style-type: none"> Provides overall leadership, strategy and guidance for all programs and resource/work planning in a large function within Electric or for all of Electric Operations. Ensures and oversees planning, regulatory compliance, governance, performance reporting, resource planning and communications. Leads the annual and multi-year forecasting and planning process for all programs in function/department. Develops strategies, plans and processes for the allocations of approved program funds or work/projects to the different operating divisions/areas/regions. Ensures that all programs are managed in accordance with applicable regulatory requirements, filings, tariffs and follow established guiding principles/best practices. Establishes overall strategy for performance measures and oversees the development, production and presentation of comprehensive program management and resource & work planning performance measures and metrics. Presents regular program and work plan status updates and resource utilization information to senior leadership. Defines and implements a resource planning strategy

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Electric Program Management Leadership - Job Profile Matrix

	<p>communications and training for program changes. Ensures that new processes and procedures are explored and implemented to improve efficiencies, productivity and customer satisfaction.</p> <ul style="list-style-type: none"> • May function as a consultant, subject matter expert or a project manager depending upon the needs of the various business partners. • Prioritizes program work based on available resources, size of the project portfolio, costs, risks, exposures or customer needs, while remaining compliant with applicable regulations. • Monitors compliance with Company and California Public Utilities Commission (CPUC) regulations, construction standards, and requirements. Provides oversight and/or assistance for any required compliance assessments or reviews. • Ensures required CPUC reporting on the program work is completed and delivered to the appropriate parties. May be involved in researching, writing, or developing information for the General Rate Case. May develop and/or provide expert witness testimony or other information to CPUC or other external agency. • Depending on nature of project work in program, may have extensive interface with external customer organizations such as residential, commercial, city/county governments, power pole joint ownership partners, other utility providers, etc. 	<p>Collects, consolidates and analyzes work completion information to determine overall trending. Develops and delivers presentation on program status, risk and corrective measures to leaders of various levels, including executive.</p> <ul style="list-style-type: none"> • Leads process improvement initiatives for program management. Oversees process and procedure development, implementation, communications and training for new programs and/or changes to existing programs. Coaches staff to identify gaps in work methods, procedures, processes or training and partners with stakeholders to recommend solutions. Ensures consistency with related work processes, standards and procedures. May function as a consultant, subject matter expert or a project manager depending upon the needs of the various business partners. • Ensures work is prioritized based on available resources, size of the project portfolio, costs, risks, exposures or customer needs, while remaining compliant with applicable regulations. • Ensures that all programs are managed in accordance with applicable regulatory requirements, filings, tariffs and follow established guiding principles/best practices. Monitors compliance with Company and California Public Utilities Commission (CPUC) regulations, construction standards, and requirements. • Partners with Director in developing policies and relevant governance, processes, infrastructure, documentation and tools to support the program. • Ensures required CPUC reporting on the program work is completed and delivered to the appropriate parties. May be involved in researching, writing, or developing information for the General Rate Case. May develop and/or provide expert witness testimony or other information to CPUC or other external agency. • Depending on nature of project work in program, may have interface with external customer organizations. Handles sensitive, escalated customer issues. • May participate as a member of the Incident Command structure during times of significant events, such as storms, or earthquakes. 	<ul style="list-style-type: none"> • Oversees the development of metrics and monitors performance of work within assigned program. Sets and achieves department goals in support of established functional objectives. Reviews performance metrics to determine overall trending. Develops and delivers presentation on program status, risk and corrective measures to leaders of various levels, Leads process improvement initiatives for program management. Oversees process and procedure development, implementation, communications and training for new programs and/or changes to existing programs. Coaches staff to identify gaps in work methods, procedures, processes or training and partners with stakeholders to recommend solutions. May function as a consultant, subject matter expert or a project manager depending upon the needs of the various business partners. • Ensures work is prioritized based on available resources, size of the project portfolio, costs, risks, exposures or customer needs, while remaining compliant with applicable regulations. • Ensures that all programs are managed in accordance with applicable regulatory requirements, filings, tariffs and follow established guiding principles/best practices. Monitors compliance with Company and California Public Utilities Commission (CPUC) regulations, construction standards, and requirements. Develops policies and relevant governance, processes, infrastructure, documentation and tools to support the program. • Ensures required CPUC reporting on the program work is completed and delivered to the appropriate parties. May develop and/or provide expert witness testimony or other information to CPUC or other external agency. • Depending on nature of project work in program, may have interface with external customer organizations. Handles sensitive, escalated customer issues. • May participate as a member of the Incident Command structure during times of significant events, such as storms, or earthquakes. 	<p>that incorporates the annual work plan, capacity and demands. Ensures efficiency and optimization of resources.</p> <ul style="list-style-type: none"> • Collaborates with Strategic Business Management and Asset Management to develop short and long term work plans and strategies for the distribution system. Reviews, considers and approves adjustments to plans to address funding or work changes. • Oversees work plan development, resource management and scheduling, tracking plan progress and program management. Leads centralized resource planning team to ensure effective coordination and guidance is providing to regional Resource Managers on work plan objectives and resource deployments. • Ensures staff monitors and identifies work plan and resource gaps and works with parties to develop recovery plans. Ensures there is adequate available work, at the right time, to support the work plan by region and system wide. Makes resource deployment decisions by identifying gaps and coordinating crew moves. • Partners with subordinate leaders to identify and prioritize process improvement initiatives. Ensures process and procedure development, implementation, communications and training for new programs and/or changes to existing programs. Coaches staff to identify gaps in work methods, procedures, processes or training and partners with stakeholders to recommend solutions. • Handles escalated program issues, including dealing with external customers and/or communities to resolve problems and ensure excellent customer satisfaction. • Monitors compliance with Company and California Public Utilities Commission (CPUC) regulations, construction standards, and requirements. Develops policies and relevant governance, processes, infrastructure, documentation and tools to support the program. Ensures all required regulatory reporting is completed on time.
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Electric Program Management Leadership - Job Profile Matrix

				<ul style="list-style-type: none"> Participates as a lead member of the Incident Command structure during times of significant events, such as storms, earth quakes, etc.
Supervisory Responsibility	<ul style="list-style-type: none"> Direct reports typically include Career to Senior level Program Managers. Supervises staff to accomplish results through effective recruitment and selection, training and development, performance management, and rewards and recognition. 	<ul style="list-style-type: none"> Program Managers, Analysts and/or Specialists. Manages staff to accomplish results through effective recruitment and selection, training and development, performance management, and rewards and recognition. 	<ul style="list-style-type: none"> Direct and indirect reports may include: Managers, Supervisors, all levels of program managers up through Principal, Business Analysts. Manages staff to accomplish results through effective recruitment and selection, training and development, performance management, and rewards and recognition. 	<ul style="list-style-type: none"> Department staff typically includes Sr. Manager(s), Managers, Supervisors, Analysts, Program Managers and Work Plan specialists. Leads and influences department staff to accomplish results through effective recruitment and selection, training and development, performance management and coaching, and rewards and recognition.
Education Minimum	Bachelor's degree in business, engineering, or other relevant discipline or equivalent experience.	Bachelor's degree in business, engineering, or other relevant discipline or equivalent experience.	Bachelor's degree in business, engineering, or other relevant discipline or equivalent experience.	Bachelor's degree in business, engineering, or other relevant discipline or equivalent experience.
Desired				Master's degree in relevant field.
License/Certification Minimum	none	none	none	none
Desired				
Experience Minimum	5 years of relevant experience in areas such as: electric construction, maintenance, service planning, compliance, financial planning or quality control/assurance.	8 years of relevant experience in areas such as: electric construction, maintenance, service planning, compliance, financial planning or quality control/assurance.	10 years of relevant experience in areas such as: electric construction, maintenance, service planning, compliance, financial planning or quality control/assurance.	10 years of relevant experience in areas such as: electric construction, maintenance, service planning, compliance, financial planning or quality control/assurance.
Desired				
Knowledge, Skills, Abilities (Desired)	<ul style="list-style-type: none"> Knowledge of electric utility business operations practices such as maintenance & construction, estimating, design and planning. Understanding of regulatory requirements or tariffs for assigned program work. Knowledge of project and program management concepts, methods and practices. Leadership skills. Good written and verbal communication and interpersonal skills. Influence skills, including strong meeting 	<ul style="list-style-type: none"> Strong knowledge of electric utility business operations practices such as maintenance & construction, estimating, design and planning. Thorough understanding of regulatory requirements or tariffs for assigned program work. Knowledge of project and program management concepts, methods and practices. Leadership and coaching skills. Good written and verbal communication and interpersonal skills to develop and deliver presentations to various audiences. Influence and negotiation ability, including strong meeting facilitation skills, to effectively prioritize work based on business need and risk assessments. 	<ul style="list-style-type: none"> Extensive knowledge of electric utility business operations practices such as maintenance & construction, estimating, design and planning. Thorough understanding of regulatory requirements or tariffs for assigned program work. Advanced knowledge of project and program management concepts, methods and practices. Leadership, coaching and change management skills. Good written and verbal communication and interpersonal skills to develop and deliver presentations to various audiences. High level influence and negotiation ability to obtain resolution on significant issues. Analytical problem solving and strategic decision 	<ul style="list-style-type: none"> Extensive knowledge of electric utility business operations practices such as maintenance & construction, estimating, design and planning. Thorough understanding of regulatory requirements or tariffs for assigned program work. Advanced knowledge of project and program management concepts, methods and practices. Broad knowledge of resource planning and workforce scheduling concepts, methods and techniques. Advanced leadership, coaching and change management skills. High level written and verbal communication and interpersonal skills to develop and deliver presentations to various audiences.

Note: This document describes the general nature and level of work being performed; it is not intended to be an exhaustive list of all responsibilities, duties, and skills required for the job. Page 3 of 4



Electric Program Management Leadership - Job Profile Matrix

Supplemental Information	<p>Some travel throughout the service territory may be required.</p>			<ul style="list-style-type: none"> • High level influence and negotiation ability to obtain resolution on significant issues with all levels of leadership, including executive and external contacts. • Analytical, creative, innovative problem solving and strategic decision making ability. • Adaptability to adjust to changing business dynamics and priorities. • Excellent customer service skills. • Strong business and financial acumen to manage large budgets and effectively lead a large department. • Knowledge of process improvement concepts, methods and best practices. • Knowledge of SAP or similar ERP system.
	<p>facilitation skills.</p> <ul style="list-style-type: none"> • Analytical problem solving and decision making ability. • Adaptability to adjust to changing business dynamics and priorities. • Excellent customer service skills. • Knowledge of process improvement concepts, methods and best practices. • Knowledge of SAP or similar ERP system. 	<ul style="list-style-type: none"> • Analytical problem solving and decision making ability. • Adaptability to adjust to changing business dynamics and priorities. • Excellent customer service skills. • Strong business and financial acumen to develop & propose and/or monitor and manage program budget. • Knowledge of process improvement concepts, methods and best practices. • Knowledge of SAP or similar ERP system. 	<ul style="list-style-type: none"> • Analytical problem solving and decision making ability. • Adaptability to adjust to changing business dynamics and priorities. • Excellent customer service skills. • Strong business and financial acumen to develop & propose and/or monitor and manage program budget. • Knowledge of process improvement concepts, methods and best practices. • Knowledge of SAP or similar ERP system. 	

**PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE**

Testimony _____ Workpapers X SOQ _____

Exhibit Number: (PG&E-8) Chapter Number: 3

Chapter Title: HR Service Delivery and Inclusion

Witness Name: Glenda Scarbrough

Page No.	Line No.	Item	As Filed	As Corrected
Errata as of November 5, 2021				
WP 3-15	1	Severance and Transitional Pay	2020:\$1,511 2021:\$11,309 2022:\$11,680 2023:\$12,063	2020:\$6,654 2021:\$13,375 2022:\$13,815 2023:\$14,268
WP 3-15	2	Outplacement Assistance	2021:\$354 2022:\$361 2023:\$370	2021:\$371 2022:\$378 2023:\$386
WP 3-15	3	Total	2020:\$1,579 2021:\$11,664 2022:\$12,041 2023:\$12,433	2020:\$6,722 2021:\$13,746 2022:\$14,193 2023:\$14,655
WP 3-15	4	Year to Year Change	2020:\$4,123 2021:\$10,084 2022:\$378 2023:\$391	2020:\$1,020 2021:\$7,024 2022:\$447 2023:\$462
WP 3-15	10	Base Year Dollars: Severance and Transitional Pay	2020:\$1,511 2021:\$10,973 2022:\$10,973 2023:\$10,973	2020:\$6,654 2021:\$12,979 2022:\$12,979 2023:\$12,979
WP 3-15	11	Base year Dollars: Outplacement Assistance	2021:\$350 2022:\$350 2023:\$350	2021:\$366 2022:\$366 2023:\$366
WP 3-15	12	Base Year Dollars: Total	2020:\$1,579 2021:\$11,323 2022:\$11,323 2023:\$11,323	2020:\$6,722 2021:\$13,345 2022:\$13,345 2023:\$13,345

Page No.	Line No.	Item	As Filed	As Corrected
WP 3-15	12.1	Year to Year Change	N/A As filed did not include the base year dollars year to year change	2017:\$33,795 2018:\$(32,002) 2019:\$(2,093) 2020:\$844 2021:\$6,623 2022:\$ - 2023:\$ -
WP 3-15	14	Calculation of Forecast: Severance and Transitional Pay	\$10,973	\$12,797
WP 3-15	15	Calculation of Forecast: Outplacement Assistance	\$350	\$366
WP 3-15	16	Calculation of Forecast: Total Forecast	\$11,323	\$13,345
WP 3-15	FN 1	WP difference from Results of Operation Model	N/A	[1] Line 1 and Line 2, for the years 2021 to 2023, values vary from the values listed in the Results of Operations Model (RO)Model due to errata. These amounts do not align to the RO Model provided to the Public Advocates Office at the time of filing. The RO will be updated to incorporate these errata with the Joint Comparison Exhibit submittal.
WP 3-16	5	Adjustments: Severance & Redeployment	2020: \$2,621	2020: \$7,764
WP 3-16	8	Adjustments: Total Adjustments	2020: \$2,621	2020: \$7,764
WP 3-16	9	Recorded Adjusted: Severance & Redeployment	2020: \$1,511	2020: \$6,654
WP 3-16	12 (corrected line numbering, as filed Line 17)	Recorded Adjusted: Total Recorded Adjusted	2020: \$1,579	2020: \$6,722
WP 3-17	1,10,19,28,37,46,55,63	Description	2013 Recorded Adjusted	2016 Recorded Adjusted 2017 Recorded Adjusted 2018 Recorded Adjusted

Page No.	Line No.	Item	As Filed	As Corrected
			2014 Recorded Adjusted 2015 Recorded Adjusted 2016 Recorded Adjusted 2017 Recorded Adjusted 2018 Forecast 2019 Forecast 2020 Forecast	2019 Recorded Adjusted 2020 Recorded Adjusted 2021 Forecast 2022 Forecast 2023 Forecast
WP 3-17	37	2020 Recorded Adjusted	\$1,579	\$6,722
WP 3-17	39	2020 to 2021 Walk	\$9,744	\$6,623
WP 3-17	40	2020 to 2021 Walk	\$341	\$401
WP 3-17	46	2021 Forecast	\$11,664	\$13,746
WP 3-17	48	2021 to 2022 Walk	\$378	\$447
WP 3-17	55	2022 Forecast	\$12,041	\$14,193
WP 3-17	57	2022 to 2023 Walk	\$391	\$462
WP 3-17	63	2023 Forecast	\$12,433	\$14,655

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
EXHIBIT (PG&E-8) HUMAN RESOURCES

WORKPAPERS SUPPORTING
CHAPTER 4, COMPENSATION: STIP, NON-QUALIFIED RETIREMENT AND LABOR
ESCALATION

TABLE OF CONTENTS

Subject	Page No.
 <u>Company Wide Expense – STIP</u>	
Historical and Forecast Expenses	WP 4-2
Historical Adjustments	WP 4-3
Historical and Forecast Year over Year Walk	WP 4-4
Forecast Methodology	WP 4-5
Forecast Calculation	WP 4-6
2020 STIP Scorecard	WP 4-7
2021 STIP Scorecard	WP 4-8
STIP Calculation	WP 4-14
 <u>Company Wide Expense – Non-Qualified Retirement Plans</u>	
Historical and Forecast Expenses	WP 4-18
Historical Adjustments	WP 4-19
Historical and Forecast Year over Year Walk	WP 4-20
Forecast Methodology	WP 4-21
 <u>Labor Escalation</u>	
Methodology to Calculate Weighted Labor Escalation	WP 4-22
World at Work Salary Budget Survey Report	WP 4-24
 <u>Rewards and Recognition</u>	 WP 4-29
 <u>Other Workpapers</u>	
World at Work Trends in Employee Recognition	WP 4-30

**PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-8) Human Resources
 Workpapers Supporting
 Chapter 4, Compensation: STIP, Non-Qualified Retirement and Labor Escalation
 Short Term Incentive Plan (STIP)**

TABLE OF CONTENTS

Title	Schedule
Company-Wide Expenses: STIP	
▪ Historical and Forecast Expenses (Nominal and Base Year Dollars)	1
▪ Historical Adjustments	2
▪ Historical and Forecast Year over Year Walk	3
▪ Forecast Methodology/Assumptions	4
▪ Forecast Calculation	5
▪ 2020 STIP Scorecard	Supplemental
▪ 2021 STIP Plan	Supplemental
▪ Example STIP Calculation	Supplemental

PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-8) Human Resources
 Worksheets Supporting
 Chapter 4, Compensation: STIP, Non-Qualified Retirement and Labor Escalation
 Short Term Incentive Plan (STIP)

Historical and Forecast Expenses
 Nominal and Base Year Dollars
 (\$000s)

Line	Description	Resource	Recorded Adjusted					Forecast		
			2016	2017	2018	2019	2020	2021	2022	2023
1	Utility Non-Officer STIP	LAB	146,799	151,764	-	196,059	134,002	207,776	216,739	224,702
2	Utility Officer STIP	LAB	8,160	7,631	-	4,959	4,048	6,747	6,968	7,196
3	PG&E Corporation Non-Officer STIP	M&S	256	430	-	250	145	106	108	110
4	PG&E Corporation Officer STIP	M&S	3,680	2,479	-	379	411	531	541	553
5	Total		158,896	162,305	-	201,647	138,606	215,160	224,356	232,562
6	Year to Year Change			3,410	(162,305)	201,647	(63,041)	76,554	9,196	8,206
7	Escalation Factor	LAB	0.8800	0.9090	0.9390	0.9700	1.0000	1.0310	1.0640	1.0990
8	Escalation Factor	M&S	0.9390	0.9530	0.9690	0.9900	1.0000	1.0140	1.0340	1.0570
9	Escalation Factor	OTH	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
10	Escalation Factor	Medical	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
11	Escalation Factor	Wage-related	0.8800	0.9090	0.9390	0.9700	1.0000	1.0310	1.0640	1.0990
Base Year Dollars										
12	Utility Non-Officer STIP	LAB	166,817	166,958	-	202,123	134,002	201,529	203,702	204,460
13	Utility Officer STIP	LAB	9,273	8,395	-	5,112	4,048	6,544	6,549	6,548
14	PG&E Corporation Non-Officer STIP	M&S	273	452	-	252	145	104	104	104
15	PG&E Corporation Officer STIP	M&S	3,919	2,601	-	383	411	524	523	524
16	Total		180,282	178,406	-	207,870	138,606	208,701	210,879	211,636
17	Year to Year Change			(1,876)	(178,406)	207,870	(69,264)	70,095	2,178	758

NOTE: PG&E Corporation includes STIP for eligible PG&E Corporation Support Services II employees.

PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-8) Human Resources
 Workpapers Supporting
 Chapter 4, Compensation: STIP, Non-Qualified Retirement and Labor Escalation
 Short Term Incentive Plan (STIP)

Historical Adjustments
 Nominal Dollars
 (\$000s)

Line	Description	2016	2017	2018	2019	2020	Explanation	Ref
Recorded								
1	Utility Non-Officer STIP	143,668	139,405	7,090	262,677	141,706		
2	Utility Officer STIP	6,988	6,756	(1,377)	21,793	4,916		
3	PG&E Corporation Non-Officer STIP	242	538	597	(437)	94		
4	PG&E Corporation Officer STIP	2,827	1,882	62	(1,458)	1,052		
5		153,725	148,581	6,372	282,574	147,767		
Adjustments								
6	Utility Non-Officer STIP	3,131	12,360	(7,090)	7,654	(7,704)	Accrual to Cash Adjustment, adjusted recorded reflects actual payments.	
7	Utility Non-Officer 2019 Plan Enhancements & other				(74,272)		Adjustment for enhancements specific to 2019 Plan	
8	Utility Officer STIP	1,173	876	1,377	(12,044)	(284)	Accrual to Cash Adjustment, adjusted recorded reflects actual payments.	
9	Utility Officer 3b-7 Officers (2019 & 2020 only)				(144)	(583)	PG&E is not seeking recovery of SEC 3b-7 Executive Officers	
10	Utility Officer 2019 Plan Enhancements & other				(4,646)		Adjustment for enhancements specific to 2019 Plan	
11	PG&E Corporation Non-Officer STIP	14	(106)	(597)	932	51	Accrual to Cash Adjustment, adjusted recorded reflects actual payments.	
12	PG&E Corporation Non-Officer 2019 Plan Enhancements & other				(245)		Adjustment for enhancements specific to 2019 Plan	
13	PG&E Corporation Officer STIP	853	597	(62)	2,118	59	Accrual to Cash Adjustment, adjusted recorded reflects actual payments.	
14	PG&E Corporation Officer 3b-7 Officers (2019 & 2020 only)				-	(701)	PG&E is not seeking recovery of SEC 3b-7 Officers	
15	PG&E Corporation Officer 2019 Plan Enhancements & other				(280)		Adjustment for enhancements specific to 2019 Plan	
16		5,171	13,724	(6,372)	(80,647)	(8,461)		
Total Adjustments								
Recorded Adjusted								
17	Utility Non-Officer STIP	146,799	151,764	-	196,059	134,002		
18	Utility Officer STIP	8,160	7,631	-	4,959	4,048		
19	PG&E Corporation Non-Officer STIP	256	430	-	250	145		
20	PG&E Corporation Officer STIP	3,680	2,479	-	379	411		
21		158,896	162,305	-	201,647	138,606		

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8) Human Resources
Workpapers Supporting
Chapter 4, Compensation: STIP, Non-Qualified Retirement and Labor Escalation
Short Term Incentive Plan (STIP)

Historical and Forecast Year over Year Walk
Nominal Dollars
(\$000s)

Line	Description	Amount	Comments, Assumptions, Descriptions
1	2016 Recorded Adjusted	\$158,896	
2			
3	Headcount change	(13,659)	Decrease in employee headcount.
4	Change in STIP Score and Wage Escalation	17,069	Final STIP Score increased from 0.936 (2016) to 0.959 (2017) . STIP target payout also increased
5			
6			
7			
8			
9			
10	2017 Recorded Adjusted	\$162,305	
11			
12			
13	Change in STIP Score and Wage Escalation	(162,305)	PG&E did not payout STIP for the 2018 Plan Year
14			
15			
16			
17			
18			
19	2018 Recorded Adjusted	\$0	
20			
21			
22	Change in STIP Score and Wage Escalation	201,647	Final STIP Score increased from 0.000 (2018) to 1.184 (2019).
23			
24			
25			
26			
27			
28	2019 Recorded Adjusted	\$201,647	
29			
30	Headcount change	19,560	Increase in employee headcount.
31	Change in STIP Score and Wage Escalation	(82,601)	Final STIP Score decreased from 1.184 (2019) to scores ranging from 0.650 to 0.798 (2020). The average company score was 0.745.
32			
33			
34			
35			
36			
37	2020 Recorded Adjusted	\$138,606	
38			
39	Headcount change	20,234	Forecast increase in employee headcount from 2020 to 2021
40	Change in STIP Score and Wage Escalation	56,320	Wage escalation and a forecast of STIP at target, which is an increase from the 2020 average company score of 0.745
41			
42			
43			
44			
45			
46	2021 Forecast	\$215,160	
47			
48	Headcount change	2,152	Forecast increase in employee headcount from 2021 to 2022.
49	Wage Escalation	7,045	Wage escalation and a forecast of STIP at target.
50			
51			
52			
53			
54			
55	2022 Forecast	\$224,356	
56			
57	Headcount change	853	Forecast increase in employee headcount from 2022 to 2023.
58	Wage Escalation	7,353	Wage escalation and a forecast of STIP at target.
59			
60			
61			
62			
63	2023 Forecast	\$232,562	

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8) Human Resources
Workpapers Supporting
Chapter 4, Compensation: STIP, Non-Qualified Retirement and Labor Escalation
Short Term Incentive Plan (STIP)

Company-Wide Expense: STIP

Forecast Methodology/Assumptions:

Calculated the 2020 STIP using annualized salaries as of 12/31 for each participating employee, multiplied by the employees target participation rate, assumed individual performance modifier at 1.0, resulting in a STIP forecast at a target of 1.0. The 2020 STIP amount was then escalated to 2023 using PG&E forecast labor escalation rates and then a headcount adjustment (percentage change in management employee headcount) was applied to account for forecast increases and decreases as compared to 2020.

The same methodology was applied for the attrition years 2024-2026.

Forecast includes STIP payments to all eligible employees with exception of SEC 3b-7 Executive Officers.

PG&E is not seeking recovery of STIP paid to SEC 3b-7 Executive Officers for both the Utility and PG&E Corporation.

PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-8) Human Resources
 Workpapers Supporting
 Short Term Incentive Plan (STIP)

Chapter 4, Compensation: STIP, Non-Qualified Retirement and Labor Escalation

Company-Wide Expense: STIP

Forecast Calculation (based on 2020 Annualized salaries):

Line #	STIP Utility	2020 STIP Estimate based on Annualized Salaries	Less: 2020 STIP Estimate based on Annualized Salaries for SEC 3b-7 Officers	2020 STIP Estimate based on Annualized Salaries (Excluding SEC 3b-7 Officers)	2020	2021	2022	2023	2024	2025	2026
1	Non-Officer	181,993,956	-	181,993,956							
2	Officer	7,402,476	855,520	6,546,956							
3	STIP CORP/PSP2										
4	Non-Officer	104,386	-	104,386							
5	Officer	3,173,508	2,649,960	523,548							
6											
7	Total SEC 3b-7 Officers 2020		3,505,480								
8	Total SEC 3b-7 Officers 2021		3,568,673								
9	Total SEC 3b-7 Officers 2022		3,648,644								
10	Total SEC 3b-7 Officers 2023		3,741,466								
11											
12	Escalation										
13			A&G Labor Escalation:		8,206	9,091	9,182	9,217	9,222	9,102	9,007
14			A&G M&S Escalation			885	976	1,011	1,016	896	801
15						11%	12%	12%	12%	11%	10%
16	Management Employees (Actual and Forecast) [1]										
17	Change from 2020										
18	% Change from 2020										
19											
20											
21	Description										
22	STIP Utility Officer										
23	Base STIP Forecast				6,546,956	6,746,638	6,967,928	7,196,476	7,432,520	7,676,307	7,928,090
24	Incremental Headcount adjustment										
25	Total				6,546,956	6,746,638	6,967,928	7,196,476	7,432,520	7,676,307	7,928,090
26											
27	STIP Utility Non-Officer										
28	Base STIP Forecast				181,993,956	187,544,771	193,696,240	200,049,476	206,611,099	213,387,943	220,387,068
29	Incremental Headcount adjustment										
30	Total				181,993,956	207,776,341	216,739,389	224,701,686	232,197,792	236,693,412	241,905,558
31											
32	STIP Corporation Non-Officer										
33	Base STIP Forecast				104,386	105,847	107,858	110,339	112,877	115,247	117,667
34	Incremental Headcount adjustment										
35	Total				104,386	105,847	107,858	110,339	112,877	115,247	117,667
36											
37	STIP Corporation Officer										
38	Base STIP Forecast				523,548	530,878	540,964	553,407	566,135	578,024	590,162
39	Incremental Headcount adjustment										
40	Total				523,548	530,878	540,964	553,407	566,135	578,024	590,162
41											
42	Total Non-Officer STIP				182,098,341	207,882,188	216,847,247	224,812,025	232,310,668	236,808,659	242,023,225
43	Total Officer STIP				7,070,504	7,277,516	7,508,892	7,749,882	7,998,655	8,254,331	8,518,252
44	Total STIP				189,168,845	215,159,703	224,356,139	232,561,907	240,309,324	245,062,990	250,541,477

[1] Refer to the WP supporting Exhibit (PG&E-8), Chapter 2 for PG&E Headcount Forecast by LOB.

[2] Line 29 and Line 30, for the years 2021 to 2026, values vary from the values listed in the Results of Operations Model (RO) Model due to errata. These amounts do not align to the RO Model provided to the Public Advocates Office at the time of filing. The RO will be updated to incorporate these errata with the Joint Comparison Exhibit submittal.



2020 Year-End STIP Scorecard

2020 STIP Measures	Performance Targets ⁽¹⁾			Results		Weights					Weighted Scores ⁽²⁾		
	Threshold	Target	Maximum	Actual	Score	Officers/Support	Electric Ops	Gas Ops	Gener-ation	Ofc/Spt	EO	GO	Gen.
Customer Welfare – prioritizing public and employee safety	0.5	1.0	1.5				75%						
<i>Electric Operations</i>													
Reportable Fire Ignitions	105	101	96	148	0.000	10%	12%	5%	4%	0.000	0.000	0.000	0.000
Electric Asset Failure	2,328	2,166	2,058	1,823	1.500	10%	12%	5%	4%	0.150	0.180	0.075	0.060
Distribution Circuit Sectionalization	10/1/2020	9/1/2020	6/1/2020	8/26/2020	1.033	5%	6%	2%	2%	0.052	0.062	0.021	0.021
<i>Gas Operations</i>													
Large Overpressure Events	8	6	4	9	0.000	7.50%	6%	17.50%	3%	0.000	0.000	0.000	0.000
Total Dig-Ins Reduction	1.53	1.44	1.28	1.11	1.500	7.50%	6%	17.50%	3%	0.113	0.090	0.263	0.045
<i>Generation</i>													
Safe Dam Operating Capacity (SDOC)	96.92%	97.70%	98.92%	98.77%	1.439	5%	3%	3%	20%	0.072	0.043	0.043	0.288
Diablo Canyon Power Plant (DCPP) Reliability and Safety Index	92.5	95.0	97.5	92.5	0.500	5%	3%	3%	20%	0.025	0.015	0.015	0.100
<i>Reliability</i>													
Gas Customer Emergency Response	22.0	20.8	20.0	20.5	1.188	3.33%	2%	5%	1.33%	0.040	0.024	0.059	0.016
911 Emergency Response	95.5%	96.5%	97.5%	97.19%	1.345	3.33%	5%	1%	1.33%	0.044	0.067	0.014	0.018
Customers Experiencing Multiple Interruptions (CEMI)	3.28%	3.12%	3.05%	3.56%	0.000	3.33%	5%	1%	1.33%	0.000	0.000	0.000	0.000
<i>Workforce Safety</i>													
Days Away, Restricted and Transferred (DART) Rate	1.19	0.90	0.81	1.34	0.000	15%	15%	15%	15%	0.000	0.000	0.000	0.000
<i>Financial Stability</i>													
Non-GAAP Core Earnings per Share					1.000	25%	25%	25%	25%	0.250	0.250	0.250	0.250
Overall 2020 STIP Year-End Scores						100%	100%	100%	100%	0.746	0.731	0.740	0.798

Notes:

- (1) Scores are evenly distributed (linear between the points on the scales above).
- (2) Reflects a rounding adjustment (0.000).
- (3) Non-GAAP Core Earnings per Share target is not publicly reported but is consistent with the guidance range for 2020 earnings per share from operations. Results above reflect a 1.0 (at target) performance as a placeholder until the year-end score is certified by the Compensation Committee. Actual results may vary.

2021 PG&E Performance Commitments



- Our 2021 PG&E organizational objectives continue to be centered around Customer Welfare, prioritizing Public & Employee Safety and Financial Stability
- Key priorities and performance metrics are captured for each core business unit (Electrics Ops, Gas Ops, and Generation)
- Reliability and Workforce Safety metrics are positioned to ensure focus on responding to our customer’s needs and furthering a safe work environment for our coworkers, contractors and customers
- Our Financial objectives are aligned with meeting our commitments to deliver core earnings, consistent with 2021 guidance
- For PG&E coworkers who participate in the Short-Term Incentive Plan (STIP), these goals, and the related performance metrics, form the basis for the 2021 STIP
 - STIP is designed to incent and reward eligible employees for performance in core areas that drive our business and is a variable/at-risk compensation
 - **Note:** *These performance measures and targets have been approved by the Compensation Committee of the PG&E Corporation Board of Directors, which retains complete discretion to determine and pay all STIP awards to officers and non-officer employees*



2021 PG&E Performance Commitments

Category	Measures	2021 TARGETS			DEFINITIONS	Four P's
		0.5	1.0	2.0		
Customer Welfare – prioritizing public and employee safety (75%)	Electric Operations					
	Reportable Fire Ignitions	TBD ¹	TBD ¹	TBD ¹	<p>Power line-involved fire incidents annually reportable to the Commission per D.14-02-015 and within PG&E's High Fire Threat Districts. A reportable fire incident includes all of the following: (i) ignition is associated with PG&E's power lines (transmission or distribution); (ii) something other than PG&E facilities burned; and (iii) the fire traveled more than one meter from the ignition point. An index score of reportable fire ignitions will be based on the categories below:</p> <ul style="list-style-type: none"> • 40% – equipment and animal • 40% – vegetation • 20% – other <p>The final score will be a summation of the weighted score for each component of the index.</p> <p>¹The milestones have not yet been set because 2020 results are still being audited. Targets will be posted once finalized.</p>	Planet
	Wire-Down Events Due to Equipment Failure Rate	2.215	2.161	2.105	Instances in which a normally energized electric primary distribution or transmission conductor experiences a component or asset failure (e.g., pole or splice) that results in a conductor falling from its intended position and coming to rest on the ground or on a foreign object (e.g., a vehicle or tree). Rate is a count of wire-down events due to equipment failure occurring on non-Major Event Days ("MEDs") divided by the number of non-MEDs.	Performance
	Gas Operations					
	Large Overpressure Events Rate	0.126	0.11	0.094	Number of large overpressure ("OP") events per 100 SCADA visibility points on the gas system. An OP event occurs when the gas pressure exceeds the maximum allowable operating pressure ("MAOP") of the pipeline.	Performance
	Total Dig-Inc Reduction	1.17	1.14	1.07	This metric tracks the number of gas dig-ins per 1,000 Underground Service Alert (USA) tickets received for gas. The dig-in component tracks all Dig-ins to PG&E gas subsurface installations. A gas dig-in refers to damage which occurs during excavation activities (impact or exposure) and results in a repair or replacement of an underground gas facility.	Performance
	Generation					
	Safe Dam Operating Capacity (SDOC)	98.50%	99.00%	99.50%	Measure of operating capability of mechanical equipment used as main control to reduce enterprise risk of large uncontrolled Water Release.	Performance
	DCCP Reliability and Safety Indicator	82.50%	87.50%	92.50%	The year-end combined (average) score for Unit 1 and Unit 2, representing a composite of 11 performance indicators for nuclear power generation developed by the nuclear industry and applied to all U.S. nuclear power plants. Indicator performance periods range from 18 months (rolling) to 36 months.	Performance



2021 PG&E Performance Commitments

Category	Measures	2021 TARGETS			DEFINITIONS	Four P's
		0.5	1.0	2.0		
Customer Welfare – prioritizing public and employee safety (75%)	Reliability					
	Gas Customer Emergency Response	21.2	20.8	20.0	When PG&E receives a customer call or notification reporting a gas odor or gas emergency, it generates an emergency order that requires immediate response (IR) by the Company. The goal of this metric is to respond quickly to emergency orders. The response time by PG&E is measured, from the time PG&E is notified to the time a Gas Service Representative (or a qualified first responder) arrives onsite to the emergency location (Including Business Hours and After Hours). The metric measures the average response time for IR orders for the performance period.	Performance
	911 Emergency Response	95.30%	96.66%	98.01%	This metric measures the percentage of time that PG&E personnel respond (are on site) within 60 minutes after receiving a 911 call, with onsite defined as arriving at the premises where the 911 agency personnel are waiting. Our ability to respond quickly to these instances will accomplish two things: it will reduce public safety risks associated with a confirmed hazard and enable public agencies to respond to other emergency situations.	Performance
	Customers Experiencing Multiple Interruptions (CEMI)- Unplanned	2.71%	2.63%	2.39%	CEMI5 is an overall measure of reliability that measures the number of customers that experience multiple sustained outages (only Unplanned). CEMI5 is the total number of customers experiencing 5 or more sustained interruptions; the metric is reported as a YTD measure for a rolling 12-month period.	People
	Average Speed of Answer (ASA) for Emergencies	<=13 seconds	<= 10 seconds	<=7 seconds	The average speed of answer, in seconds, for emergency calls handled in PG&E's Contact Operations Center. When a customer calls PG&E, the customer is prompted to denote whether the call relates to an emergency. If the customer denotes an emergency, the call is transferred into a queue at which point a speed-of-answer measurement begins, and then ends when the call is answered by a representative.	Performance

2021 PG&E Performance Commitments

Category	Measures	2021 TARGETS			DEFINITIONS	Four P's
		0.5	1.0	2.0		
Customer Welfare – prioritizing public and employee safety (75%)	Workforce Safety					
	Days Away, Restricted & Transferred (DART) Rate	Enterprise-1.18 EO-1.10 GO-1.51 Gen-0.54	Enterprise-0.91 EO-0.97 GO-1.30 Gen-0.51	Enterprise-0.78 EO-0.83 GO-1.08 Gen-0.48	OSHA-recordable injuries that result in lost time or restricted duty per 200,000 hours worked, or for approximately every 100 employees.	People
	Serious Injuries Actuals (SIF excluding fatalities)	6	4	2	A Serious Injury or Fatality ("SIF") Actual is defined as any injury or illness resulting from work at/for PG&E that results in: <ul style="list-style-type: none"> A life threatening injury or illness, which if not addressed could lead to a fatality or work-related injury or illness that required immediate life-preserving rescue action, and if not applied immediately would likely have resulted in the death of that person; or A life altering injury or illness (one that results in the loss or permanent impairment of a limb, organ or body function). 	People
	% of SIF Investigations Completed in 30 days	40%	70%	90%	SIF Actual and SIF Potential investigations completed within 30 days of classification of an incident as a SIF.	People
Financial Stability (25%)	% of SIF Corrective Actions Completed Timely	88%	92%	100%	Timely completion of corrective actions relating to SIF Actual or SIF Potential cause evaluations.	People
	Non-GAAP Core Earnings per Share	\$0.95 - \$1.05			Financial performance from ongoing core operations, in dollars per share. The current Financial Stability goal is based on 2021 non-core EPS guidance range as of the February 12, 2021 and is subject to change (upon approval by the PG&E Corporation Board of Directors).	Prosperity

2021 STIP Structure and Performance Commitments

2021 STIP METRICS & TARGETS						
Category	Proposed Measures	Support Organizations	Electric	Gas	Generation	
Customer Welfare – prioritizing public and employee safety (75%)	Electric Operations	20%	40%			
	Reportable Fire Ignitions	15%	30%			
	Wire-Down Events Due to Equipment Failure	5%	10%			
	Gas Operations	10%		45%		
	Large Overpressure Events Rate	5%		23%		
	Total Dig-Ins Reduction	5%		22%		
	Generation	10%				50%
	Safe Dam Operating Capacity (SDOC)	5%				25%
	DCPP Reliability and Safety Indicator	5%				25%
	Reliability	15%	15%	10%		5%
	Gas Customer Emergency Response (minutes)	3.34%			5%	
	911 Emergency Response	3.33%		5%		
	Customers Experiencing Multiple Interruptions (CEMI)–Unplanned	3.33%		5%		
Average Speed of Answer (ASA) for Emergencies	5%		5%	5%	5%	
Workforce Safety	20%	20%	20%	20%	20%	
Days Away, Restricted & Transferred (DART) Rate	5%		5%	5%	5%	
Serious Injuries Actuals (SIF excluding fatalities)	5%		5%	5%	5%	
% of SIF Investigations Completed in 30 days	5%		5%	5%	5%	
% of SIF Corrective Actions Completely Timely	5%		5%	5%	5%	
Financial Stability (25%)	Non-GAAP Core Earnings per Share	25%	25%	25%	25%	

*Officers whose span of control is focused within Electric, Gas operations, or Generation will receive a final score based on the lower of the scores for support organizations and the applicable operating area.

All Organizations	45%	45%	45%
Line of Sight	55%	55%	55%

STIP Calculation

1. STIP Calculation Overview

STIP award calculation is comprised of four components:

1. Employee's annualized base pay or eligible earnings
2. The STIP participation rate of the employee's job
3. The Company's performance score (as determined by the applicable Board of Directors)
4. Individual Performance Modifier (if applicable in the Plan Year)

These components are used to calculate Total Target STIP and Actual STIP payout amounts. The Total Target STIP payout is used for the purpose of forecasting the amount that would be paid to plan participants based on their annualized base pay and the Company's achievement of an overall assumed score of 1.0. The Actual STIP payout is the amount paid to the plan participants based on their eligible earnings and the Company's actual achievement of business performance measures. Differences between the two calculations are described below.

2. Total Target STIP Payout

The Total Target STIP Payout is used to forecast the amount that would be paid to plan participants if the Company achieved an overall score of 1.0. PG&E is requesting recovery of its forecasted Total Target STIP Payout. It is calculated by multiplying each eligible employee's participation rate times his or her annualized base pay, and the Company's Target score of 1.0.

$$\begin{array}{|c|} \hline \text{Annualized} \\ \text{Base Pay} \\ \hline \end{array} \times \begin{array}{|c|} \hline \text{Target} \\ \text{Participation} \\ \text{Rate} \\ \hline \end{array} \times \begin{array}{|c|} \hline \text{Company} \\ \text{Target} \\ \text{Performance} \\ \text{Score} \\ \text{(1.0)} \\ \hline \end{array} = \begin{array}{|c|} \hline \text{Target} \\ \text{Individual} \\ \text{STIP} \\ \text{Payment} \\ \hline \end{array}$$

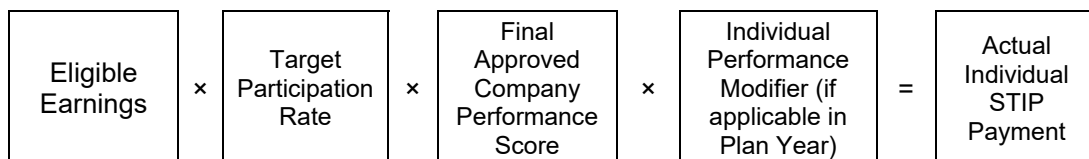
Each eligible employee is assigned a STIP target participation rate, based on his or her job level during the Plan Year. These target participation rates reflect a targeted percentage of the employee's annualized base pay, which are the base wages at a point in time calculated into an annual rate for the Plan Year. The higher an employee's job level within the Company, the greater the proportion of pay at risk in their total compensation package. This approach is based both on market practice

STIP Calculation

1 and the expectation that with higher potential compensation there should be
 2 greater pay at risk. The STIP target participation rates for eligible non-
 3 officer employees for 2016 through 2020 range from 6 percent to
 4 30 percent. The STIP target participation rates for officers not covered
 5 under 17 C.F.R. 240.3b-7 provision range from 45 percent to 60 percent.

3. Actual STIP Payout

7 The Actual STIP Payout is the recorded costs that were paid to plan
 8 participants upon the Company's achievement against business
 9 performance measures. It is calculated by multiplying each eligible
 10 employee's participation rate times his or her eligible earnings, the
 11 Company's actual performance score, and individual performance modifier,
 12 if applicable for the Plan Year.



14 These target participation rates reflect a targeted percentage of the
 15 employee's eligible earnings, which are the base wages paid to the
 16 employee during the Plan Year.

17 The final STIP performance score is determined by evaluating
 18 achievement of business performance measures based on the rating scales
 19 and standards established at the beginning of each Plan Year. Before the
 20 final STIP score is calculated, the Compensation Committee of the Board of
 21 Directors reviews and approves the results.

22 The STIP measures encourage stretch performance to accomplish key
 23 goals and are scored on a 0.0 to 2.0 scale. The results are then weighted
 24 and added together to get the final Company Performance Score. The final
 25 STIP score can range from 0.0 to 2.0 (for a minimum to a maximum payout),
 26 depending on achieved results. Notwithstanding the Company performance
 27 score, the Compensation Committee of the Board of Directors has ultimate
 28 discretion when approving STIP payout each year.

29 If applicable in the Plan Year, leaders may also modify an employee's STIP
 30 payment based on his or her individual performance. However, these

STIP Calculation

- 1 individual performance modifiers do not impact the overall cost of the STIP
- 2 payout because leaders are required to stay within the budgeted amount for
- 3 the total organization.

PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-08) Human Resources

Workpapers Supporting
 Chapter 4 Compensation: Non-Qualified Retirement Plans

Historical and Forecast Expenses
 Nominal and Base Year Dollars
 (\$000s)

Line	Description	Resource	Recorded Adjusted ¹							Forecast		
			2016	2017	2018	2019	2020	2021	2022	2023		
1	Utility SERP Payments	OTH	964	908	879	2,708	829	829	829	829	829	829
2	Corp SERP Payments	M&S	1,418	1,696	1,953	1,961	2,004	2,032	2,070	2,118	2,118	2,118
3	Total PG&E SERP Plans		2,382	2,604	2,832	4,669	2,832	2,860	2,899	2,947	2,947	2,947
4												
5												
6	Utility Non-Qualified Defined Contribution Plans	Wage-related	1,053	1,160	1,313	1,080	650	669	691	714	714	714
7	Corp Non-Qualified Defined Contribution Plans	M&S	130	241	10	84	35	35	36	37	37	37
8	Total PG&E Non-Qualified Defined Contribution Plans		1,183	1,401	1,323	1,164	684	705	727	751	751	751
9												
10	TOTAL PG&E NON-QUALIFIED RETIREMENT PLANS		3,565	4,004	4,155	5,832	3,517	3,565	3,626	3,697	3,697	3,697
11												
12	Year to Year Change		440	440	151	1,677	(2,316)	48	61	71	71	71
13												
14												
15	Escalation Factor	LAB	0.8800	0.9090	0.9390	0.9700	1.0000	1.0305	1.0640	1.0990	1.0990	1.0990
16	Escalation Factor	M&S	0.9390	0.9530	0.9690	0.9900	1.0000	1.0140	1.0330	1.0570	1.0570	1.0570
17	Escalation Factor	OTH	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
18	Escalation Factor	Medical	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
19	Escalation Factor	Wage-related	0.8800	0.9090	0.9390	0.9700	1.0000	1.0310	1.0640	1.0990	1.0990	1.0990
Base Year Dollars												
20	Utility SERP Payments	OTH	964	908	879	2,708	829	829	829	829	829	829
21	Corp SERP Payments	M&S	1,510	1,780	2,015	1,981	2,004	2,004	2,004	2,004	2,004	2,004
22	Total PG&E SERP Plans		2,474	2,687	2,895	4,689	2,832	2,832	2,832	2,832	2,832	2,832
23												
24												
25	Utility Non-Qualified Defined Contribution Plans	Wage-related	1,197	1,276	1,399	1,113	650	649	650	650	650	650
26	Corp Non-Qualified Defined Contribution Plans	M&S	138	253	10	84	35	35	35	35	35	35
27	Total PG&E Non-Qualified Defined Contribution Plans		1,335	1,529	1,409	1,198	684	684	684	684	684	684
28												
29	TOTAL PG&E NON-QUALIFIED RETIREMENT PLANS		3,809	4,216	4,303	5,886	3,517	3,516	3,517	3,517	3,517	3,517
30												
31	Year to Year Change		407	407	87	1,583	(2,370)	(0)	1	(1)	(1)	(1)

¹ Recorded Adjusted Values for 2019 & 2020 include adjustments of (316) and (368), respectively, as outlined on the 2 Historical Adj tab, pursuant to SB901

² Line 2 and Line 6, for the years 2021 to 2023, values vary from the values listed in the Results of Operations Model (RO)Model due to errata. These amounts do not align to the RO Model provided to the Public Advocates Office at the time of filing. The RO will be updated to incorporate these errata with the Joint Comparison Exhibit submittal.

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-08) Human Resources

Workpapers Supporting
Chapter 4 Compensation: Non-Qualified Retirement Plans

Historical Adjustments
Nominal Dollars
(\$000s)

Line	Description	2016	2017	2018	2019	2020	Explanation	Ref
Recorded								
1	PG&E Utility SERP Plan	1,928	1,815	1,759	3,900	3,595	Supplemental Retirement Plan payments to former utility employees	
2	PG&E Corporate SERP Plan	2,836	3,392	3,906	323	11,287	Supplemental Retirement Plan payments to former utility employees	
4	Total Utility Non-Qualified Defined Contribution Plans	1,053	1,160	1,313	500	1,311	Includes SRSP and DC-ESRP plans.	
5	Total PG&E Corp Non-Qualified Defined Contribution Plans	3,570	6,200	10	8,230	1,471	Includes SRSP and DC-ESRP plans.	
6	Total Recorded	9,388	12,568	6,987	12,954	17,663		
Adjustments								
7	PG&E Utility SERP Plan				1,516	(678)	Adj: Excess Benefit Plan	
8	PG&E Utility SERP Plan					(1,260)	2019 Catch-up payments, interest & other	
9	PG&E Utility SERP Plan					(829)	Adjust SEC 3b-7 Officers (2019 going forward)	
10	PG&E Utility SERP Plan	(964)	(908)	(879)	(2,708)	(829)	Adjust for 50% Recovery GRC	
11	PG&E Corporate SERP Plan				3,599	(7,223)	2019 Catch-up payments, interest & other	
12	PG&E Corporate SERP Plan				-	(56)	Adjust SEC 3b-7 Officers (2019 going forward)	
13	PG&E Corporate SERP Plan					(2,004)	Adjust for 50% Recovery GRC	
14	PG&E Corporate SERP Plan	(1,418)	(1,696)	(1,953)	(1,961)	(2,004)	Adjust to add back Officer amounts	
15	Total Utility Non-Qualified Defined Contribution Plans				749	(518)	Adjustment, other.	
16	Total Utility Non-Qualified Defined Contribution Plans				(169)	(144)	Adjust SEC 3b-7 Officers (2019 going forward)	
17	Total Utility Non-Qualified Defined Contribution Plans				231	(1,267)	Adjust to add back Officer amounts	
18	Total PG&E Corp Non-Qualified Defined Contribution Plans				(8,230)	(169)	Adjust Earnings and Deferred Comp	
19	Total PG&E Corp Non-Qualified Defined Contribution Plans	(3,441)	(5,960)		(147)	(169)	Adjust SEC 3b-7 Officers (2019 going forward)	
20	Total PG&E Corp Non-Qualified Defined Contribution Plans	(5,823)	(8,563)	(2,832)	(7,121)	(14,147)		
21	Total Adjustments	(5,823)	(8,563)	(2,832)	(7,121)	(14,147)		
Recorded Adjusted								
22	PG&E Utility SERP Plan	964	908	879	2,708	829		
23	PG&E Corporate SERP Plan	1,418	1,696	1,953	1,961	2,004		
24	Total Utility Non-Qualified Defined Contribution Plans	1,053	1,160	1,313	1,080	650		
25	Total PG&E Corp Non-Qualified Defined Contribution Plans	130	241	10	84	35		
26	Total Recorded Adjusted	3,565	4,004	4,155	5,832	3,517		
Year to Year Change								
27	PG&E Utility SERP Plan		(56)	(28)	1,828	(1,879)		
28	PG&E Corporate SERP Plan		278	257	8	43		
29	Total Utility Non-Qualified Defined Contribution Plans		106	154	(233)	(430)		
30	Total PG&E Corp Non-Qualified Defined Contribution Plans		111	(231)	74	(49)		
31	Total Recorded Adjusted	440	151	1,677	(2,316)			

**PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-08) Human Resources**

**Workpapers Supporting
Chapter 4 Compensation: Non-Qualified Retirement Plans**

**Historical and Forecast Year over Year Walk
Nominal Dollars
(\$000s)**

Line	Description	Amount	Comments, Assumptions, Descriptions
1	2016 Recorded Adjusted	\$3,565	
2			
3	PG&E Utility SERP Plan	(56)	Decrease in payments to plan participants.
4	PG&E Corporate SERP Plan	278	Increase in payments to plan participants.
5	Total Utility Non-Qualified Defined Contribution Plans	106	Increase in payments to plan participants, including wage escalation.
6	Total PG&E Corp Non-Qualified Defined Contribution Plans	111	Decrease in payments to plan participants, including wage escalation.
7			
8			
9	2017 Recorded Adjusted	\$4,004	
10			
11	PG&E Utility SERP Plan	(28)	Decrease in payments to plan participants.
12	PG&E Corporate SERP Plan	257	Increase in payments to plan participants.
13	Total Utility Non-Qualified Defined Contribution Plans	154	Increase in payments to plan participants, including wage escalation.
14	Total PG&E Corp Non-Qualified Defined Contribution Plans	(231)	Decrease in payments to plan participants, including wage escalation.
15			
16			
17	2018 Recorded Adjusted	\$4,155	
18			
19	PG&E Utility SERP Plan	1,828	Increase in payments to plan participants.
20	PG&E Corporate SERP Plan	8	Increase in payments to plan participants.
21	Total Utility Non-Qualified Defined Contribution Plans	(233)	Decrease in payments to plan participants, including wage escalation.
22	Total PG&E Corp Non-Qualified Defined Contribution Plans	74	Increase in payments to plan participants, offset partially by wage escalation.
23			
24			
25	2019 Recorded Adjusted	\$5,832	
26			
27	PG&E Utility SERP Plan	(1,879)	Decrease in payments to plan participants.
28	PG&E Corporate SERP Plan	43	Increase in payments to plan participants.
29	Total Utility Non-Qualified Defined Contribution Plans	(430)	Decrease in payments to plan participants, including wage escalation.
30	Total PG&E Corp Non-Qualified Defined Contribution Plans	(49)	Decrease in payments to plan participants, including wage escalation.
31			
32			
33	2020 Recorded Adjusted	\$3,517	
34			
35	PG&E Utility SERP Plan	0	No change
36	PG&E Corporate SERP Plan	28	Increase due to year-over-year escalation
37	Total Utility Non-Qualified Defined Contribution Plans	20	Increase due to year-over-year escalation
38	Total PG&E Corp Non-Qualified Defined Contribution Plans	0	No change
39			
40			
41	2021 Forecast	\$3,565	
42			
43	PG&E Utility SERP Plan	0	No change
44	PG&E Corporate SERP Plan	39	Increase due to year-over-year escalation
45	Total Utility Non-Qualified Defined Contribution Plans	22	Increase due to year-over-year escalation
46	Total PG&E Corp Non-Qualified Defined Contribution Plans	1	Increase due to year-over-year escalation
47			
48			
49	2022 Forecast	\$3,626	
50			
51	PG&E Utility SERP Plan	0	No change
52	PG&E Corporate SERP Plan	48	Increase due to year-over-year escalation
53	Total Utility Non-Qualified Defined Contribution Plans	23	Increase due to year-over-year escalation
54	Total PG&E Corp Non-Qualified Defined Contribution Plans	1	Increase due to year-over-year escalation
55			
56	2023 Forecast	\$3,697	

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-08) Human Resources

Workpapers Supporting
Chapter 4 Compensation: Non-Qualified Retirement Plans

Company-Wide Expense: Non-Qualified Retirement Plans

Forecast Methodology/Assumptions:

Supplemental Executive Retirement Plan (SERP):

The SERP forecast is equal to the 2020 recorded adjusted amount. Retirement plan payments under the SERP are a fixed amount, this forecast assumes that any payments to new retirees under the SERP plan will be offset by existing retirees dropping off the plan upon death. The cost for plan participants who worked in unregulated businesses are not included. No SEC Rule 240.3b-7 Officers are receiving benefits under the SERP plans.

Non-Qualified Defined Contribution Plans:

The 2020 Recorded amount was adjusted for Earnings Credit and SEC Rule 240.3b-7 Officer contributions resulting in 2020 recorded adjusted contributions. The adjusted contributions were then escalated each year by the A&G labor escalation (Utility plan) and M&S escalation (CORP/PSP2 plan) rate. The 2021 to 2023 forecast does not include contributions for SEC Rule 240.3b-7 Corporation or Utility Officers.

The same methodology was applied for the attrition years 2024-2026.

Pacific Gas and Electric Company
2020 General Rate Case
Exhibit (PG&E-8) Human Resources

Methodology to Calculated Weighted Labor Escalation

1. Each utility employee as of March 31, 2020 was categorized based on their organization: A&G or Operating
2. Each utility employee as of March 31, 2020 was also categorized as either represented (bargaining unit) or non-bargaining unit
3. Based on work locations, employees with locations in the following counties were assigned a San Francisco Bay Area designation. All others were assigned a non-San Francisco Bay Area designation.

Alameda
Contra Costa
Marin
Monterey
Napa
Sacramento
San Francisco
San Mateo
Santa Clara
Santa Cruz
Solano
Sonoma

4. The percentage increase based on the table below was applied to the March 31, 2020 annual salary and the new salary calculated for each person.

Group	Escalation Rate		Basis
	2021	2022 - 2026	
IBEW' Represented Employees*	3.00%	3.75%	Negotiated Labor Agreements
ESC Represented Employees*	3.00%	3.75%	Negotiated Labor Agreements
SEIU Represented Employees*	3.00%	3.00%	Negotiated Labor Agreements
Non-Represented Admin and Technical Bay Area	3.00%	3.00%	Market Data
Non-Represented Admin and Technical Non - Bay Area	3.00%	3.00%	Market Data
Management Bay Area	3.10%	3.10%	Market Data
Management Non-Bay Area	3.00%	3.00%	Market Data

Pacific Gas and Electric Company
2020 General Rate Case
Exhibit (PG&E-8) Human Resources

Methodology to Calculated Weighted Labor Escalation

Labor Agreements: The rates shown above are based on the Labor Agreements in effect through December 31, 2025 for IBEW and ESC and Labor Agreement in effect through December 2021 for SEIU. PG&E assumed that the wage increase for IBEW and ESC for 2026 would be equal to the final year in the labor agreement (2025). PG&E assumed for SEIU that wage increases in future years (2022-2026) would be equal to those in the final year of the agreement (2021).

Market Data: The most recent annual World at Work Survey for average wage increases was used to determine the forecast wage increase for non-represented employees. The report is included within the workpapers.

5. The weighted average increase for employee groups was calculated based on the following formula.

$$\text{Weighted Average} = \frac{(\text{Total New Salary} - \text{Total 2020 Annual Salary})}{\text{Total 2020 Annual Salary}}$$

6. Resulting Weighted Labor Escalation Rates:

Group	Escalation Rate	
	2021	2022-2026
A&G	3.05%	3.28%
Operating	3.02%	3.52%
Total All Employees	3.03%	3.46%

2019-20United States WorldatWork Salary Budget Survey

Industry: All Industries; Number of Employees: All Sizes; Revenue: All Sizes
Mean/Average Values



NHN - Nonexempt Hourly Nonunion, NS - Nonexempt Salaried
ES - Exempt Salaried, OE - Officers & Executives

" - (-) " entries, if any, indicate that there were no responses for the given criteria
" * (*) " entries, if any, indicate that there were fewer than 5 responses for the given criteria

Salary Budget Increases	2019 Actual Increases						2020 Projected Increases					
	General Increases/COLA % (n)	Merit Increases % (n)	Other Increases % (n)	Total Increases % (n)	Months Between Increases #m (n)	% of EE Receiving Increases % (n)	General Increases/COLA % (n)	Merit Increases % (n)	Other Increases % (n)	Total Increases % (n)	Months Between Increases #m (n)	
National	NHN	1.8 (309)	2.9 (1429)	1.0 (457)	3.2 (1592)	12.0 (1583)	88.9 (1440)	2.1 (257)	2.9 (1339)	1.0 (418)	3.3 (1491)	12.0 (1554)
	NS	1.8 (100)	2.9 (702)	0.8 (195)	3.1 (760)	12.1 (742)	89.6 (690)	2.2 (67)	3.0 (655)	0.9 (168)	3.2 (705)	12.1 (729)
	ES	1.7 (299)	2.9 (1749)	0.9 (552)	3.2 (1889)	12.1 (1851)	90.2 (1729)	2.0 (240)	3.0 (1641)	1.0 (502)	3.3 (1766)	12.1 (1843)
	OE	1.7 (258)	3.0 (1539)	0.9 (457)	3.3 (1669)	12.4 (1695)	88.6 (1495)	2.1 (213)	3.0 (1450)	1.0 (420)	3.3 (1576)	12.4 (1697)
	All	1.7 (966)	2.9 (5419)	0.9 (1661)	3.2 (5910)	12.2 (5871)	89.3 (5354)	2.0 (777)	3.0 (5085)	1.0 (1508)	3.3 (5538)	12.1 (5823)
Western U.S.	NHN	1.5 (79)	2.9 (531)	1.0 (177)	3.3 (562)	12.0 (564)	86.5 (513)	1.7 (66)	2.9 (495)	1.0 (163)	3.3 (525)	12.0 (548)
	NS	1.2 (31)	2.9 (281)	0.8 (86)	3.2 (290)	12.1 (288)	87.4 (265)	1.5 (17)	3.0 (260)	0.8 (77)	3.2 (270)	12.1 (285)
	ES	1.2 (82)	2.9 (667)	0.9 (217)	3.3 (689)	12.1 (679)	88.4 (634)	1.4 (61)	3.0 (621)	1.0 (199)	3.3 (641)	12.1 (673)
	OE	1.2 (72)	2.9 (578)	0.8 (183)	3.2 (602)	12.4 (618)	85.4 (542)	1.4 (54)	2.9 (539)	0.9 (170)	3.2 (564)	12.5 (618)
	All	1.3 (264)	2.9 (2057)	0.9 (663)	3.2 (2143)	12.1 (2149)	86.9 (1954)	1.5 (198)	3.0 (1915)	0.9 (609)	3.3 (2000)	12.2 (2124)
California	NHN	1.7 (65)	2.9 (445)	0.9 (135)	3.2 (476)	12.0 (475)	86.5 (433)	1.9 (56)	3.0 (409)	1.0 (124)	3.3 (438)	12.0 (467)
	NS	1.6 (18)	2.9 (218)	0.8 (66)	3.2 (224)	12.1 (216)	86.7 (202)	1.9 (8)	3.0 (197)	0.9 (54)	3.2 (203)	12.1 (213)
	ES	1.4 (58)	3.0 (548)	0.8 (170)	3.3 (565)	12.1 (554)	88.3 (517)	1.6 (43)	3.0 (503)	1.0 (149)	3.3 (519)	12.1 (549)
	OE	1.3 (48)	3.0 (480)	0.9 (140)	3.2 (498)	12.4 (498)	86.5 (442)	1.7 (36)	3.0 (443)	0.9 (118)	3.3 (461)	12.3 (501)
	All	1.5 (189)	3.0 (1691)	0.8 (511)	3.2 (1763)	12.2 (1743)	87.1 (1594)	1.8 (143)	3.0 (1552)	0.9 (445)	3.3 (1621)	12.1 (1730)

Salary Budget Increases		2019 Actual Increases							2020 Projected Increases				
		General Increases/COLA % (n)	Merit Increases % (n)	Other Increases % (n)	Total Increases % (n)	Months Between Increases #m (n)	% of EE Receiving Increases % (n)	General Increases/COLA % (n)	Merit Increases % (n)	Other Increases % (n)	Total Increases % (n)	Months Between Increases #m (n)	
San Francisco (metro)	NHN	1.5 (15)	2.9 (121)	1.2 (47)	3.3 (129)	11.9 (123)	86.2 (113)	1.6 (14)	3.0 (106)	1.0 (39)	3.3 (115)	11.9 (123)	
	NS	1.1 (9)	3.1 (65)	0.7 (23)	3.5 (66)	12.1 (62)	91.1 (59)	* (*)	3.0 (58)	0.6 (18)	3.2 (59)	12.0 (60)	
	ES	1.2 (15)	3.0 (156)	0.8 (56)	3.4 (160)	12.0 (153)	88.3 (144)	1.1 (10)	3.1 (140)	0.8 (45)	3.3 (144)	12.0 (151)	
	OE	0.8 (14)	3.0 (136)	0.7 (46)	3.2 (139)	12.1 (141)	87.4 (121)	0.9 (9)	3.0 (122)	0.7 (36)	3.2 (125)	12.1 (140)	
	All	1.2 (53)	3.0 (478)	0.9 (172)	3.3 (494)	12.0 (479)	87.9 (437)	1.2 (37)	3.0 (426)	0.8 (138)	3.3 (443)	12.0 (474)	

Salary Structure Adjustments		2019 Actual Adjustments		2020 Projected Adjustments	
		%	n	%	n
National	NHN	2.1	1088	2.2	1008
	NS	2.1	527	2.2	472
	ES	2.2	1306	2.2	1206
	OE	2.2	1027	2.2	955
	All	2.2	3948	2.2	3641
Western U.S.	NHN	2.2	385	2.3	344
	NS	2.0	201	2.1	173
	ES	2.2	481	2.3	429
	OE	2.2	380	2.3	340
	All	2.2	1447	2.3	1286
California	NHN	2.2	328	2.3	298
	NS	2.2	147	2.2	134
	ES	2.2	392	2.3	361
	OE	2.2	310	2.3	289
	All	2.2	1177	2.3	1082
San Francisco (metro)	NHN	2.4	78	2.4	72
	NS	2.6	34	2.3	32
	ES	2.4	96	2.3	90
	OE	2.4	72	2.4	68
	All	2.4	280	2.3	262

2019-20United States WorldatWork Salary Budget Survey

Promotional Increases	2018 Percentage of Employees Receiving Promotional Increases		2018 Percentage of Promoted Employee's Base Salary		2019 Planned Spending on Promotions (as a percent of total base salaries)	
	%	n	%	n	%	n
National	8.6	1257	8.9	1253	1.6	1157
Western U.S.	8.6	444	9.3	440	1.5	418
California	8.7	375	9.1	371	1.5	355
San Francisco (metro)	8.7	108	9.9	107	1.2	102

2019-20United States WorldatWork Salary Budget Survey

Variable Pay	2018		2019		2020 Projected		2018		2019 Projected		
	Percent Budgeted	n	Percent Budgeted	n	Percent Budgeted	n	Percent Paid	n	Percent Paid	n	
National	NHN	5.5	488	5.5	481	5.5	455	5.6	603	5.6	543
	NS	6.0	288	6.1	288	6.0	276	6.1	359	6.1	317
	ES	12.6	868	12.6	862	12.7	808	13.0	1061	13.2	950
	OE	39.3	812	39.0	810	38.9	763	40.6	973	40.6	878
	All	19.2	2456	19.2	2441	19.2	2302	19.7	2996	19.8	2688
Western U.S.	NHN	5.2	196	5.0	192	5.2	180	5.1	231	5.0	203
	NS	5.4	109	5.5	106	5.5	102	5.6	139	5.6	118
	ES	12.9	358	12.9	351	13.3	327	13.2	423	13.4	363
	OE	42.5	329	41.9	324	42.2	303	44.7	384	44.6	333
	All	20.4	992	20.2	973	20.4	912	21.0	1177	21.0	1017
California	NHN	5.5	172	5.5	171	5.6	161	5.7	217	5.8	192
	NS	5.7	100	5.8	101	5.9	94	5.9	120	5.9	104
	ES	13.3	304	13.3	302	13.5	282	14.4	367	14.2	324
	OE	43.3	272	42.7	273	43.3	256	46.0	330	44.8	294
	All	20.4	848	20.3	847	20.6	793	21.7	1034	21.3	914
San Francisco (metro)	NHN	6.5	44	6.5	44	6.6	42	5.9	63	6.3	54
	NS	6.1	33	6.3	32	6.4	28	6.2	40	6.3	30
	ES	13.1	92	13.3	89	13.1	85	13.5	117	14.3	99
	OE	41.8	81	42.6	80	42.4	76	45.4	104	46.2	88
	All	20.3	250	20.7	245	20.7	231	21.4	324	22.2	271

**REWARD & RECOGNITION PROGRAM
2023 Forecast**

Reward & Recognition	Description/Notes
\$14,986,274	2018 Reward and Recognition Payments
\$16,664,112	2019 Reward and Recognition Payments
\$18,902,995	2020 Reward and Recognition Payments
\$16,851,127	Average R&R Payments per Year

1.102830 Three Year Escalation Rate (based off Total Company
forecast labor escalation)

\$18,583,932 Forecast 2023 R&R Payments

Trends in Employee Recognition

WorldatWork, with underwriting support from Maritz Motivation, conducted research to identify new and continuing trends in employee recognition, including the recognition of events, behaviors or results that are observed and/or incentivized. For the purposes of this survey, “recognition” is defined as “a gesture to acknowledge, give thanks for or celebrate an event, behavior or result that was observed and/or incentivized.”

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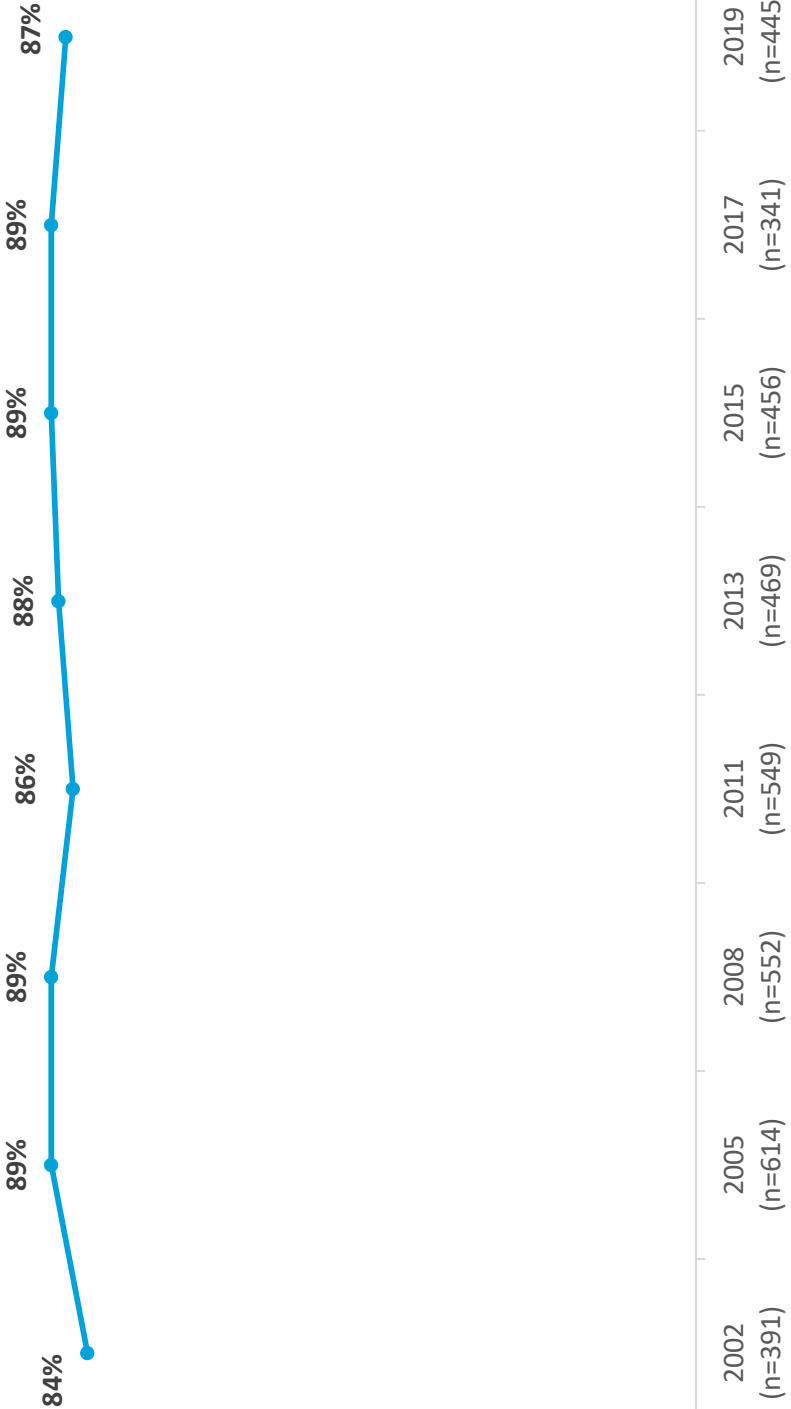


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Executive Summary

- Recognition programs are still overwhelmingly common (and they're typically companywide).
- There is a slight shift away from both formal and informal programs to strictly formal programs.
- Length-of-service remains the most commonly utilized recognition program and programs that could lead to higher ROIs (error reduction, safety, waste minimization, etc.) remain relatively rare.
- Nearly all recognition programs measured have been in place for more than five years, meaning there is little movement in this space.
- Organizations tend to measure the success of their recognition programs by usage and employee satisfaction and don't often use external measures to determine success.
- While most respondents feel that their programs are doing a fairly good job of meeting their goals, there is room for improvement.

The use of recognition has remained relatively flat for the past 15 years, but the type of programs have evolved (as shown on later slides).



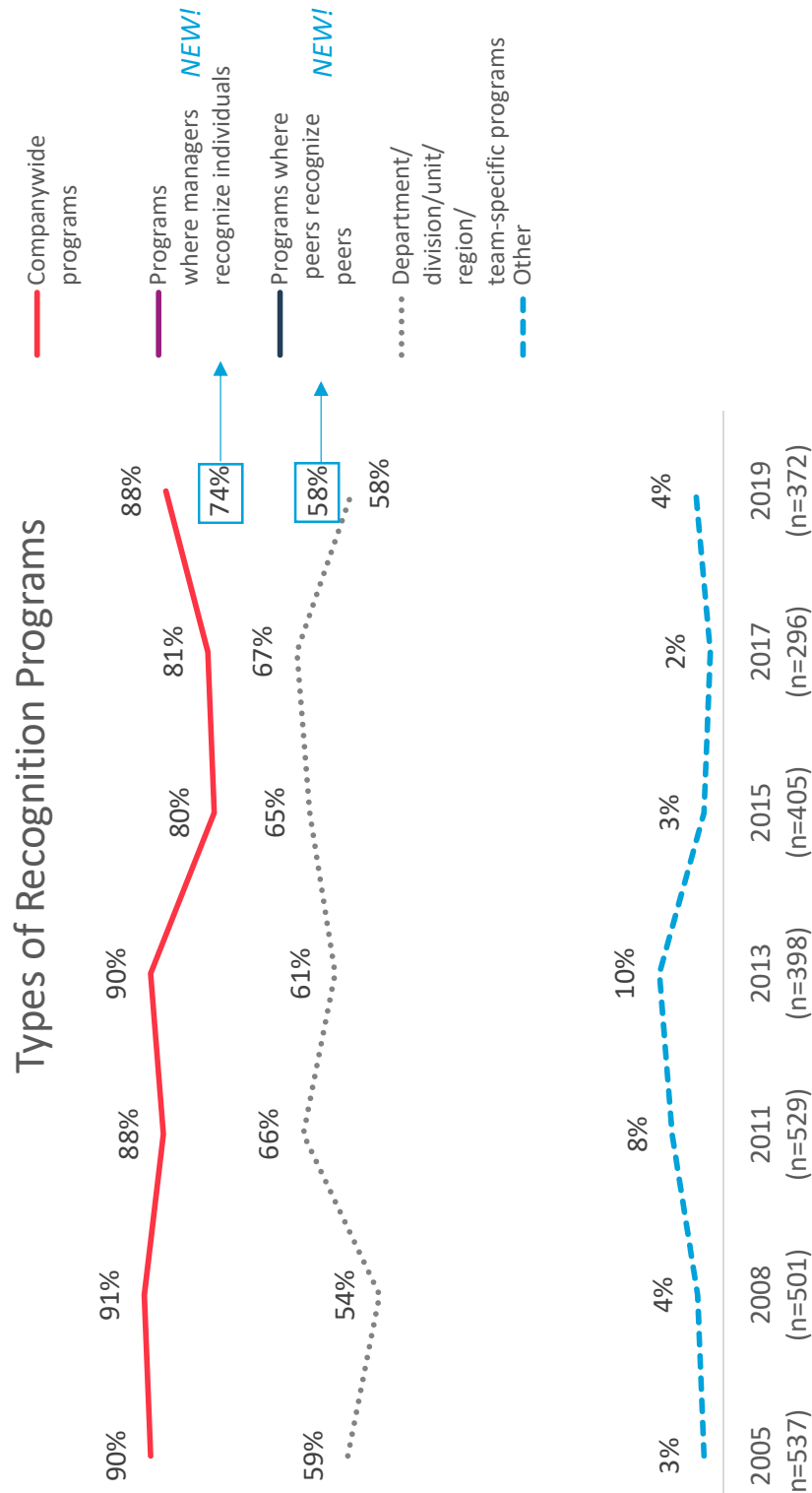
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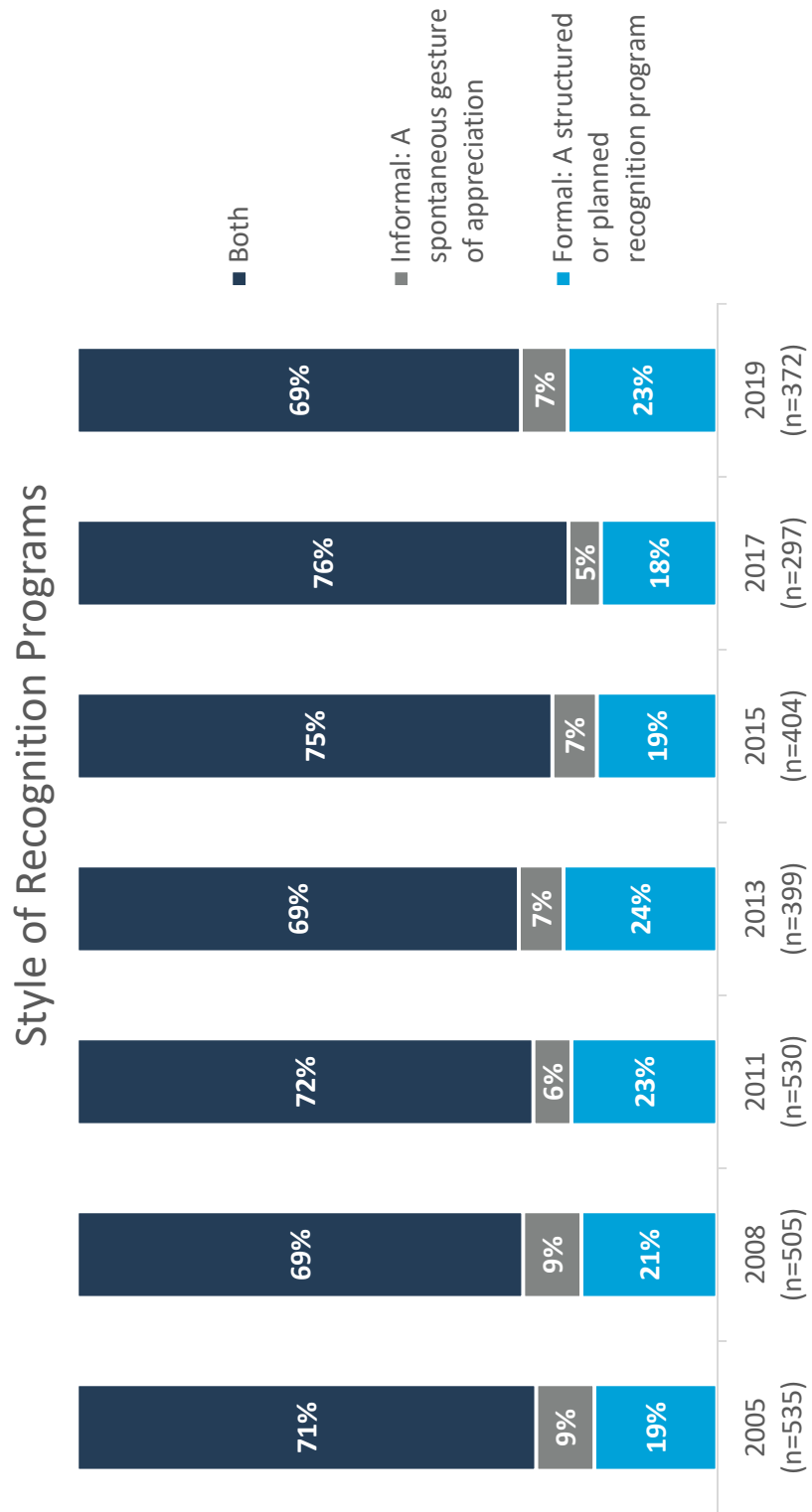
Companywide and programs where managers recognize employees are most common.



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Maritz MOTIVATION

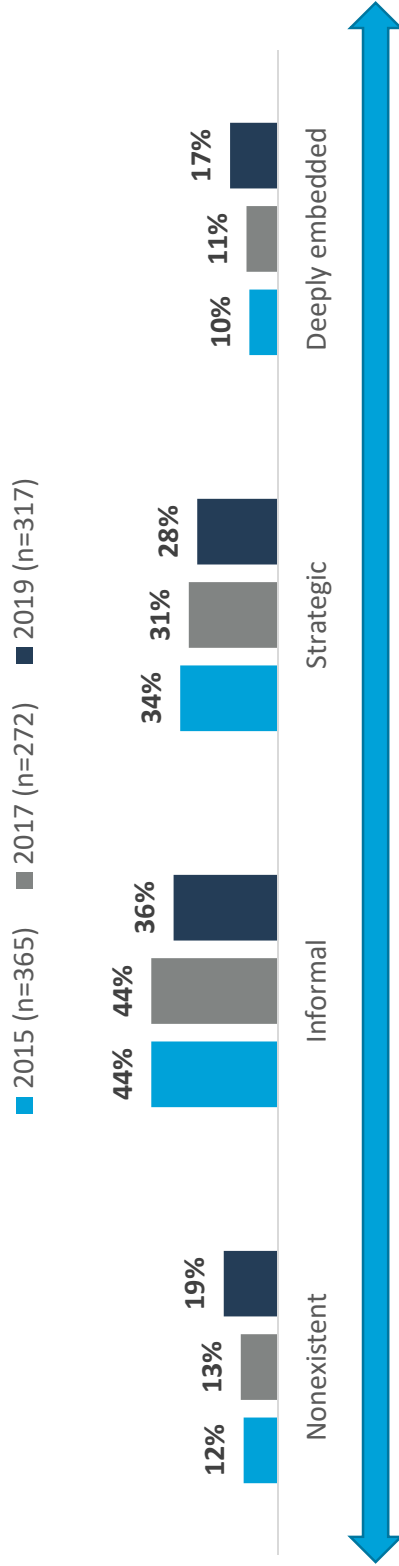
Most companies rely on a combination of formal and informal recognition to express appreciation, and formal programs are on the rise.



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(PG&E-8)

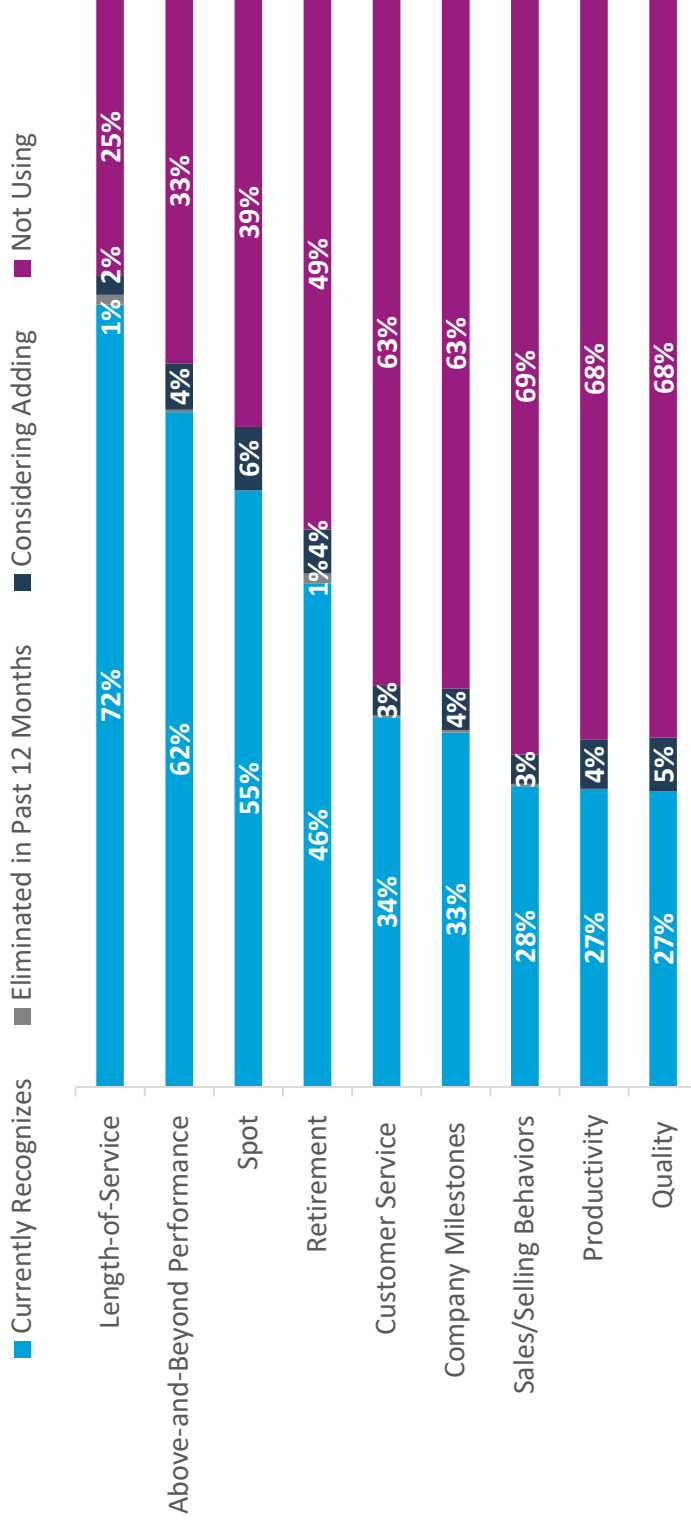
Most organizations have an informal relationship to recognition, although we are seeing an increase at both the deeply embedded and non-existent ends of the spectrum.



<u>Nonexistent</u> <u>(0-1)</u>	<u>Informal</u> <u>(1.1-2)</u>	<u>Strategic</u> <u>(2.1-3)</u>	<u>Deeply embedded</u> <u>(3.1-4)</u>
<p>We have no employee recognition policy, strategy or philosophy.</p> <p>Employee recognition may take place on a case-by-case basis, but the structure is informal.</p>	<p>We have some written programs and policies, but they are not widely applied.</p> <p>Some managers use employee recognition to reward, engage and retain employees, but training and usage are inconsistent.</p>	<p>Employee recognition is strategic and viewed as an essential element in achieving organizational success.</p> <p>Training for managers may occur, and most managers use employee recognition to reward, engage and retain employees.</p>	<p>The importance of employee recognition is part of our organization's culture.</p> <p>Managers are trained on employee recognition, and there is universal and regular usage of programs and practices.</p>

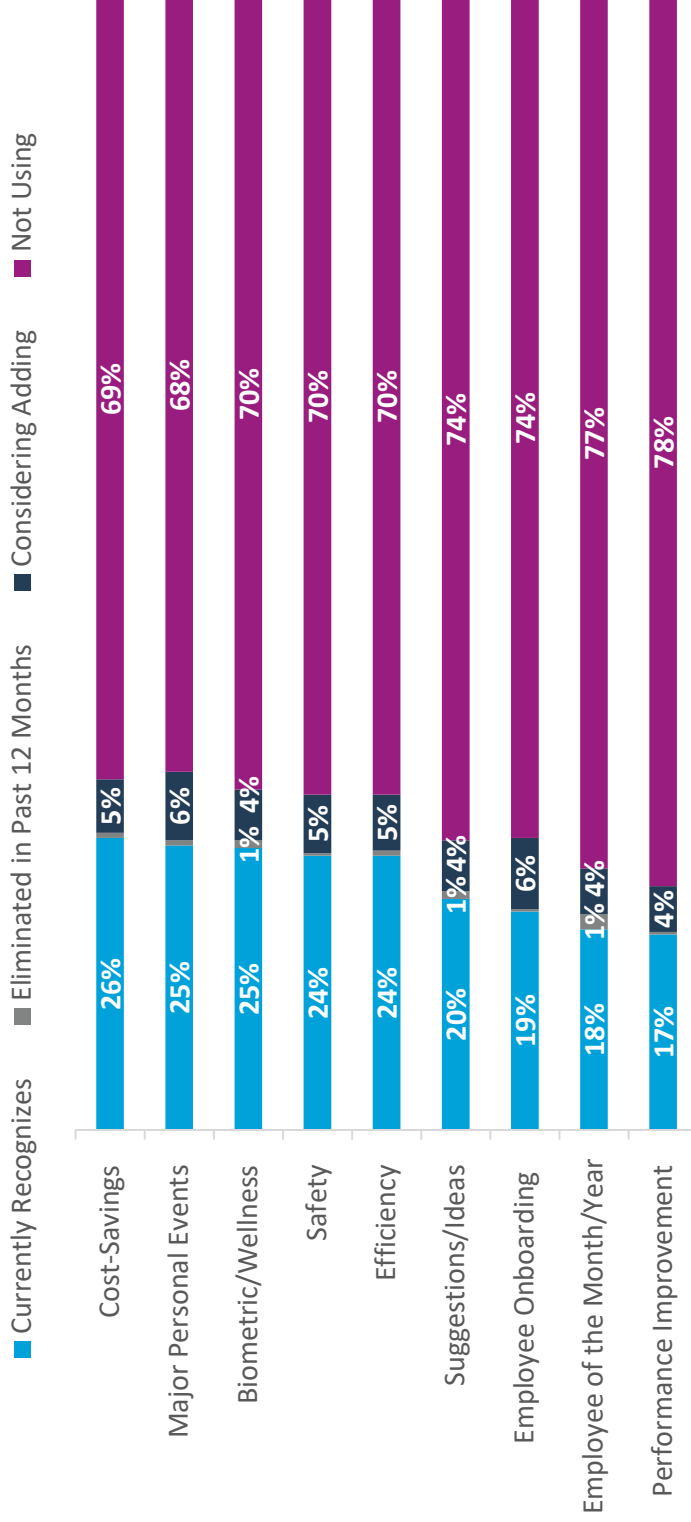
The average organization uses eight separate recognition programs (slide 1 of 3).

Recognition Programs in Place
(n=445)



The average organization uses eight separate recognition programs (slide 2 of 3).

Recognition Programs in Place
(n=445)



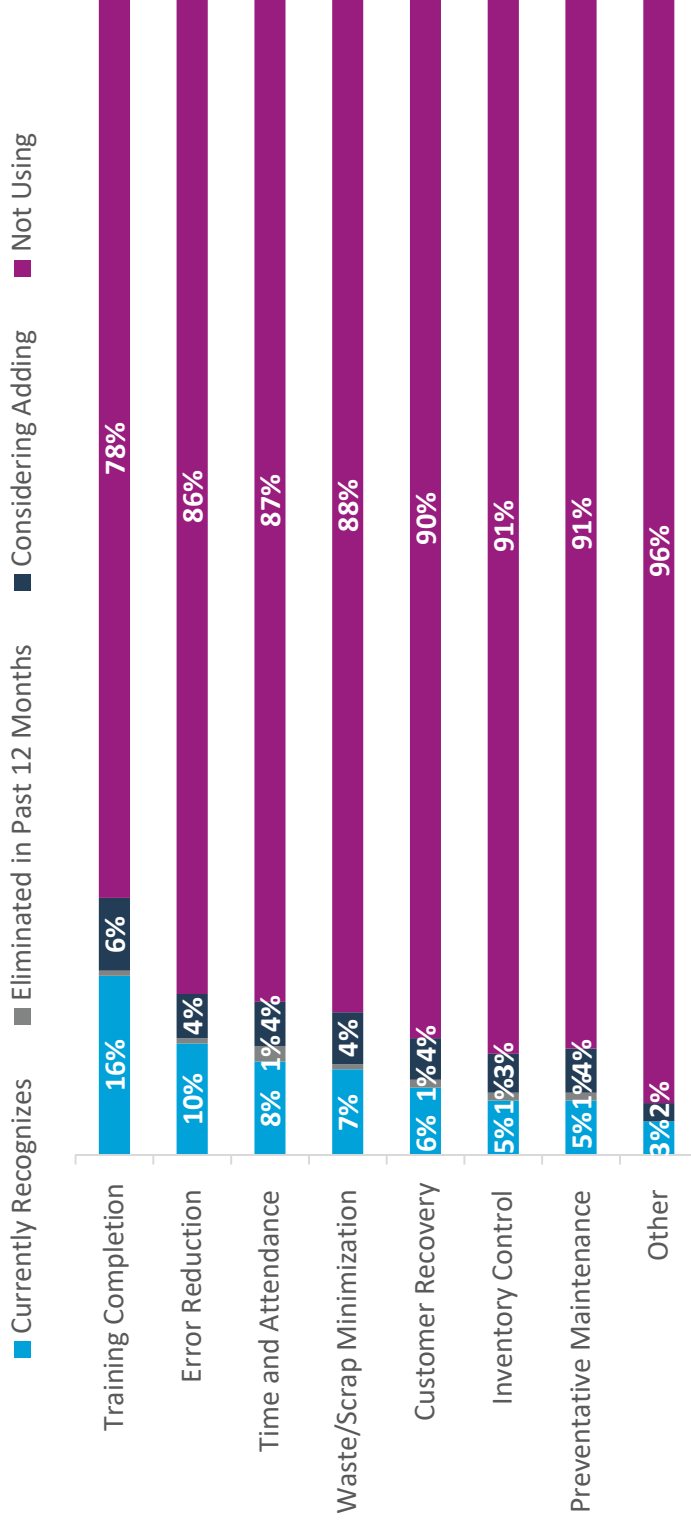
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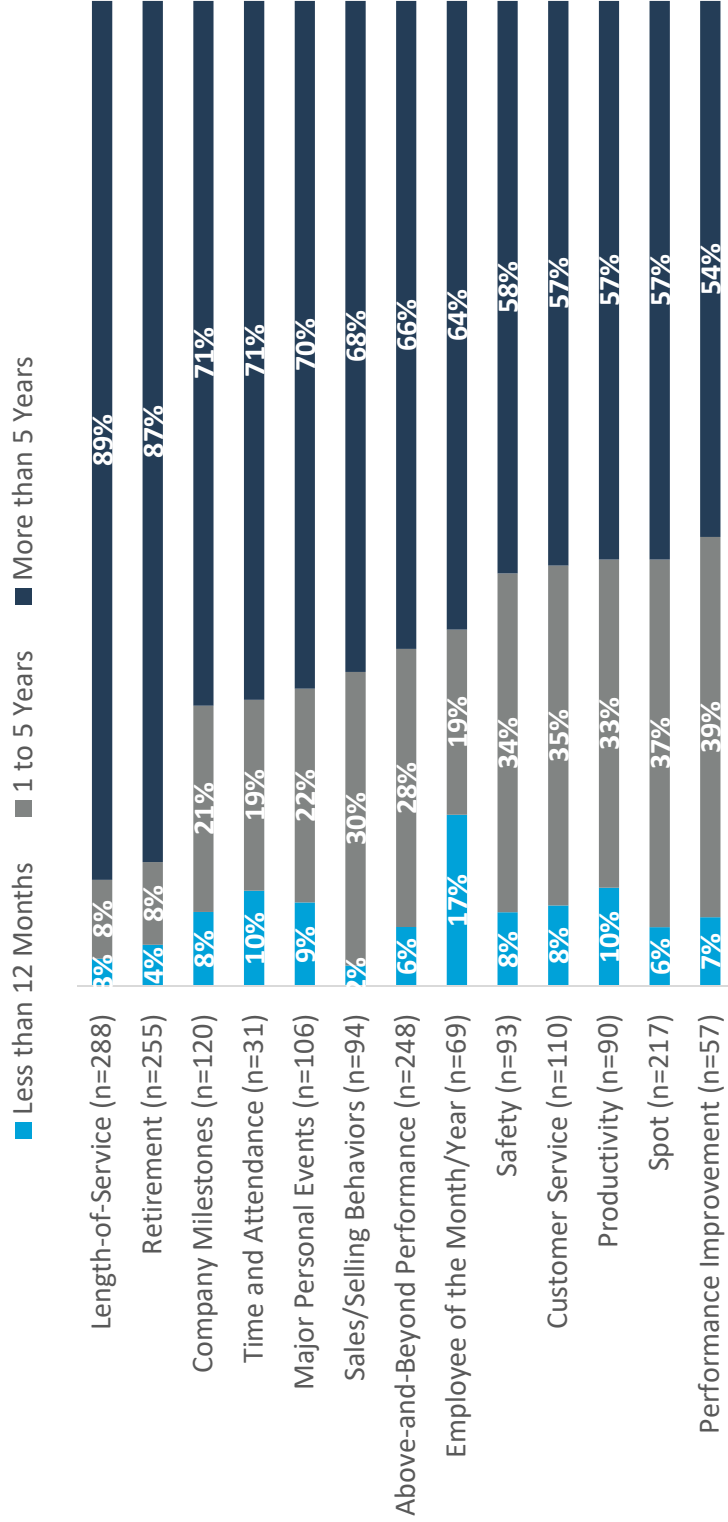
The average organization uses eight separate recognition programs (slide 3 of 3).

Recognition Programs in Place
(n=445)



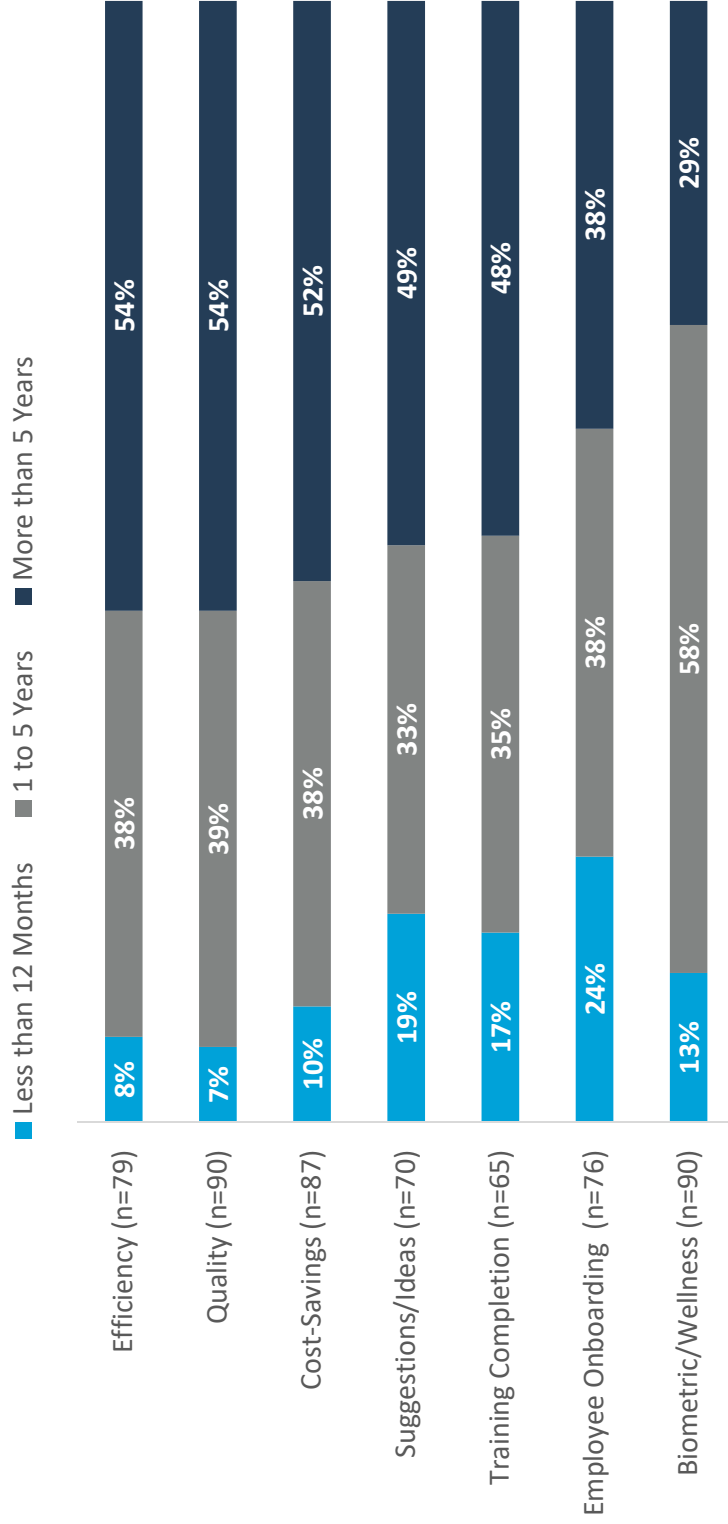
Most recognition programs have been in place for several years, with length-of-service and retirement programs as the oldest stalwarts (slide 1 of 2).

Time Recognition Programs Have Been in Place (n=321)



Most recognition programs have been in place for several years, but biometric/wellness programs, employee onboarding and training completion programs are on the younger side (slide 2 of 2).

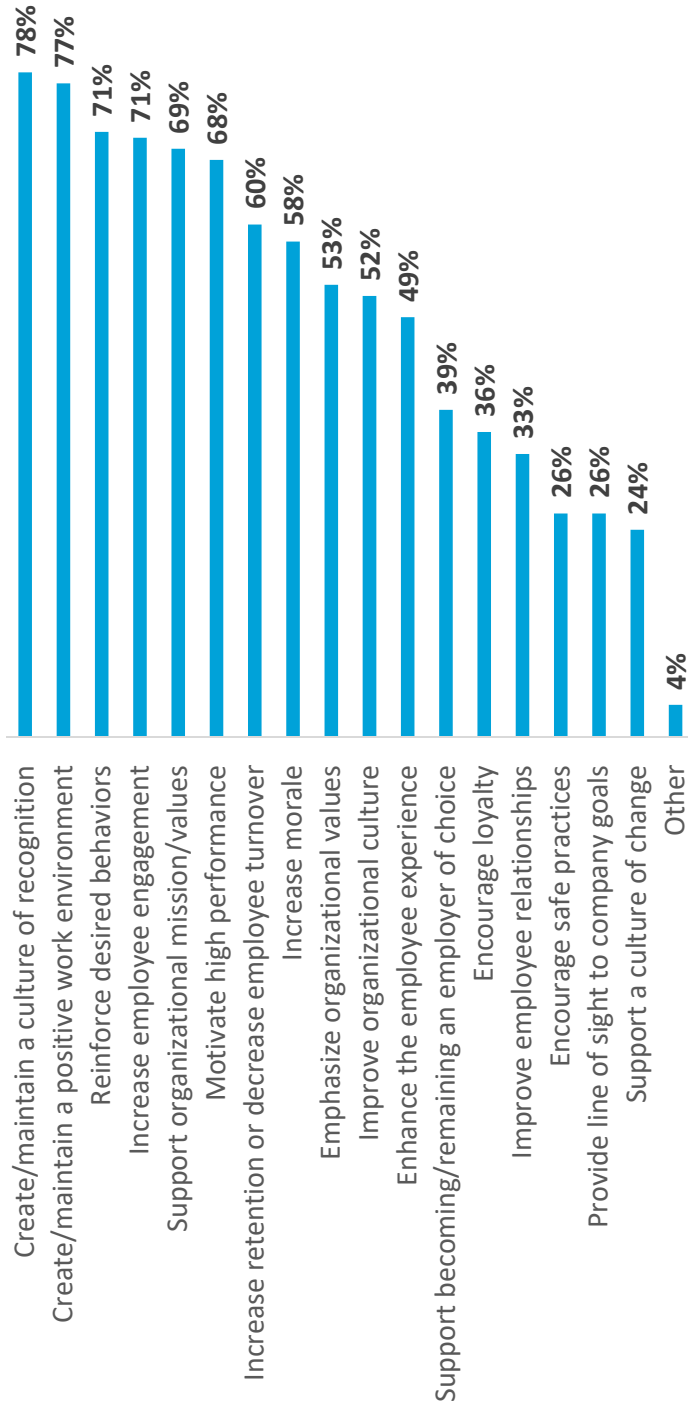
Time Recognition Programs Have Been in Place (n=321)



Recognition programs are aimed at a variety of objectives, both in terms of employee experience as well as business results.

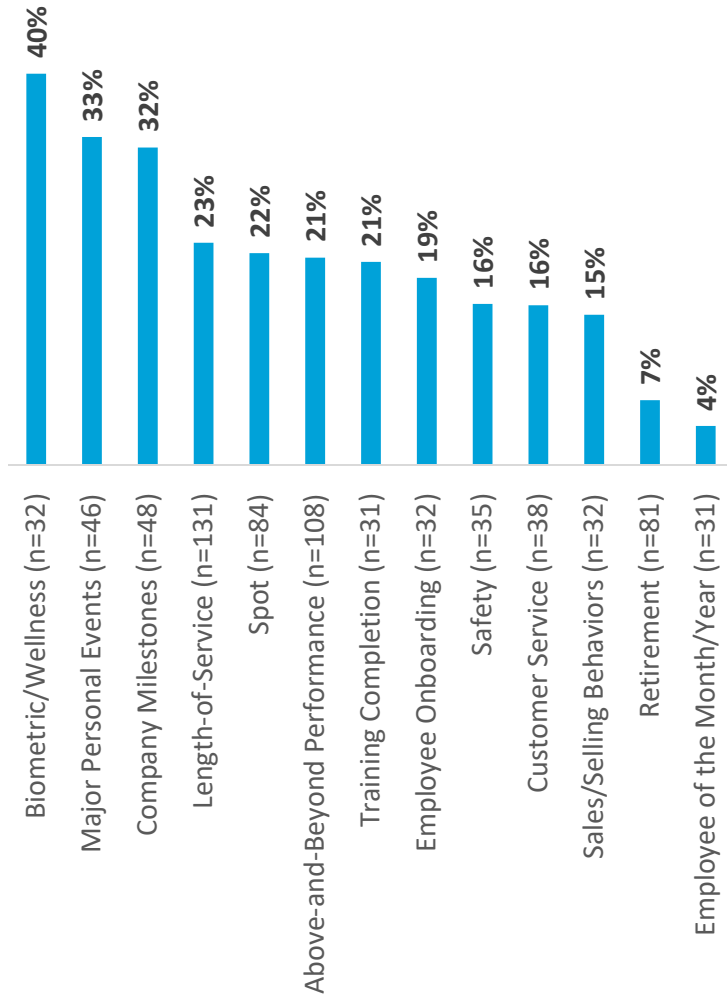
Recognition Program Objectives

(n=156)

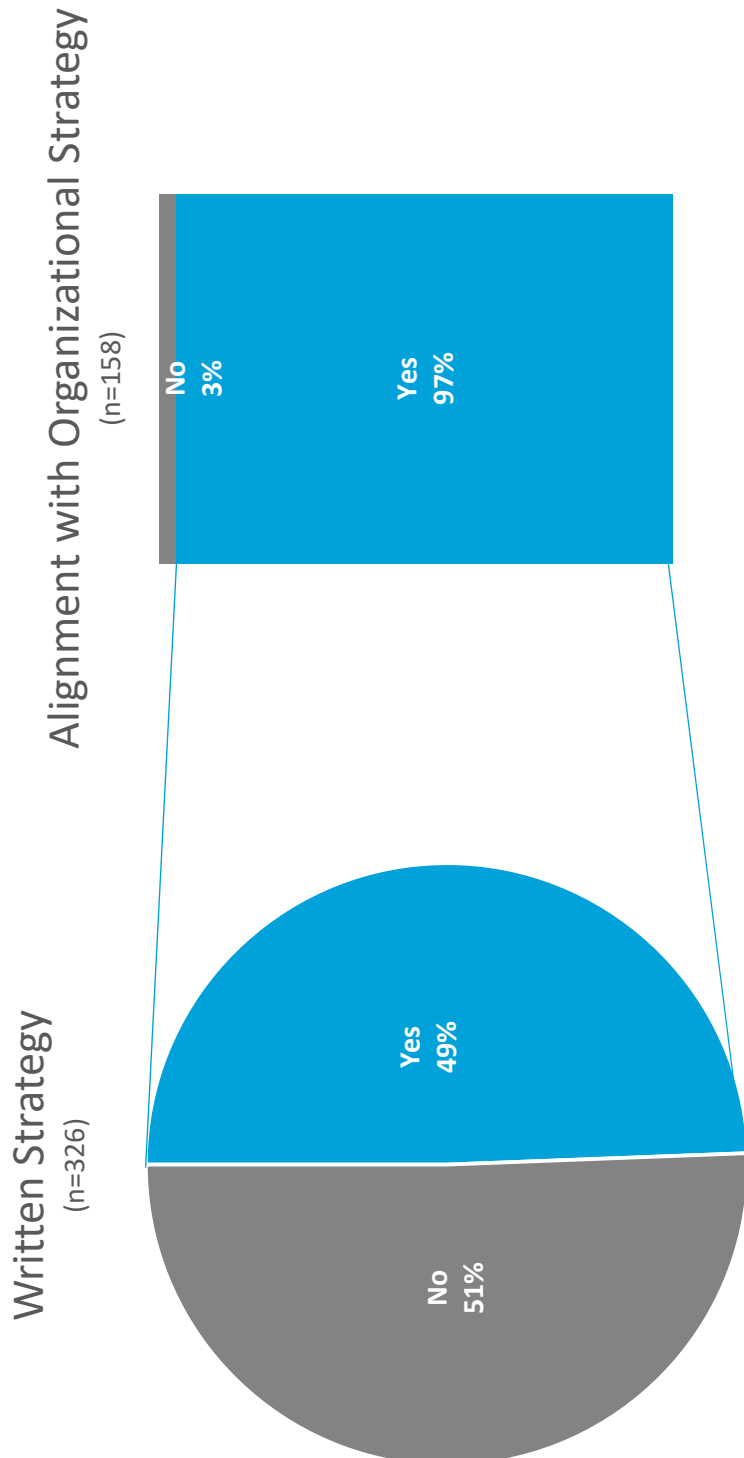


Biometric/wellness programs are the recognition programs that reaches the highest proportion of the workforce.

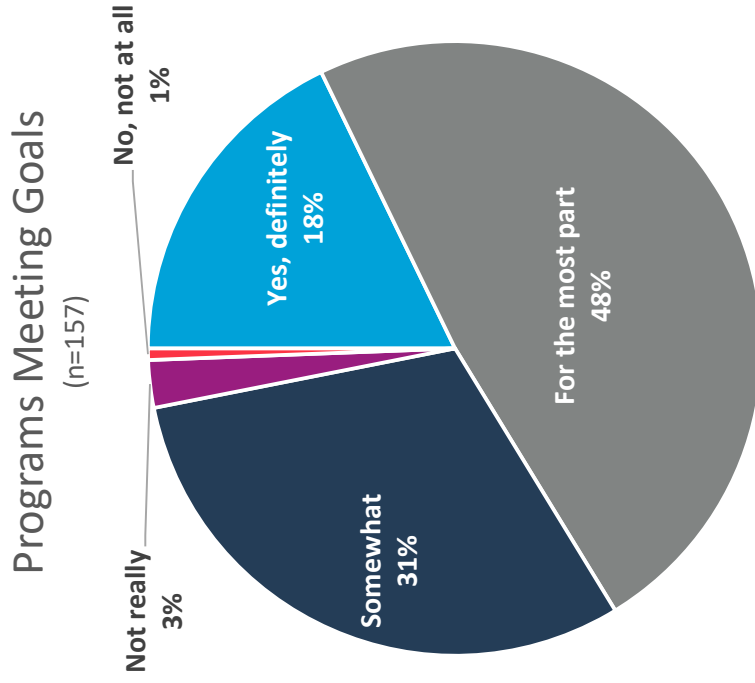
Percentage of Employees Recognized in Last 12 Months



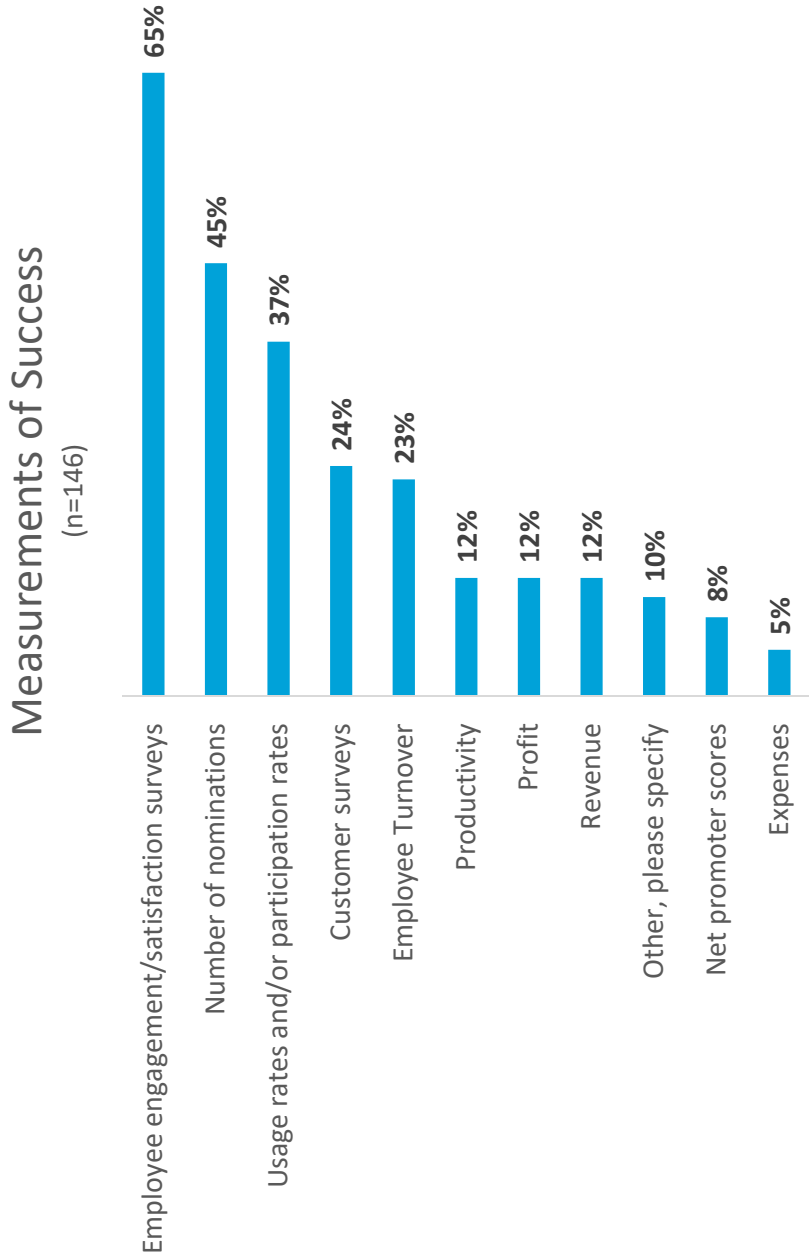
Nearly half of organizations have a written strategy behind their recognition programs. Among those with a written strategy, the vast majority align with organizational strategy.



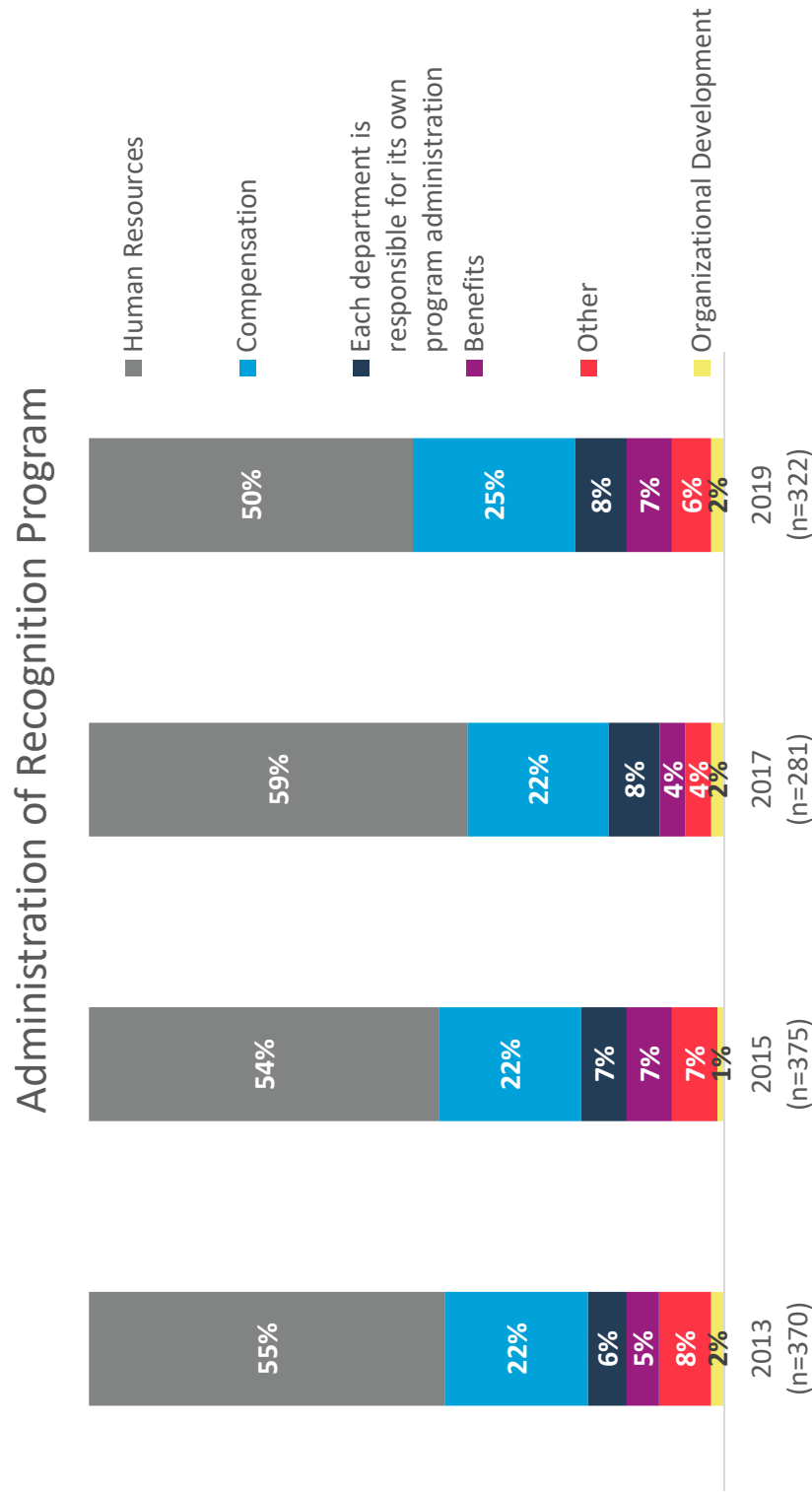
While most respondents feel that their programs are doing a fairly good job of meeting their goals, there is definite room for improvement.



Employee engagement is the most common measure of success, followed by usage.



Human Resources administers the recognition program in half of organizations, with compensation and benefits departments both seeing slight increases.



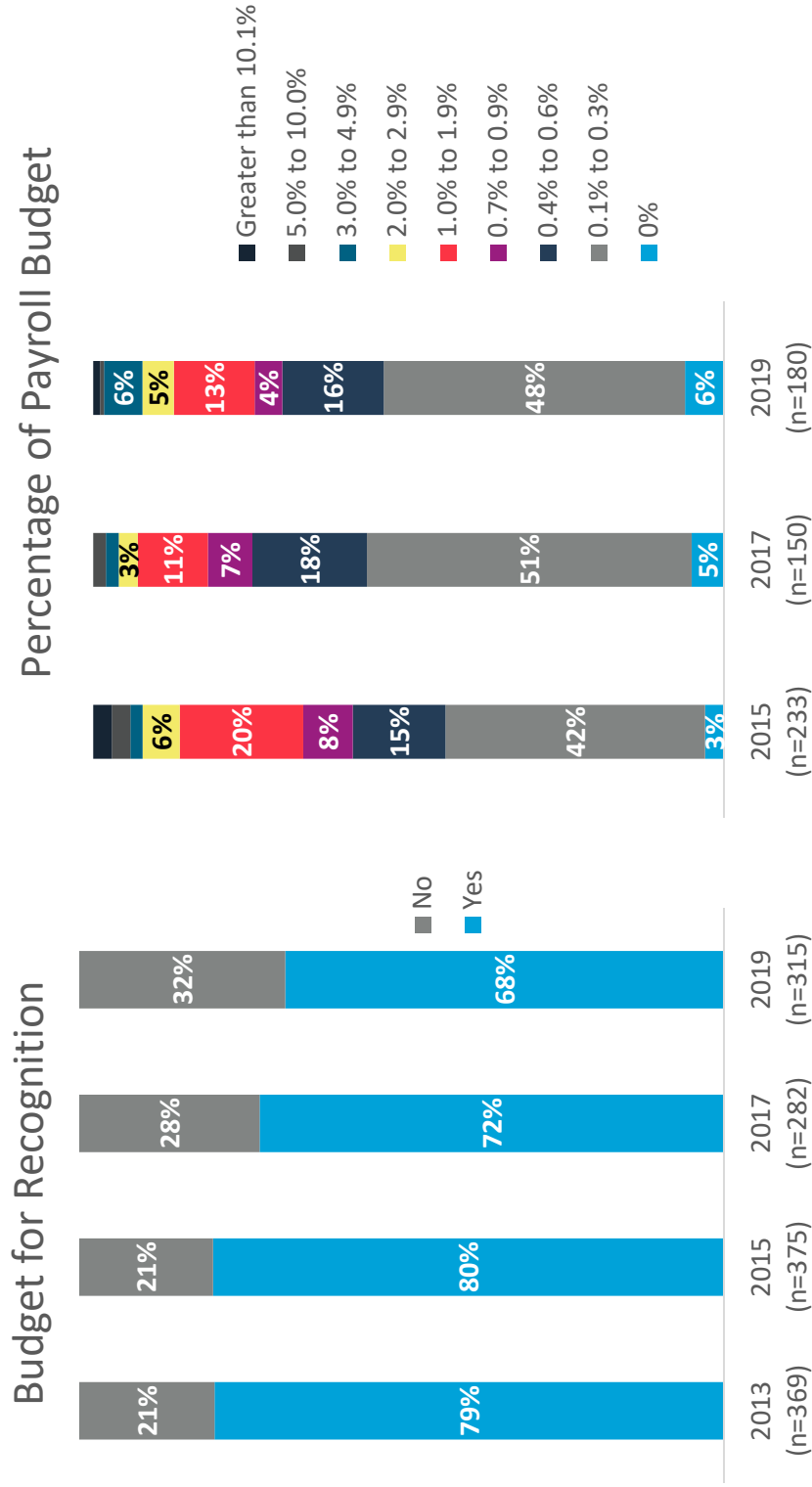
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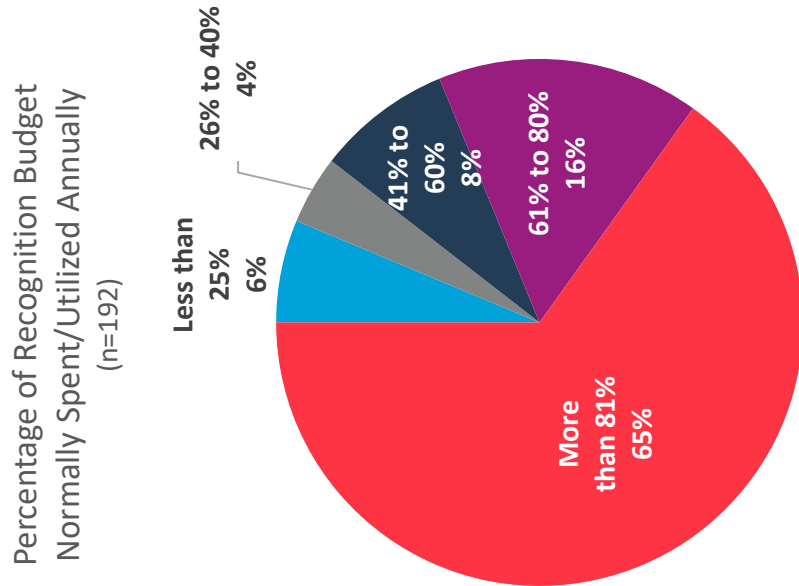
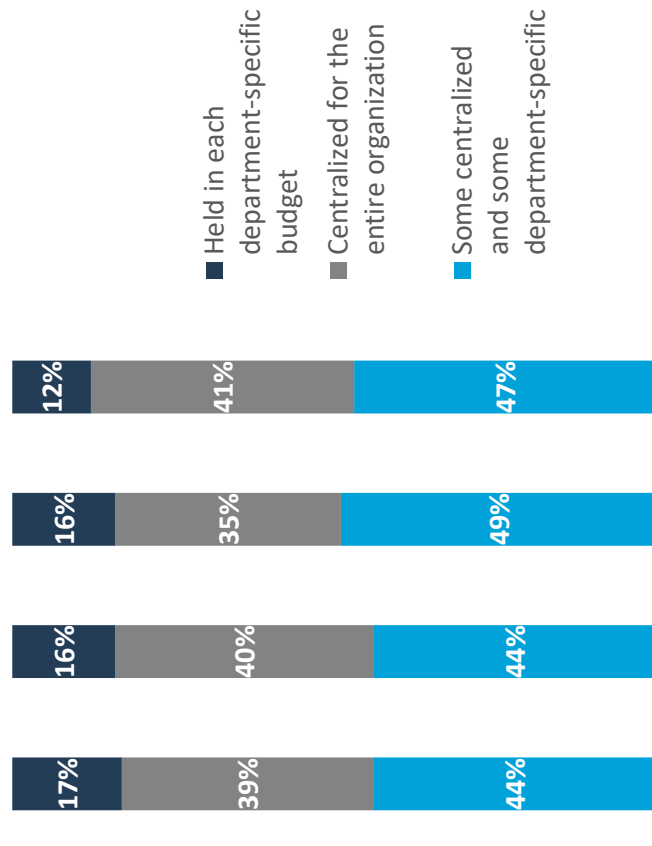
Recognition programs are often budgeted, and they are generally 0.3% or less of the payroll budget.



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Most companies centralize budgeting for recognition programs, and budgets are well-utilized.

The Recognition Budget Is...



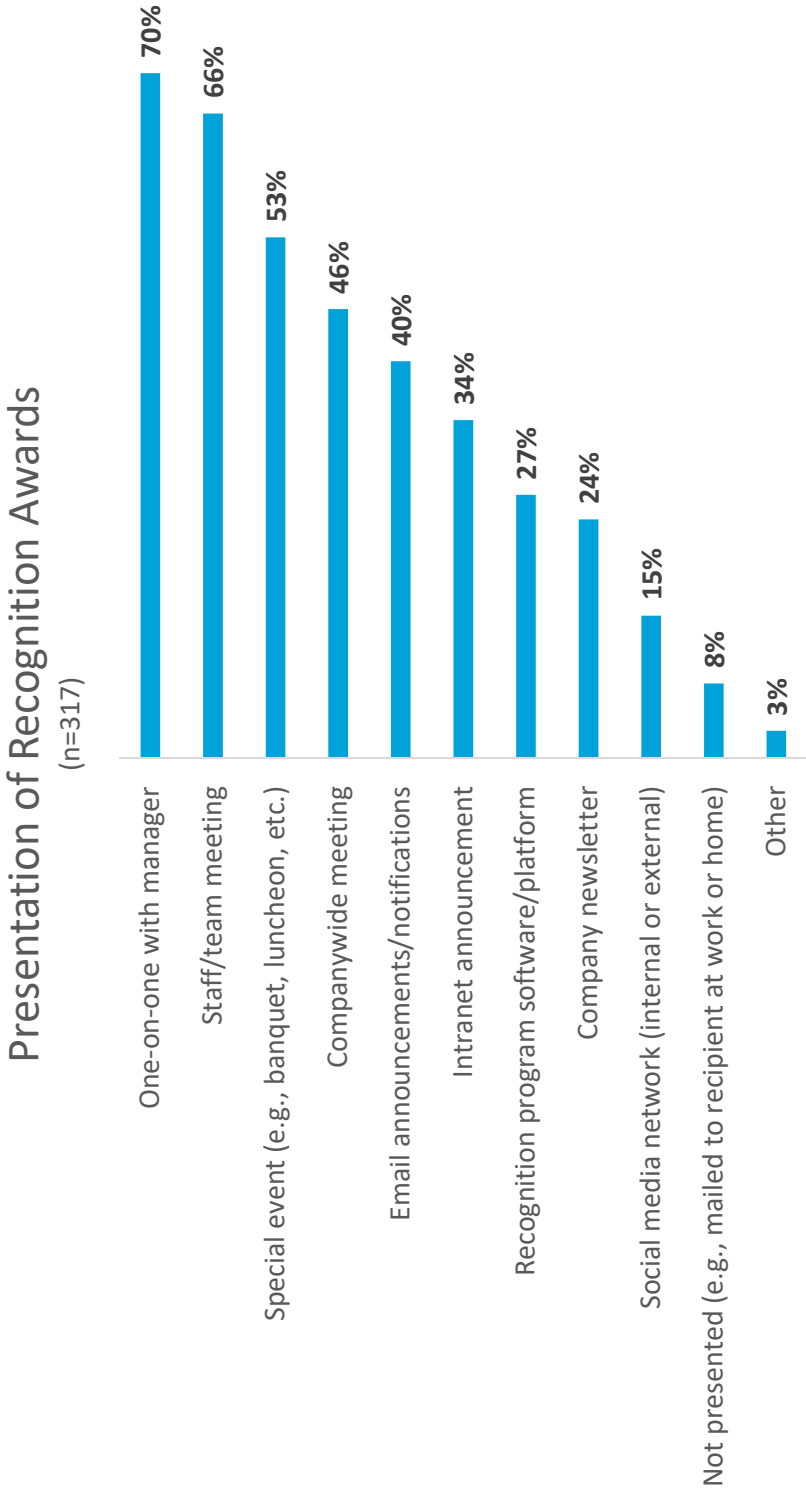
2013 (n=280) 2015 (n=288) 2017 (n=189) 2019 (n=213)

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Awards are often given directly to the employee by their manager or during a staff meeting.

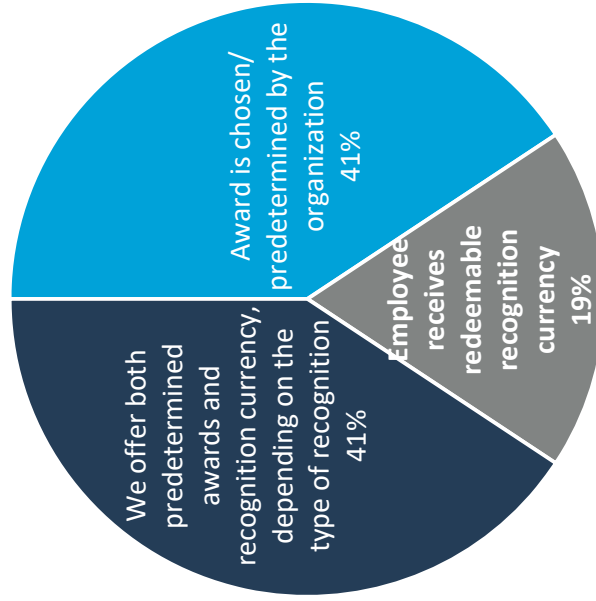


The use of email and organization intranet sites are most frequently used to communicate program activities. (n=287)

	Intranet	Internet	Internal social network	External social network	Email	Recognition program software
Recognition nomination	33%	4%	5%	3%	43%	27%
Award/item ordering	12%	26%	1%	0%	21%	28%
Recognition presentation	27%	4%	11%	3%	32%	20%
Peer acknowledgement /celebration	24%	2%	11%	2%	28%	25%
Program administration	24%	8%	4%	0%	28%	32%
Program financials, reporting and/or tracking	11%	4%	1%	0%	16%	23%
Program communication	51%	6%	13%	1%	51%	21%
Program training	24%	3%	6%	0%	17%	14%

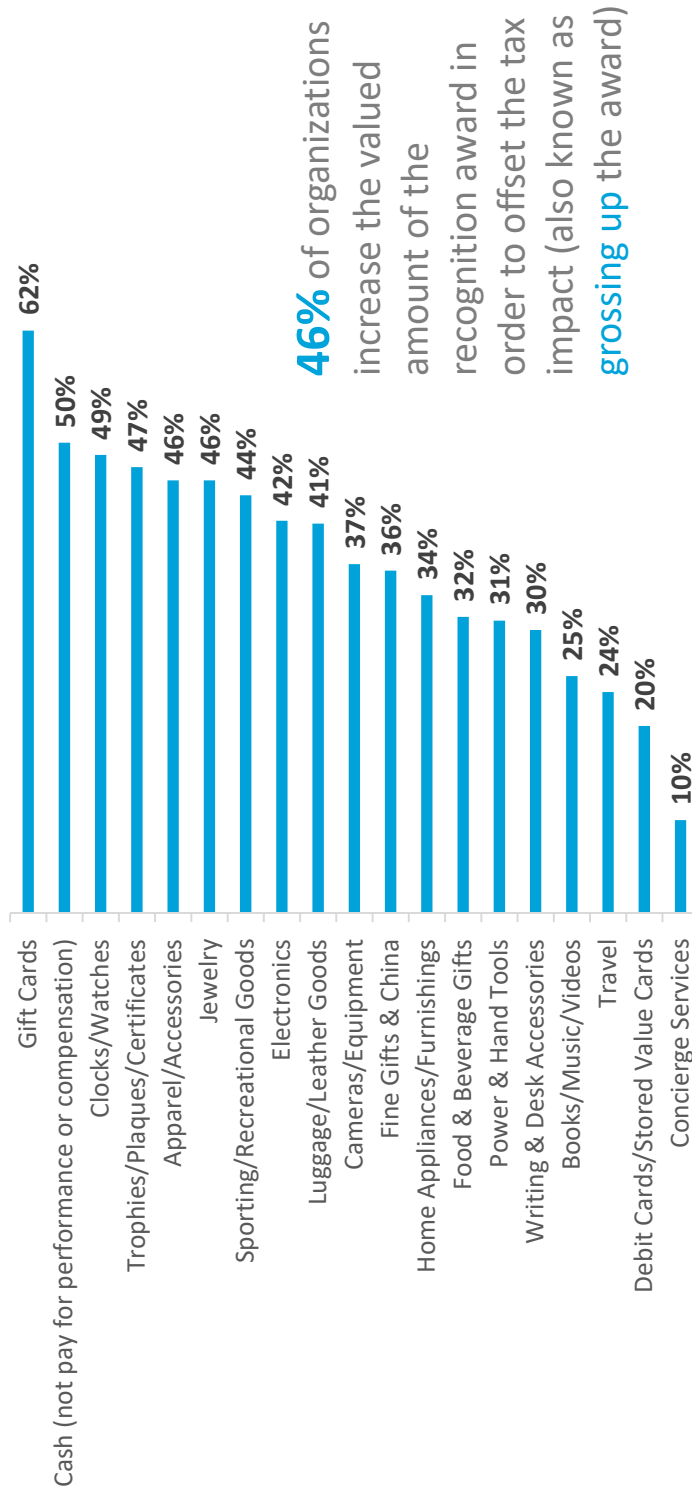
Employees are given a choice in their recognition rewards at one in five organizations, and another two in five organizations offer the employees a choice under certain circumstances.

Award Type
(n=307)



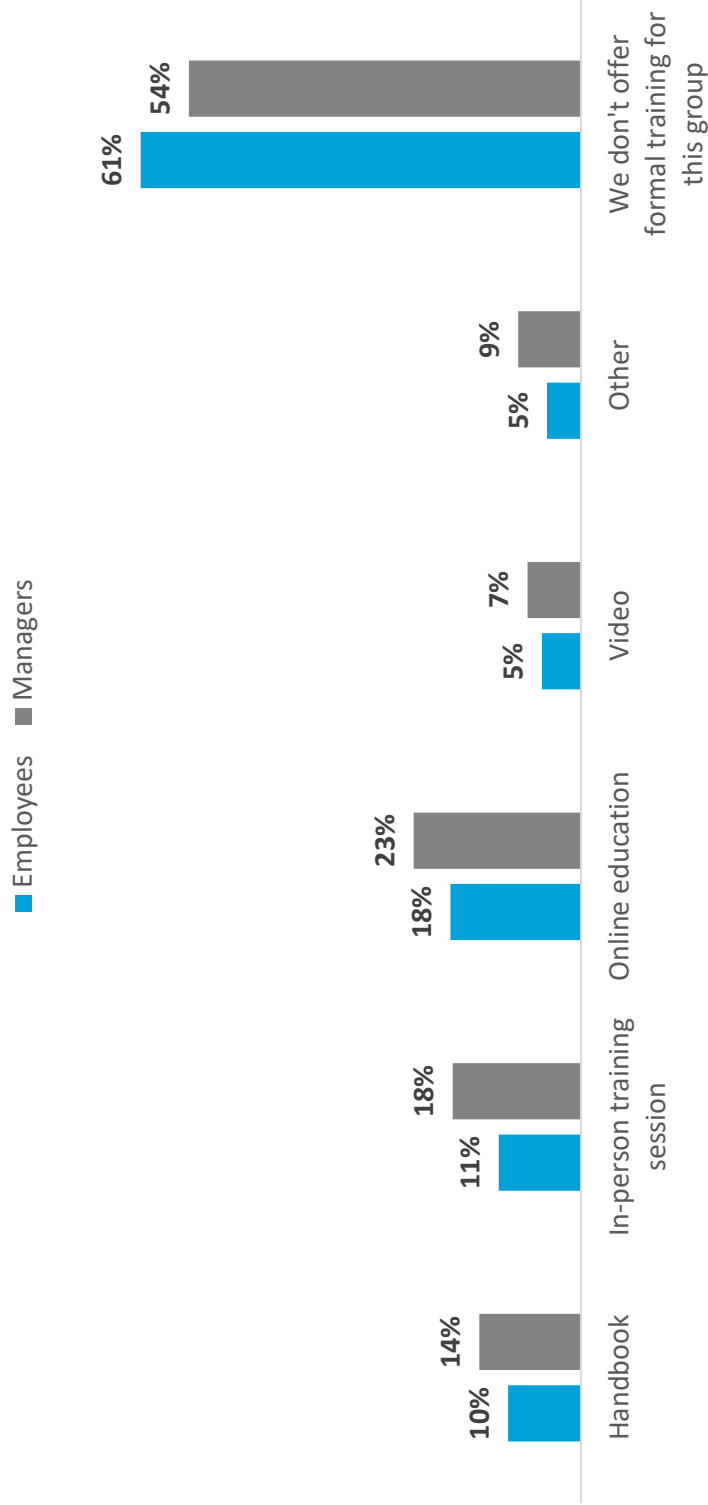
Gift cards are most common, followed by cash. Nearly half of organizations gross up rewards to offset taxes.

Types of Rewards Given
(n=302)



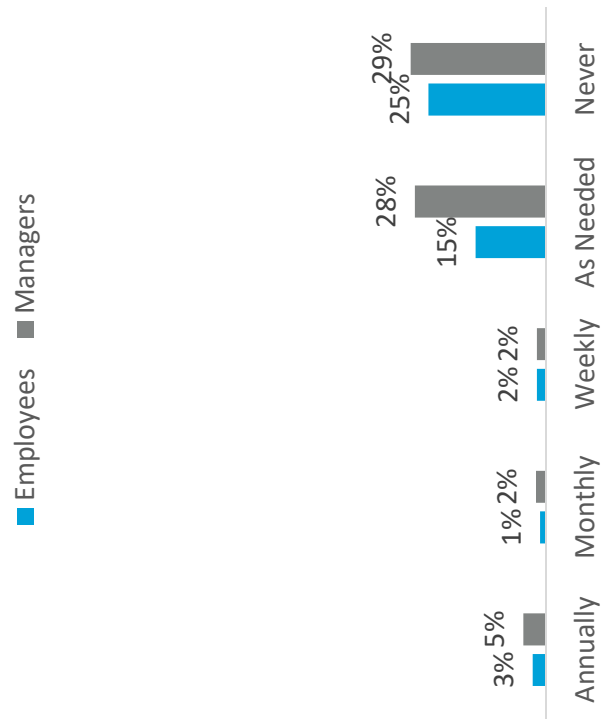
Most organizations do not offer training on their recognition programs to their employees or managers, but those that do favor online education.

Formal Recognition Training Programs Offered
(n=298)

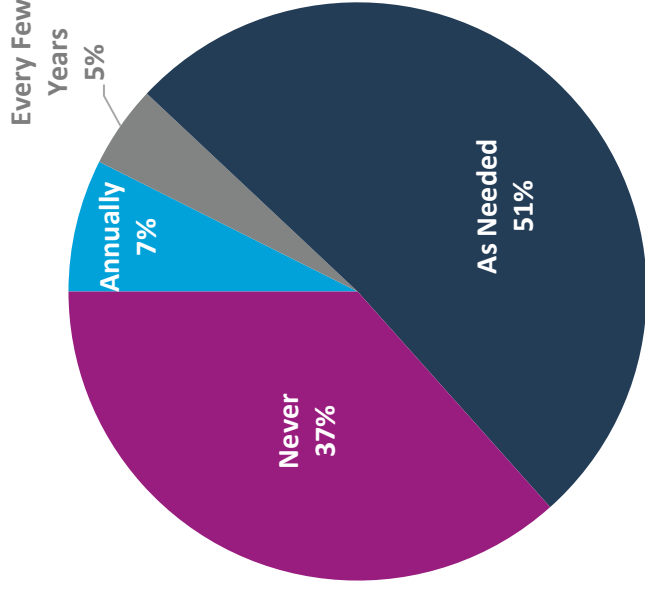


Recognition training is infrequent, and not typically updated.

Frequency of Recognition Training (n=445)

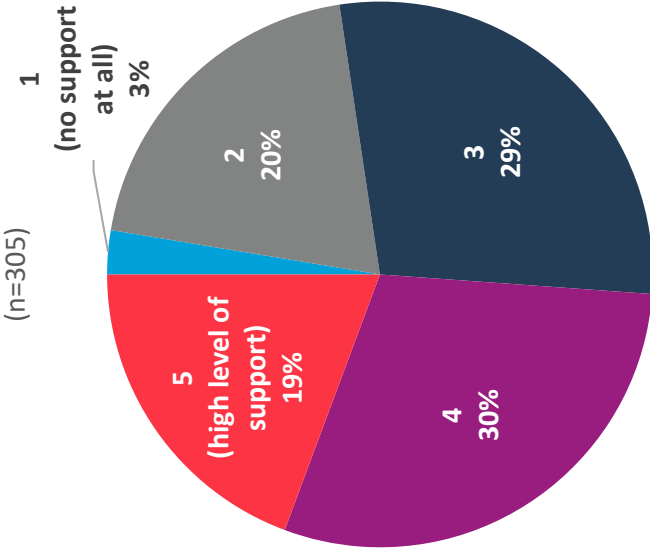


Frequency of Recognition Training Updates (n=284)

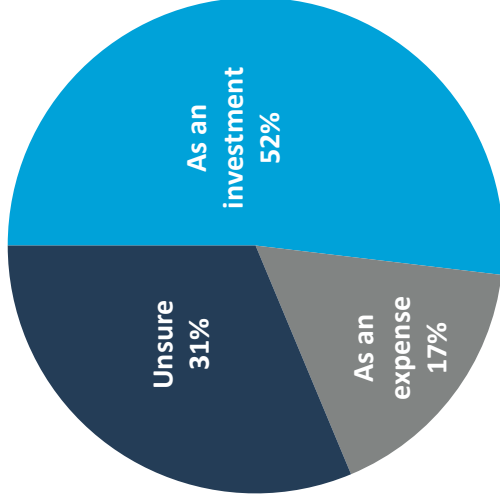


Most respondents say they have a moderate to high degree of support from senior management, who tend to view recognition as an investment.

Support from Senior Management (n=305)

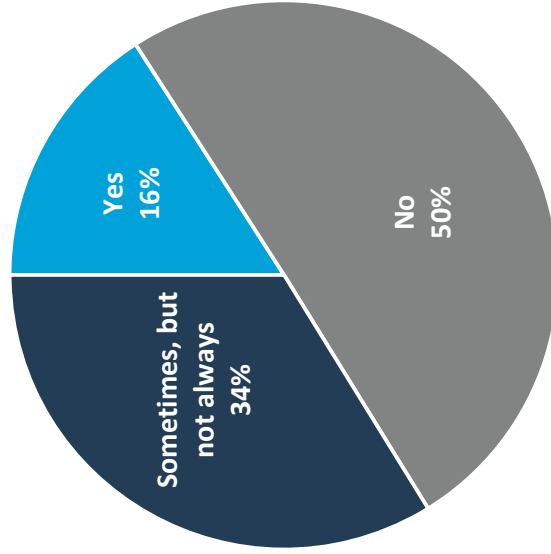


Senior Management Views of Employee Recognition Programs (n=310)



About half of organizations feature their recognition programs to attract new employees.

Organizations Featuring/Marketing Recognition Programs to Attract New Employees
(n=308)



Most organizations are seeing similar levels of recognition as last year, but one in three are seeing an uptick.

Frequency of Recognition Compared to 12 Months Ago



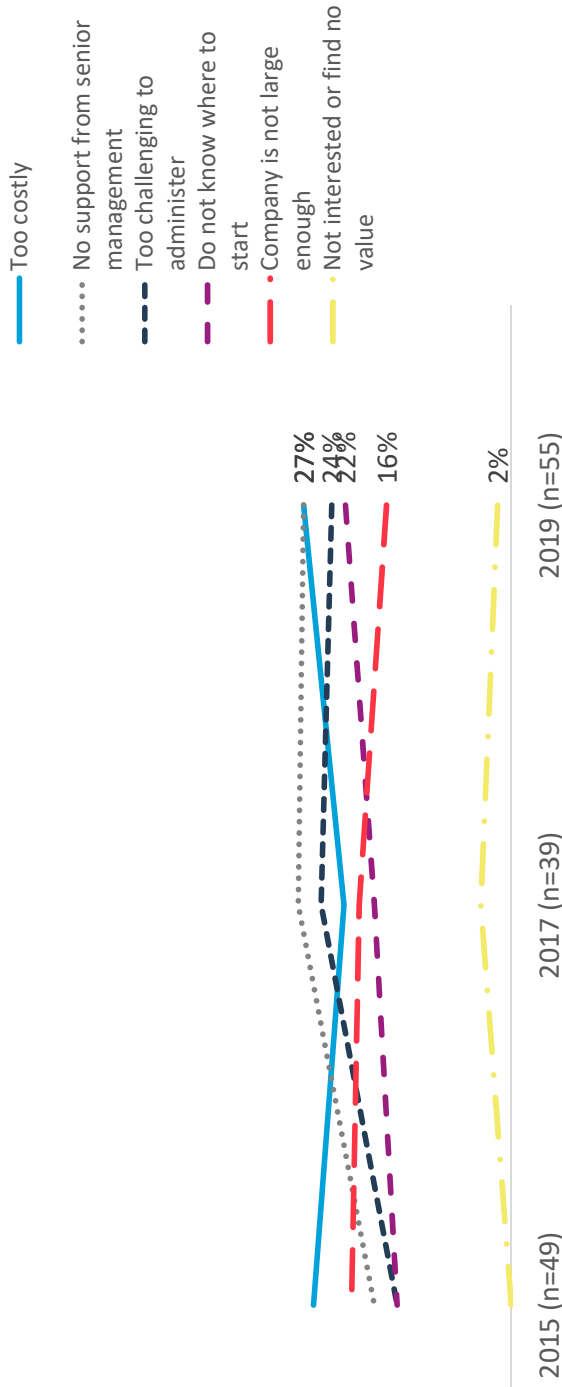
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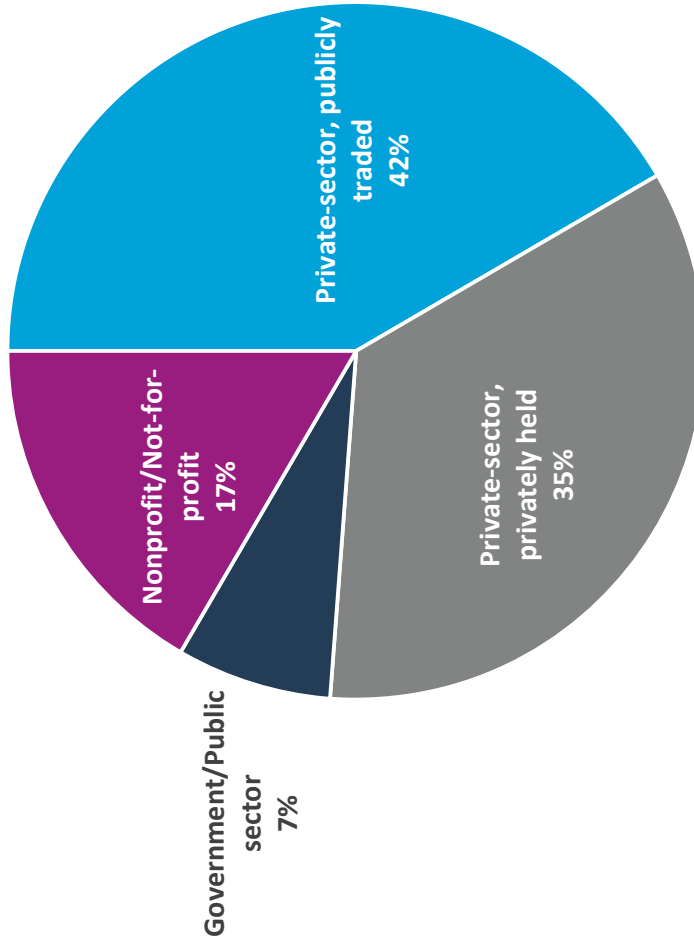
A lack of leadership support and perception of cost are the top reasons organizations cite for not having a recognition program.

Reasons for Not Having a Recognition Program

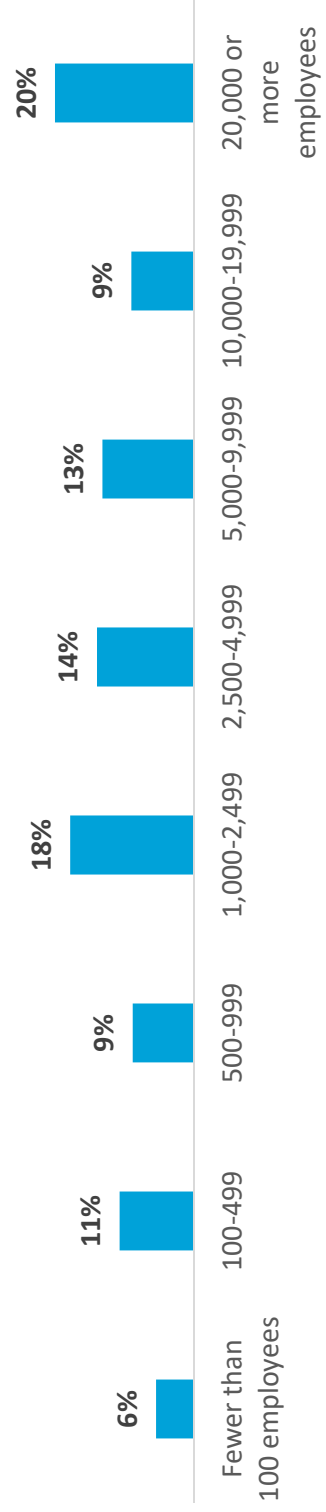


Demographics

Sector (n=361)



Organization Size (n=361)



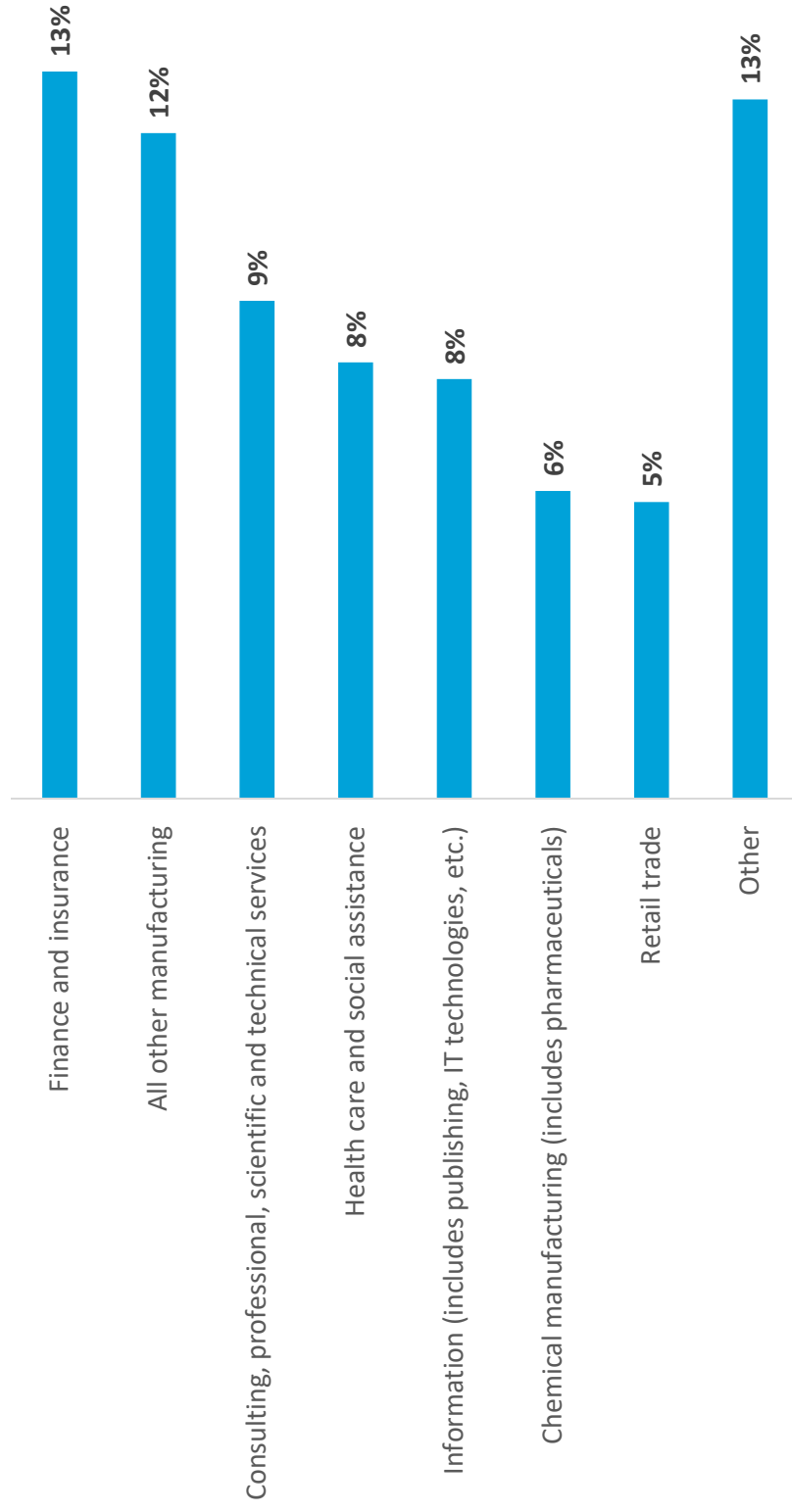
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(PG&E-8)

Industry (n=361)



Methodology

This report summarizes the results of a February 2019 survey of WorldatWork members that gathered information on new and continuing trends in employee recognition, including recognition of events, behaviors or results that are observed and/or incentivized. For the purposes of this survey, “recognition” is defined as “a gesture to acknowledge, give thanks for or celebrate an event, behavior or result that was observed and/or incentivized.”

On Feb. 20, 2019, survey invitations were sent electronically to 5,427 WorldatWork members. The survey closed on March 11, 2019, with 472 responses. The dataset was cleaned, resulting in a final dataset of 445 responses. In order to provide the most accurate data possible, data was cleaned and analyzed using statistical software. Any duplicate records were removed.

The demographics of the survey sample and the respondents are similar to the WorldatWork membership as a whole. The typical WorldatWork member works at the managerial level or higher in the headquarters of a large company in North America. The frequencies or response distributions listed in the report show the number of times or percentage of times a value appears in a dataset. Due to rounding, frequencies of data responses provided in this survey may not total exactly 100%.

The full text of the questionnaire can be found [here](#). A list of participating organizations can be found [here](#).

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Maritz **MOTIVATION**

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(PG&E-8)

**PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE**

Testimony _____ Workpapers X SOQ _____

Exhibit Number: PG&E-8 Chapter Number: 4

Chapter Title: Compensation: STIP, Non-Qualified Retirement and Labor Escalation

Witness Name: Lisa Laanisto

Page No.	Line No.	Item	As Filed	As Corrected
Errata as of November 5, 2021				
WP 4-2	Line 1	Utility Non-Officer STIP	2021:\$207,797 2022:\$216,760 2023:\$224,723	2021:\$207,776 2022:\$216,739 2023:\$224,702
WP 4-2	Line 5	Total STIP	2021:\$215,181 2022:\$224,378 2023:\$232,584	2021:\$215,160 2022:\$224,356 2023:\$232,562
WP 4-2	Line 6	Year to Year Change STIP	2021:\$76,575 2022:\$9,197 2023:\$8,207	2021:\$76,554 2022:\$9,196 2023:\$8,206
WP 4-2	Line 12	Base Year Dollars: Utility Non-Officer STIP	2021:\$201,548 2022:\$203,722 2023:\$204,480	2021:\$201,529 2022:\$203,702 2023:\$204,460
WP 4-2	Line 16	Base Year Dollars: Total STIP	2021:\$208,721 2022:\$210,899 2023:\$211,657	2021:\$208,701 2022:\$210,879 2023:\$211,636
WP 4-2	Line 17	Year to Year Change STIP	2021:\$70,115 2022:\$2,178 2023:\$758	2021:\$70,095 2022:\$2,178 2023:\$758
WP 4-4	Line 40	Change in STIP Score and Wage Escalation	2020 to 2021: \$56,341	2020 to 2021: \$56,320

WP 4-4	Line 46	2021 Forecast	\$215,181	\$215,160
WP 4-4	Line 49	Wage Escalation	2021 to 2022:\$7,046	2021 to 2022:\$7,045
WP 4-4	Line 55	2022 Forecast	\$224,378	\$224,356
WP 4-4	Line 58	Wage Escalation	2022 to 2023: \$7,354	2022 to 2023: \$7,353
WP 4-4	Line 63	2023 Forecast	\$232,584	\$232,562
WP 4-6	Line 13	A&G Labor Escalation	2021: 3.06%	2021: 3.05%
WP 4-6	Line 23	STIP Utility Officer: Base STIP Forecast	2021: \$6,746,293 2022: \$6,968,604 2023: \$7,197,174 2024: \$7,432,242 2025: \$7,677,052 2026: \$7,928,859	2021: \$6,746,638 2022: \$6,967,928 2023: \$7,196,476 2024: \$7,432,520 2025: \$7,676,307 2026: \$7,928,090
WP 4-6	Line 25	STIP Utility Officer Total	2021: \$6,746,293 2022: \$6,968,604 2023: \$7,197,174 2024: \$7,432,242 2025: \$7,677,052 2026: \$7,928,859	2021: \$6,746,638 2022: \$6,967,928 2023: \$7,196,476 2024: \$7,432,520 2025: \$7,676,307 2026: \$7,928,090
WP 4-6	Line 28	STIP Utility Non- Officer: Base STIP Forecast	2021: \$187,562,971 2022: \$193,715,036 2023: \$200,068,889 2024: \$206,631,149 2025: \$213,408,651 2026: \$220,408,454	2021: \$187,544,771 2022: \$193,696,240 2023: \$200,049,476 2024: \$206,611,099 2025: \$213,387,943 2026: \$220,387,068
WP 4-6	Line 29	STIP Utility Non- Officer: Incremental Headcount adjustment	2021: \$20,233,533 2022: \$23,045,385 2023: \$24,654,602 2024: \$25,589,175 2025: \$23,307,730 2026: \$21,520,578	2021: \$20,231,569 2022: \$23,043,149 2023: \$24,652,210 2024: \$25,586,692 2025: \$23,305,469 2026: \$21,518,490

WP 4-6	Line 30	STIP Utility Non-Officer: Total	2021:\$ 207,796,503 2022:\$ 216,760,421 2023:\$ 224,723,491 2024:\$ 232,220,324 2025:\$ 236,716,381 2026:\$ 241,929,033	2021: \$207,776,341 2022: \$216,739,389 2023: \$224,701,686 2024: \$232,197,792 2025: \$236,693,412 2026: \$241,905,558
WP 4-6	Line 42	Total Non-Officer STIP	2021:\$ 207,902,350 2022:\$ 216,868,279 2023:\$ 224,833,830 2024:\$ 232,333,201 2025:\$ 236,831,628 2026:\$ 242,046,700	2021: \$207,882,188 2022: \$216,847,247 2023: \$224,812,025 2024: \$232,310,668 2025: \$236,808,659 2026: \$242,023,225
WP 4-6	Line 43	Total Non-Officer STIP	2021:\$ 7,278,171 2022:\$ 7,509,568 2023:\$ 7,750,581 2024:\$ 7,999,376 2025:\$ 8,255,076 2026:\$ 8,519,021	2021: \$7,277,516 2022: \$7,508,892 2023: \$7,749,882 2024: \$7,998,655 2025: \$8,254,331 2026: \$8,518,252
WP 4-6	Line 44	Total Non-Officer STIP	2021:\$ 215,180,521 2022:\$ 224,377,848 2023:\$ 232,584,411 2024:\$ 240,332,577 2025:\$ 245,086,704 2026:\$ 250,565,721	2021: \$215,159,703 2022: \$224,356,139 2023: \$232,561,907 2024: \$240,309,324 2025: \$245,062,990 2026: \$250,541,477
WP 4-6	FN 2	WP difference from Results of Operation Model	N/A	[2] Line 25 and Line 30, for the years 2021 to 2026, values vary from the values listed in the Results of Operations Model (RO)Model due to errata. These amounts do not align to the RO Model provided to the Public Advocates Office at the time of filing. The RO will be updated to incorporate these errata with the Joint Comparison Exhibit submittal.
WP 4-10	Gas Operations	Total Dig-Ins Reduction	2021 Targets 2.0: 1.14	2021 Targets 2.0: 1.07

WP 4-17	Line 2	Corp SERP Payments	2021:\$2,004 2022:\$2,004 2023:\$2,004	2021:\$2,032 2022:\$2,070 2023:\$2,118
WP 4-17	Line 3	Total PG&E SERP Payments	2021:\$2,832 2022:\$2,832 2023:\$2,832	2021:\$2,860 2022:\$2,899 2023:\$2,947
WP 4-17	Line 6	Utility Non-Qualified Defined Contribution Plans	2021:\$670	2021:\$669
WP 4-17	Line 10	Total PG&E Non-Qualified Retirement Plans	2021:\$3,537 2022:\$3,560 2023:\$3,583	2021:\$3,565 2022:\$3,626 2023:\$3,697
WP 4-17	Line 12	Year to Year Change PG&E Non-Qualified Retirement Plans	2021:\$20 2022:\$22 2023:\$24	2021:\$48 2022:\$61 2023:\$71
WP 4-17	Line 21	Base Year Dollars: Corp SERP Payments	2021:\$1,967 2022:\$1,938 2023:\$1,896	2021:\$2,004 2022:\$2,004 2023:\$2,004
WP 4-17	Line 22	Base Year Dollars: Total PG&E SERP Plans	2021:\$2,805 2022:\$2,767 2023:\$2,724	2021:\$2,832 2022:\$2,833 2023:\$2,832
WP 4-17	Line 29	Base Year Dollars: Total PG&E Non-Qualified Retirement Plans	2021:\$ 3,489 2022:\$ 3,451 2023:\$ 3,451	2021:\$3,516 2022:\$3,517 2023:\$3,517
WP 4-17	Line 30	Base Year Dollars: Year to Year Change PG&E Non-Qualified Retirement Plans	2021:\$(28) 2022:\$(38) 2023:\$(42)	2021:\$(0) 2022:\$1 2023:\$(1)
WP 4-17	FN 2	WP difference from Results of Operation Model	N/A	[2] Line 2 and Line 6, for the years 2021 to 2023, values vary from the values listed in the Results of Operations Model (RO)Model due to errata. These amounts do not align to the RO Model provided to the Public Advocates Office at the time of

				filing. The RO will be updated to incorporate these errata with the Joint Comparison Exhibit submittal.
WP 4-19	Line 36	PG&E Corporate SERP plan	2022 to 2021:\$0, No Change	2021 to 2022:\$28, Increase due to year-over-year escalation
WP 4-19	Line 41	2021 Forecast	\$3,517	\$3,565
WP 4-19	Line 44	PG&E Corporate SERP plan	2021 to 2022:\$0, No Change	2021 to 2022:\$39, Increase due to year-over-year escalation
WP 4-19	Line 40	2022 Forecast	\$3,560	\$3,626
WP 4-19	Line 52	PG&E Corporate SERP plan	2022 to 2023:\$0, No Change	2022 to 2023:\$48, Increase due to year-over-year escalation
WP 4-19	Line 56	2023 Forecast	\$3,583	\$3,697
WP 4-22	Section 6	Resulting Weighted Labor Escalation Rates: A&G	2021 Escalation Rate Group A&G: 3.06%	2021 Escalation Rate Group A&G: 3.05%

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
EXHIBIT (PG&E-8) HUMAN RESOURCES

WORKPAPERS SUPPORTING
CHAPTER 6, PG&E ACADEMY

TABLE OF CONTENTS

Subject	Page No.
<u>PG&E Academy Total Department</u>	
Historical and Forecast GRC Expenses (Nominal Dollars) (D1)	WP 6-1
<u>PG&E Academy (A&G) Department</u>	
Historical and Forecast GRC Expenses (Nominal Dollars) (D1)	WP 6-2
Historical and Forecast GRC Expenses (Base Year Dollars) (D2)	WP 6-3
Historical and Forecast Year over Year Walk (D3)	WP 6-4
Historical Adjustments (2016-2020) (D4)	WP 6-7
Explanations of Historical Adjustments (D5)	WP 6-8
Historical Adjustments by FERC Account (D6)	WP 6-9
Summary of Vacancy Savings Calculation (D7)	WP 6-10
Calculation of Capitalization Rate (D8)	WP 6-11
<u>PG&E Academy Gas and Electric Departments</u>	
Historical and Forecast GRC Expenses (Nominal Dollars) (D1)	WP 6-12
Historical and Forecast GRC Expenses (Base Year Dollars) (D2)	WP 6-13
Historical and Forecast Year over Year Walk (Electric) (D3E)	WP 6-14
Historical and Forecast Year over Year Walk (Gas) (D3G)	WP 6-17
Summary of Vacancy Savings Calculation (D7)	WP 6-20
Calculation of Capitalization Rate (D8)	WP 6-21
<u>Capital Workpapers</u>	
Capital Expenditures by Major Work Category (1)	WP 6-22
Forecast Capital Expenditures Summary (2)	WP 6-23
Recorded CWIP and Forecast Capital Expenditures Details (3)	WP 6-24
Recorded and Forecast Capital Expenditures Details (4)	WP 6-25

PACIFIC GAS AND ELECTRIC COMPANY
2017 GENERAL RATE CASE
EXHIBIT (PG&E-8) HUMAN RESOURCES

WORKPAPERS SUPPORTING
CHAPTER 6, PG&E ACADEMY

TABLE OF CONTENTS
(CONTINUED)

Subject	Page No.
<u>Project Summary</u>	
Justification	WP 6-26
Job Description	WP 6-28
<u>Skilled and Qualified Workforce (SQWF) – RAMP Mitigation</u>	
SQWF Control and Mitigation Summary	WP 6-30
<u>Other Workpapers</u>	
Article Training Magazine, published by The Lakewood Group, LLC (2017-2019)	WP 6-34

PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-8), Human Resources
 Chapter 6, PG&E Academy

Schedule D1
 Historical and Forecast GRC Expenses (FERC Account 920, 921, 923)
 Nominal Dollars
 (\$000s)

Line	Description	2016	2017	Recorded Adjusted		2019	2020	2021	Forecast		Ref	
				2018					2022	2023		
Department												
1	920 - Admin & Gen Salaries	6,437	5,915	4,648	5,217	5,461	5,679	5,861	5,861	6,049		
2	921 - Office Supplies & Ex	290	24	526	303	125	122	131	131	134		
3	923 - Outside Svc Employ - Utility	6,591	3,857	3,854	2,871	2,099	2,777	2,992	2,992	3,060		
4	923 - Outside Svc Employ - Corp											
5	Total	13,317	9,796	9,028	8,391	7,685	8,578	8,984	8,984	9,242		
6	Change from Prior Year		(3,522)	(768)	(637)	(706)	893	406	406	258		

PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-8), Human Resources
 Chapter 6, PG&E Academy

Schedule D2
 Historical and Forecast GRC Expenses (FERC Account 920, 921, 923)
 Base Year Dollars
 (\$000s)

Line	Description	Recorded Adjusted					Forecast			Ref
		2016	2017	2018	2019	2020	2020	2021	2022	
Department										
1	920 - Admin & Gen Salaries	7,316	6,503	4,948	5,378	5,461	5,511	5,506	5,502	
2	921 - Office Supplies & Ex	308	25	543	308	125	120	127	127	
3	923 - Outside Svc Employ - Utility	7,018	4,047	3,977	2,900	2,099	2,738	2,895	2,895	
4	923 - Outside Svc Employ - Corp									
5	Total	14,642	10,575	9,468	8,586	7,685	8,369	8,528	8,524	
6	Change from Prior Year		(4,067)	(1,107)	(882)	(901)	684	159	(4)	
Escalation Factor [1][2][3]										
7	920 - Admin & Gen Salaries	0.8799	0.9095	0.9393	0.9701	1.0000	1.0000	1.0306	1.0644	1.0993
8	921 - Office Supplies & Ex	0.9391	0.9531	0.9664	0.9857	1.0000	1.0142	1.0336	1.0570	
9	923 - Outside Svc Employ - Utility	0.9391	0.9531	0.9691	0.9898	1.0000	1.0142	1.0336	1.0570	
10	923 - Outside Svc Employ - Corp	0.9391	0.9531	0.9691	0.9898	1.0000	1.0142	1.0336	1.0570	
11										

[1] Base Dollar = Nominal Dollar (from Schedule D1)/Annual Escalation Factor

[2] See Exhibit (PG&E-8) - Human Resources, Ch. 4 - Compensation, STIP - Non-qualified Retirement and Labor Escalations.

[3] See Exhibit (PG&E-12) - General Report, Ch. 4 - Escalation Rates.

Pacific Gas and Electric Company
 2023 General Rate Case
 Exhibit (PG&E-8), Human Resources
 Chapter 6, PG&E Academy

Schedule D3
 Historical and Forecast Year over Year Walk
 Nominal Dollars
 (\$000s)

Purpose: This schedule shows the change in costs from 2016 through 2023 by cost type and FERC account.

Year	Cost Type	Recorded Adjusted	Amount	FERC Account				Explanation	Ref
				920	921	923-Utility	923-Corp		
2016			13,317	6,437	290	6,591			Sch. D1, Line 5
to			(522)	(522)				Decrease of \$522 thousand. Labor escalation of approximately \$202 thousand, partially offset by a decrease in 18 FTEs.	
2017			(265)		(265)			Decrease of \$265 thousand related to training material cost	
			(2,734)			(2,734)		Decrease of \$2.7 million primarily related to equipment and compliance training, enterprise systems related training, and curriculum maintenance. Equipment and compliance training was absorbed into the Gas and Electric training schools.	
	Corporation Charges								
	Net Change		(3,522)	(522)	(265)	(2,734)			Sch. D1, Line 6
2017			9,796	5,915	24	3,857			Sch. D1, Line 5
to			(1,267)	(1,267)				Below variance explanation threshold	
2018			502		502				
			(3)			(3)			
	Corporation Charges								
	Net Change		(768)	(1,267)	502	(3)			Sch. D1, Line 6

Pacific Gas and Electric Company
 2023 General Rate Case
 Exhibit (PG&E-8), Human Resources
 Chapter 6, PG&E Academy

Schedule D3
 Historical and Forecast Year over Year Walk
 Nominal Dollars
 (\$000s)

Purpose: This schedule shows the change in costs from 2016 through 2023 by cost type and FERC account.

		FERC Account				
2018	Recorded Adjusted	9,028	4,648	526	3,854	
to	Labor	569	569			Below variance explanation threshold
2019	Materials & Employee Related	(223)		(223)		
	Contracts	(984)			(984)	
	Corporation Charges					
	Net Change	(637)	569	(223)	(984)	Sch. D1, Line 6
2019	Recorded Adjusted	8,391	5,217	303	2,871	
to	Labor	244	244			Below variance explanation threshold
2020	Materials & Employee Related	(178)		(178)		
	Contracts	(772)			(772)	
	Corporation Charges					
	Net Change	(706)	244	(178)	(772)	Sch. D1, Line 6

Pacific Gas and Electric Company
 2023 General Rate Case
 Exhibit (PG&E-8), Human Resources
 Chapter 6, PG&E Academy

Schedule D3
 Historical and Forecast Year over Year Walk
 Nominal Dollars
 (\$000s)

Purpose: This schedule shows the change in costs from 2016 through 2023 by cost type and FERC account.

		FERC Account				
		7,685	5,461	125	2,099	
27	2020 Forecast					Sch. D1, Line 5
28	Labor	218	218			
29	Materials & Employee Related	(4)		(4)		
30	Contracts	679			679	Increase primarily due to labor escalation Immaterial variance Increase of \$679 thousand primarily related to curriculum development, training delivery, and other training related functions.
31	Corporation Charges					
32	Net Change	893	218	(4)	679	Sch. D1, Line 6
33	2021 Forecast	8,578	5,679	122	2,777	Sch. D1, Line 5
34	Labor	182	182			
35	Materials & Employee Related	9		9		Increase primarily due to labor escalation Immaterial variance
36	Contracts	215			215	Increase primarily due to contract escalation
37	Corporation Charges					
38	Net Change	406	182	9	215	Sch. D1, Line 6
39	2022 Forecast	8,984	5,861	131	2,992	Sch. D1, Line 5
40	Labor	188	188			
41	Materials & Employee Related	3		3		Increase primarily due to labor escalation Immaterial variance
42	Contracts	68			68	Increase primarily due to contract escalation
43	Corporation Charges					
44	Net Change	258	188	3	68	Sch. D1, Line 6
45	2023 Forecast	9,242	6,049	134	3,060	Sch. D1, Line 5

PACIFIC GAS AND ELECTRIC COMPANY
 2023 GENERAL RATE CASE
 Exhibit (PG&E-8), Human Resources
 Chapter 6, PG&E Academy

Schedule D4
 Historical Adjustments
 Nominal Dollars
 (\$000s)

Purpose: This schedule shows the calculation of the Recorded Adjusted costs appearing on Schedule D1. Line 1 shows the total Recorded costs for each of the historical years, and Lines 2 through 6 show the adjustments made to determine the Recorded Adjusted costs. The two types of adjustments are: (1) Reorganizations, which reflect the movement of employees or contracts from one department to another; and (2) Other Adjustments, which relate to costs excluded from the GRC forecast of the department.

Line	Description	2016	2017	2018	2019	2020	Ref
1	<u>Recorded</u>	14,092	10,807	10,257	8,441	7,685	Sch. D6, Line 5
	<u>Adjustments:</u>						
2	<u>Reorganizations</u>						
3	<u>Subtotal Reorganizations</u>						
4	<u>Other Adjustments</u>	(775)	(1,011)	(1,229)	(50)		
5	<u>Event Driven Adjustment</u>						
6	<u>Subtotal Other Adjustments</u>	(775)	(1,011)	(1,229)	(50)		
7	<u>Total Adjustments (line 3 + line 6)</u>	(775)	(1,011)	(1,229)	(50)		Sch. D6, line 10
8	<u>Recorded Adjusted (line 1 + line 7)</u>	13,317	9,796	9,028	8,391	7,685	Sch. D1, line 5

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
Chapter 6, PG&E Academy

Schedule D5
Explanations of Historical Adjustments to Support Schedule D4

Table 1: This table provides the business purpose of each Reorganization adjustment on Schedule D4.

Sch. D4 Adj Line	From Department	To Department	Explanation (e.g. Business purpose of the adjustment)

Table 2: This table provides the business purpose of each Other adjustment on Schedule D4.

Line 4	PG&E Academy A&G	PG&E Academy Gas and Electric	Moved curriculum development costs from PG&E Academy A&G to PG&E Academy Gas and Academy Electric to align to appropriate funding source

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
Chapter 6, PG&E Academy

Schedule D6
Historical Adjustments by FERC Account
Nominal Dollars
(\$000s)

Purpose: This schedule provides a summary of all Historical Adjustments by FERC Account

Line	Description	2016	2017	2018	2019	2020	Ref
RECORDED BY FERC ACCOUNT							
1	920 Admin & Gen Salaries	6,437	5,915	4,648	5,217	5,461	
2	921 Office Supplies & Ex	290	24	526	303	125	
3	923 Outside Services - Utility	7,366	4,868	5,084	2,920	2,099	
4	923 Outside Services - Corp						
5	Total Recorded	14,092	10,807	10,257	8,441	7,685	
ADJUSTMENTS BY FERC ACCOUNT							
6	920 Admin & Gen Salaries						
7	921 Office Supplies & Ex						
8	923 Outside Services - Utility	(775)	(1,011)	(1,229)	(50)		
9	923 Outside Services - Corp						
10	Total Adjustments	(775)	(1,011)	(1,229)	(50)		
RECORDED ADJUSTED BY FERC ACCOUNT							
11	920 Admin & Gen Salaries	6,437	5,915	4,648	5,217	5,461	
12	921 Office Supplies & Ex	290	24	526	303	125	
13	923 Outside Services - Utility	6,591	3,857	3,854	2,871	2,099	
14	923 Outside Services - Corp						
15	Total Recorded Adjusted	13,317	9,796	9,028	8,391	7,685	

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
Chapter 6, PG&E Academy

Schedule D7
Summary of Vacancy Savings Calculation
Nominal Dollars
(\$000s)

Purpose: This schedule shows labor and vacancy savings.

Line	Description	Forecast			Ref
		2021	2022	2023	
FERC Account 920 - Admin & Gen Salaries					
1	Direct Labor ^[a]	6,032	6,225	6,425	
2	Vacancy Savings ^[b]	(261)	(270)	(278)	
3	Indirect Labor ^[c]	(92)	(95)	(98)	
4	Total Labor	5,679	5,861	6,049	Sch. D1, Line 1

[a] Direct Labor is the salaries associated with department employees

[b] Labor vacancy savings was calculated based on the financial view organization for organizations with more than 50 people and PCCs with more than 10 people.

The vacancy savings calculation is as follows:

$$\frac{\text{average open requisitions for a four month period}}{\text{budgeted headcount}} \times \text{Planned Labor}$$

[c] Indirect labor is the labor associated with interdepartmental services.

PACIFIC GAS AND ELECTRIC COMPANY
 2023 General Rate Case
 Exhibit (PG&E-8), Human Resources
 Chapter 6, PG&E Academy

Schedule D8
 Calculation of Capitalization Rate
 Nominal Dollars
 (\$000s)

Purpose:
 -This schedule shows the capitalization rate for the Department. Corporate Services witnesses identified work performed by their organization that could be eliminated if there were no new or ongoing construction activities being performed by the Company.
 -The capitalization rates are then used to calculate an aggregate Labor and M&S Transfer to Construction rate that would be applied to all Corporate Service Organizations. The results are shown in the workpapers supporting Exhibit (PG&E-10) Results of Operations, Chapter 8 Administrative and General Expense.

Summary

Line	Description	Amount
1	FERC Account 920 - Admin and General Salaries	6,049
2	Imputed transfer to construction - Labor rate	0.00%
3	Total Transfer to Construction - Labor \$	<u>-</u>
4	FERC Account 921 - Office Supplies and Expenses	134
5	Imputed transfer to construction - Materials & Supplies (M&S) rate	0.00%
6	Total Transfer to Construction - M&S \$	<u>-</u>

Calculated Transfer to Construction - Labor and Materials & Supplies, by Department/Subdepartment:

Line	Department/Subdepartment	A		B		C = A * B		D		E		F = D * E		Ref
		FERC 920	Capital Allocation %	Capital Allocation %	Capital Allocation \$	FERC 921	Capital Allocation %	Capital Allocation %	Capital Allocation \$					
7	Chapter 6, PG&E Academy	6,049	0.00%	-	-	134	0.00%	-	-	-	-	-		
8	Total	<u>6,049</u>	<u>0.00%</u>	<u>-</u>	<u>-</u>	<u>134</u>	<u>0.00%</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>		

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
PG&E Academy Electric and Gas Training

Schedule D1
Historical and Forecast GRC Expenses
Nominal Dollars
(\$000s)

Line	Description	Recorded Adjusted						Forecast ^[1]		Ref
		2016	2017	2018	2019	2020	2021	2022	2023	
1	Electric Training									
2	Labor	5,463	6,175	6,713	8,162	9,549	9,939	10,241	10,553	
3	Non-Labor	9,429	9,377	9,028	10,546	11,784	6,680	8,356	8,531	
4	Electric Total:	14,892	15,552	15,741	18,708	21,333	16,619	18,597	19,084	
5	Gas Training									
6	Labor	3,795	3,580	3,848	3,729	5,161	5,320	5,491	5,666	
7	Non-Labor	3,547	2,621	1,846	4,406	5,331	4,512	4,259	4,348	
8	Gas Total:	7,342	6,201	5,693	8,135	10,492	9,832	9,749	10,014	
9	Total	22,234	21,753	21,434	26,843	31,825	26,451	28,347	29,098	
10	Change from Prior Year		(481)	(319)	5,409	4,982	(5,373)	1,895	752	

[1] Line 2, 3, 6 and 7 for the years 2021 to 2023 vary from the values included in the Results of Operations (RO) model provided to the Public Advocates Office at the time of filing. The RO will be updated to incorporate these errata with the Joint Comparison Exhibit submittal. The total forecast is correct the break out between labor and non labor varies.

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
PG&E Academy Electric and Gas Training

Schedule D2
Historical and Forecast GRC Expenses
Base Year Dollars
(\$000s)

Line	Description	Recorded Adjusted					Forecast			Ref	
		2016	2017	2018	2019	2020	2021	2022	2023		
1	Electric Training										
2	Labor	6,210	6,796	7,151	8,421	9,549	9,644	9,622	9,600		
3	Non-Labor	10,006	9,799	9,202	10,517	11,784	6,586	8,084	8,071		
4	Electric Total:	16,216	16,595	16,353	18,938	21,333	16,230	17,706	17,671		
5	Gas Training										
6	Labor	4,313	3,939	4,099	3,847	5,161	5,162	5,158	5,155		
7	Non-Labor	3,775	2,739	1,877	4,357	5,331	4,449	4,121	4,114		
8	Gas Total:	8,088	6,678	5,977	8,204	10,492	9,611	9,279	9,268		
9	Total	24,304	23,273	22,329	27,142	31,825	25,842	26,985	26,939		
10	Change from Prior Year		(1,031)	(944)	4,813	4,683	(5,983)	1,143	(45)		
11	Escalation Factor [1] [2] [3]	2016	2017	2018	2019	2020	2021	2022	2023		
12	Labor	0.8799	0.9095	0.9393	0.9701	1.0000	1.0306	1.0644	1.0993		
13	Non-Labor	0.9391	0.9531	0.9684	0.9857	1.0000	1.0142	1.0336	1.0570		
						Base Year					

[1] Base Dollar = Nominal Dollar (from Schedule D1)/Annual Escalation Factor
 [2] See Exhibit (PG&E-8) - Human Resources, Ch. 4.- Compensation, STIP, Non-qualified Retirement and Labor Escalations.
 [3] See Exhibit (PG&E-12) - General Report, Ch. 4.- Escalation Rates.

Pacific Gas and Electric Company
 2023 General Rate Case
 Exhibit (PG&E-8), Human Resources
 PG&E Academy Electric and Gas Training

Schedule D3E
 Historical and Forecast Year over Year Walk
 Nominal Dollars
 (\$000s)

Purpose: This schedule shows the change in costs from 2016 through 2023 by cost type.

Year	Cost Type	Electric Training	Explanation	Ref
2016 to 2017	Recorded Adjusted	14,892	Below variance explanation threshold	Sch. D1, Line 4
	Labor	712		
	Non-Labor	(52)		
	Net Change	660		
2017 to 2018	Recorded Adjusted	15,552	Below variance explanation threshold	Sch. D1, Line 4
	Labor	537		
	Non-Labor	(349)		
	Net Change	188		
2018 to 2019	Recorded Adjusted	15,741	Increase of \$1.4 million primarily due to labor escalation of approximately \$220 thousand, employee overtime, and an increase in 5 FTEs. These are not a net increase to the organization, but represent a transfer of employees from Field Metering Operations.	Sch. D1, Line 4
	Labor	1,449		
	Non-Labor	1,518	Increase of \$1.5 million, primarily due to increase in community wildfire program spend and curriculum development budget transfer from Electric organization	
	Net Change	2,967		

Pacific Gas and Electric Company
2023 General Rate Case
Exhibit (PG&E-8), Human Resources
PG&E Academy Electric and Gas Training

Schedule D3E
Historical and Forecast Year over Year Walk
Nominal Dollars
(\$000s)

Purpose: This schedule shows the change in costs from 2016 through 2023 by cost type.

13	2019	Recorded Adjusted	18,708	Sch. D1, Line 4
14	to			
		Labor	1,387	Increase of \$1.3 million. Labor escalation of approximately \$268 thousand and headcount stayed flat. Increase driver was due to additional training needs to support Electric Operations.
15	2020	Non-Labor	1,238	Increase of \$1.2 million. Primarily due to increase in curriculum development cost to address additional training needs for Electric Operations.
16		Net Change	2,626	
17	2020	Recorded Adjusted	21,333	Sch. D1, Line 4
18	to			
		Labor	390	Increase of \$390 thousand. Labor escalation of approximately \$294 thousand and increase in 1 FTE to support Electric training
19	2021	Non-Labor	(5,104)	Decrease of \$5.1 million in contact related spend for training. Forecasting a similar amount of work in 2021 as in 2020. This reflects an aspirational target compared to 2020 recorded spend.
20		Net Change	(4,714)	

Pacific Gas and Electric Company
2023 General Rate Case
Exhibit (PG&E-8), Human Resources
PG&E Academy Electric and Gas Training

Schedule D3E
Historical and Forecast Year over Year Walk
Nominal Dollars
(\$000s)

Purpose: This schedule shows the change in costs from 2016 through 2023 by cost type.

21	2021	Forecast	16,619		Sch. D1, Line 4
22	to	Labor	302	Increase primarily related to escalation	
23	2022	Non-Labor	1,676	Increase of \$1.6 million in contract related spend to fund training curriculum and delivery needs. Forecasting a similar amount of work in 2022 as in 2020. This reflects an aspirational target compared to 2020 recorded spend.	
24		Net Change	1,978		
25	2022	Forecast	18,597		Sch. D1, Line 4
26	to	Labor	312	Increase primarily related to escalation	
27	2023	Non-Labor	175	Contract escalation from 2022 forecast	
28		Net Change	487		
29	2023	Forecast	19,084		Sch. D1, Line 4

Pacific Gas and Electric Company
2023 General Rate Case
Exhibit (PG&E-8), Human Resources
PG&E Academy Electric and Gas Training

Schedule D3G
Historical and Forecast Year over Year Walk
Nominal Dollars
(\$000s)

Purpose: This schedule shows the change in costs from 2016 through 2023 by cost type.

Year	Cost Type	Gas Training	Explanation	Ref
2016	Recorded Adjusted	7,342		Sch. D1, Line 8
to	Labor	(215)	Decrease of \$215 thousand. Labor escalation of approximately \$119 thousand and a decrease of 3 FTEs	
2017	Non-Labor	(926)	Decrease of \$926 thousand primarily related to curriculum development and delivery spend	
	Net Change	(1,141)		
2017	Recorded Adjusted	6,201	Below variance explanation threshold	Sch. D1, Line 8
to	Labor	268		
2018	Non-Labor	(775)		
	Net Change	(507)		

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Pacific Gas and Electric Company
 2023 General Rate Case
 Exhibit (PG&E-8), Human Resources
 PG&E Academy Electric and Gas Training

Schedule D3G
 Historical and Forecast Year over Year Walk
 Nominal Dollars
 (\$000s)

Purpose: This schedule shows the change in costs from 2016 through 2023 by cost type.

9	2018	Recorded Adjusted	5,693	Sch. D1, Line 8
10	to	Labor	(119)	Decrease of \$119 thousand. Labor escalation of approximately \$126 thousand, primarily offset by vacancy savings.
11	2019	Non-Labor	2,561	Increase of \$2.5 million primarily related to curriculum development budget transfer from Gas Operations
12		Net Change	2,442	
13	2019	Recorded Adjusted	8,135	Sch. D1, Line 8
14	to	Labor	1,432	Increase of \$1.4 million. Primarily due to labor escalation, employee overtime, and average increase of 7 FTEs.
15	2020	Non-Labor	924	Increase of \$924 thousand. Primarily related to increase in curriculum development spend
16		Net Change	2,356	

**Pacific Gas and Electric Company
2023 General Rate Case
Exhibit (PG&E-8), Human Resources
PG&E Academy Electric and Gas Training**

**Schedule D3G
Historical and Forecast Year over Year Walk
Nominal Dollars
(\$000s)**

Purpose: This schedule shows the change in costs from 2016 through 2023 by cost type.

17	2020 to 2021	Recorded Adjusted	10,492		Sch. D1, Line 8
18		Labor	159	Increase primarily related to escalation	
19		Non-Labor	(819)	Decrease of \$819 thousand in contact related spend for training. Forecasting a similar amount of work in 2021 as in 2020. This reflects an aspirational target compared to 2020 recorded spend.	
20		Net Change	(659)		
21	2021 to 2022	Forecast	9,832		Sch. D1, Line 8
22		Labor	170	Increase primarily related to escalation	
23		Non-Labor	(253)	Decrease of \$253 thousand in contact related spend for training. Forecasting a similar amount of work in 2022 as in 2020. This reflects an aspirational target compared to 2020 recorded spend.	
24		Net Change	(83)		
25	2022 to 2023	Forecast	9,749		Sch. D1, Line 8
26		Labor	176	Increase primarily related to labor escalation	
27		Non-Labor	89	Increase primarily related to contract escalation	
28		Net Change	265		
29	2023	Forecast	10,014		Sch. D1, Line 8

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
PG&E Academy Electric and Gas Training

Schedule D7
Summary of Vacancy Savings Calculation
Nominal Dollars
(\$000s)

Purpose: This schedule shows labor and vacancy savings.

Line	Description	Forecast			Ref
		2021	2022	2023	
Total Labor					
1	Direct Labor ^[a]	15,938	16,432	16,942	
2	Vacancy Savings ^[b]	(679)	(701)	(723)	
3	Indirect Labor ^[c]				
4	Total Labor	15,259	15,732	16,219	D1 line 2 + line 6

[a] Direct Labor is the salaries associated with department employees
 [b] Labor vacancy savings was calculated based on the financial view organization for organizations with more than 50 people and PCCs with more than 10 people
 The vacancy savings calculation is as follows:
 _____ average open requisitions for a four month period x Planned Labor
 _____ budgeted headcount

[c] Indirect labor is the labor associated with interdepartmental services.

PACIFIC GAS AND ELECTRIC COMPANY
2023 General Rate Case
Exhibit (PG&E-8), Human Resources
PG&E Academy Electric and Gas Training

Schedule D8
Calculation of Capitalization Rate
Nominal Dollars
(\$000s)

Purpose:

-This schedule shows the capitalization rate for the Department. Corporate Services witnesses identified work performed by their organization that could be eliminated if there were no new or ongoing construction activities being performed by the Company.
-The capitalization rates are then used to calculate an aggregate Labor and M&S Transfer to Construction rate that would be applied to all Corporate Service Organizations. The results are shown in the workpapers supporting Exhibit (PG&E-10) Results of Operations, Chapter 7 Administrative and General Expense.

Summary

PG&E Academy Electric and Gas costs are capitalized within the Line of Business and do not impact the development of the composite rate shown in the WP supporting Exhibit (PG&E-10) Results of Operations, Chapter 8 Administrative and General Expense, therefore no capitalization calculation is needed for this department.

Table 4-1
 Pacific Gas and Electric Company
 2023 GRC
 Exhibit (PG&E-8), Human Resources
 Chapter 6 PG&E Academy
 Capital Expenditures by Major Work Category
 (Thousands of Nominal Dollars)

No.	MWC	MWC Description	Capital Expenditures												Reference	
			2016 Recorded Adjusted	2017 Recorded Adjusted	2018 Recorded Adjusted	2019 Recorded Adjusted	2020 Recorded Adjusted	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast			
1	5	Tools & Equipment	443	11	346	822	784	28	28	28	28	28	28	28	28	28
2	22	Mainline Buildings	436	1,024	799	653	299	972	972	972	972	972	972	972	972	972
3		Grand Total	878	1,035	1,144	1,475	1,043	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000

Table 4-2
Pacific Gas and Electric Company
2023 GRC
Exhibit (PG&E-8), Human Resources
Chapter 6 PG&E Academy
Forecast Capital Expenditures Summary
(Thousands of Nominal Dollars)

Line No.	Description	Capital Expenditures						Reference
		2020 CWIP	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	
1	Projects > \$3 Million*	-	563	563	563	563	563	563
2	Other Work	-	437	437	437	437	437	437
3	Total	-	1,000	1,000	1,000	1,000	1,000	1,000

4 * Planning orders where Construction Work in Progress (CWIP) Balance as of December 31, 2020 plus six years (2021-2026) of forecast.

Table 4-3
 Pacific Gas and Electric Company
 2023 GRC
 Exhibit (PG&E-8), Human Resources
 Chapter 6 PG&E Academy
 Recorded CWIP and Forecast Capital Expenditures Details - Projects Over \$3 Million*
 (Thousands of Nominal Dollars)

Line No.	Planning Order	Description	MWC	Operative Date	CWIP 2020 Recorded Adjusted	Capital Expenditures						Subtotal	Reference
						2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast		
1	MWC - 22	Maintain Buildings	22		-	563	563	563	563	563	563	3,377	
2	5511599	CAPITAL Tech School Infrac Updates			-	563	563	563	563	563	563	3,377	
3		Grand Total			-	563	563	563	563	563	563	3,377	
4		* Planning orders where Construction Work in Progress (CWIP) Balance as of December 31, 2020 plus six years (2021-2026) of forecast.											

Table 4-4
 Pacific Gas and Electric Company
 2023 GRC
 Exhibit (PG&E-8), Human Resources
 Chapter 6 PG&E Academy
 Recorded and Forecast Capital Expenditures Details - Other Work*
 (Thousands of Nominal Dollars)

Line No.	MWC	MWC Description	Capital Expenditures												Reference									
			2016		2017		2018		2019		2020		2021			2022		2023		2024		2025		2026
			Recorded	Adjusted	Recorded	Adjusted	Recorded	Adjusted	Recorded	Adjusted	Recorded	Adjusted	Recorded	Adjusted	Recorded	Adjusted	Recorded	Adjusted	Recorded	Adjusted	Recorded	Adjusted	Recorded	Adjusted
1	5	Tools & Equipment	443		11		346		822		784		28		28		28		28		28		28	
2	22	Maintain Buildings	86		319		397		310		49		409		409		409		409		409		409	
3	Grand Total		529		330		743		1,132		833		437		437		437		437		437		437	

4 * Excludes projects greater than \$3M

**PACIFIC GAS AND ELECTRIC COMPANY
PG&E Academy/One Additional FTE**

Project Title: Hire Additional Technical Instructor FTE within PG&E Academy Electric

Major Work Categories: NA

Planning Order Numbers: 5033649 - Oper Suppt Elec Dist HR PCC 12871; 5033754 - Oper Suppt Elec Trans HR PCC 12871

Project Date: FTE was hired in 2021

Operative Date (only applies to Capital): NA

Project Description

In 2021, PG&E hired an additional full-time (FTE) employee (instructor) for the Electric Operations training team. The Electric Operations training team is a group within PG&E Academy that is focused on strategic alignment of training with Electric Operations organization business goals and hiring plans. The instructor is responsible for delivering Electric technical training to PG&E's Electric Operations apprentice and journey-level workforce in a manner that allows employees to perform their jobs safely and efficiently.

Justification

PG&E Academy continues to see an increase in training requests from the Electric Operations organization related to 1) increased hiring plan for apprentice Lineworkers; 2) increased hiring plan for Journeyman Lineworkers; 3) refresher training; and 4) internal/external/business priority training requirements. The additional Technical Training Instructor, Senior was hired to support the delivery of technical training related to the above to align PG&E Academy to meet the needs of Electric Operations. See job posting for additional information and responsibilities.

Cost Assumptions

The salary band for a Technical Training Instructor, Senior is \$109 thousand to \$175 thousand¹.

Benefits

The purpose of hiring an FTE is not related to cost reduction. It does have cost avoidance benefits because PG&E Academy will not need to bring on a more expensive contractor to perform the work. The additional employee will provide important benefits to the organization:

- Build continuity of institutional knowledge
- Will be able to handle constant, ongoing business needs which impact customer safety and needs
- Develop and maintain internal and external stakeholder relationships
- Consistent interface for course delivery

¹ Represents the Bay Area salary range

**PACIFIC GAS AND ELECTRIC COMPANY
PG&E Academy/One Additional FTE**

Alternatives Considered

In lieu of hiring the additional FTE, PG&E Academy considered the alternative of hiring a more expensive contractor. For the reasons listed in this summary, such as the on-going training need for Electric Operations and that hiring a contractor would be a more expensive option, an FTE was determined to be able to meet the long-term demand.

Job Title: Senior Technical Training Instructor (Electric) - Livermore

Requisition ID # 34580

Job Category : Human Resources

Job Level : Individual Contributor

Business Unit: Human Resources

Job Location : Livermore

Department Overview

The Electric Operations Training Team is a dynamic group within PG&E Academy that focuses on strategically aligning itself with Electric Operations business toward a goal of creating the safest most reliable electric operating system in the industry. It is our job to increase employee safety and productivity by designing, developing, and delivering best in industry learning and on the job support solutions. We are seeking team members who can thrive autonomously in a fast paced environment that is undergoing change. To be successful, you must be open to change, possess a passion for learning and innovation, be able to build strong internal and external relationships, and have a strong propensity for action, results and continuous improvement.

Position Summary

This role includes being part of a team of instructors that deliver Electric technical training to PG&E's workforce in a manner that allows the workforce to perform their jobs safely and efficiently. The successful candidate will ensure that PG&E Academy's technical training programs are delivered with the highest level of safety and performance standards, training all employees to competence and in compliance with PG&E's standards, procedures and Instructor Excellence guidelines. As an Instructor, you will instruct, present and observe students within the Electric Operations Department. The successful candidate will be part of building a best in industry Electric Operations Delivery Team.

The work schedule will be Monday-Thursday 0600-1630.

Relocation and Sign-on bonus eligible for qualified candidates

Job Responsibilities

- Coach, mentor and develop team members in order to reach team and individual goals and strengthen core competencies.
- Coach technical instructors to set expectations around what best in industry training delivery looks like and work to improve overall skill set.
- Create and implement team strategies to ensure work is executed on time, on target and on budget.
- Effectively find solutions to issues and risks presented by team members and stakeholders in a timely and clear fashion.
- Initiate, develop and maintain strong working relationships with line of business (LOB) directors/managers, project managers, and team members, working collaboratively to identify training and performance requirements and advising on learning solutions aligned with those requirements.
- Interface with client for course and training material feedback. Make suggestions for improvements and changes to curriculum working with Curriculum Development.
- May lead the development of critical new tools, technology and techniques that requires cross functional coordination.
- Plan, establish and maintain scheduling in conjunction with operations partners to maximize instructor booking efficiency and quality, adhere to budget and achieve results-driven learning solution goal.
- Provides technical leadership within the department.
- Work with Academy partners, including Curriculum Development, Professional Development, Operations, and eLearning to plan for assisting in Academy projects and rollouts.

4/13/2021

Job Description Print Preview

- Works closely with Academy Management, line of business leadership, project managers, information systems technology services (ISTS) teams, and PG&E Academy curriculum.
- Development, and operations teams to ensure timely and accurate delivery of PG&E learning solutions that meet our company's goals and needs.

Qualifications

Minimum:

- High School Diploma or GED
- Journey-man level in respective technical trade (Lineman)
- Mastery in one area as determined by the instructor qualification process
- Technical Training Certification (COMPTIA) or equivalent (within 6 months of hire)

Desired:

- College degree in engineering or Apprenticeship Completion in technical discipline (Lineman)
- 6 months experience as a Technical Training Instructor
- 2 years at Journeyman level in respective technical trade (Lineman)

Hiring Leader Name: XXXXXXXXXX

< >

Pacific Gas and Electric Company is an Affirmative Action and Equal Employment Opportunity Employer that actively pursues and hires a diverse workforce. All qualified applicants will receive consideration for employment without regard to race, color, national origin, ancestry, sex, age, religion, physical or mental disability status, medical condition, protected veteran status, marital status, pregnancy, sexual orientation, gender, gender identity, gender expression, genetic information or any other factor that is not related to the job.

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
Chapter 6, PG&E Academy
Skilled and Qualified Workforce: Controls and Mitigations

Type	RISK ID	Name	Description
Control	SQWKF-C001	Gas Operator Qualifications Program	This control addresses the management and administration of requirements for the Department of Transportation's 49 CFR 192 and California CPUC's G.O.-112. These requirements identify the tasks for which there are required qualifications, require regular requalification of workers performing these tasks. <i>This control addresses the Qualification Wasn't Identified and Qualification Wasn't Applied to Employee drivers.</i>
Control	SQWKF-C004	Technical Training Profiling/Governance	This control is the identification or profiling of mandatory training in PG&E's SAP HRIS. Assignments are based on job classification, and the specific duties and qualifications required for individual positions. This control ensures workers are assigned to take the training associated with their job duties and required qualifications. This reduces the likelihood that a worker will not have the necessary skills and qualifications to perform assigned work. <i>This control addresses the Qualification Wasn't Identified and Qualification Wasn't Applied to Employee drivers.</i>
Control	SQWKF-C05A	Standards and Procedures Review Process - PG&E Academy Electric Delivery and Curriculum Development	This control is the regular review and update of guidance documents so that they reflect current safety procedures, equipment used in the field, and all appropriate regulatory and legal requirements. This control ensures that Electric Operations training/qualification programs are developed based on current standards and procedures. Keeping the documentation current identifies where training must also be updated. <i>This control addresses the Training Inadequate driver.</i>
Control	SQWKF-C05B	Standards and Procedures Review Process - PG&E Academy Gas Delivery and Curriculum Development	This control is the regular review and update of guidance documents so that they reflect current safety procedures, equipment used in the field, and all appropriate regulatory and legal requirements. This control ensures that Gas Operations training/qualification programs are developed based on current standards and procedures. Keeping the documentation current identifies where training must also be updated. <i>This control addresses the Training Inadequate driver.</i>
Control	SQWKF-C05C	Standards and Procedures Review Process – Power Generation	This control is the regular review and update of guidance documents so that they reflect current safety procedures, equipment used in the field, and all appropriate regulatory and legal requirements. This control ensures that Power Generation training/qualification programs are developed based on current standards and procedures. Keeping the documentation current identifies where training must also be updated. <i>This control addresses the Training Inadequate driver.</i>
Control	SQWKF-C06A	Apprentice Training - PG&E Academy Electric Delivery and Curriculum Development	A system of learning that combines OJT and related classroom instruction in accordance with state and federal laws; under which a person works with a journey-level craft person to gain the skills required to become a skilled and qualified craft person. This control provides Electric Operations training and learning opportunities (including assessments to demonstrate mastery of the material) to develop and increase the skills and knowledge required to safely and effectively complete assigned work. This control addresses the Employee Never Received Training driver.

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
Chapter 6, PG&E Academy
Skilled and Qualified Workforce: Controls and Mitigations

Type	RISK ID	Name	Description
Control	SQWKF-C06B	Apprentice Training - PG&E Academy Gas Delivery and Curriculum Development	A system of learning that combines OJT and related classroom instruction in accordance with state and federal laws, under which a person works with a journey-level craft person to gain the skills required to become a skilled and qualified craft person. This control provides Gas Operations training and learning opportunities (including assessments to demonstrate mastery of the material) to develop and increase the skills and knowledge required to safely and effectively complete assigned work. <i>This control addresses the Employee Never Received Training driver.</i>
Control	SQWKF-C06C	Apprentice Training - Power Generation Organization	A system of learning that combines OJT and related classroom instruction in accordance with state and federal laws, under which a person works with a journey-level craft person to gain the skills required to become a skilled and qualified craft person. This control provides Power Generation training and learning opportunities (including assessments to demonstrate mastery of the material) to develop and increase the skills and knowledge required to safely and effectively complete assigned work. <i>This control addresses the Employee Never Received Training driver.</i>
Control	SQWKF-C07A	Training Effectiveness Monitoring - PG&E Academy Electric Delivery and Curriculum Development (level 1 and level 2)	This control is designed to help monitor the effectiveness of Electric Operations training through a range of metrics. Data is collected through objective knowledge assessments (online or physical tests), skill assessments of students performing a task, and student assessments of class quality. Low scores indicate a need for improved training in certain areas, thereby improving the training quality, and knowledge retention. <i>This control addresses the Employee Didn't Retain Training and Training Inadequate drivers.</i>
Control	SQWKF-C07B	Training Effectiveness Monitoring - PG&E Academy Gas Delivery and Curriculum Development (level 1 and level 2)	This control is designed to help monitor the effectiveness of Gas Operations training through a range of metrics. Data is collected through objective knowledge assessments (online or physical tests), skill assessments of students performing a task, and student assessments of class quality. Low scores indicate a need for improved training in certain areas, thereby improving the training quality, and knowledge retention. <i>This control addresses the Employee Didn't Retain Training and Training Inadequate drivers.</i>
Control	SQWKF-C07C	Training Effectiveness Monitoring - PG&E Academy Operations (level 1 and level 2)	This control is designed to help monitor the effectiveness through a range of metrics. Data is collected through objective knowledge assessments (online or physical tests), skill assessments of students performing a task, and student assessments of class quality. Low scores indicate a need for improved training in certain areas, thereby improving the training quality, and knowledge retention. PG&E HR Academy Operations supports this control by reporting level 1 and 2 analytics. <i>This control addresses the Employee Didn't Retain Training and Training Inadequate drivers.</i>

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
Chapter 6, PG&E Academy
Skilled and Qualified Workforce: Controls and Mitigations

Type	RISK ID	Name	Description
Control	SQWKF-C008	Display Training Status in Learning Management System (LMS)	This control helps to provide real time visibility to employees of their training status (current, due in 90 days or past due). The easy access on PG&E's LMS's intranet site (called "My Learning") provides employees with an up-to-date status of their training, in order to keep their qualifications current. <i>This control addresses the Qualification Lapsed driver.</i>
Control	SQWKF-C010	On the Job Support - Mobile Technology for Foremen and Crew Leads (Technical Competence)	This control will make access to PG&E's technical documentation, including standards, procedures, and job aids available to PG&E's Foremen and Crew Leads through their hand held devices. This real-time, in the field, on-the-job access will allow field workers the ability to look up a specific procedure, as well as use a search function to find the information relevant to their situation. <i>This mitigation addresses the Employee Didn't Retain Training and Training Inadequate drivers.</i>
Mitigation	SQWKF-M015	Enhance Technical Information (TIL) and Guidance Document Library (GDL) (Technical Competence)	The TIL and GDL are online repositories for PG&E's policies, standards, procedures, and guidance documents. PG&E's employees refer to these documents whenever they are completing a new or unfamiliar task or procedures. The planned enhancements include: improve ease of use through developing a standard, mobile friendly, format for new documents and reformatting of existing documents; improve search engine/function with key words and task names; and create the data and capability to link a specific task from the work scheduling system to the appropriate procedure or job aid.
Mitigation	SQWKF-M17A	Work Scheduling Integration with Qualification (Qualification Verification)	Electric Organization will implement a process and/or various tools to verify qualifications with data stored in SAP to ensure employees are qualified to perform work. This will allow for matching work to specific employee qualifications. The Electric Operations organization is in the process of scoping solutions to address this mitigation.
Mitigation	SQWKF-M17B	Work Scheduling Integration with Qualification (Qualification Verification)	Gas Organization will implement a process and/or various tools to verify qualifications with data stored in SAP to ensure employees are qualified to perform work. This will allow for matching work to specific employee qualifications. The Gas Operations organization is in the process of scoping solutions to address this mitigation.
Mitigation	SQWKF-M018	Qualification Cards for Electric Employees	Qualification cards contain information about the qualification status for each employee and are scanned at the yard or job site, before work begins. Scanning the card before work begins reduces the risk that an employee will be assigned a task for which they are not qualified. The Electric Operations organization is in the process of scoping solutions to address this mitigation.
Mitigation	SQWKF-M20A	Training Effectiveness Monitoring - Electric Organization (level 3 and level 4)	This mitigation will help monitor the training effectiveness as it relates to on-the-job application (level 3) and business impact (level 4). Data can be collected through field assessments of students performing the work and improvements in work quality. The Electric organization is in the early stages of scoping a process to monitor the training effectiveness for these training effectiveness levels.

PACIFIC GAS AND ELECTRIC COMPANY
2023 GENERAL RATE CASE
Exhibit (PG&E-8), Human Resources
Chapter 6, PG&E Academy
Skilled and Qualified Workforce: Controls and Mitigations

Type	RISK ID	Name	Description
Mitigation	SQWKF-M20B	Training Effectiveness Monitoring – Gas Organization (level 3 and level 4)	This mitigation will help monitor the training effectiveness as it relates to on-the-job application (level 3) and business impact (level 4). Data can be collected through field assessments of students performing the work and improvements in work quality. The Gas organization is in the early stages of scoping a process to monitor the training effectiveness for these training effectiveness levels.
Mitigation	SQWKF-M021	Employee Knowledge & Skills Program	This mitigation will help reassesses targeted electric field employees on specific knowledge and skills on a regular basis, which in turn helps offset any skill degradation. The Electric Operations organization is in the process of scoping solutions to address this mitigation.



2017 RANKINGS 6-15

2017 Rank	2016 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
6	11	Best Buy Richfield, MN Retail	\$36.3B U.S. \$39.5B Global	105,000 U.S. 125,000 Global	250/1,500/5,500	NFP	NFP	Yes	Yes
7	5	Blue Cross Blue Shield of Michigan Detroit, MI Insurance	\$24.2B U.S.	8,150 U.S.	129/10/233	NFP	NFP	Yes	Yes
8	18	Dollar General Corporation Goodlettsville, TN Retail	\$20.3B U.S.	119,201 U.S. 119,277 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
9	6	Wequassett Resort and Golf Club Chatham, MA Hospitality	\$23M U.S.	415 U.S.	1/14/14	NFP	NFP	Yes	Yes
10	15	Nationwide Mutual Insurance Company Columbus, OH Insurance	NFP	34,019 U.S.	510/92/385	NFP	NFP	Yes	Yes
11	22	WellSpan Health York, PA Health/Medical Services	NFP	14,893 U.S. 14,893 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
12	39	Tata Consultancy Services Mumbai, India Information Technology Services	\$8.8B U.S. \$16.5B Global	31,704 U.S. 353,843 Global	655/11,926/520	NFP	NFP	Yes	Yes
13	23	ABF Freight Fort Smith, AR Transportation	\$1.9B Global	12,282 U.S. 12,352 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
14	101	Pacific Gas & Electric Company San Francisco, CA Utilities	\$16.8B U.S.	22,461 U.S.	415/34/1,687	NFP	NFP	Yes	Yes
15	36	Ascend Federal Credit Union Tullahoma, TN Finance/Banking	NFP	445 U.S.	7/20/53	NFP	4	Yes	Yes

* New entry; not ranked in the 2016 Top 125

free-flowing, and self-initiated experience.

The release of Gravity was well received by users, leading to the immediate widespread adoption of the tool throughout the organization. In less than 10 months, employees leveraged Gravity more than 1.25 million times to educate themselves on the products and services Best Buy offers. Whether employees are looking to quickly answer a customer's question, expand on their current knowledge in a familiar area during a free moment, or start a journey of learning in a completely new area, Gravity is the training solution. In addition, once learners launch Gravity, they tend to explore much more beyond the initially scanned product. As a result, the self-initiated exploration of associated learning content on Gravity led to an average of 3.02 unique pages being viewed before a learner ends his or her session.

Results: Products supported with dedicated bite-sized training videos available through Gravity show an average increase in unit sell-through of 23 percent, with top-performing SKUs reaching a 41 percent increase in unit sales when compared to unit averages prior to the addition of Gravity training. Because of the proven business impact of this new delivery tool, Best Buy decided to aggressively expand the support of this capability, as well as the availability of bite-sized videos available through Gravity.



BNSF RAILWAY: VIRTUAL POWER BRAKE LAW (VPBL)

In response to a federal regulation on Brake System Safety Standards, BNSF Railway developed a 3-D e-learning training program called Virtual Power Brake Law (VPBL).

The virtual reality learning program serves as the proficiency-based training program for brake inspection. The course places employees as avatars in a realistic, three-dimensional, virtual simulation, where they perform comprehensive brake inspections on a “consist” of rail cars. This program enhances decision-making by testing employees' ability to not only identify but also correct malfunctions—many of which prove difficult to demonstrate even in live training environments. With this training solution (including nine individual 3-D virtual scenarios), BNSF incorporates all defects and functionality, reducing the safety risk that comes from inspections in live training environments. In addition, BNSF can efficiently cover all inspection requirements.

BNSF developed four different modules for instructors to choose from for each class. Participants must complete, with 100 percent accuracy, one full module per class. When students complete the performance verification at 100 percent (individually and as a team), they can “move” the train out of the virtual inspection cycle—thus, creating a “team challenge.”

The 30-minute program features high-end graphics, user-friendly functions, and realistic functionality, including car components, hand brakes, angle cocks, and air hoses—all key components to proper inspection. Students also have the ability to work through the program under nighttime conditions. In addition, hand controls and critical “hot spots”

allow the program to flow in a user-friendly way.

At the end of the program, participants must pass a knowledge-based assessment for final completion. Throughout the class, instructors provide coaching and feedback so the learning is dynamic and targeted directly to the concept taught.

All training is conducted in BNSF field locations by certified instructors. There is an eight-student maximum per session. In 2015, BNSF trained more than 6,200 employees with this program.

Results:

- 100 percent of learners passed the knowledge and performance assessments.
- This program and other safety-focused training have contributed to record safety performance in 2015; injuries have been reduced by 17 percent since 2012.
- BNSF has been approached by other railroads interested in purchasing this training. As a result, the railway plans to seek a patent for this work.



PACIFIC GAS & ELECTRIC COMPANY: GAS OPERATIONS ENHANCED FIELD SCHEDULING

Pacific Gas & Electric Company (PG&E) has struggled with core issues in resource management, work preparation, permitting, scheduling, and close-out of work. To resolve these issues and respond to field employee feedback, PG&E created a new construction planning process focused on end-to-end planning and scheduling, and executing construction work.

The program has three key areas of focus:

1. Skilled and qualified workforce (right job, right resource, and right time)
2. Building teams that can triage situations, regardless of the work needing to be done
3. Providing greater communication and line of sight to customers and gas leaders

In designing the program, PG&E first had to change the way it thought about training—a traditional instructor-led or Web-based training would not meet the business need. The work processes were changing quickly, and with each new geographic area, additional employees needed to be trained. An out-of-date 300-plus-page binder became a knowledge portal, with an end-to-end Visual Process Map (VPM), so users understand the entire process—where they fit, and who they are affecting if they do not perform their job competently. Additionally, everything users need to perform their job function is housed in this portal, including performance support tools such as interactive training guides, how-to videos, guidance documents, job aids, job expectations, and process flows.

This new way of looking at education at PG&E did two things: First, it created greater flexibility for the new demographics of learners at PG&E. Second, it created just-in-time learning (materials learners need, when they need them), where all of the training materials are well situated for either new employee or refresher training.



Results: Past-due work assignments—due to the work being assigned to incorrect resources or scheduling to only a few resources—have decreased by 98 percent. In addition, the reduction in job package errors has saved 8,000 hours in time taken to investigate and resolve. This equates to more than \$1.2 million in financial savings.



PAYCHEX, INC.: UNIFIED COMMUNICATIONS TRAINING

Over the last year, Paychex, Inc., has been in the process of rolling out a unified communications system, a new state-of-the-art phone and queue system that will provide leadership

data to more effectively inspect front-line employees' efficiency and ability to provide better service levels. Training and Development (T&D) actively partnered with IT and Operations Support on this effort. To date, T&D has provided training on Unified Communications for 58 percent of all field personnel and transitioned 86 percent of Paychex's U.S.-based locations.

With this IT project, changes and enhancements are released on a bi-weekly basis, and each change affects the training program. At the onset, there were many questions on how the functionality of the technology would work. In response, T&D created lengthy technology-focused sessions. As the technology was formulated and business processes were defined, T&D changed the approach to meet the needs of the business partners. Some of those approaches included:

defined, T&D changed the approach to meet the needs of the business partners. Some of those approaches included:

- **Role-based training sessions** that provide learners with a focus on the technology that specifically affects them.
- **Extensive role-play-based review sessions** conducted at the end of each training event to ensure employees understand how the new technology affects them on a day-to-day basis.
- **Creation of 50 short videos** (one to five minutes) to get learning to employees when they need it without having to search through longer modules.
- **Training boosts** for multiple high-impact topics.
- **One week per month to work toward improving training deliverables** and creating new boosts based on updates to the technology.

T&D leads weekly meetings with its IT and Support partners to reflect on the previous week's releases, determine how the training is affected, communicate the current state regarding the technology, and verify they are getting the results needed from the training. During these meetings, the team tweaks the processes and communication and identifies new learning opportunities.

Results: Client wait times have dropped by 31 percent; calls to reception have decreased by 73 percent; and front-line service givers' productivity has increased by almost 10 percent. **T**



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2018 Rank	2017 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
6	14	Pacific Gas & Electric San Francisco, CA Utilities	\$17.6B U.S.	23,626 U.S.	408/30/1,687	NFP	NFP	Yes	Yes
7	10	Nationwide Mutual Insurance Company Columbus, OH Insurance	NFP	34,350 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
8	44	United Shore Troy, MI Finance/Banking	\$30.1B U.S.	2,200 U.S.	65/265/265	\$15M	15	Yes	Yes
9	16	MasTec - Utility Services Woodbury, MN Construction	NFP	3,225 U.S.	29/3/60	NFP	NFP	Yes	Yes
10	6	Best Buy Richfield, MN Retail	\$36.2B U.S. \$39.4B Global	105,000 U.S. 125,000 Global	250/1,500/5,500	NFP	NFP	Yes	Yes
11	15	Ascend Federal Credit Union Tullahoma, TN Finance/Banking	NFP	483 U.S.	8/NFP/NFP	NFP	NFP	Yes	Yes
12	13	ArcBest Fort Smith, AR Transportation	NFP	14,415 U.S. 14,482 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
13	12	Tata Consultancy Services Mumbai, Maharashtra, India IT & Business Consulting Services	\$9.4B U.S. \$17.5B Global	34,144 U.S. 387,223 Global	706/12,522/624	NFP	NFP	Yes	Yes
14	20	Paychex, Inc. Rochester, NY Business Services	\$3.1B Global	13,500 Global	95/1,309/1,404	NFP	NFP	Yes	Yes
15	9	Wequassett Resort and Golf Club Chatham, MA Hospitality	\$23.3M U.S.	450 U.S.	1/10/22	NFP	NFP	Yes	Yes

* New entry; not ranked in the 2017 Top 125

employees have the chance to see and drive employee-owned classic vehicles of various makes and models. The club meets weekly and often helps restore employee vehicles, as well.

Hagerty also hosts an event for employees and local residents called “Cars and Caffeine” every Friday morning during the summer months on its Traverse City campus. Employees and the public are encouraged to bring their vehicles; enjoy a cup of coffee; and share the history, significance, and restoration information about their vehicles. As many as 50 vehicles have attended this Friday morning event.

Hagerty’s CEO held a recognition ceremony last summer for all employees who have passed the exam and personally awarded them a certification pin. He acknowledged the importance of their car knowledge differentiating Hagerty in the marketplace and supporting the company’s car culture. He also applauded their initiative to learn and grow.

Results:

- **Participation:** Q2 goal of 50 employees passing Nuts and Bolts exam was exceeded, with 65 employees from 12 different departments passing
- **Exam passing rate on first attempt:** 90 percent
- **Employee retention:** 93 percent in 2016; 94.8 percent in 2017
- **New business count:** Q3 goal of 125,400 exceeded with 128,400
- **Policy retention:** Q3 goal achieved at 89.7 percent

IRON MOUNTAIN: DRIVER GROWTH AND REVENUE PROGRAM

Iron Mountain employs more than 3,000 drivers in North America to transport its customers’ important information and assets. These employees have the highest in-person touchpoints with Iron Mountain’s customers, often developing a strong knowledge of their information management needs through their route interactions. The company sought to figure out a way to leverage these relationships and knowledge to generate business growth and revenue, increase driver earning power, and solve customer needs on the spot.

In partnership with business owners, field leadership, senior executives, and high-performing drivers, the Learning team developed a basic training framework to introduce and launch the Driver Growth and Revenue Program (DGRP). Utilizing bite-sized learning during morning huddles, supervisors began training their teams in September 2016 to sell supplies and secure shredding services to new and existing customers in the small to medium-sized business landscape, as well as generate sales leads for opportunities outside the program’s scope.

With initial success through 2016, the business owners tripled the participation and revenue targets for 2017 and commissioned the Learning team to develop a full-scale training. The team designed an eight-hour interactive classroom experience for supervisors and managers to develop their sales coaching and management skills, so they can direct their teams throughout a sales process, from initial identification to contractual close. With only a two-month training window and 400 people to train, the team leveraged trained field leaders to deliver 50 sessions across North America.

One key training component was an action plan to ensure each team finished strong by the end of 2017. Participants developed stretch goals and used new skills and resources from the training to increase their team’s participation rate and revenue generation toward program targets.

Results: By the end of 2016, the DGRP saw positive results:

- \$1 million in business revenue
 - 36 sales leads
 - 12.34 percent driver participation rate
- Through September 16, 2017, the company saw a:
- 68 percent increase in driver participation
 - 49 percent increase in revenue generation
 - 50 percent increase in paid commissions
 - 1,367 percent increase in leads generated and 1,389 percent increase in leads converted

PACIFIC GAS & ELECTRIC: BECKER VALVE OPERATOR 3-D SIMULATOR

Pacific Gas & Electric (PG&E) manages more than 48,000 miles of natural gas pipelines in northern California. These pipelines move gas across the state and provide a safe, clean source of energy to approximately 4.3 million customers. Valves are critical components to ensure the safe flow of gas across the system. Many valves are controlled by “valve operators”—a piece of equipment that can automatically open, close, or monitor valve position to maintain a certain pipeline pressure or gas flow rate. These are critical pipeline components, and performing scheduled maintenance helps ensure the valves operate correctly and prevent over-pressure or under-pressure events, which could cause ruptures in the pipelines.

In 2016, PG&E identified a need to increase the efficiency and effectiveness of the training for a specific type of valve operator: Becker operators. The existing training was primarily instructor-led utilizing props in the classroom. The amount of time for this initial training was somewhat limited and did not allow for enough hands-on practice. It also was discovered that once students returned to the field, they did not have daily exposure to the Becker operators, and, therefore, their knowledge and skills diminished after training.

In response, PG&E developed a 3-D simulation that simulates live operation on the valve, including assembly, disassembly, and cleaning. It allows the technician to see what actually occurs within the valve when external adjustments are made to the Becker operator. Additionally, the simulation allows employees to dismantle and service the valve from start to finish.

Learners can perform the work in “Tutorial Mode,” where they are guided through the process, and then in “Test Mode,” where they need to show they can perform the tasks correctly. The simulation has been incorporated into the initial instructor-led training and deployed on students’ iPads for easy retrieval in the field at the time of need. This has transformed the course from a four-hour lecture into a one-hour interactive learning experience that allows the employee to complete two services from start to finish.

Results: There are 300 Becker valve operators throughout the system, and technicians will maintain each Becker operator

at least once per quarter. With a previous average job time of two hours, the simulation has proven to reduce the job time and decrease costs by 62 percent when completing maintenance on a Becker valve operator. In addition, employees are able to complete the job safely the first time, translating to the amount of rework decreasing by 37 percent.

WEQUASSETT RESORT AND GOLF CLUB: STAR COACH

Last season, Wequassett Resort and Golf Club introduced “Star Coach” to a small group of employees. Star Coach is a learning app that analyzes employee voices to help them make a better connection with guests. The app shows a video of a hotel guest with a complaint, compliment, or casual question. The employee is required to respond to the guest in the video. The app records the statement and analyzes the employee’s tone, speed, and emotions within his or her words.

This highly specialized analysis then provides a calculation of how genuine the employee’s response was. It provides a score showing confidence level, effort to connect, and emotional involvement. It also delivers instant feedback and tips to improve skills. This app was designed to be used in private, allowing employees to practice on their own without co-workers or managers watching them. Each employee was given a checklist of scenarios that needed to be completed by a certain date.

As the app gave feedback with each practice round, employee

scores started to improve. As the scores started to improve, employee confidence levels rose. Although a bit frustrating in the beginning, the app became fun and rewarding as employees began achieving different levels within it. This started an internal competition that was organically built between the employees sharing their scores and achievements.

Results: In Wequassett’s Employee Survey, the front-office employees selected to utilize the app increased the score for “The job-specific training provided to me was thorough, allowing me to perform my job effectively” from 88 percent satisfaction to 94 percent excellence.

The hard work put in by front-office employees started to be reflected in the scores they received on Forbes inspections. For the standard “Employee shows a genuine sense of interest and concern for the guest,” the front-office team scored 96 percent, attaining the point for 29 out of 30 opportunities. This was an increase from the previous year’s score of 88 percent (31 points achieved for 35 opportunities).

Arrival and departure audits for the front office also improved. Arrival scored 93.33 percent in both April and May and 96.55 percent in June—all five-star scores. Departure scored 91.67 percent in April and improved to five-star scores with 100 percent in May and 95.83 percent in June. These high scores contributed to Wequassett Resort and Golf Club receiving a Forbes five-star ranking for the second year in a row. **■**

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2019 Rankings 16-25

2019 Rank	2018 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
16	9	MasTec Utility Services Woodbury, MN Construction	NFP	3,611 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
17	18	ESL Federal Credit Union Rochester, NY Finance/Banking	NFP	782 U.S.	7/2/42	NFP	NFP	Yes	Yes
18	2	New York Community Bancorp, Inc. Westbury, NY Finance/Banking	NFP	3,303 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
19	12	ArcBest Fort Smith, AR Transportation	NFP	14,025 U.S. 14,099 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
20	26	Florida Blue Jacksonville, FL Health Insurance	NFP	7,130 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
21	42	Valvoline Instant Oil Change Lexington, KY Retail	NFP	3,600 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
22	24	Buckman Laboratories International, Inc. Memphis, TN Manufacturing	NFP	381 U.S. 1,745 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
23	*	First Horizon National Corporation Memphis, TN Finance/Banking	NFP	5,938 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
24	27	CVS Health Woonsocket, RI Health/Medical Services	\$184.7B U.S.	240,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
25	6	Pacific Gas & Electric San Francisco, CA Utilities	\$17.1B U.S.	23,197 U.S.	276/44/1,108	\$91.8M	1	Yes	Yes

* New entry; not ranked in the 2018 Top 125

Additional Information

MasTec Utility Services MasTec Utility Services' New Employee Training program consists of 24 training modules designed to introduce new field employees to core safety concepts and employee programs. Modules range from complex safety topics such as "Underground Utility Damage Prevention" and "Hazard Communication" to introductions to basic company programs and policies. This program prepares employees to operate safely and effectively on the job. Their knowledge and confidence is paying off, as MasTec experienced a 9% reduction in OSHA recordable safety incidents last year.

ESL Federal Credit Union Emerging Leader is intended for new leaders, seasoned leaders new to ESL Federal Credit Union, and unofficial leaders who must motivate and inspire others without having direct management authority. The core learning experience lasts for 16 weeks and includes a blend of instructor-led sessions, manager teach-backs, synchronous online learning, social learning via an electronic forum, and a series of activities with senior management. A panel discussion with senior managers is 1 highlight of the curriculum. As a capstone project, participants each must deliver a formal presentation to senior managers in which they connect key learnings to their current role(s). As a result, 93% of ESL's leadership positions have been filled from within.

New York Community Bancorp, Inc. Central to New York Community Bancorp, Inc.'s (NYCB) accomplishments is a library of videos curated for system activities, behavioral expectations, and procedures. Content is delivered in small, specific bursts that are targeted, accessible, and timely. This video library is meant to reinforce and supplement formal training. In the last year, NYCB expanded its video library by 38%, encompassing 9+ hours of training. The use of video training has allowed the company to train more employees in a shorter amount of time, resulting in lower training costs (\$326,997 savings) and increased training opportunities (49% of employees).

ArcBest ArcBest is committed to providing its employees with a best-in-class training experience. To accomplish this goal, ArcBest created the ArcBest University to empower employees to pave their career path through the ArcBest University Elevate Colleges: Learn, Perform, and Achieve. The Learn College contains the courses that guide new employees as they begin their career. As employees progress through their career, the Perform College provides them with both the job skills and soft skills training they need to be successful. The Achieve College highlights online and instructor-led training for both aspiring leaders and ArcBest's executive leadership team.

Florida Blue With the talent war looming, enterprise leaders at Florida Blue honed in on a risk related to attracting, developing, and retaining the critical leadership talent necessary to execute the enterprise's strategy. In response, Leadership Academy, a high-potential development program designed to secure succession bench strength, was created. The program focuses on 4 critical aspects of leadership and leads participants on a 6-month journey heavily rooted in Florida Blue's customer-first, wellness-centered culture. Since inception, the retention rate among program graduates is 94%; 38% have engagement scores in the top 20% of enterprise leaders; and 50% have been promoted into an identified successor position, saving the company approximately \$4 million in executive recruiting and onboarding costs.

Valvoline Instant Oil Change The Valvoline Instant Oil Change SuperPro certification process is the cornerstone of the company's hourly training program. The program combines online, manager-led, and instructor-led elements with assessments and demonstrated skills testing for each required process. Processes are grouped together into roles, so team members who are certified in all the component processes are certified in that role. The roles in which an employee is certified determine job titles, promotions, and compensation. Within 60 days, new team members complete 270 hours of training and are certified in the top-side, bottom-side, and guest greeting procedures, as well as 10 additional services. On-time certification is meticulously tracked, resulting in turnover less than half the industry average.

Buckman Laboratories International, Inc. A 1-week experiential leadership program for high-potential associates is built around Buckman Laboratories International, Inc.'s vision and values. Over 10 years, this program has taken 200+ leaders through a challenging set of scenarios learning about themselves and what it takes to be a leader. New leaders share a common cultural experience, create development plans with executive coaches, and learn how to better engage with their teams. More than 95% of Buckman's top leaders and 70% of its front-line managers globally now have completed the program. Buckman's associate engagement surveys rank in the top 5% of its peer group in associate satisfaction with managers, quality of development opportunities, and associate connection to the organization's mission.

First Horizon National Corporation In 2017, First Horizon National Corporation piloted a performance coaching program in 1 of its growth markets. The program included an electronic dashboard to track and manage performance metrics, plus expert coaching for sales managers, who then coach their teams. Sales managers chose specific metrics to focus on for each relationship manager (RM), based on their performance. The program has targeted increased commercial loans and higher approval ratios. The pilot group has increased applications by almost 10% per month. In addition, every RM in the pilot group now scores higher than the national average on the % of applications booked.

CVS Health Keeping Learning Alive (KLA) is a program developed to keep up with the speed of business. It reinforces CVS Health colleagues' prior learning by delivering learning snippets that are a mix of fun activities, games, quizzes, and visuals. Designed to cause minimal impact to the production environment, activities can be completed at any time and take less than 10 minutes. KLA supplements formal training and provides ongoing refreshers to colleagues in a fun way that helps them retain what they've learned. To date, CVS Health has delivered 245 KLA activities, with 121,000+ completions.

Pacific Gas & Electric As part of an update to Pacific Gas & Electric's (PG&E) approach to compliance training, PG&E Academy implemented an adaptive learning model in Web-based training (WBT). Compliance WBTs include a "test-out" option at the beginning of each course. Employees now can test out of individual modules or the entire course if they demonstrate mastery of the topic. Learners only complete modules/topics when they have not demonstrated competence. For compliance WBTs, this change reduced the average completion time from 1 hour to 15 minutes. In 2017, adaptive learning saved the company \$5.3 million by reducing training time by 70,668 hours.

NFP Information provided, but not for publication **ND** Information not disclosed **NA** Not applicable **BP** Honored for Best Practice **OTI** Honored for Outstanding Training Initiative

Pacific Gas and Electric Company

2023 General Rate Case Total Compensation Study

Volume II: Supporting Documentation

June 9, 2021

Table of Contents

Details on Supporting Documentation

Appendix A – I: Employee Benefits Profiles

Appendix A – II: Benchmark Jobs and Employee Benefits Profile Alignment

Appendix B : Detailed Competitive Summary by Employee Category – PG&E

Appendix C: Competitive Summary by Average Total Compensation Dollars

Appendix D : Competitive Summary by Aggregate Total Compensation Dollars

Appendix E : Detailed Benefits Methodology

Appendix F : Project Team Meeting Notes

Appendix G : Glossary of Terms

Appendix H : Additional Details on Benefits Peer Lists

Appendix I: Short-term Incentive Plans Prevalence and Performance Measures/ Metrics

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Details on Supporting Documentation

- Appendix A - I is a list of the employee profiles that were developed for the benefits analyses.
- Appendix A - II is a list of the PG&E benchmark jobs organized by PG&E employee category and includes profile numbers for each benchmark job.
- Appendix B is a detailed competitive summary that provides the results for each PG&E benchmark job within each PG&E employee category. Subtotals are provided at the end of each employee category.
- Appendix C provides the average total compensation dollars for each PG&E employee category by compensation component.
- Appendix D provides the aggregate total compensation dollars for each PG&E employee category by compensation component.
- Appendix E is a detailed summary of the methodology used to value employee benefits in the study.
- Appendix F provides summaries of each of the project team meetings. All decisions concerning methodology and the rationale for making these decisions are referenced in the project team meeting notes.
- Appendix G is a glossary of compensation-related terms used throughout this report.
- Appendix H contains criteria around selection of the benefits peer groups for both utility and general industry peers.
- Appendix I provides information on short-term prevalence and performance measures/metrics

Appendix A – I: Employee Benefits Profiles

The table below represents the market data utilized to develop the employee benefits profiles.

Profile	Job and Incumbent Counts		Market		Demographic Information				Job Category & Union Representation Information						
	Job Count	Employee Count	Base Median (\$000)	Base Average (\$000)	Target Bonus Percent Median	Median Age	Median Tenure	Prevalent Gender	Union Representation	Clerical	Physical/Technical	Professional	Senior Manager/Manager/Principal/Supervisor	Senior Director/Director/Chief	Executive
Profile 1	2	1,071	\$59	\$60	5.9%	40.0	6.1	F	100%	100%	--	--	--	--	--
Profile 2	4	454	\$76	\$81	5.5%	32.8	2.3	M	100%	100%	100%	--	--	--	--
Profile 3	2	168	\$80	\$83	6.9%	54.9	19.9	F	100%	100%	--	--	--	--	--
Profile 4	6	215	\$89	\$90	5.1%	37.8	4.6	M	100%	--	100%	--	--	--	--
Profile 5	10	1,077	\$97	\$98	6.1%	42.6	8.9	M	100%	--	100%	--	--	--	--
Profile 6	10	1,740	\$106	\$106	5.5%	40.4	9.4	M	100%	--	100%	--	--	--	--
Profile 7	10	1,180	\$100	\$102	6.5%	38.7	6.9	M	100%	--	100%	--	--	--	--
Profile 8	14	1,292	\$114	\$116	4.6%	45.7	16.3	M	100%	--	100%	--	--	--	--
Profile 9	2	71	\$129	\$126	3.4%	43.3	7.3	M	100%	--	100%	--	--	--	--
Profile 10	4	314	\$117	\$119	9.2%	41.7	8.2	M	100%	--	100%	--	--	--	--
Profile 11	6	604	\$127	\$128	7.5%	42.2	10.4	M	100%	--	100%	--	--	--	--
Profile 12	4	84	\$154	\$155	10.3%	60.3	20.0	M	100%	--	100%	--	--	--	--
Profile 13	1	3	\$179	\$180	12.4%	62.4	30.9	M	100%	--	100%	--	100%	--	--
Profile 14	2	14	\$64	\$65	2.6%	50.4	8.1	F	--	100%	--	--	--	--	--
Profile 15	6	141	\$83	\$85	4.2%	54.8	9.8	F	--	100%	--	--	--	--	--
Profile 16	8	263	\$86	\$87	7.2%	38.9	4.6	F	--	--	88%	13%	--	--	--
Profile 17	8	257	\$95	\$96	6.0%	32.6	1.6	M	--	--	100%	--	--	--	--
Profile 18	8	132	\$104	\$106	8.6%	45.3	8.5	F	--	--	100%	50%	--	--	--
Profile 19	1	61	\$114	\$116	6.3%	48.3	5.5	M	--	100%	--	--	--	--	--
Profile 20	9	491	\$112	\$114	8.5%	42.5	6.7	F	--	--	100%	--	--	--	--
Profile 21	11	470	\$127	\$128	8.5%	44.0	7.7	M	--	--	100%	--	--	--	--
Profile 22	18	759	\$146	\$147	10.4%	46.1	8.9	M	--	--	100%	--	--	--	--
Profile 23	22	698	\$137	\$137	10.5%	47.5	15.0	M	--	--	--	100%	--	--	--
Profile 24	21	511	\$161	\$162	13.3%	47.5	11.9	M	--	--	--	100%	--	--	--
Profile 25	23	502	\$181	\$183	14.4%	50.3	10.5	M	--	--	--	91%	9%	--	--
Profile 26	35	150	\$232	\$233	23.5%	50.7	13.5	M	--	--	--	3%	97%	--	--
Profile 27	10	39	\$285	\$290	28.5%	54.7	19.0	F	--	--	--	--	100%	--	--
Profile 28	7	7	\$314	\$326	43.1%	50.6	11.8	F	--	--	--	--	--	100%	100%
Profile 29	3	3	\$390	\$412	56.9%	53.9	13.5	M	--	--	--	--	--	100%	100%
Profile 30	3	3	\$412	\$418	61.6%	53.9	9.0	M	--	--	--	--	--	100%	100%
	270	12,774													

Appendix A – II: Benchmark Jobs and Employee Benefits Profile Alignment¹

¹ Jobs have been sorted by profile number, and job title for ease of view.
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PG&E Executive Benchmark Jobs Included in Study

2020 GRC Study Position #	PG&E Benchmark Job Title	Profile Number	Number of PG&E Employees
GRC132	Executive 1	Profile 28	1
GRC4040	Executive 2	Profile 28	1
GRC136	Executive 3	Profile 28	1
GRC4083	Executive 4	Profile 28	1
GRC4090	Executive 5	Profile 28	1
GRC4085	Executive 6	Profile 28	1
GRC4087	Executive 7	Profile 28	1
GRC4084	Executive 8	Profile 29	1
GRC4088	Executive 9	Profile 29	1
GRC4042	Executive 10	Profile 29	1
GRC4086	Executive 11	Profile 30	1
GRC107	Executive 12	Profile 30	1
GRC4023	Executive 13	Profile 30	1
TOTAL:			13

PG&E Senior Director/Director/Chief Benchmark Jobs Included in Study

2020 GRC Study Position #	PG&E Benchmark Job Title	Profile Number	Number of PG&E Employees
GRC1508	Senior Director/Director/Chief 1	Profile 25	1
GRC1605	Director, Infrastructure & Operations	Profile 25	6
GRC1572	Senior Director/Director/Chief 2	Profile 26	2
GRC4091	Director, Contract & Project Management	Profile 26	4
GRC1535	Dir, Supply Chain	Profile 26	5
GRC1513	Dir, Business Finance	Profile 26	9
GRC1541	Director, Business Technology	Profile 26	8
GRC1585	Senior Director/Director/Chief 3	Profile 26	1
GRC1528	Dir, HR Generalist	Profile 26	7
GRC1624	Director, Performance Improvement	Profile 26	4
GRC4018	Senior Director/Director/Chief 4	Profile 26	1
GRC1520	Senior Director/Director/Chief 5	Profile 26	1
GRC1632	Senior Director/Director/Chief 6	Profile 26	1
GRC4016	Director, Cybersecurity	Profile 26	3
GRC1568	Director, EE Products & Programs	Profile 26	5
GRC4093	Director, Compliance	Profile 26	7
GRC4019	Senior Director/Director/Chief 7	Profile 26	2
GRC1559	Director, Customer Service Delivery	Profile 26	6
GRC1583	Director, Energy Solutions & Service	Profile 26	5
GRC1659	Senior Director/Director/Chief 8	Profile 26	1
GRC4017	Director, Business Strategy	Profile 26	4
GRC4092	Director, Electric Program Management	Profile 26	10
GRC4094	Director, Regulatory Proceedings	Profile 26	3
GRC1586	Senior Director/Director/Chief 9	Profile 26	2
GRC1511	Senior Director/Director/Chief 10	Profile 26	1
GRC1664	Regional Team Lead, Chief	Profile 26	5
GRC1662	Senior Director/Director/Chief 11	Profile 26	1
GRC1573	Director, Electric Distribution	Profile 26	5
GRC1537	Senior Director/Director/Chief 12	Profile 26	2
GRC1681	Senior Director, Infrastructure & Opns	Profile 26	3
GRC1617	Senior Director/Director/Chief 13	Profile 26	1
GRC1661	Senior Director/Director/Chief 14	Profile 26	1
GRC4082	Senior Counsel	Profile 26	27
GRC1620	Senior Director/Director/Chief 15	Profile 26	1
GRC1715	Strategic Planning, Chief	Profile 26	5
GRC1622	Senior Director/Director/Chief 16	Profile 26	1
GRC5024	Chief Counsel	Profile 27	17
GRC4021	Senior Director/Director/Chief 17	Profile 27	1
GRC1668	Senior Director, Business Technology	Profile 27	4
GRC4095	Sr Director, Gas Transmission & Distribution	Profile 27	4
GRC4020	Managing Counsel	Profile 27	4
GRC1679	Senior Director/Director/Chief 18	Profile 27	1
GRC1686	Senior Director/Director/Chief 19	Profile 27	2
GRC4015	Chief Counsel, (specialized area) (PIO)	Profile 27	4
GRC1697	Senior Director/Director/Chief 20	Profile 27	1
GRC1612	Senior Director/Director/Chief 21	Profile 27	1
		TOTAL:	190

PG&E Senior Manager/Manager/Principal/Supervisor Benchmark Jobs Included in Study

2020 GRC Study Position #	PG&E Benchmark Job Title	Profile	Number of PG&E Employees
GRC4073	Engineer (STIP Eligible) - Principal - Union	Profile 13	3
GRC2329	Supervisor, Contact Center Operations	Profile 16	37
GRC2105	Materials, Supervisor	Profile 18	18
GRC2155	Nuclear Security Sergeant, Supvr	Profile 18	18
GRC2307	Supervisor, Area Fleet Operations	Profile 18	15
GRC4068	Supervisor, Billing Operations	Profile 18	9
GRC1768	Distribution, Supervisor	Profile 23	110
GRC2301	Supervisor, Accounting	Profile 23	5
GRC5001	Supervisor, Business Analysis	Profile 23	17
GRC2316	Supervisor, Business Finance	Profile 23	5
GRC2317	Supervisor, Business Technology	Profile 23	21
GRC2328	Supervisor, Construction & Maintenance	Profile 23	79
GRC2362	Supervisor, Electric Project Management	Profile 23	31
GRC2365	Supervisor, Energy Solutions & Services	Profile 23	8
GRC2373	Supervisor, Facilities	Profile 23	9
GRC4097	Supervisor, Field Metering	Profile 23	17
GRC2396	Supervisor, Gas Field Services	Profile 23	40
GRC4031	Supervisor, Gas Support Services	Profile 23	18
GRC4080	Supervisor, Hydro Generation & Maintenance	Profile 23	22
GRC2423	Supervisor, Infrastructure & Operations	Profile 23	48
GRC4049	Supervisor, Program Management	Profile 23	6
GRC4009	Supervisor, Public Safety & Regulatory	Profile 23	30
GRC2471	Supervisor, Resource	Profile 23	12
GRC2472	Supervisor, Restoration	Profile 23	32
GRC2506	Supervisor, Sourcing	Profile 23	4
GRC2477	Supervisor, Substation Test	Profile 23	14
GRC4099	Supervisor, System Operations & Control	Profile 23	15
GRC2548	Supvr, Gas Transmission & Distribution	Profile 23	155
GRC4098	Business System Specialist, Principal	Profile 24	17
GRC1767	Distribution Superintendent	Profile 24	34
GRC3019	Engineer (STIP Eligible) - Supervisor A - Non Union	Profile 24	75
GRC1798	Finance Analyst, Principal	Profile 24	24
GRC4003	Manager, Business Analysis	Profile 24	16
GRC1859	Manager, Business Finance	Profile 24	14
GRC1860	Manager, Business Technology	Profile 24	32
GRC1980	Manager, Gas Transmission & Distribution	Profile 24	39
GRC1995	Manager, Infrastructure & Operations	Profile 24	14
GRC2001	Manager, Labor Relations	Profile 24	4
GRC2007	Manager, Maintenance & Construction	Profile 24	13
GRC4048	Manager, Program Management	Profile 24	13
GRC2051	Manager, Recruiting	Profile 24	4
GRC2066	Manager, Safety	Profile 24	14
GRC4065	Manager, Service Planning & Design	Profile 24	20
GRC2152	Nuclear Maintenance Foreman, Supvr	Profile 24	27
GRC2156	Nuclear Shift Foreman, Supvr	Profile 24	41
GRC2345	Supervisor, Customer Service Delivery	Profile 24	60
GRC5022	Supervisor, Emergency Management	Profile 24	15
GRC4030	Supervisor, Gas Pipeline Eng & Design	Profile 24	5
GRC4071	Supervisor, Veg Mgmt Program Management	Profile 24	30
GRC1722	ATS Engineer, Principal	Profile 25	5
GRC1725	Business Analyst, Principal	Profile 25	65

2020 GRC Study Position #	PG&E Benchmark Job Title	Profile	Number of PG&E Employees
GRC5020	Business Architect, Principal	Profile 25	15
GRC5023	Category Leader, Principal	Profile 25	21
GRC1735	Communications Representative, Principal	Profile 25	25
GRC1738	Compensation Consultant, Principal	Profile 25	3
GRC5000	Electric Program Manager, Principal	Profile 25	47
GRC3016	Engineer (STIP Eligible) - Manager - Non Union	Profile 25	22
GRC3017	Engineer (STIP Eligible) - Principal - Non Union	Profile 25	36
GRC4029	Gas Program Manager, Principal	Profile 25	19
GRC1813	HR Generalist, Principal	Profile 25	16
GRC4055	IT Project Manager, Principal	Profile 25	7
GRC3020	Nuclear Engineer (STIP Eligible) - Supervisor	Profile 25	19
GRC4066	Product Manager, Principal	Profile 25	21
GRC4078	Program Manager, Principal	Profile 25	79
GRC2172	Project Manager, Principal	Profile 25	21
GRC2199	Senior Manager, Business Technology	Profile 25	19
GRC4096	Senior Manager, Infrastructure & Operations	Profile 25	19
GRC2258	Sr Manager, Energy Solutions & Service	Profile 25	10
GRC4043	Supervisor, Nuclear Project Services	Profile 25	14
GRC4069	Technology Architect, Principal	Profile 25	12
GRC2149	Nuclear Engrg, Manager (no data)	Profile 26	6
		TOTAL:	1810

PG&E Professional Benchmark Jobs Included in Study

2020 GRC Study Position #	PG&E Benchmark Job Title	Profile	Number of PG&E Employees
GRC223	Design Drafter	Profile 4	6
GRC4011	Land Technician	Profile 4	27
GRC3015	Engineer Assistant (STIP Ineligible) - Entry - Union	Profile 4	48
GRC3001	Engineer (STIP Eligible) - Entry - Union	Profile 4	56
GRC1281	Procurement Specialist	Profile 4	9
GRC4008	Senior Mapping Technician	Profile 4	69
GRC1302	Project Manager (Union)	Profile 7	35
GRC403	Senior Design Drafter	Profile 7	12
GRC3003	Engineer (STIP Eligible) - Career - Union	Profile 7	157
GRC4075	Engineer (STIP Ineligible) - Career - Union	Profile 7	466
GRC3013	Engineer Assistant (STIP Ineligible) - Intermediate - Union	Profile 7	28
GRC248	Engineering Estimator	Profile 7	274
GRC5025	Design Engineer	Profile 7	63
GRC3010	Nuclear Engineer (STIP Eligible) - Entry	Profile 7	7
GRC4000	Project Controls Analyst	Profile 7	74
GRC4010	Scheduler	Profile 7	64
GRC4007	Land Agent	Profile 10	65
GRC3011	Nuclear Engineer (STIP Eligible) - Journeyman	Profile 10	17
GRC1305	Project Manager, Senior (Union)	Profile 10	52
GRC1031	Senior New Business Representative	Profile 10	180
GRC4035	Engineer (STIP Eligible) - Senior - Union	Profile 11	144
GRC4036	Engineer (STIP Ineligible) - Senior - Union	Profile 11	35
GRC1153	Land Planner, Senior	Profile 11	38
GRC4002	Nuclear Engineer (STIP Eligible) - Senior	Profile 11	51
GRC4001	Project Controls Analyst, Sr.	Profile 11	53
GRC405	Senior Engineering Estimator	Profile 11	283
GRC808	Professional 1	Profile 12	2
GRC3006	Engineer (STIP Eligible) - Lead - Union	Profile 12	44
GRC1204	Nuclear Advising Engineer, Senior	Profile 12	23
GRC3012	Nuclear Engineer (STIP Eligible) - Lead	Profile 12	15
GRC600	Business Analyst, Associate	Profile 16	16
GRC552	Accounting Analyst	Profile 16	5
GRC5014	Contract Administrator	Profile 16	31
GRC599	Business Analyst	Profile 16	99
GRC4044	Business Process, Performance & Operations Analyst	Profile 16	20
GRC730	Customer Relationship Manager	Profile 16	37
GRC1301	Project Manager (Non Union)	Profile 16	18
GRC667	Computer Client Support Analyst	Profile 17	19
GRC870	Finance Analyst	Profile 17	21
GRC3000	Engineer (STIP Eligible) - Entry - Non Union	Profile 17	36
GRC1452	Technical Specialist	Profile 17	18
GRC1289	Programmer Analyst	Profile 17	9
GRC5017	Vegetation Program Manager	Profile 17	48
GRC3002	Engineer (STIP Eligible) - Career - Non Union	Profile 17	85
GRC5019	Gas Records Analyst, Senior	Profile 17	21
GRC555	Accounting Analyst, Senior	Profile 18	26
GRC1002	Government Relations Representative	Profile 18	20
GRC858	Executive Assistant	Profile 18	23
GRC4054	IT Project Manager	Profile 18	3
GRC5012	Technical Training Instructor, Senior	Profile 20	33
GRC872	Finance Analyst, Senior	Profile 20	27
GRC1105	IT Planning Analyst, Senior	Profile 20	8

2020 GRC Study Position #	PG&E Benchmark Job Title	Profile	Number of PG&E Employees
GRC4045	Business Process, Performance & Operations, Senior	Profile 20	27
GRC602	Business Analyst, Senior	Profile 20	208
GRC733	Customer Relationship Manager, Sr	Profile 20	75
GRC5021	Quality Operations Specialist, Senior	Profile 20	20
GRC5011	Production Planner, Senior	Profile 20	26
GRC1304	Project Manager, Senior (Non Union)	Profile 20	67
GRC5006	Business Finance Analyst, Expert	Profile 21	24
GRC621	Business System Specialist, Senior	Profile 21	30
GRC5005	Construction Manager, Senior	Profile 21	33
GRC5013	Energy Trading Analyst, Senior	Profile 21	8
GRC3005	Engineer (STIP Eligible) - Senior - Non Union	Profile 21	125
GRC1079	IT Business Analyst, Senior	Profile 21	31
GRC5009	IT Network Specialist, Senior	Profile 21	28
GRC1111	IT Product Specialist, Senior	Profile 21	57
GRC1115	IT Project Manager, Senior	Profile 21	13
GRC1292	Programmer Analyst, Senior	Profile 21	88
GRC4081	SCADA Specialist, Senior	Profile 21	33
GRC579	ATS Engineer, Expert	Profile 22	19
GRC580	ATS Engineer, Senior	Profile 22	10
GRC601	Business Analyst, Expert	Profile 22	141
GRC4046	Business Process, Performance & Operations, Expert	Profile 22	28
GRC4027	Business System Specialist, Expert	Profile 22	74
GRC629	Case Manager, Expert	Profile 22	7
GRC648	Communications Representative, Expert	Profile 22	12
GRC5007	Compliance Data Analyst, Expert	Profile 22	29
GRC5004	Construction Manager, Expert	Profile 22	71
GRC5002	Customer Relationship Manager, Expert	Profile 22	28
GRC5010	Electric Compliance Specialist, Expert	Profile 22	34
GRC3004	Engineer (STIP Eligible) - Expert - Non Union	Profile 22	52
GRC5008	Gas Program Manager, Expert	Profile 22	28
GRC4028	IT Business Analyst, Expert	Profile 22	35
GRC4079	IT Project Manager, Expert	Profile 22	14
GRC4005	Program Manager, Expert	Profile 22	97
GRC1291	Programmer Analyst, Expert	Profile 22	68
GRC1339	Recruiter, Expert	Profile 22	12
TOTAL:			4672

PG&E Physical/Technical Benchmark Jobs Included in Study

2020 GRC Study Position #	PG&E Benchmark Job Title	Profile	Number of PG&E Employees
GRC361	Mapping Technician	Profile 2	68
GRC4051	Construction Operator-GC Gas	Profile 2	211
GRC4038	Nuclear Security Officer - Unarmed	Profile 2	12
GRC442	T&D Assistant	Profile 2	163
GRC357	Machinist	Profile 5	21
GRC250	Equipment Mechanic	Profile 5	138
GRC260	Fieldperson	Profile 5	39
GRC252	Equipment Operator	Profile 5	63
GRC378	Nuclear Security Officer	Profile 5	155
GRC4050	Gas Compliance Representative	Profile 5	286
GRC4077	Meter Maintenance Person	Profile 5	122
GRC366	Materials Leadperson	Profile 5	134
GRC501	Work & Resource Dispatcher	Profile 5	71
GRC340	Lead Driver	Profile 5	48
GRC372	Metering Systems Technician	Profile 6	39
GRC270	Gas Control Technician	Profile 6	99
GRC242	Electrician	Profile 6	110
GRC4013	Electrician - Switching	Profile 6	80
GRC277	Gas Service Representative	Profile 6	537
GRC236	Electric Technician	Profile 6	41
GRC350	Lineman	Profile 6	545
GRC266	Garage Subforeman	Profile 6	37
GRC243	Electrician - Hydro	Profile 6	130
GRC272	Gas Crew Leader	Profile 6	122
GRC4026	Working Foreman B - Non-Climbing	Profile 8	69
GRC193	Certified Welder	Profile 8	40
GRC4076	Water System Repairperson	Profile 8	29
GRC470	Troubleman	Profile 8	399
GRC4052	Lead Gas Control Technician	Profile 8	34
GRC453	Telecommunications Technician	Profile 8	67
GRC4037	Chemical & Radiation Protectn Tech-DCPP	Profile 8	35
GRC198	Compliance Inspector	Profile 8	127
GRC213	DCPP Nuclear Operator	Profile 8	51
GRC187	Cable Splicer	Profile 8	44
GRC328	Hydro Operator	Profile 8	52
GRC239	Electrical Machinist	Profile 8	17
GRC229	Electric Crew Foreman	Profile 8	271
GRC332	Instrument and Control Technician-DCPP	Profile 8	57
GRC4053	Environmental Field Specialist, Senior	Profile 9	39
GRC4070	DCPP Reactor Operator	Profile 9	32
GRC4025	Transmission Construction Inspector, Sr	Profile 19	61
TOTAL:			4695

PG&E Clerical Benchmark Jobs Included in Study

2020 GRC Study Position #	PG&E Benchmark Job Title	Profile	Number of PG&E Employees
GRC90	Service Representative - Entry	Profile 1	549
GRC5016	Service Representative - Intermediate	Profile 1	522
GRC87	Senior Service Representative - Lead	Profile 3	101
GRC84	Senior Operating Clerk I-II	Profile 3	67
GRC16	Cust Care Application Processor	Profile 14	9
GRC2	Administrative Clerk	Profile 14	5
GRC4012	Administrative Clerk, Senior	Profile 15	33
GRC20	Director's Assistant	Profile 15	34
GRC1161	Learning & Dev Operations Specialist	Profile 15	10
GRC444	Technical Assistant, Senior	Profile 15	6
GRC62	Legal Secretary, Senior	Profile 15	9
GRC79	Senior Director's Assistant	Profile 15	49
TOTAL:			1394

Appendix B: Detailed Competitive Summary by Employee Category – PG&E¹

¹ Jobs have been sorted by profile number for ease of view.
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Executive ¹	2020 GRC Study Position	PG&E Benchmark Job Title	Profile	# of PG&E EEs	PG&E Average				Competitive Market Average				Variance – PG&E +/- Market							
					Base Salary	Total Cash	Total Comp.	Total	Base Salary	Total Cash	Total Comp.	Total	Base Salary %	Total Cash %	Total Comp. %	Total				
	GRC132 Executive 1		Profile 28	1	\$295	\$428	\$378	\$101	\$529	\$436	\$435	\$62	\$498	\$497	-1.9%	-1.8%	-13.0%	62.7%	6.3%	-3.5%
	GRC4040 Executive 2		Profile 28	1	\$396	\$594	\$536	\$134	\$728	\$507	\$503	\$70	\$577	\$573	18.9%	17.1%	6.6%	91.3%	26.1%	17.0%
	GRC136 Executive 3		Profile 28	1	\$384	\$557	\$518	\$127	\$684	\$464	\$462	\$65	\$530	\$527	19.3%	19.9%	12.1%	94.0%	29.1%	22.3%
	GRC4083 Executive 4		Profile 28	1	\$350	\$525	\$480	\$121	\$646	\$502	\$502	\$70	\$572	\$572	0.1%	4.6%	-4.3%	73.2%	12.9%	5.1%
	GRC4090 Executive 5		Profile 28	1	\$407	\$610	\$549	\$138	\$748	\$494	\$490	\$69	\$562	\$558	21.3%	23.7%	12.2%	100.3%	33.0%	23.1%
	GRC4085 Executive 6		Profile 28	1	\$315	\$457	\$399	\$107	\$564	\$527	\$523	\$72	\$599	\$595	-6.5%	-13.3%	-23.7%	47.9%	-5.9%	-15.0%
	GRC4087 Executive 7		Profile 28	1	\$310	\$450	\$396	\$106	\$555	\$501	\$426	\$61	\$488	\$487	1.9%	5.4%	-7.1%	72.4%	13.8%	2.9%
	GRC4084 Executive 8		Profile 29	1	\$428	\$685	\$611	\$151	\$837	\$815	\$812	\$100	\$915	\$913	-10.8%	-15.9%	-24.8%	50.8%	-8.6%	-16.5%
	GRC4088 Executive 9		Profile 29	1	\$375	\$544	\$495	\$124	\$667	\$618	\$569	\$75	\$646	\$644	1.8%	-4.9%	-13.1%	65.8%	3.3%	-3.9%
	GRC4042 Executive 10		Profile 29	1	\$375	\$544	\$495	\$124	\$667	\$618	\$611	\$79	\$695	\$691	-3.3%	-11.7%	-19.1%	56.0%	-3.9%	-10.5%
	GRC4086 Executive 11		Profile 30	1	\$475	\$760	\$552	\$154	\$914	\$501	\$501	\$66	\$567	\$567	36.6%	51.8%	10.3%	133.6%	61.4%	24.7%
	GRC107 Executive 12		Profile 30	1	\$523	\$836	\$776	\$168	\$1,005	\$807	\$792	\$98	\$905	\$890	17.9%	3.7%	-2.0%	71.3%	11.0%	6.1%
	GRC4023 Executive 13		Profile 30	1	\$600	\$960	\$666	\$191	\$1,151	\$761	\$761	\$93	\$854	\$854	29.7%	26.2%	-12.5%	104.1%	34.7%	0.2%
	Benchmark Incumbents			13	\$5,233	\$7,949	\$6,851	\$1,746	\$9,695	\$4,771	\$7,387	\$982	\$8,408	\$8,369	9.7%	7.0%	-7.2%	77.8%	15.3%	2.7%
	Total Incumbents			13																
	Coverage			37																
				35.1%																

¹ All survey compensation elements are independently arrayed

APPENDIX B — Detailed Competitive Summary by Employee Category — PG&E

Senior Director/Director/Chief¹

2020 GRC		PG&E Average			Competitive Market Average			Variance — PG&E +/- Market							
Position	Profile	# of PG&E EEs	Base Salary	Total Cash	Target Total Cash	Base Salary	Total Cash	Target Total Cash	Base Salary %	Total Cash %	Target Total Cash %	Benefits %	Total Cash %	Target Total Cash %	Total Comp. %
GRC1508	Senior Director/Director/Chief 1	1	\$195	\$230	\$282	\$202	\$240	\$276	-3.6%	-0.5%	-18.8%	18.8%	-2.4%	18.8%	2.4%
GRC1605	Director, Infrastructure & Operations	6	\$215	\$251	\$309	\$210	\$255	\$300	2.1%	0.3%	-1.6%	19.4%	-1.6%	19.4%	3.0%
GRC4093	Director, Compliance	7	\$221	\$265	\$317	\$223	\$267	\$311	-1.2%	-4.4%	17.3%	17.3%	-4.4%	17.3%	-1.4%
GRC1572	Senior Director/Director/Chief 2	2	\$202	\$233	\$291	\$215	\$258	\$306	-5.9%	-7.9%	9.6%	14.4%	-9.6%	14.4%	-6.2%
GRC1622	Senior Director/Director/Chief 3	1	\$253	\$302	\$360	\$266	\$317	\$375	-5.2%	-10.6%	13.5%	11.7%	-10.6%	11.7%	-7.6%
GRC4081	Director, Contract & Project Management	4	\$213	\$255	\$306	\$215	\$251	\$305	-0.9%	-2.8%	18.7%	18.7%	-2.4%	18.7%	0.2%
GRC1535	Dir, Supply Chain	5	\$240	\$278	\$342	\$243	\$283	\$336	12.6%	9.2%	8.8%	28.7%	8.8%	28.7%	11.6%
GRC1513	Dir, Business Finance	9	\$197	\$237	\$285	\$216	\$257	\$306	-8.8%	-10.2%	12.4%	12.4%	-10.2%	12.4%	-7.0%
GRC1541	Director, Business Technology	8	\$223	\$267	\$319	\$215	\$263	\$311	3.5%	1.5%	1.7%	22.2%	1.7%	22.2%	4.4%
GRC1715	Strategic Planning, Chief	5	\$233	\$280	\$334	\$265	\$316	\$363	-11.8%	-18.1%	-29.3%	4.9%	-29.3%	4.9%	-25.2%
GRC1585	Senior Director/Director/Chief 4	1	\$174	\$209	\$253	\$230	\$276	\$322	-24.4%	-28.6%	-13.9%	-3.7%	-28.6%	-3.7%	-25.2%
GRC1528	Dir, HR Generalist	7	\$211	\$253	\$303	\$219	\$262	\$312	-3.7%	-5.8%	6.4%	16.1%	-5.8%	16.1%	-2.8%
GRC1620	Senior Director/Director/Chief 5	1	\$234	\$281	\$335	\$260	\$307	\$356	-10.0%	-13.9%	6.4%	8.8%	-13.9%	6.4%	8.8%
GRC1624	Director, Performance Improvement	4	\$213	\$255	\$306	\$216	\$256	\$305	-1.3%	-2.6%	-4.3%	18.8%	-4.3%	18.8%	-1.0%
GRC4018	Senior Director/Director/Chief 6	1	\$209	\$251	\$301	\$218	\$261	\$313	-4.2%	-7.1%	-7.0%	15.0%	-7.1%	15.0%	-3.8%
GRC1520	Senior Director/Director/Chief 7	1	\$242	\$291	\$346	\$221	\$274	\$328	9.4%	5.9%	28.9%	26.0%	28.9%	6.6%	28.4%
GRC1632	Senior Director/Director/Chief 8	1	\$206	\$247	\$297	\$227	\$283	\$327	-9.3%	-12.7%	-16.0%	10.2%	-12.7%	10.2%	-12.4%
GRC4016	Director, Cybersecurity	3	\$232	\$278	\$332	\$197	\$235	\$274	17.6%	18.5%	14.3%	35.8%	18.5%	35.8%	21.0%
GRC1588	Director, EE Products & Programs	5	\$217	\$260	\$312	\$222	\$267	\$313	-2.1%	-3.5%	-5.7%	18.0%	-5.7%	18.0%	-2.4%
GRC1559	Director, Customer Service Delivery	6	\$208	\$249	\$299	\$219	\$262	\$311	-5.2%	-9.1%	9.7%	13.3%	-9.1%	13.3%	-6.0%
GRC1583	Director, Energy Solutions & Service	5	\$218	\$262	\$313	\$223	\$267	\$312	-2.0%	-6.0%	13.2%	15.9%	-6.0%	15.9%	-3.0%
GRC1659	Senior Director/Director/Chief 9	1	\$244	\$293	\$349	\$222	\$265	\$307	9.9%	10.7%	7.7%	30.0%	10.7%	30.0%	10.9%
GRC4017	Director, Business Strategy	4	\$233	\$280	\$334	\$226	\$275	\$326	3.1%	-2.2%	2.0%	20.2%	-2.2%	20.2%	1.0%
GRC4092	Director, Electric Program Management	10	\$212	\$255	\$305	\$229	\$283	\$328	-7.5%	-9.9%	6.7%	12.5%	-9.9%	12.5%	7.7%
GRC4094	Director, Regulatory Proceedings	3	\$219	\$263	\$315	\$234	\$283	\$330	-6.1%	-10.3%	9.6%	12.2%	-10.3%	9.6%	12.2%
GRC1586	Senior Director/Director/Chief 10	2	\$238	\$285	\$340	\$234	\$284	\$334	1.7%	-3.0%	16.7%	18.5%	-3.0%	16.7%	17.0%
GRC1511	Senior Director/Director/Chief 11	1	\$262	\$314	\$366	\$236	\$294	\$349	10.8%	4.0%	28.3%	24.6%	4.0%	28.3%	27.7%
GRC1684	Regional Team Lead, Chief	5	\$245	\$294	\$346	\$242	\$298	\$345	1.5%	-3.1%	-4.6%	18.4%	-4.6%	18.4%	-1.5%
GRC1537	Senior Director/Director/Chief 12	2	\$213	\$256	\$306	\$247	\$291	\$338	-13.9%	-17.5%	-1.3%	5.7%	-17.5%	5.7%	-0.1%
GRC1661	Senior Director/Director/Chief 13	1	\$231	\$277	\$329	\$251	\$291	\$337	-7.9%	-13.7%	3.0%	9.0%	-13.7%	3.0%	4.0%
GRC4082	Senior Counsel	27	\$227	\$272	\$325	\$265	\$323	\$373	-14.3%	-17.4%	-19.9%	5.6%	-19.9%	5.6%	-16.4%
GRC1682	Senior Director/Director/Chief 14	1	\$288	\$322	\$366	\$251	\$283	\$317	7.1%	-0.3%	26.3%	20.9%	-0.3%	26.3%	25.4%
GRC1573	Director, Electric Distribution	5	\$222	\$266	\$318	\$238	\$286	\$336	-7.0%	-12.2%	9.3%	10.4%	-12.2%	9.3%	9.4%
GRC4019	Senior Director/Director/Chief 15	2	\$225	\$270	\$323	\$219	\$265	\$317	2.9%	1.9%	0.2%	22.6%	1.9%	22.6%	4.8%
GRC1681	Senior Director, Infrastructure & Opm	3	\$265	\$345	\$407	\$254	\$328	\$378	4.2%	4.8%	3.3%	25.5%	4.8%	25.5%	6.2%
GRC1617	Senior Director/Director/Chief 16	1	\$225	\$270	\$323	\$254	\$291	\$334	-11.3%	-17.1%	5.6%	5.9%	-17.1%	5.6%	5.7%
GRC5024	Chief Counsel	17	\$320	\$404	\$481	\$307	\$381	\$450	4.4%	-4.6%	-10.3%	14.8%	-4.6%	14.8%	-10.2%
GRC1686	Senior Director/Director/Chief 17	2	\$270	\$336	\$404	\$291	\$352	\$429	-7.2%	-6.3%	-9.7%	19.9%	-6.3%	19.9%	-5.8%
GRC4020	Managing Counsel	4	\$270	\$336	\$404	\$301	\$369	\$432	-6.3%	-10.2%	-13.0%	16.4%	-10.2%	16.4%	-6.8%
GRC1679	Senior Director/Director/Chief 18	1	\$282	\$367	\$437	\$306	\$375	\$432	-7.3%	-3.2%	-6.2%	22.8%	-3.2%	22.8%	-2.4%
GRC4015	Chief Counsel, (specialized area) (PIO) Sr Director, Gas Transmission & Distribution	4	\$254	\$318	\$381	\$230	\$283	\$342	-12.2%	-15.7%	-21.0%	11.2%	-15.7%	11.2%	-16.9%
GRC1612	Senior Director/Director/Chief 19	1	\$258	\$336	\$402	\$320	\$388	\$451	-19.2%	-26.9%	-27.1%	1.1%	-26.9%	1.1%	-23.5%
GRC4021	Senior Director/Director/Chief 20	1	\$290	\$377	\$449	\$269	\$336	\$396	7.9%	10.2%	5.6%	34.6%	10.2%	34.6%	9.6%
GRC1687	Senior Director/Director/Chief 21	1	\$317	\$412	\$488	\$316	\$429	\$493	0.1%	-8.4%	-7.2%	18.2%	-8.4%	18.2%	-3.8%
GRC1688	Senior Director, Business Technology	4	\$288	\$375	\$446	\$309	\$381	\$454	-6.7%	-10.8%	-10.8%	21.9%	-10.8%	21.9%	-6.7%
		46	\$44,011	\$51,490	\$63,970	\$46,463	\$55,275	\$67,281	-5.3%	-8.0%	-6.8%	15.1%	-8.0%	15.1%	-4.9%
		190	\$44,011	\$51,490	\$63,970	\$46,463	\$55,275	\$67,281	-5.3%	-8.0%	-6.8%	15.1%	-8.0%	15.1%	-3.8%

¹ All survey compensation elements are independently arrayed



APPENDIX B — Detailed Competitive Summary by Employee Category — PG&E

2020 GRC Study Position	PG&E Benchmark Job Title	Profile	# of PG&E EEs	PG&E Average				Competitive Market Average				Variance - PG&E +/- Market								
				Total Cash	Total Benefits	Total Comp.	Base Salary	Target Total Cash	Target Total Benefits	Target Total Comp.	Base Salary %	Target Total Cash %	Target Total Benefits %	Target Total Comp. %						
	Benchmark Incumbents	190	378																	
	Total Incumbents Coverage		50.3%																	

Senior Manager/Manager/Principal/Supervisor¹

2020 GRC Study Position	PG&E Benchmark Job Title	Profile	# of PG&E EEs	PG&E Average				Competitive Market Average				Variance - PG&E +/- Market								
				Total Cash	Total Benefits	Total Comp.	Base Salary	Target Total Cash	Target Total Benefits	Target Total Comp.	Base Salary %	Target Total Cash %	Target Total Benefits %	Target Total Comp. %						
GRC4073	Engineer (STIP Eligible) - Principal - Union	Profile 13	3	\$192	\$221	\$216	\$56	\$277	\$271	\$180	\$203	\$196	\$48	\$251	\$244	\$244	10.3%	10.3%	11.0%	11.0%
GRC2329	Supervisor, Contact Center Operations	Profile 16	37	\$99	\$111	\$108	\$23	\$135	\$131	\$84	\$91	\$91	\$17	\$108	\$108	\$108	19.0%	19.0%	21.4%	21.4%
GRC2105	Materials, Supervisor	Profile 18	18	\$112	\$125	\$121	\$30	\$155	\$151	\$102	\$109	\$107	\$22	\$131	\$132	\$132	14.7%	14.7%	14.7%	14.7%
GRC2155	Nuclear, Security Sergeant, Supvr	Profile 18	18	\$119	\$133	\$130	\$31	\$164	\$160	\$107	\$117	\$110	\$23	\$141	\$130	\$130	16.0%	16.0%	23.3%	23.3%
GRC2307	Supervisor, Area Fleet Operations	Profile 18	15	\$123	\$137	\$129	\$31	\$169	\$160	\$101	\$114	\$110	\$23	\$137	\$132	\$132	20.1%	20.1%	23.1%	23.1%
GRC4068	Supervisor, Billing Operations	Profile 18	9	\$103	\$115	\$112	\$29	\$144	\$141	\$111	\$120	\$120	\$23	\$143	\$143	\$143	-3.9%	-3.9%	22.4%	22.4%
GRC1768	Distribution, Supervisor	Profile 23	110	\$151	\$170	\$165	\$34	\$204	\$199	\$129	\$142	\$129	\$25	\$167	\$154	\$154	19.8%	19.8%	22.3%	22.3%
GRC2301	Supervisor, Accounting	Profile 23	5	\$134	\$150	\$146	\$32	\$182	\$178	\$133	\$153	\$147	\$26	\$179	\$173	\$173	-0.3%	-0.3%	1.6%	1.6%
GRC5001	Supervisor, Business Analysis	Profile 23	17	\$143	\$161	\$156	\$33	\$194	\$189	\$144	\$161	\$158	\$27	\$188	\$182	\$182	-1.1%	-1.1%	3.2%	3.2%
GRC2316	Supervisor, Business Finance	Profile 23	5	\$125	\$140	\$137	\$31	\$171	\$168	\$138	\$155	\$148	\$27	\$182	\$175	\$175	-0.1%	-0.1%	2.3%	2.3%
GRC2317	Supervisor, Business Technology	Profile 23	21	\$158	\$177	\$172	\$35	\$212	\$208	\$145	\$162	\$160	\$27	\$189	\$187	\$187	9.5%	9.5%	6.0%	6.0%
GRC2328	Supervisor, Construction & Maintenance	Profile 23	79	\$148	\$166	\$161	\$34	\$200	\$195	\$140	\$157	\$140	\$27	\$183	\$167	\$167	15.1%	15.1%	12.4%	12.4%
GRC2362	Supervisor, Electric Project Management	Profile 23	31	\$160	\$180	\$174	\$36	\$215	\$209	\$148	\$174	\$148	\$28	\$202	\$177	\$177	-14.1%	-14.1%	27.0%	27.0%
GRC2365	Supervisor, Energy Solutions & Services	Profile 23	8	\$127	\$143	\$140	\$31	\$174	\$171	\$148	\$174	\$148	\$28	\$202	\$177	\$177	-17.8%	-17.8%	8.8%	8.8%
GRC2373	Supervisor, Facilities	Profile 23	9	\$130	\$146	\$141	\$31	\$177	\$172	\$141	\$158	\$159	\$27	\$185	\$186	\$186	-8.0%	-8.0%	-4.4%	-4.4%
GRC4097	Supervisor, Field Metering	Profile 23	17	\$149	\$166	\$161	\$34	\$200	\$195	\$128	\$141	\$128	\$25	\$166	\$163	\$163	16.2%	16.2%	27.8%	27.8%
GRC2396	Supervisor, Gas Field Services	Profile 23	40	\$134	\$150	\$145	\$32	\$181	\$177	\$122	\$135	\$122	\$24	\$159	\$147	\$147	9.2%	9.2%	14.1%	14.1%
GRC4031	Supervisor, Gas Support Services	Profile 23	18	\$105	\$118	\$115	\$28	\$146	\$142	\$130	\$144	\$130	\$25	\$169	\$155	\$155	-18.9%	-18.9%	-13.9%	-13.9%
GRC4080	Maintenance	Profile 23	22	\$147	\$165	\$162	\$34	\$199	\$195	\$144	\$151	\$144	\$26	\$178	\$170	\$170	1.9%	1.9%	11.8%	11.8%
GRC2423	Supervisor, Infrastructure & Operations	Profile 23	48	\$145	\$163	\$158	\$33	\$196	\$192	\$151	\$170	\$168	\$28	\$198	\$196	\$196	-4.1%	-4.1%	-2.1%	-2.1%
GRC4049	Supervisor, Program Management	Profile 23	6	\$130	\$146	\$142	\$31	\$177	\$173	\$136	\$150	\$147	\$26	\$176	\$173	\$173	-4.0%	-4.0%	0.3%	0.3%
GRC4009	Supervisor, Public Safety & Regulatory	Profile 23	30	\$147	\$165	\$160	\$34	\$199	\$194	\$127	\$137	\$137	\$25	\$161	\$162	\$162	15.6%	15.6%	20.7%	20.7%
GRC2471	Supervisor, Resource	Profile 23	12	\$130	\$146	\$143	\$31	\$177	\$174	\$139	\$150	\$139	\$26	\$176	\$165	\$165	-2.9%	-2.9%	0.6%	0.6%
GRC2472	Supervisor, Restoration	Profile 23	32	\$151	\$169	\$164	\$34	\$203	\$198	\$135	\$149	\$135	\$26	\$174	\$161	\$161	12.0%	12.0%	16.7%	16.7%
GRC2506	Supervisor, Sourcing	Profile 23	4	\$132	\$148	\$144	\$32	\$179	\$175	\$141	\$160	\$162	\$27	\$187	\$189	\$189	-6.8%	-6.8%	-4.3%	-4.3%
GRC2477	Supervisor, Substation Test	Profile 23	14	\$170	\$190	\$184	\$37	\$227	\$221	\$148	\$165	\$148	\$28	\$192	\$176	\$176	14.4%	14.4%	18.0%	18.0%
GRC4099	Supervisor, System Operations & Control	Profile 23	15	\$161	\$180	\$175	\$36	\$216	\$210	\$139	\$153	\$139	\$26	\$180	\$165	\$165	16.2%	16.2%	25.6%	25.6%
GRC1980	Supr, Gas Transmission & Distribution	Profile 23	155	\$141	\$158	\$153	\$33	\$191	\$186	\$140	\$156	\$140	\$27	\$183	\$167	\$167	1.0%	1.0%	4.2%	4.2%
GRC4098	Business System Specialist, Principal	Profile 24	17	\$164	\$189	\$183	\$36	\$225	\$219	\$167	\$189	\$186	\$30	\$219	\$216	\$216	-1.3%	-1.3%	2.8%	2.8%
GRC1767	Distribution Superintendent	Profile 24	34	\$175	\$201	\$195	\$38	\$239	\$232	\$158	\$182	\$158	\$29	\$211	\$188	\$188	10.4%	10.4%	13.0%	13.0%
GRC3019	Non Union	Profile 24	75	\$170	\$190	\$185	\$36	\$226	\$221	\$168	\$187	\$183	\$30	\$217	\$213	\$213	1.1%	1.1%	4.5%	4.5%
GRC1798	Finance Analyst, Principal	Profile 24	24	\$156	\$179	\$173	\$35	\$214	\$208	\$164	\$181	\$180	\$29	\$210	\$209	\$209	-4.7%	-4.7%	-1.0%	-1.0%
GRC4003	Manager, Business Analysis	Profile 24	16	\$162	\$186	\$181	\$36	\$222	\$217	\$163	\$186	\$181	\$29	\$215	\$211	\$211	0.3%	0.3%	3.2%	3.2%
GRC1859	Manager, Business Finance	Profile 24	14	\$159	\$183	\$178	\$36	\$219	\$213	\$169	\$192	\$187	\$30	\$223	\$217	\$217	-5.6%	-5.6%	-1.6%	-1.6%
GRC1860	Manager, Business Technology	Profile 24	32	\$173	\$199	\$193	\$37	\$237	\$230	\$168	\$192	\$190	\$31	\$222	\$220	\$220	2.9%	2.9%	6.7%	6.7%
GRC1980	Manager, Gas Transmission & Distribution	Profile 24	39	\$168	\$194	\$187	\$37	\$230	\$224	\$171	\$197	\$171	\$31	\$202	\$202	\$202	-1.8%	-1.8%	1.4%	1.4%
GRC1995	Manager, Infrastructure & Operations	Profile 24	14	\$174	\$200	\$193	\$38	\$238	\$231	\$174	\$198	\$197	\$31	\$229	\$227	\$227	0.2%	0.2%	3.9%	3.9%
GRC2001	Manager, Labor Relations	Profile 24	4	\$182	\$209	\$204	\$39	\$248	\$242	\$170	\$196	\$194	\$30	\$227	\$224	\$224	6.6%	6.6%	9.1%	9.1%
GRC2007	Manager, Maintenance & Construction	Profile 24	13	\$176	\$203	\$197	\$38	\$240	\$235	\$171	\$196	\$171	\$31	\$232	\$224	\$224	3.0%	3.0%	3.6%	3.6%

¹ All survey compensation elements are independently arrayed.

2020 GRC Study Position	PG&E Benchmark Job Title	Profile	# of PG&E EEs	PG&E Average				Competitive Market Average				Variance - PG&E +/- Market				
				Total Cash	Total Comp.	Base Salary	Total	Total Cash	Total Comp.	Base Salary	Total	Total Cash	Total Comp.	Base Salary	Total	
				\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
GRC4048	Manager, Program Management	Profile 24	13	\$190	\$233	\$152	\$170	\$28	\$200	\$198	11.8%	14.1%	32.4%	16.7%	14.7%	
GRC2051	Manager, Recruiting	Profile 24	4	\$162	\$222	\$154	\$173	\$28	\$201	\$200	3.9%	7.3%	27.3%	10.1%	7.2%	
GRC2066	Manager, Safety	Profile 24	14	\$163	\$223	\$148	\$170	\$28	\$198	\$176	22.7%	10.2%	29.4%	12.9%	23.8%	
GRC4065	Manager, Service Planning & Design	Profile 24	20	\$173	\$237	\$165	\$190	\$30	\$220	\$195	17.3%	4.8%	25.5%	7.6%	18.6%	
GRC2152	Nuclear Maintenance Foreman, Supvr	Profile 24	27	\$161	\$215	\$159	\$181	\$29	\$209	\$188	1.1%	-0.3%	21.5%	2.7%	12.5%	
GRC2166	Nuclear Shift Foreman, Supvr	Profile 24	41	\$172	\$229	\$154	\$174	\$28	\$202	\$182	11.8%	10.5%	29.7%	13.2%	23.6%	
GRC2345	Supervisor, Customer Service Delivery	Profile 24	60	\$168	\$234	\$152	\$174	\$28	\$203	\$181	-1.6%	3.7%	18.9%	-0.6%	8.7%	
GRC5022	Supervisor, Emergency Management	Profile 24	15	\$151	\$203	\$165	\$165	\$27	\$192	\$192	-0.6%	2.9%	23.9%	5.9%	2.9%	
GRC4030	Supervisor, Gas Pipeline Eng & Design	Profile 24	5	\$170	\$227	\$168	\$183	\$30	\$217	\$213	1.4%	1.4%	22.9%	4.3%	4.7%	
GRC4071	Management	Profile 24	30	\$143	\$174	\$138	\$155	\$29	\$207	\$184	-17.7%	-19.9%	6.5%	-16.3%	-8.2%	
GRC1722	ATS Engineer, Principal	Profile 25	5	\$191	\$266	\$196	\$226	\$40	\$265	\$258	-2.7%	-2.7%	17.0%	0.3%	0.1%	
GRC1725	Business Analyst, Principal	Profile 25	65	\$159	\$224	\$175	\$200	\$37	\$237	\$234	-9.2%	-8.8%	12.4%	-5.6%	-6.8%	
GRC5020	Business Architect, Principal	Profile 25	15	\$177	\$247	\$185	\$208	\$38	\$246	\$245	-4.6%	-2.8%	17.1%	0.4%	-1.7%	
GRC5023	Category Leader, Principal	Profile 25	21	\$164	\$231	\$179	\$210	\$38	\$250	\$248	-8.3%	-11.1%	10.5%	-7.8%	-9.5%	
GRC1735	Communications Representative, Principal	Profile 25	25	\$150	\$212	\$166	\$229	\$40	\$266	\$269	-13.2%	-23.8%	0.3%	-20.2%	-23.5%	
GRC1738	Compensation Consultant, Principal	Profile 25	3	\$182	\$254	\$183	\$206	\$37	\$244	\$246	-0.2%	1.5%	20.3%	4.4%	0.5%	
GRC5000	Electric Program Manager, Principal	Profile 25	47	\$165	\$232	\$178	\$205	\$37	\$243	\$238	-7.4%	-7.6%	13.3%	-4.4%	-5.7%	
GRC3016	Engineer (STIP Eligible) - Manager - Non Union	Profile 25	22	\$191	\$266	\$202	\$237	\$41	\$277	\$269	-5.3%	-7.1%	13.5%	-4.0%	-3.3%	
GRC3017	Engineer (STIP Eligible) - Principal - Non Union	Profile 25	36	\$194	\$273	\$180	\$203	\$37	\$240	\$233	7.6%	9.7%	26.5%	12.3%	12.3%	
GRC4029	Gas Program Manager, Principal	Profile 25	19	\$174	\$243	\$180	\$206	\$37	\$243	\$240	-3.4%	-2.9%	16.9%	0.1%	-1.1%	
GRC1813	HR Generalist, Principal	Profile 25	16	\$173	\$242	\$178	\$203	\$37	\$240	\$238	-3.3%	-2.3%	17.4%	0.7%	-1.0%	
GRC4055	IT Project Manager, Principal	Profile 25	7	\$185	\$258	\$173	\$196	\$36	\$232	\$230	7.1%	8.4%	25.5%	11.1%	8.3%	
GRC3020	Nuclear Engineer (STIP Eligible) - Supervisor	Profile 25	19	\$183	\$249	\$185	\$220	\$39	\$259	\$224	-1.5%	-6.9%	13.7%	-3.8%	8.7%	
GRC4066	Product Manager, Principal	Profile 25	21	\$171	\$239	\$190	\$223	\$39	\$262	\$256	-10.3%	-11.9%	9.8%	-8.7%	-8.9%	
GRC4078	Program Manager, Principal	Profile 25	79	\$168	\$235	\$173	\$198	\$36	\$234	\$232	-2.9%	-2.4%	17.3%	0.6%	-1.7%	
GRC2172	Project Manager, Principal	Profile 25	21	\$166	\$233	\$178	\$207	\$37	\$244	\$239	-7.1%	-7.8%	13.1%	-4.6%	-5.0%	
GRC2199	Senior Manager, Business Technology	Profile 25	19	\$197	\$274	\$201	\$238	\$41	\$279	\$276	-1.8%	-4.8%	15.3%	-1.8%	-3.3%	
GRC4096	Senior Manager, Infrastructure & Operations	Profile 25	19	\$190	\$265	\$201	\$228	\$40	\$267	\$268	-5.3%	-3.9%	16.1%	-0.9%	-3.2%	
GRC2256	Sr Manager, Energy Solutions & Service	Profile 25	10	\$186	\$259	\$198	\$241	\$41	\$282	\$239	-6.2%	-11.2%	10.1%	-8.1%	5.3%	
GRC4043	Supervisor, Nuclear Project Services	Profile 25	14	\$174	\$238	\$182	\$217	\$38	\$255	\$221	-4.5%	-10.0%	11.3%	-6.8%	6.1%	
GRC4069	Technology Architect, Principal	Profile 25	12	\$183	\$255	\$190	\$216	\$38	\$254	\$250	-3.6%	-2.5%	17.2%	0.5%	-0.9%	
GRC2149	Nuclear Engrg, Manager (no data)	Profile 26	6	\$215	\$297	\$241	\$259	\$42	\$301	\$255	1.2%	-4.6%	17.2%	-1.5%	14.0%	
			71	\$282,856	\$386,768	\$279,904	\$316,353	\$297,678	\$54,299	\$370,651	\$351,977	1.1%	1.3%	22.0%	4.3%	7.1%
Benchmark Incumbents			1,810	\$310,817	\$66,218	\$386,768	\$316,353	\$297,678	\$54,299	\$370,651	\$351,977	4.4%	1.3%	22.0%	4.3%	7.1%
Total Incumbents			3,375													
Coverage			53.6%													

APPENDIX B — Detailed Competitive Summary by Employee Category — PG&E

2020 GRC Study Position		PG&E Benchmark Job Title	Profile	# of EEs	PG&E Average			Competitive Market Average			Variance - PG&E +/- Market					
					Total Cash	Base Salary	Total Comp.	Target Cash	Base Salary	Total Comp.	Target Cash %	Base Salary %	Total Cash %	Target Total %	Benefits %	Total Comp. %
GRC223	Design Drafter		Profile 4	6	\$95	\$95	\$114	\$89	\$17	\$108	3.9%	11.3%	6.5%	17.1%	5.9%	8.2%
GRC4011	Land Technician		Profile 4	27	\$97	\$97	\$117	\$89	\$17	\$106	8.3%	9.5%	9.5%	19.6%	10.2%	11.1%
GRC3015	Engineer Assistant (STIP Ineligible) - Entry		Profile 4	48	\$98	\$98	\$118	\$94	\$17	\$107	9.0%	10.2%	4.2%	19.8%	10.7%	6.6%
GRC3001	Engineer (STIP Eligible) - Entry - Union		Profile 4	56	\$109	\$105	\$130	\$94	\$17	\$111	16.6%	11.4%	11.7%	23.8%	17.7%	13.6%
GRC1281	Procurement Specialist		Profile 4	9	\$116	\$125	\$148	\$91	\$96	\$114	32.6%	28.1%	37.6%	32.8%	32.8%	36.8%
GRC4008	Senior Mapping Technician		Profile 4	69	\$112	\$112	\$134	\$97	\$18	\$115	15.6%	20.5%	15.9%	23.2%	16.8%	17.0%
GRC1302	Project Manager (Union)		Profile 4	35	\$145	\$156	\$183	\$97	\$103	\$121	50.6%	50.6%	51.6%	51.1%	54.4%	51.5%
GRC403	Senior Design Drafter		Profile 7	12	\$111	\$111	\$134	\$105	\$18	\$126	3.3%	10.4%	6.1%	20.0%	5.8%	8.2%
GRC3003	Engineer (STIP Eligible) - Career - Union		Profile 7	157	\$157	\$157	\$184	\$107	\$19	\$126	46.1%	40.9%	42.9%	46.1%	46.1%	43.4%
GRC4075	Engineer (STIP Ineligible) - Career - Union		Profile 7	466	\$131	\$131	\$156	\$107	\$19	\$126	22.2%	29.7%	22.3%	31.6%	23.6%	23.7%
GRC3013	Intermediate - Union		Profile 7	28	\$125	\$125	\$149	\$105	\$18	\$123	19.0%	24.5%	17.4%	29.6%	20.6%	19.2%
GRC248	Engineering Estimator		Profile 7	274	\$97	\$97	\$118	\$108	\$19	\$127	-10.0%	-5.5%	-9.9%	11.9%	-6.7%	-6.7%
GRC5025	Design Engineer		Profile 7	63	\$106	\$106	\$128	\$104	\$19	\$130	-4.5%	2.5%	2.5%	15.1%	-1.7%	4.4%
GRC3010	Nuclear Engineer (STIP Eligible) - Entry		Profile 7	7	\$94	\$103	\$125	\$105	\$19	\$127	-10.5%	-10.5%	-5.2%	14.8%	-2.3%	-0.8%
GRC4000	Project Controls Analyst		Profile 7	74	\$103	\$109	\$136	\$105	\$19	\$134	3.5%	-2.4%	3.5%	16.7%	0.8%	5.6%
GRC4010	Scheduler		Profile 7	64	\$125	\$125	\$149	\$110	\$20	\$141	19.3%	19.3%	13.9%	20.1%	6.1%	14.8%
GRC4007	Land Agent		Profile 10	65	\$130	\$130	\$157	\$117	\$23	\$151	1.8%	11.9%	11.9%	16.6%	3.8%	12.6%
GRC3011	Nuclear Engineer (STIP Eligible) - Journeyman		Profile 10	17	\$124	\$133	\$27	\$121	\$22	\$145	10.4%	2.7%	10.7%	22.3%	12.2%	12.5%
GRC1305	Project Manager, Senior (Union)		Profile 10	52	\$170	\$182	\$219	\$118	\$22	\$150	46.2%	43.4%	42.7%	45.4%	46.1%	43.1%
GRC1031	Senior New Business Representative		Profile 10	180	\$127	\$127	\$153	\$120	\$23	\$154	-3.4%	5.9%	5.9%	13.3%	-1.0%	7.0%
GRC4035	Engineer (STIP Eligible) - Senior - Union		Profile 11	144	\$164	\$177	\$213	\$124	\$34	\$156	35.1%	32.7%	33.1%	37.5%	35.9%	33.8%
GRC4036	Engineer (STIP Ineligible) - Senior - Union		Profile 11	35	\$138	\$138	\$165	\$124	\$23	\$157	3.0%	11.3%	3.6%	16.5%	5.0%	5.5%
GRC1153	Land Planner, Senior		Profile 11	38	\$146	\$157	\$187	\$138	\$25	\$181	3.3%	5.9%	14.1%	16.5%	5.2%	14.5%
GRC4001	Nuclear Engineer (STIP Eligible) - Senior		Profile 11	51	\$161	\$177	\$208	\$129	\$24	\$165	25.2%	24.5%	34.7%	31.3%	26.1%	34.2%
GRC4002	Project Controls Analyst, Sr.		Profile 11	53	\$124	\$133	\$27	\$132	\$24	\$170	-6.2%	-5.8%	1.4%	10.1%	-3.9%	2.8%
GRC405	Senior Engineering Estimator		Profile 11	283	\$127	\$127	\$153	\$128	\$23	\$159	-6.3%	-0.3%	-5.4%	10.3%	-3.9%	-3.1%
GRC808	Professional 1		Profile 12	2	\$176	\$190	\$250	\$165	\$180	\$230	7.6%	7.2%	6.7%	13.0%	8.7%	8.1%
GRC3006	Engineer (STIP Eligible) - Lead - Union		Profile 12	44	\$208	\$203	\$267	\$150	\$47	\$211	26.9%	26.4%	25.4%	24.1%	26.3%	25.1%
GRC1204	Nuclear Advising Engineer, Senior		Profile 12	23	\$178	\$195	\$252	\$159	\$49	\$228	9.2%	12.1%	21.1%	13.9%	10.2%	19.4%
GRC3012	Nuclear Engineer (STIP Eligible) - Lead		Profile 12	15	\$178	\$192	\$252	\$163	\$49	\$223	12.4%	9.3%	18.0%	15.8%	13.1%	17.5%
GRC800	Business Analyst, Associate		Profile 16	16	\$79	\$76	\$99	\$70	\$89	\$89	8.9%	3.1%	8.9%	25.9%	12.0%	7.7%
GRC552	Accounting Analyst		Profile 16	5	\$83	\$89	\$112	\$82	\$17	\$105	4.2%	1.6%	1.4%	23.4%	7.3%	5.0%
GRC5014	Contract Administrator		Profile 16	31	\$85	\$91	\$115	\$88	\$94	\$110	1.1%	-1.9%	-2.6%	21.7%	4.4%	1.2%
GRC599	Business Analyst		Profile 16	99	\$89	\$95	\$117	\$88	\$18	\$111	5.1%	1.2%	1.3%	24.0%	8.1%	4.8%
GRC4044	Business Process, Performance & Operations Analyst		Profile 16	20	\$87	\$93	\$117	\$90	\$18	\$113	-0.2%	-3.8%	-3.7%	20.9%	3.1%	0.1%
GRC730	Customer Relationship Manager		Profile 16	37	\$81	\$86	\$109	\$80	\$18	\$117	-10.2%	-10.1%	-3.7%	14.7%	-6.3%	-0.6%
GRC1301	Project Manager (Non Union)		Profile 16	18	\$89	\$95	\$119	\$86	\$19	\$121	-5.3%	-8.0%	-7.6%	17.6%	-1.8%	-3.7%
GRC667	Computer Client Support Analyst		Profile 17	19	\$68	\$74	\$92	\$66	\$15	\$107	-20.6%	-20.6%	-18.4%	10.5%	-14.3%	-15.5%
GRC870	Finance Analyst		Profile 17	21	\$80	\$86	\$106	\$89	\$15	\$110	-7.4%	-10.0%	-9.5%	16.6%	-4.1%	-5.9%
GRC3000	Engineer (STIP Eligible) - Entry - Non Union		Profile 17	36	\$101	\$109	\$132	\$89	\$15	\$109	19.4%	14.1%	15.6%	31.9%	21.2%	17.9%
GRC1452	Technical Specialist		Profile 17	18	\$103	\$111	\$134	\$91	\$16	\$112	17.6%	13.1%	14.2%	30.9%	19.4%	16.5%
GRC1289	Programmer Analyst		Profile 17	9	\$83	\$102	\$119	\$100	\$16	\$123	-4.3%	-7.2%	-6.8%	18.0%	-1.3%	-3.6%
GRC5017	Vegetation Program Manager		Profile 17	48	\$89	\$92	\$114	\$100	\$16	\$123	-10.2%	-12.8%	-7.5%	14.4%	-6.9%	-4.5%
GRC3002	Engineer (STIP Eligible) - Career - Non Union		Profile 17	85	\$128	\$138	\$164	\$101	\$16	\$124	31.8%	27.2%	28.5%	39.9%	32.9%	30.0%

1 All survey compensation elements are independently arrayed

2020 GRC Study Position	PG&E Benchmark Job Title	Profile	# of PG&E EEs	PG&E Average				Competitive Market Average				Variance - PG&E +/- Market											
				Target Total Cash	Target Total Comp.	Target Benefits	Target Base Salary	Target Total Cash	Target Total Comp.	Target Benefits	Target Base Salary	Target Total Cash	Target Total Comp.	Target Benefits	Target Base Salary								
				%	%	%	%	%	%	%	%	%	%	%	%								
GRC5019	Gas Records Analyst, Senior	Profile 17	21	\$96	\$103	\$20	\$125	\$123	\$102	\$110	\$16	\$123	-1.6%	-6.0%	19.6%	1.2%	-2.7%						
GRC555	Accounting Analyst, Senior	Profile 18	26	\$102	\$109	\$28	\$140	\$137	\$103	\$111	\$22	\$134	-0.7%	-1.7%	25.3%	4.8%	2.9%						
GRC1002	Government Relations Representative	Profile 18	20	\$92	\$97	\$27	\$128	\$124	\$104	\$116	\$23	\$141	-11.2%	-15.8%	15.4%	-9.5%	-10.6%						
GRC358	Executive Assistant	Profile 18	23	\$117	\$129	\$30	\$160	\$157	\$112	\$119	\$23	\$142	4.5%	5.1%	30.8%	12.3%	9.2%						
GRC4054	IT Project Manager	Profile 18	3	\$125	\$135	\$32	\$169	\$167	\$111	\$119	\$23	\$142	13.4%	15.8%	35.5%	19.0%	16.4%						
GRC5012	Technical Training Instructor, Senior	Profile 20	33	\$136	\$147	\$30	\$180	\$178	\$113	\$120	\$22	\$142	20.6%	21.8%	37.9%	26.2%	24.3%						
GRC372	Finance Analyst, Senior	Profile 20	27	\$103	\$110	\$26	\$139	\$135	\$112	\$121	\$22	\$144	-8.5%	-9.7%	16.7%	-3.6%	-5.6%						
GRC1105	IT Planning Analyst, Senior	Profile 20	8	\$104	\$111	\$26	\$140	\$137	\$113	\$123	\$22	\$145	-7.6%	-9.2%	17.1%	-3.1%	-5.2%						
GRC4045	Operations, Senior	Profile 20	27	\$110	\$118	\$27	\$148	\$145	\$114	\$123	\$22	\$146	-3.4%	-4.4%	20.4%	1.6%	-0.6%						
GRC602	Business Analyst, Senior	Profile 20	208	\$108	\$116	\$27	\$146	\$143	\$113	\$122	\$22	\$145	-4.2%	-2.5%	20.0%	0.9%	-0.8%						
GRC733	Customer Relationship Manager, Sr	Profile 20	75	\$105	\$112	\$26	\$141	\$139	\$115	\$123	\$23	\$154	-8.6%	-11.9%	13.3%	-8.1%	0.7%						
GRC5021	Quality Operations Specialist, Senior	Profile 20	20	\$113	\$124	\$27	\$151	\$148	\$112	\$120	\$22	\$142	1.0%	0.8%	23.7%	6.1%	4.4%						
GRC5011	Production Planner, Senior	Profile 20	26	\$106	\$117	\$26	\$143	\$143	\$116	\$125	\$22	\$148	-8.6%	-9.1%	17.2%	-2.9%	-5.1%						
GRC1304	Project Manager, Senior (Non Union)	Profile 20	67	\$115	\$126	\$28	\$150	\$150	\$118	\$128	\$22	\$150	-3.1%	-1.2%	20.9%	2.2%	-0.3%						
GRC621	Business Finance Analyst, Expert	Profile 21	24	\$130	\$140	\$28	\$170	\$167	\$137	\$150	\$23	\$174	-5.2%	-7.0%	20.3%	-1.8%	-3.4%						
GRC5006	Business System Specialist, Senior	Profile 21	30	\$115	\$123	\$26	\$152	\$149	\$120	\$131	\$21	\$152	-4.8%	-6.0%	21.5%	-0.3%	-2.1%						
GRC5005	Construction Manager, Senior	Profile 21	33	\$124	\$132	\$27	\$164	\$159	\$127	\$141	\$22	\$163	-2.4%	-2.7%	22.2%	0.7%	6.4%						
GRC5013	Energy Trading Analyst, Senior	Profile 21	8	\$121	\$131	\$27	\$160	\$158	\$124	\$142	\$22	\$164	-2.3%	-5.6%	20.1%	-2.1%	7.5%						
GRC3005	Engineer (STIP Eligible) - Senior - Non Union	Profile 21	125	\$151	\$163	\$30	\$197	\$193	\$124	\$134	\$33	\$22	22.4%	22.4%	41.6%	26.9%	25.1%						
GRC1079	IT Business Analyst, Senior	Profile 21	31	\$122	\$134	\$27	\$161	\$157	\$120	\$130	\$21	\$151	1.7%	3.3%	26.5%	6.6%	3.8%						
GRC5009	IT Network Specialist, Senior	Profile 21	28	\$127	\$137	\$27	\$167	\$164	\$129	\$140	\$22	\$162	-1.4%	-2.1%	24.1%	3.2%	1.5%						
GRC1111	IT Product Specialist, Senior	Profile 21	57	\$132	\$141	\$28	\$173	\$169	\$139	\$152	\$23	\$175	-5.1%	-7.4%	20.7%	-1.2%	-3.7%						
GRC1115	IT Project Manager, Senior	Profile 21	13	\$148	\$163	\$30	\$193	\$190	\$135	\$150	\$23	\$170	10.2%	10.6%	32.0%	13.5%	11.1%						
GRC1292	Project Manager, Senior	Profile 21	88	\$134	\$144	\$28	\$176	\$172	\$126	\$136	\$22	\$158	6.4%	5.2%	30.2%	11.4%	8.6%						
GRC4081	SCADA Specialist, Senior	Profile 21	33	\$132	\$141	\$28	\$173	\$169	\$139	\$155	\$24	\$179	-4.8%	-2.0%	19.3%	-3.0%	4.4%						
GRC579	ATS Engineer, Expert	Profile 22	19	\$164	\$175	\$36	\$216	\$211	\$165	\$184	\$29	\$209	-0.8%	-2.3%	21.6%	1.2%	1.0%						
GRC580	ATS Engineer, Senior	Profile 22	10	\$146	\$156	\$33	\$194	\$189	\$143	\$157	\$27	\$183	2.3%	0.7%	24.9%	5.7%	4.2%						
GRC601	Business Analyst, Expert	Profile 22	141	\$132	\$142	\$31	\$177	\$173	\$141	\$156	\$26	\$182	-6.0%	-7.8%	18.1%	-3.1%	-4.0%						
GRC4046	Operations, Expert	Profile 22	28	\$135	\$146	\$32	\$181	\$177	\$141	\$157	\$27	\$183	-4.2%	-4.9%	19.5%	-1.3%	-2.5%						
GRC4027	Business System Specialist, Expert	Profile 22	74	\$142	\$153	\$33	\$189	\$185	\$144	\$160	\$27	\$186	-1.0%	-3.4%	21.5%	1.3%	0.2%						
GRC629	Case Manager, Expert	Profile 22	7	\$127	\$139	\$31	\$170	\$166	\$143	\$161	\$27	\$188	-11.5%	-14.3%	13.0%	-9.7%	-10.3%						
GRC648	Communications Representative, Expert	Profile 22	12	\$132	\$134	\$30	\$164	\$160	\$148	\$164	\$27	\$192	-17.4%	-20.3%	9.1%	-14.6%	-16.1%						
GRC5007	Compliance Data Analyst, Expert	Profile 22	29	\$151	\$148	\$32	\$183	\$180	\$140	\$152	\$26	\$178	-1.7%	-3.3%	22.5%	2.7%	0.5%						
GRC5004	Construction Manager, Expert	Profile 22	71	\$145	\$156	\$33	\$193	\$189	\$155	\$173	\$28	\$201	-6.4%	-7.6%	17.3%	-4.1%	3.1%						
GRC5002	Customer Relationship Manager, Expert	Profile 22	28	\$132	\$142	\$31	\$177	\$174	\$142	\$168	\$28	\$195	-6.9%	-13.3%	13.0%	-9.6%	2.4%						
GRC5010	Electric Compliance Specialist, Expert	Profile 22	34	\$132	\$142	\$31	\$177	\$173	\$161	\$182	\$29	\$211	-17.8%	-22.8%	7.4%	-16.3%	-18.7%						
GRC3004	Union	Profile 22	52	\$173	\$187	\$37	\$228	\$224	\$150	\$164	\$27	\$191	15.9%	15.3%	35.5%	19.1%	18.2%						
GRC5008	Gas Program Manager, Expert	Profile 22	28	\$144	\$155	\$33	\$191	\$187	\$150	\$166	\$27	\$193	-3.8%	-6.5%	19.7%	-1.0%	-2.8%						
GRC4028	IT Business Analyst, Expert	Profile 22	35	\$148	\$162	\$33	\$196	\$192	\$143	\$157	\$27	\$184	3.3%	3.5%	25.7%	6.7%	4.9%						
GRC4079	IT Project Manager, Expert	Profile 22	14	\$169	\$168	\$36	\$223	\$218	\$152	\$169	\$28	\$197	11.7%	10.2%	8.6%	31.0%	11.8%						
GRC4005	Program Manager, Expert	Profile 22	97	\$138	\$148	\$32	\$184	\$181	\$149	\$164	\$27	\$192	-6.8%	-9.7%	17.6%	-3.8%	-5.8%						
GRC1291	Programmer Analyst, Expert	Profile 22	68	\$150	\$165	\$34	\$199	\$195	\$151	\$165	\$27	\$192	-0.5%	0.1%	23.2%	3.4%	1.1%						
GRC1339	Recruiter, Expert	Profile 22	12	\$129	\$139	\$31	\$173	\$169	\$142	\$157	\$27	\$183	-8.9%	-12.3%	16.2%	-5.6%	-8.1%						
				87	\$66,729	\$625,896	\$615,434	\$752,341	\$741,879	\$547,288	\$592,940	\$79,452	\$103,058	\$695,998	\$682,510	6.2%	5.8%	8.1%	8.7%				
				4672					4672					4672					4672				
				7,309					7,309					7,309					7,309				
				63.9%					63.9%					63.9%					63.9%				
				Benchmark Incumbents					Benchmark Incumbents					Benchmark Incumbents					Benchmark Incumbents				
				Total Incumbents					Total Incumbents					Total Incumbents					Total Incumbents				
				Coverage					Coverage					Coverage					Coverage				



Physical/Technical¹

2020 GRC Position	PG&E Benchmark Job Title	Profile	# of PG&E EEs	PG&E Average				Competitive Market Average				Variance - PG&E +/- Market										
				Base Salary	Total Cash	Total Comp.	Target Total Cash	Base Salary	Total Cash	Total Comp.	Target Total Cash	Base Salary %	Total Cash %	Benefits %	Target Total Comp. %							
GRC361	Mapping Technician	Profile 2	68	\$83	\$83	\$101	\$18	\$73	\$76	\$14	\$87	\$90	13.2%	13.6%	29.9%	16.3%	12.2%					
GRC4051	Construction Operator-GC Gas	Profile 2	211	\$102	\$102	\$122	\$20	\$81	\$81	\$15	\$98	\$96	25.9%	23.1%	35.1%	24.3%	27.3%					
GRC4038	Nuclear Security Officer - Unarmed	Profile 2	12	\$91	\$91	\$110	\$19	\$78	\$78	\$16	\$109	\$94	16.0%	2.4%	20.4%	0.3%	16.8%					
GRC442	T&D Assistant	Profile 5	163	\$80	\$80	\$98	\$18	\$85	\$85	\$15	\$100	\$100	-5.4%	-5.4%	19.4%	-1.7%	-1.7%					
GRC357	Machinist	Profile 5	21	\$125	\$125	\$151	\$26	\$99	\$99	\$19	\$118	\$118	26.1%	26.1%	35.9%	27.7%	27.7%					
GRC250	Equipment Mechanic	Profile 5	138	\$114	\$114	\$139	\$25	\$97	\$97	\$19	\$116	\$116	18.1%	18.1%	20.8%	20.2%	20.2%					
GRC260	Fieldperson	Profile 5	39	\$96	\$96	\$118	\$23	\$95	\$95	\$19	\$113	\$113	1.2%	1.2%	20.8%	4.4%	4.4%					
GRC252	Equipment Operator	Profile 5	63	\$106	\$106	\$130	\$24	\$96	\$96	\$20	\$123	\$116	9.9%	2.7%	21.7%	5.7%	11.9%					
GRC378	Nuclear Security Officer	Profile 5	155	\$105	\$105	\$129	\$24	\$98	\$103	\$20	\$131	\$123	6.7%	-4.7%	17.0%	-1.3%	4.5%					
GRC4050	Gas Compliance Representative	Profile 5	286	\$98	\$98	\$122	\$23	\$98	\$98	\$19	\$117	\$117	0.8%	0.8%	20.6%	4.1%	4.1%					
GRC4077	Meter Maintenance Person	Profile 5	122	\$90	\$90	\$113	\$22	\$97	\$97	\$19	\$117	\$117	-7.6%	-7.6%	15.5%	-3.8%	-3.8%					
GRC366	Materials Leadperson	Profile 5	134	\$100	\$100	\$124	\$23	\$97	\$97	\$19	\$117	\$117	2.9%	2.9%	21.8%	6.0%	6.0%					
GRC501	Work & Resource Dispatcher	Profile 5	71	\$113	\$113	\$138	\$25	\$104	\$104	\$20	\$124	\$124	9.4%	9.4%	25.9%	12.1%	12.1%					
GRC340	Lead Driver	Profile 5	48	\$103	\$103	\$127	\$24	\$101	\$101	\$20	\$121	\$121	2.1%	2.1%	21.4%	5.2%	5.2%					
GRC372	Metering Systems Technician	Profile 6	39	\$120	\$120	\$147	\$26	\$99	\$99	\$20	\$125	\$119	21.7%	14.2%	21.7%	17.0%	23.4%					
GRC270	Gas Control Technician	Profile 6	99	\$121	\$121	\$147	\$26	\$101	\$101	\$20	\$131	\$121	19.3%	9.0%	28.3%	12.0%	20.8%					
GRC242	Electrician	Profile 6	110	\$119	\$119	\$145	\$26	\$102	\$102	\$20	\$128	\$122	16.4%	10.8%	16.4%	13.7%	18.5%					
GRC4013	Electrician - Switching	Profile 6	80	\$120	\$120	\$145	\$26	\$102	\$102	\$20	\$128	\$122	16.8%	11.2%	16.8%	14.1%	18.9%					
GRC277	Gas Service Representative	Profile 6	537	\$110	\$110	\$134	\$25	\$106	\$106	\$20	\$124	\$125	3.7%	5.1%	25.6%	8.4%	7.2%					
GRC236	Electric Technician	Profile 6	41	\$130	\$130	\$157	\$27	\$108	\$108	\$21	\$134	\$128	20.4%	14.3%	32.0%	17.0%	22.3%					
GRC350	Lineman	Profile 6	545	\$131	\$131	\$159	\$27	\$108	\$108	\$21	\$138	\$129	21.2%	11.8%	30.4%	14.6%	22.7%					
GRC266	Garage Subforeman	Profile 6	37	\$120	\$120	\$145	\$26	\$111	\$111	\$20	\$132	\$132	7.4%	7.4%	27.3%	10.5%	10.5%					
GRC243	Electrician - Hydro	Profile 6	130	\$115	\$115	\$141	\$25	\$107	\$107	\$20	\$128	\$127	7.6%	6.7%	26.7%	9.8%	10.6%					
GRC272	Gas Crew Leader	Profile 6	122	\$127	\$127	\$153	\$27	\$109	\$109	\$20	\$126	\$129	16.2%	19.2%	34.8%	21.6%	19.1%					
GRC4026	Working Foreman B - Non-Climbing	Profile 8	69	\$125	\$125	\$156	\$31	\$115	\$115	\$24	\$139	\$139	9.3%	9.3%	27.4%	12.5%	12.5%					
GRC193	Certified Welder	Profile 8	40	\$122	\$122	\$153	\$30	\$113	\$113	\$24	\$136	\$136	8.6%	8.6%	26.8%	11.8%	11.8%					
GRC4076	Water System Repairperson	Profile 8	29	\$112	\$112	\$140	\$29	\$112	\$112	\$24	\$136	\$136	-0.3%	-0.3%	20.8%	3.4%	3.4%					
GRC470	Troubleman	Profile 8	399	\$132	\$132	\$164	\$32	\$117	\$117	\$24	\$141	\$141	13.4%	13.4%	30.2%	16.3%	16.3%					
GRC4052	Lead Gas Control Technician	Profile 8	34	\$127	\$127	\$157	\$31	\$113	\$113	\$24	\$137	\$137	12.2%	12.2%	29.2%	15.2%	15.2%					
GRC453	Telecommunications Technician	Profile 8	67	\$120	\$120	\$150	\$30	\$113	\$113	\$24	\$140	\$137	7.0%	3.9%	23.7%	7.3%	9.9%					
GRC4037	DCPP	Profile 8	35	\$128	\$128	\$160	\$31	\$110	\$110	\$24	\$138	\$134	16.4%	12.5%	29.5%	15.4%	18.7%					
GRC198	Compliance Inspector	Profile 8	127	\$129	\$129	\$160	\$31	\$116	\$116	\$24	\$140	\$140	11.0%	11.0%	28.6%	14.1%	14.1%					
GRC213	DCPP Nuclear Operator	Profile 8	51	\$115	\$115	\$144	\$29	\$119	\$119	\$25	\$145	\$143	-2.9%	-4.0%	18.4%	-0.2%	0.7%					
GRC187	Cable Splicer	Profile 8	44	\$128	\$128	\$159	\$31	\$118	\$118	\$24	\$142	\$142	8.9%	8.9%	27.2%	12.0%	12.0%					
GRC328	Hydro Operator	Profile 8	52	\$129	\$129	\$161	\$31	\$113	\$113	\$24	\$137	\$137	14.2%	14.2%	30.6%	17.1%	17.1%					
GRC239	Electrical Machinist	Profile 8	17	\$114	\$114	\$143	\$29	\$113	\$113	\$24	\$137	\$137	0.3%	0.3%	21.3%	4.0%	4.0%					
GRC229	Electric Crew Foreman	Profile 8	271	\$141	\$141	\$174	\$33	\$119	\$119	\$25	\$150	\$145	18.1%	13.3%	30.5%	16.2%	20.3%					
GRC332	DCPP	Profile 8	57	\$132	\$132	\$164	\$32	\$118	\$118	\$25	\$148	\$143	11.8%	7.7%	26.5%	10.9%	14.4%					
GRC4053	Environmental Field Specialist, Senior	Profile 9	39	\$136	\$136	\$178	\$32	\$120	\$120	\$23	\$154	\$143	13.6%	14.6%	22.2%	15.7%	22.4%					
GRC4070	DCPP Reactor Operator	Profile 9	32	\$134	\$134	\$160	\$27	\$133	\$133	\$24	\$156	\$156	0.7%	0.7%	13.3%	2.6%	2.6%					
GRC4025	Transmission Construction Inspector, Sr	Profile 19	61	\$120	\$128	\$158	\$30	\$116	\$116	\$23	\$139	\$139	3.8%	10.0%	33.2%	13.8%	13.8%					
Benchmark Incumbents				41	\$547,400	\$548,372	\$548,252	\$124,007	\$672,378	\$672,259	\$493,491	\$505,308	\$494,383	\$97,653	\$602,961	\$592,036	10.9%	8.5%	10.9%	27.0%	11.5%	13.6%

¹ All survey compensation elements are independently arrayed

Total Incumbents
Coverage 9,855
47.6%

2020 GRC Study Position	PG&E Benchmark Job Title	Profile	# of PG&E EEs	PG&E Average			Competitive Market Average			Variance – PG&E +/- Market						
				Base Salary	Total Cash	Target Total Comp.	Base Salary	Total Cash	Target Total Comp.	Base Salary %	Total Cash %	Target Total Comp. %				
GRC90	Service Representative - Entry	Profile 1	549	\$62	\$62	\$82	\$53	\$56	\$73	18.1%	8.6%	11.1%	23.0%	11.8%	13.8%	
GRC5016	Service Representative - Intermediate	Profile 1	522	\$92	\$92	\$116	\$67	\$73	\$94	37.8%	21.8%	26.1%	30.7%	23.5%	27.0%	
GRC87	Senior Service Representative - Lead	Profile 3	101	\$97	\$97	\$131	\$81	\$88	\$121	19.9%	6.3%	9.2%	17.3%	9.0%	11.2%	
GRC84	Senior Operating Clerk - II	Profile 3	67	\$98	\$98	\$133	\$88	\$92	\$120	11.4%	8.0%	6.6%	18.1%	10.5%	9.4%	
GRC16	Cust Care Application Processor	Profile 14	9	\$60	\$62	\$88	\$61	\$64	\$83	-2.9%	1.1%	-2.2%	21.2%	6.1%	3.5%	
GRC2	Administrative Clerk	Profile 14	5	\$69	\$73	\$99	\$70	\$74	\$94	-1.7%	1.3%	-1.7%	21.3%	5.9%	3.5%	
GRC4012	Administrative Clerk, Senior	Profile 15	33	\$82	\$86	\$120	\$76	\$80	\$102	7.8%	13.5%	7.7%	27.4%	17.0%	12.5%	
GRC20	Director's Assistant	Profile 15	34	\$88	\$92	\$126	\$78	\$82	\$108	13.8%	15.2%	12.0%	28.5%	18.4%	16.0%	
GRC1161	Learning & Dev Operations Specialist	Profile 15	10	\$73	\$77	\$108	\$77	\$80	\$105	-5.5%	-2.0%	-5.1%	20.4%	3.6%	1.1%	
GRC444	Technical Assistant, Senior	Profile 15	6	\$86	\$90	\$124	\$82	\$87	\$112	5.2%	7.3%	3.2%	25.0%	11.6%	8.3%	
GRC62	Legal Secretary, Senior	Profile 15	9	\$93	\$97	\$133	\$84	\$88	\$115	10.4%	11.9%	9.8%	27.4%	15.6%	14.0%	
GRC79	Senior Director's Assistant	Profile 15	49	\$101	\$106	\$143	\$97	\$102	\$131	3.6%	4.4%	2.1%	24.3%	8.8%	6.9%	
Benchmark Incumbents				12	\$112,076	\$112,893	\$112,696	\$34,281	\$147,174	\$146,977	\$90,629	\$99,426	\$97,464	\$27,408	\$126,834	\$124,872
Total Incumbents				1,394												
Coverage				2,794												
				49.9%												

¹ All survey compensation elements are independently arrayed.

PG&E Bargaining Unit	TCS Benchmark Jobs	PG&E Total Study EE Headcount ¹	PG&E EEs in Benchmark Jobs	PG&E Compared to Market					
				Base Salary	Target Total Cash ²	Actual Total Cash ²	Benefits	Target Total Comp. ³	Actual Total Comp. ³
Represented	75	14,504	8,273	13.8%	10.0%	12.4%	25.4%	12.5%	14.6%
Non-Represented ⁴	195	9,244	4,501	0.1%	0.3%	1.3%	22.4%	3.6%	4.5%
Total⁵	270	23,748	12,774	7.5%	5.5%	7.2%	24.0%	8.4%	9.9%

¹ PG&E's 2023 GRC Study population; as of December 31, 2020. See "Summary of Population Coverage" in Volume 1, Table 2, Page 8 for further details.

² Actual total cash reflects base pay plus short-term (annual) incentives; target total cash reflects base pay plus target short-term (annual) incentive opportunity.

³ Actual total compensation is defined as actual total cash plus benefits; target total compensation is defined as target total cash plus benefits.

⁴ Excludes executives no longer active in their role and those for which PG&E is not seeking rate recovery.

⁵ Results weighted by PG&E's organization wide target total cash distribution (after recategorization of TCS employee categories). Total overall summary statistics may slightly vary from Volume 1, Table 1, Page 4 due to recategorization (represented / non-represented) of total compensation weightings. Underlying data for this table remains the same as listed in Volume 1, Table 2, Page 4.

Appendix C: Competitive Summary by Average Total Compensation Dollars

Table C: PG&E Study Summary: Average Compensation Dollars (\$000s)

PG&E Employee Category	# of PG&E Employees in Study	PG&E			Market					
		Base Salary	Target Total Cash	Actual Total Cash	Base Salary	Target Total Cash	Actual Total Cash			
Executive	13	\$403	\$611	\$527	\$367	\$571	\$568	\$76	\$647	\$644
Senior Director/Director/Chief	190	\$232	\$282	\$271	\$245	\$306	\$291	\$48	\$354	\$339
Senior Manager/Manager/Principal/Supervisor	1,810	\$156	\$177	\$172	\$155	\$175	\$164	\$30	\$205	\$194
Professional	4,672	\$126	\$134	\$132	\$117	\$127	\$124	\$22	\$149	\$146
Physical/Technical	4,695	\$117	\$117	\$117	\$105	\$108	\$105	\$21	\$128	\$126
Clerical	1,394	\$80	\$81	\$81	\$65	\$71	\$70	\$20	\$91	\$90
Total	12,774									

¹ The supplemental retirement saving plan was not included in the calculation of the benefits value as a very low number of employees participate

Appendix D: Competitive Summary by Aggregate Total Compensation Dollars

Table D: PG&E Study Summary: Aggregate Compensation Dollars (\$000s)

PG&E Employee Category	# of PG&E Employees in Study	PG&E					Market						
		Base Salary	Target Total Cash	Actual Total Cash	Benefits	Target Total Comp.	Actual Total Comp.	Base Salary	Target Total Cash	Actual Total Cash	Benefits	Target Total Comp.	Actual Total Comp.
Executive	13	\$5,233	\$7,949	\$6,851	\$1,746	\$9,695	\$8,598	\$4,771	\$7,426	\$7,387	\$982	\$8,408	\$8,369
Senior Director/Director/Chief	190	\$44,011	\$53,510	\$51,490	\$10,460	\$63,970	\$61,950	\$46,463	\$58,192	\$55,275	\$9,089	\$67,281	\$64,364
Senior Manager/Manager/Principal/Supervisor	1,810	\$282,856	\$320,549	\$310,817	\$66,218	\$386,768	\$377,036	\$279,904	\$316,353	\$297,678	\$54,299	\$370,651	\$351,977
Professional	4,672	\$586,729	\$625,896	\$615,434	\$126,445	\$752,341	\$741,879	\$547,288	\$592,940	\$579,452	\$103,058	\$695,998	\$682,510
Physical/Technical	4,695	\$547,400	\$548,372	\$548,252	\$124,007	\$672,378	\$672,259	\$493,491	\$505,308	\$494,383	\$97,653	\$602,961	\$592,036
Clerical	1,394	\$112,076	\$112,893	\$112,696	\$34,281	\$147,174	\$146,977	\$90,629	\$99,426	\$97,464	\$27,408	\$126,834	\$124,872
Total	12,774												

Appendix E: Detailed Benefits Methodology

BENVAL® Valuation Methodology

Willis Towers Watson's BENVAL is a program that performs benefit comparisons by determining values for the benefits provided by participating companies. It does this by applying a standard set of actuarial methods and assumptions. To develop such values, benefits initially are analyzed in terms of when they become payable.

- Benefits payable in the future — postretirement income and death benefits — are valued in terms of anticipated prospective benefit payments being allocated over the employee's entire work history.
- Benefits potentially payable immediately — preretirement death and disability benefits — are valued based on the probabilities of the various events occurring within the year, multiplied by the value of the benefit.

Actuarial Assumptions

Economic

Discount rate		6.5%
Cash balance plan accumulation	1-year Treasury	3.9%
	5-year Treasury	4.6%
	10-year Treasury	4.8%
	30-year Treasury	5.0%
	PPA Segment Rate 1	4.0%
	PPA Segment Rate 2	5.0%
	PPA Segment Rate 3	6.0%

Compensation increase	4.0%
Wage index (SSWB)	3.5%
Inflation (CPI)	2.5%
Health care cost trend (for postretirement medical)	6.5% graded to 5% over 5 years

Demographic

Retirement: Incidence varies by the age at which retirement benefits are available on an unreduced basis; illustrative rates are shown below:

Age at retirement	Age for unreduced benefit			
	65	62	60	55
50	2%	2%	2%	2%
55	4%	4%	4%	15%
60	10%	10%	15%	15%
62	20%	30%	30%	30%
65	100%	100%	100%	100%

Example: For a plan that provides an unreduced benefit at age 62, 30% of employees are expected to retire upon reaching that age.

Turnover: Illustrative rates are shown below:

Age	Rate
25	13.2%
35	8.1%
45	5.2%
55	2.2%
56+	0%

Mortality: RP 2012 projected with scale BB for 40 years, applied on a sex-distinct basis (post-decrement only); illustrative rates are shown below:

Age	Deaths per 10,000 lives	
	Male	Female
25	6	2
35	9	3
45	10	6
55	57	37
65	101	76
75	248	190

Disablement (long-term disability): 1987 Commissioner's Group Disability Table, with six month elimination period; adjusted where more restrictive long-term disability requirements apply

Termination of disability: 1987 Commissioner's Group Disability Table (adjusted +11% to remove insurer margin)

Morbidity (short-term (STD) disability): developed based on (1) large company experience, (2) Society of Actuaries STD experience data, (3) 1987 Commissioner's Disability Table

Percentage married: 65%

Medical/dental coverage: Baseline active and retiree level elections.

Active employees

Coverage level	% electing
Single	39%
Employee + 1	23%
Employee + family	26%
Opt out	12%

Retirees

Coverage level	% electing
Retiree only	48%
Retiree + spouse	52%

Plan-Specific Methodology

Defined Benefit Plans

The present value of the annual benefit accrual is developed using the projected unit credit (service prorated) methodology. Benefits are allocated evenly over an employee's entire working history, reflecting projected pay and the plan's provisions for normal or early retirement (including any early retirement supplements), vesting, disability, pre- or postretirement death (where benefits are subsidized), and refund of employee contributions.

Plan values are indexed based on the employer's stated policy. In addition, breakpoints in step-rate formulas at levels based on the Social Security Taxable Wage Base are assumed to increase with the wage index.

For cash balance plans, the assumed rate of interest credited on accumulated account balances is set to reflect the plan provisions.

Defined Contribution Plans

Included in this category are money purchase plans, profit-sharing plans and any type of savings plan (thrift or stock purchase). Plan values are determined as an estimate of current year contributions.

For savings plans, expected participation and contribution levels are determined based on the employee's total pay and the level of matching contributions. The table differentiates, for example, between the total value of a profit sharing plan with an average annual contribution of 9% of pay and a savings plan which allows the employee to contribute 6% of pay with a company match of 50% of matched employee contributions. It is expected that even for the most generous matched plans, some percentage of employees will not elect to join the savings plan or contribute the full matched amount.

The participation rate for Savings Plans is dependent on the level of match and the total pay of the participant. It is determined as the product of Table A and Table B.

Table A
Assumed Participation Rates for Savings Plans
(other than stock purchase plans)

match	up to 8% of pay	over 8% of pay
none	40%	0%
1% - 24%	50%	25%
25% - 49%	60%	30%
50% - 74%	70%	35%
75% - 99%	80%	40%
100% and over	90%	45%

The above table applies to Total Pay of \$60,000 to \$89,999.

The following factors apply based on Total Pay:

Table B

Total Pay	Factor
<\$40,000	0.6
\$40,000 - \$59,999	0.8
\$60,000 - \$89,999	1.0
\$90,000 - \$119,999	1.2 (not more than 90%)
\$120,000 - \$159,999	1.4 (not more than 100%)
\$160,000+	100% participation (except at no match, which remains 0% for deferrals above 8%)

For example, a savings plan that matches 50% up to 6% of pay for an employee earning \$60,000 would have the following result:

$$\text{Employee Contribution} = (\$60,000 \times .06 \times .70) + (\$60,000 \times .02 \times .40) = \$3,000$$

$$\text{Employer Contribution} = (\$60,000 \times .06 \times .50 \times .70) = \$1,260$$

The same employee earning \$90,000 would have the following result:

$$\text{Employee Contribution} = (\$90,000 \times .06 \times .84) + (\$90,000 \times .02 \times .48) = \$5,400$$

$$\text{Employer Contribution} = (\$90,000 \times .06 \times .50 \times .84) = \$2,268$$

The assumed value of a stock purchase plan is determined by the purchase period, the level of price discount and the assumed participation rates – see below.

Assumed Participation Rates for Stock Purchase Plans

Combined discount/option value	Up to 8% of pay	Over 8% of pay
none	0%	0%
1% - 24%	35%	17.5%
25% - 29%	38%	19%
30% - 39%	42%	21%
40% - 49%	46%	23%
50% and over	50%	25%

Note: The assumed subsidy reflects the discount applied to the stock price along with the value of the fixed price option determined based on the Black Scholes method. (For a typical plan, the option value is generally in the range of 10% - 15%.)

For profit sharing plans and ESOPs, assumed contribution levels reflect the average of the past five years' actual contributions to the plan or the company's projected future contributions (if provided).

Death Benefit Plans

Values of the following benefits are calculated: pre-retirement group life, employer subsidized accidental death and dismemberment, dependent's life insurance and postretirement group life. Insurance coverage provided under a Group Universal Life Plan (GULP) is also included.

The level of optional insurance elected is determined by a formula that reflects the level of contributions required along with the amount of basic company-provided coverage and the employee's salary, bonus if applicable and marital status.

Life insurance coverage continuing after retirement is valued on a projected unit credit basis. Retired employees are assumed to cease election of GULP coverage at age 65. Flat dollar death benefits are assumed to remain constant.

Occupational coverage is not valued, due to its assumed negligible value.

Disability Plans

Short-term and long-term disability benefits are valued. Short-term disability (STD) benefits include sick pay, salary continuance, intermittent and extended coverage, and sickness and accident policies.

Please note that the Willis Towers Watson BENVAl® Valuation tool cannot separate sick leave from the STD plan value, therefore the value of this benefit is included in the total value plan. Additionally, California headquartered companies included in the peer group will have either CA VDI or SDI included in the benefit value.

Long-term disability values reflect the level and duration of benefits, the plan's definition of disability, definition of pay, and the plan's benefit integration provisions (e.g., coordination with Social Security).

Differentiation is made between plans with varying definitions of disablement. When more than one option for STD or LTD coverage is available to employees, the highest enrolled option is valued.

Medical and Dental Plans

Where multiple plans or options are available, it is assumed that all employees will elect the most prevalent choice as reported by the plan sponsor, i.e., the plan with the highest enrollment. Medical benefit values reflect such factors as: type of plan, deductibles and coinsurance, stop loss provisions, type and level of benefits provided, benefit limits, and the level of required employee contributions.

The value for prescription drug coverage is reflected in the health care plan value even if covered under a separate plan. Continuation of medical coverage is valued for survivors and disabled employees.

Separate values are calculated for active employee coverage (term cost) and for postretirement coverage (projected unit credit service cost). The value for postretirement coverage reflects the plan's coordination with Medicare benefits at age 65.

Values for HMOs (including PG&E's HRA plan with Kaiser) are adjusted by a factor of 0.98 to reflect restrictions on provider choice. PPO, POS, CDHP and comprehensive plan values are not adjusted. For CDHPs, the amount provided by the employer as an HRA or HSA contribution is added to the total value of the plan. The model assumes 100 percent utilization of the account during the year. Out-of-network benefits are not reflected in the BENVAL values.

Medical benefits continuing after retirement are valued on a projected unit credit cost basis.

The following table illustrates the assumed participation rates for medical and dental plans – which are based on the level of required employee contributions. These participation rates represent additional opt-outs based on value of employee contributions and are in addition to the baseline 12% opt-out rate listed on page 5 for actives.

Contributions as % of plan value	Active	Retiree	Retiree – post-65
0%	100%	100%	100%
20%	98%	99%	95%
40%	96%	98%	90%
60%	94%	97%	80%
80%	92%	96%	65%
100%+	90%	95%	50%

Appendix F: Project Team Meeting Notes

General Meeting Information

CATEGORY	DESCRIPTION	
Meeting	2023 TCS – GRC Kick off Meeting	
Attendees	PG&E Janet Redmond (Rate Case PMO) Amy Tong (Rate Case PMO) Angela Hunter (Compensation Team) Jacque Zhang Lisa Laanisto (Engagement Lead) Susanna Baral-Virk (Retirement Lead) Lynsey Devitt (Benefits Lead) Cristina Radu (Benefits) Danielle Carvalho (Wellness) MJ de Carvalho (Compensation Team) Joyti Singh (Compensation Lead) Judith Gutierrez	Willis Towers Watson Catherine Hartmann (PMO) Andrew Neidinger (PMO) Lauren Moorse (PMO) Tom Matthews (Account Management) Tarana Gupta (Compensation)
When	Friday, October 23, 2020	
Timing	1:00 - 3:00pm	
Location	Virtual – Microsoft Teams	

Meeting Agenda

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
1. Safety		
2. Introductions	<ul style="list-style-type: none"> • Kick-off message • PG&E Team roles and responsibilities <ul style="list-style-type: none"> ◦ Change: Dory Choy to partner with Danielle Carvalho on Wellness • Willis Towers Watson roles and responsibilities 	
3. Project Management	<ul style="list-style-type: none"> • Project objectives and scope <ul style="list-style-type: none"> ◦ Leveraging last TCS jobs will be a good starting place for job coverage ◦ Non-exec categories – very important to get to 50% coverage, executive coverage is expected to be lower similar to past TCS' ◦ Janet confirmed they have grown by about +2k employees since the last TCS ◦ Emerging from bankruptcy on July 1st, 2020 <ul style="list-style-type: none"> ▪ Consideration of compensation and jobs for executives ▪ Many executive roles are now vacant (CEO, Head of Electric, Head of Gas, etc.) with interims ◦ Number jobs – last time 220+, may go up to 250 this year • Communication protocols 	<ul style="list-style-type: none"> • PG&E is moving from WebEx to Teams which we will utilize for the TCS • Andrew will provide dial-in • WTW will provide DataLink access to PG&E team • Need to look at when people are on upcoming PTO for scheduling

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
	<ul style="list-style-type: none"> ○ All communication between parties shall copy the following project mailbox: HRGRCTCS@pge.com ○ Confidential and sensitive data must be transmitted via DataLink ○ Notes will be sent to the project mailbox notifying that data has been transmitted ○ All confidential or proprietary information must be labeled as such and when appropriate, files or attachments shall be encrypted with a password ○ Assuming all meetings will be virtual <ul style="list-style-type: none"> ▪ Jop mapping my require more sessions due to virtual instead of in-person ● Project plan <ul style="list-style-type: none"> ○ Key meeting dates, deadlines and holidays were reviewed; no concerns ○ Project forms (meeting agenda, meeting notes and weekly status update) were reviewed with no changes 	
4. Benchmark Jobs	<ul style="list-style-type: none"> ● Up to 250 jobs will be selected as benchmarks for the study and will represent at least 50% of PG&E's workforce <ul style="list-style-type: none"> ○ Similar to past TCS' PG&E jobs that are performing the same work with different titles and job codes will be combined as a single job ● Methodology for the development of "employee role profiles" and the use of PG&E demographics will remain consistent with prior TCS <ul style="list-style-type: none"> ○ 30 employee role profiles will be evaluated covering up to 250 unique jobs ● Total Compensation Values <ul style="list-style-type: none"> ○ LTI excluded ○ PTO excluded ○ WTW will confirm if Vision is embedded in Medical ○ Noted standard Benva methodology and details in appendum to the Kick-off deck <ul style="list-style-type: none"> ▪ Noted the assumptions and what is disclosed ● Data collection needs <ul style="list-style-type: none"> ○ Third party compensation survey NDAs and requested data sets ○ Jacque Zhang on Joyti's team will be point-of-contact for NDAs ○ Employee data for all jobs in the organization from which to select benchmark jobs <ul style="list-style-type: none"> ▪ Will not include list of exceptions based employees confirmed by PG&E 	<ul style="list-style-type: none"> ● PG&E to confirm the employee population that should be excluded for the 2023 TCS (e.g. Hiring Hall, Worker's Comp, etc.) ● Verify status of the PG&E 2020 Benva submission <ul style="list-style-type: none"> ○ WTW to confirm if Vision coverage is embedded in medical value from Benva ● PG&E to send the requested data no later than October 30th: <ul style="list-style-type: none"> ○ Employee data (effective October 1st, 2020) ○ Salary survey job and compensation data for surveys and data cuts identified for GRC ○ Survey job descriptions ○ Salary survey matches ● WTW will check with bankruptcy team to make sure we understand and consider uniqueness of STIP in a transition year <ul style="list-style-type: none"> ○ WTW to provide suggested approach to PG&E

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
	<ul style="list-style-type: none"> ▪ Refresh data first week of January 2021, with data as of December 31st, 2020 so we are utilizing the most recent information ○ PG&E confirmed use 2020 benefit plan designs ○ STIP will require further review as it was an unusual year due to the bankruptcy (see below) • Bankruptcy discussion <ul style="list-style-type: none"> ○ Executive and non-Executive populations reverted back to normal STIP Targets in 2020 – Target values are covered “as is” ○ However Actual STIP delivered in 2020 only represents Q4 of 2019 (possible scenarios to footnote): <ul style="list-style-type: none"> ▪ Utilize Q4 2019 values and annualize ▪ Utilize the full year 2019 delivered cash value ▪ Utilize the full year 2019 delivered cash value – minus enhancements ○ Benefits did not have any anomalies • Reviewed data request template 	
5. Compensation Methodology and Survey Data	<ul style="list-style-type: none"> • Cash compensation methodology, including survey scope cuts (Revenue Cut, Industry) and matching philosophy will be outlined in the next meeting • There will be some 2019 surveys utilized this time round <ul style="list-style-type: none"> ○ MJ noted that some surveys are participated in every other year • Mercer Gartner IT has evolved to the Mercer MBD • Geographic differential approach <ul style="list-style-type: none"> ○ WTW will analyze provided data and see where largest populations exist to refresh this data ○ Do not expect any dramatic location changes from the last TCS • 2020 employee and job data file refresh process <ul style="list-style-type: none"> ○ Employee data will be as of October 1st, 2020 and refreshed as of December 31st, 2020 	<ul style="list-style-type: none"> • WTW will recommend the final aging date and increase percentage for updating survey data (e.g. 3%) • WTW will look at the surveys that are participated in every other year for applicability <ul style="list-style-type: none"> ○ Ideal for consistency in survey approach from last TCS
6. Benefit Methodology and Peer Group Review	<ul style="list-style-type: none"> • Standard Benva methodology review • Peer lists of companies from previous rate cases and coverage <ul style="list-style-type: none"> ○ 25 utility and 25 general industry peers will be selected ○ With consideration of the database and mergers, corporate moves landed at 23 peers for utility and general industry ○ Agreed we don't want to add 2 more just to add more, and may leave at 23 	<ul style="list-style-type: none"> • WTW will review utility and general industry peer list and make final recommendation • PG&E to have their recruitment group review the 23 utility and general industry to verify if there are additional talent competitors PG&E is losing people to or trying to recruit from

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
7. Next Steps	<ul style="list-style-type: none">• Third-party NDAs – WTW uploaded to DataLink and PG&E will send to their contacts• Employee Data, Third-party Survey Data and Market Matches – send to WTW by October 30th• Benefit peer list and plan provisions to be verified and above questions to be answered• Next meeting: planning and methodology call – date TBD• Job Mapping sessions planned for the week of January 4th, 2021	<ul style="list-style-type: none">• PG&E to send NDAs to their contacts• PG&E to provide requested employee and job data by October 30th• Finalize PG&E utility and general industry Benval peer lists• WTW will provide dates/times to begin scheduling next meetings

General Meeting Information

CATEGORY	DESCRIPTION																
Meeting	2023 TCS – GRC Benchmarking Methodology Meeting																
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Joyti Singh (Compensation Lead)																	
When	Thursday, November 19, 2020																
Timing	1:30 - 3:00pm PST																
Location	Virtual – Microsoft Teams																

Meeting Agenda

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
1. Safety		
2. Introductions	<ul style="list-style-type: none"> Kick-off message 	
3. Overview	<ul style="list-style-type: none"> WTW in remained consistent in methodology from the 2020 rate case, and same components <ul style="list-style-type: none"> Vision insurance, PTO, LTI, Overtime pay to not be included Data will be inclusive as of December 2020 <ul style="list-style-type: none"> Lump sum payment to be excluded 	
4. Benchmark Jobs	<ul style="list-style-type: none"> Process and review has been lifted from last GRC to have consistency <ul style="list-style-type: none"> Want to cover large incumbent counts to cover broad population Cover the 6 categories across the BUs at PG&E We are at 56% of employees 	<ul style="list-style-type: none"> WTW will send the Benchmark job list to PG&E for their review
5. Excel Sheet/ Benchmark Job Sheet	<ul style="list-style-type: none"> Kept similar counts of jobs whenever possible <ul style="list-style-type: none"> Some minor movements in some of the categories Last time total coverage was 54% and this time 56% Did not de-select many jobs <ul style="list-style-type: none"> Made changes based on lower head count, and so to add a new job with higher head count, needed to remove one Also checked to see if there was a survey match Going to update Employee Data after December 1st, 2020 to give a final representation 	<ul style="list-style-type: none"> Make some small edits and turn it over to the team Would want some feedback and overview on directional commentary before Thanksgiving Would help in having something final after everyone is back Will provide a column for PG&E feedback
6. Job Matching Process	<ul style="list-style-type: none"> Matches are going to be leveraged through last GRC as well as new inputs 	<ul style="list-style-type: none"> Need EAPDIS NDA- still pending and will update

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
	<ul style="list-style-type: none"> ○ Will leverage all job matches from PG&E team- will take large number of inputs to make sure we are aligning all jobs correctly • WTW will review in aggregate make revisions based on PG&E feedback • All NDAs (aside from EAPDIS) have been signed and WTW is uploading surveys into the compensation software tool • WTW recommends 3.0% update factor • WTW will age raw survey data to December 31st, 2020 • Not every survey has SF, Bay Area scope cuts. WTW will use ERI cost of labor differentials 8 largest cities in which PG&E has employees <ul style="list-style-type: none"> ○ These 8 locations approximate 55% of the PG&E population ○ The same 8 cities that were in the last rate case 	<ul style="list-style-type: none"> • Update Aon Oil and Gas industry survey to the list
7. Next Steps	<ul style="list-style-type: none"> • WTW will revise the meeting materials based on today's discussion and upload to datalink • WTW will upload an updated proposed benchmark job list that has some formula activity, but more cleaned up for PG&E's review <ul style="list-style-type: none"> ○ PG&E to provide feedback before Thanksgiving • WTW will schedule the benchmark review meeting for early January • WTW will schedule a 30-minute call with smaller team to discuss interim pay 	

General Meeting Information

CATEGORY	DESCRIPTION										
Meeting	2023 GRC STIP & Interim Pay data										
Attendees	<table border="1"> <thead> <tr> <th>PG&E</th> <th>Willis Towers Watson</th> </tr> </thead> <tbody> <tr> <td>Amy Tong (Rate Case PMO)</td> <td>Catherine Hartmann (Engagement Lead)</td> </tr> <tr> <td>Angela Hunter (Compensation Team)</td> <td>Andrew Neidinger (Project Manager)</td> </tr> <tr> <td>MJ de Carvalho (Compensation Team)</td> <td>Lauren Moore (Compensation Expert)</td> </tr> <tr> <td>Joyti Singh (Compensation Lead)</td> <td></td> </tr> </tbody> </table>	PG&E	Willis Towers Watson	Amy Tong (Rate Case PMO)	Catherine Hartmann (Engagement Lead)	Angela Hunter (Compensation Team)	Andrew Neidinger (Project Manager)	MJ de Carvalho (Compensation Team)	Lauren Moore (Compensation Expert)	Joyti Singh (Compensation Lead)	
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Angela Hunter (Compensation Team)	Andrew Neidinger (Project Manager)										
MJ de Carvalho (Compensation Team)	Lauren Moore (Compensation Expert)										
Joyti Singh (Compensation Lead)											
When	Monday, November 30 th										
Timing	10:00 - 11:00am PST										
Location	Virtual – Microsoft Teams										

Meeting Agenda

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
1. Interim Pay	<ul style="list-style-type: none"> Focused on the executive population and GRC category This team is in flux at the moment, so considering a specific point in time that is a typical representation of the population 	<ul style="list-style-type: none"> Missing team members, rescheduled to Wednesday, Dec 2nd 3:30pm PST
2. STIP Calculation	<ul style="list-style-type: none"> WTW will use performance applied to current Targets to derive an Actual STIP value For BenVal we will use comparative Target STIP – Employee Base Salary data as of 12/31/2020 <ul style="list-style-type: none"> As an FYI March 5, 2021 will be the date when the FY 2020 performance and salary increase go into effect but reflect 2021 WTW shared an example of calculating STIP for 2020 to ensure consistent understanding of the correct values to use indicative of individual and company performance <ul style="list-style-type: none"> Each 2019 quarter is showing cumulative up to that point in time, therefore Q4 represents January – December 2019 or FY 2019 FY 2020 company performance – can be provided by the end of January or beginning of February (dependent upon Board approvals) MJ looked up IPM averages (IPM; Distribution) to better understand - Current Range 50% - 150% - what typical values were <ul style="list-style-type: none"> Top Box 126%; 5% Upper L 113%; 24% Middle Box 99.8%; 67% High-Comp/Low Goal 86%; 2% Lower L 55%; 2% Lowest Box 0%; 0% IPM guidelines are changing with a Future Range of 75% - 125% 	<ul style="list-style-type: none"> PG&E confirmed that the 1.184 Q4 2019 company performance factor was correct, but still need to provide the 2019 individual employee IPM factor PG&E to provide FY 2020 Q3 company performance, as a relative ahead of the FY2020 outcome

General Meeting Information

CATEGORY	DESCRIPTION	
Meeting	2023 GRC Interim Pay Data	
Attendees	PG&E Lisa Laanisto (Engagement Lead) Amy Tong (Rate Case PMO) Judith Gutierrez (Rate Case PMO)	Willis Towers Watson Catherine Hartmann (PMO) Andrew Neidinger (PMO)
When	Wednesday, December 2 nd	
Timing	3:30 - 4:00pm PST	
Location	Virtual – Microsoft Teams	

Meeting Agenda

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
1. Interim Pay	<ul style="list-style-type: none"> Some executive roles receive lump-sum payments or pay adjustments (up to 20%) for current interim roles The 17 executive roles selected for the GRC were confirmed as non-interim roles and all have been verified as receiving no interim/supplemental pay Chief Executive Officer compensation data will be provided early January 	<ul style="list-style-type: none"> PG&E to provide Chief Executive Officer compensation data in early January PG&E to verify Vice President, Customer Service status

General Meeting Information

CATEGORY	DESCRIPTION		
Meeting	2023 TCS – GRC Peer Group Finalization Meeting		
Attendees	<table border="0"> <tr> <td style="vertical-align: top;"> PG&E Janet Redmond (Rate Case PMO) Amy Tong (Rate Case PMO) Angela Hunter (Compensation Team) Jacque Zhang (Compensation Team) Lisa Laanisto (Engagement Lead) Joyti Singh (Compensation Lead) Cristina Radu (Benefits) </td> <td style="vertical-align: top;"> Willis Towers Watson Catherine Hartmann (Engagement Lead) Andrew Neidinger (Project Manager) Lauren Moorse (Rewards Lead) Tom Matthews (Account Management) </td> </tr> </table>	PG&E Janet Redmond (Rate Case PMO) Amy Tong (Rate Case PMO) Angela Hunter (Compensation Team) Jacque Zhang (Compensation Team) Lisa Laanisto (Engagement Lead) Joyti Singh (Compensation Lead) Cristina Radu (Benefits)	Willis Towers Watson Catherine Hartmann (Engagement Lead) Andrew Neidinger (Project Manager) Lauren Moorse (Rewards Lead) Tom Matthews (Account Management)
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When	Wednesday, December 16, 2020		
Timing	11:00 - 12:00pm PST		
Location	Virtual – Microsoft Teams		

Meeting Agenda

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
2. Introductions	<ul style="list-style-type: none"> • Kick-off message • Purpose of the call is to review Draft Peer Company lists via Teams 	
3. Utilities Peer Group Review	<ul style="list-style-type: none"> • Utility Review (21 currently but focused on getting additional companies in the BDS data) • Reviewed the 21 “Yes” and then reviewed those that were “Maybe”: <ul style="list-style-type: none"> ○ Avista – smaller size company but data in BDS and union representation. <ul style="list-style-type: none"> ▪ Per Janet – verify is semi-public or private; located in Washington; Verified: Private Investor Owned Utility ○ Hawaiian Electric <ul style="list-style-type: none"> ▪ Per Cristina – very different benefits – not comparable; move to “No” ○ NV Energy – acquired by Birkshire, union supplies benefits <ul style="list-style-type: none"> ▪ WTW will check with CRD about possibility of getting union info submitted for full view. ▪ Per Janet - do they meet size requirement? ▪ NV Energy is bigger than Avista even though not as big – this is a “Maybe” ○ Pinnacle West Capital – marked as a “Yes” <ul style="list-style-type: none"> ▪ Per Janet – they meet the criteria, makes sense to use ○ Portland General Electric – decided to mark as a “Yes” – have used as a 	<ul style="list-style-type: none"> • WTW to check if Avista is semi-public or private - Completed • WTW to check with NV Energy about Union submission • WTW to check if Puget is semi-public or private - Completed • WTW to verify Salt River Project “mix” of distribution vs. generation - Completed • WTW to double-check last submission for Southern Company Services- Completed

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
	<p>comparator in the past rate cases and included due to Labor Negotiations</p> <ul style="list-style-type: none"> ○ Puget Sound Energy – about the same size as Portland General Electric <ul style="list-style-type: none"> ▪ Per Janet, check to see if semi-public or private; Verified: transitioned to private ownership in 2020 ○ Salt River Project – verify if distribution or generation, or both – what is the mix? <ul style="list-style-type: none"> ▪ Verified: from a revenue standpoint Distribution to Generation is approximately 10:1 ○ Sempra – previously 2 separate entities but combined into 1 this year. Submitted their data as 1 submission this year <ul style="list-style-type: none"> ▪ Verify submission of Union data ○ Tucson Electric Power – too small to include, semi-municipal <p>• Next, we reviewed those where WTW is trying to get refreshed data:</p> <ul style="list-style-type: none"> ○ American Electric Power – WTW trying to get updated data into the tool <ul style="list-style-type: none"> ▪ Marked as a “Maybe” ○ DTE Energy – WTW trying to get them to submit data into the tool <ul style="list-style-type: none"> ▪ Marked as a “Maybe” ○ Public Service Enterprise Group – recruiting <ul style="list-style-type: none"> ▪ Marked as a “Maybe” ○ SMUD – Recruiting (because of location, lose talent here but they are smaller). <ul style="list-style-type: none"> ▪ Never had in the database in the past – would have to start fresh so note “No” ○ Southern Company Services – WTW to double-check last submission <ul style="list-style-type: none"> ▪ Follow-up; 2016 Broad-based Submission; retirement team does have past submission, trying to get into the database ▪ Marked as a “Maybe” 	
<p>4. General Industry Peer Group Review</p>	<ul style="list-style-type: none"> • General Industry Review (25 currently – feel good about these) and those <u>not</u> selected: <ul style="list-style-type: none"> ○ Intel – did not select because no broad-based submission in 2020 <ul style="list-style-type: none"> ▪ Place as a “No” ○ Nestle USA – Foreign ownership <ul style="list-style-type: none"> ▪ Place as a “No” ○ Roche Holding – Foreign ownership <ul style="list-style-type: none"> ▪ Place as a “No” ○ Tenet Healthcare Corporation – do not have both Exec and Broad-based – not prominent in the Bay Area 	<ul style="list-style-type: none"> • WTW to check on Comcast data availability for a General Industry addition- Completed • WTW to place all companies without Executive data in the “Maybe” category- Completed

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
	<ul style="list-style-type: none"> ▪ Place as a “No” ○ University of California – Recruiting. Public entity - consider not including <ul style="list-style-type: none"> ▪ Place as a “Maybe” ○ Valero Energy Corporation – Recruiting / Labor Negotiations <ul style="list-style-type: none"> ▪ Changed to a “Yes” – we do have their data ○ Bank of America originally selected as a “Yes” but decided to remove due to change in location – not a strong Bay Area presence ○ Bechtel – changed location but still a strong presence in Bay Area – change to “Maybe” ○ Salesforce – new this time because recruiting suggested, can add as a “Yes” ○ Seagate – good high technology representations change to “No” • Comcast – Janet asked about this one due to a Bay Area presence and technical field workers <ul style="list-style-type: none"> ○ Verified: 2018 Broad-based submission, 2020 Executive submission • WTW will check on data availability for companies with large technical populations in the Bay Area 	
5. Next Steps	<ul style="list-style-type: none"> • WTW will work on follow-up items and send next version of the list to PG&E • Final list will be determined by mid- January 	

GENERAL MEETING INFORMATION

CATEGORY	DESCRIPTION																
Meeting	2023 GRC Job Match Review Meeting																
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Lisa Laanisto																	
When	Thursday, January 7, 2021, Friday, January 8, 2021 and Monday, January 11, 2021																
Timing	Session 1: 2:00PM – 3:00PM Session 2: 12:30PM – 3:30PM Session 3: 9:00AM – 11:00AM																
Location	Microsoft Teams Meeting																

MEETING AGENDA

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
Session 1 (Thursday, January 7, 2021)		
1. Safety	<ul style="list-style-type: none"> WTW reviewed safety standards and emergency procedures at the start of the meeting 	<ul style="list-style-type: none"> N/A
2. GRC Benchmarks: Job Matching Process	<ul style="list-style-type: none"> Starting points for job selection: <ul style="list-style-type: none"> Focused on pure benchmark jobs when selecting roles, not hybrids Used career bands and levels to ensure accurate representation of those jobs Had a good knowledge of the previous jobs from last GRC Note, you are never going to get a 100% match or the JD in the surveys as they are not as detailed or robust – want to make sure approx. 80% of responsibilities are covered For executive benchmarks, we take a look at reporting relationships in order to align There are some cases where there are some adjustments – we were conservative <ul style="list-style-type: none"> 15% difference to interpolate one level up or down 10% premium or discount for responsibilities 5% for revenue difference 	<ul style="list-style-type: none"> N/A
3. GRC Study Compensation Methodology and Approach	<ul style="list-style-type: none"> Reviewed 2020 GRC to 2023 GRC base pay movement for: <ul style="list-style-type: none"> 50th percentile of market PG&E employee differentials Not "apples" to "apples" but does give a sense where PG&E employee pay is moving faster or slower than the market 	<ul style="list-style-type: none"> N/A

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
4. Geographic Differentials	<ul style="list-style-type: none"> Used national data for Executive category Applied the geographic differentials to Senior Director and below categories Reviewed methodology and outcomes of the analysis using cost of labor data gathered from the Economic Research Institute (ERI) <ul style="list-style-type: none"> The methodology used is consistent with 2020 GRC Geographic differentials based on top 8 locations with highest PG&E employee counts PG&E aligned to methodology utilized 	<ul style="list-style-type: none"> WTW to send geographic differential table and detail from methodology from the Fall Add into the table what the geo differentials were from the 2020 GRC
5. Summary of Population Coverage	<ul style="list-style-type: none"> Reviewed with the group and will keep in mind when removing the anomalies from the benchmark list that we want to keep above the 50% coverage mark WTW initially suggested removing 7 jobs (pending our match review); however representation would still be 55% with these 7 jobs removed 	<ul style="list-style-type: none"> N/A
6. Survey Level Alignment	<ul style="list-style-type: none"> Career Bands and Levels consistently aligned to surveys used in assessment Need to verify leveling for Project Managers and Engineers in order to make sure matches are leveled correctly 	<ul style="list-style-type: none"> N/A
7. Job Match Review: Engineers and Project Managers	<ul style="list-style-type: none"> WTW questions if Engineering doesn't start at a P1 (0-2 years), but does PG&E require new Engineers to be experienced at 2+ year at a P2 or Intermediate level <ul style="list-style-type: none"> The Project Manager roles seem to be the same situation Engineering jobs under review now for FLSA – independent judgement, autonomy, etc. PG&E confirmed Entry level Engineers start with some experience and go through the training program. WTW revised Entry Engineers with 5% premium to account for additional experience and training 	<ul style="list-style-type: none"> PG&E will speak to HRBPs for non-Union roles PG&E will speak to Angela in Labor for ESC Union roles
8. Discuss Day 2 Agenda	<ul style="list-style-type: none"> Start with Exec job category Handle the Exec job category offline with a deeper dive review to ensure accurate matching 	<ul style="list-style-type: none"> WTW to send spreadsheet that ties the GRC code to the PG&E job code, with GRC title, GRC category to help facilitate the review
Session 2 (Friday, January 8, 2021)		
9. Safety	<ul style="list-style-type: none"> WTW reviewed safety standards and emergency procedures at the start of the meeting 	<ul style="list-style-type: none"> N/A
10. Job Match Review: Executive	<ul style="list-style-type: none"> Ran through market pricing report content WTW reminded the group that we priced consistent with 2020 GRC and/or the matches provided from PG&E's Market Pay 	<ul style="list-style-type: none"> WTW to send market pricing report to Exec Comp team at PG&E and schedule

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
	<ul style="list-style-type: none"> • SVP, Energy Policy and Procurement used matches from previous assessment; however, it appears to be a hybrid job and not a pure match • For Exec matches, we used revenue cuts, as well as energy and utility where available 	<ul style="list-style-type: none"> • a call to review (Susan, Judith and Lisa) – need to verify the role
<p>11. Job Match Review: Senior Director/ Director/Chief</p>	<ul style="list-style-type: none"> • Three jobs for review based on data anomalies: • GRC4095: Sr. Director, Gas Transmission and Distribution <ul style="list-style-type: none"> ○ There is not one “pure” match ○ Remove compliance or business process survey matches ○ Based on discussion, EDD000-M5 is the best match and include M4 match with premium if there is no M5 data • GRC1584: Director, Environmental Management <ul style="list-style-type: none"> ○ PG&E used Mercer and Foushee survey when pricing this job in Market Pay ○ WTW chose not to use Foushee, as the data did not align with other survey data ○ Kept matches consistent with 2020 GRC • GRC1585: Director, Environmental Policy <ul style="list-style-type: none"> ○ Foushee match did not align with other survey data; therefore, it is discounted by 15% ○ Kept matches consistent with 2020 GRC 	<ul style="list-style-type: none"> • WTW to update and decide on appropriate matches – make changes in bold font
<p>12. Job Match Review: Senior Manager/ Manager/ Principal/ Supervisor</p>	<ul style="list-style-type: none"> • Supervisor matches reviewed for level (GRC2472, GRC2477, GRC2548, GRC4099, GRC2362, etc) <ul style="list-style-type: none"> ○ When a supervisor has another supervisor reporting into them, PG&E has historically used a blend of M1 and M2 versus a pure M1 match ○ WTW suggests adding a 10% premium to Supervisors for the roles where PG&E has historically used a blended rate (M1/M2) • GRC2478: Supervisor, Support Services <ul style="list-style-type: none"> ○ PG&E matches have historically been a blended rate of Admin Services and Product Support as this is a hybrid, cross-functional role ○ WTW removed from benchmark jobs due to hybrid nature of the role • GRC5020: Business Architect, Principal <ul style="list-style-type: none"> ○ PG&E historic matches (Business Process) do not seem to correlate to the title and IT functional area ○ PG&E confirmed the role is more of an IT job (Business Systems Analyst) ○ Based on feedback from PG&E, WTW selected matches of Business Systems Analyst to align • GRC1735: Communications Representative, Principal <ul style="list-style-type: none"> ○ PG&E confirmed P5 level and confirmed the role does both Internal and External (and 	<ul style="list-style-type: none"> • WTW to update and decide on appropriate matches – make changes in bold font • WTW to review all Supervisor jobs for level

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
	<p>online) communications so need to account for both</p> <ul style="list-style-type: none"> ○ WTW used External Communications matches and add premium to account for additional Internal Communications responsibilities 	
<p>13. Job Match Review: Professional Category</p>	<ul style="list-style-type: none"> • GRC1281: Procurement Specialist <ul style="list-style-type: none"> ○ PG&E misaligned to the market ○ Both jobs are BU jobs in nuclear area, and which tends to have a premium in the market ○ Matches are correct – no changes • GRC3013: Engineer Assistant (STIP Ineligible) - Intermediate - Union <ul style="list-style-type: none"> ○ PG&E misaligned to the market ○ WTW matched consistent with 2020 GRC • GRC3015: Engineer Assistant (STIP Ineligible) - Entry - Union <ul style="list-style-type: none"> ○ PG&E misaligned to the market ○ WTW matched consistent with 2020 GRC • GRC4000 and GRC4001- Project Controls Analysts <ul style="list-style-type: none"> ○ Both Construction and Finance matches used historically ○ PG&E confirmed Construction focused. WTW revised to use Construction with premium to account for finance knowledge/skills • GRC4011: Land Technician <ul style="list-style-type: none"> ○ PG&E confirmed level – no change • GRC5012: Technical Training Instructor, Senior <ul style="list-style-type: none"> ○ PG&E confirmed level – no change • GRC5021: Quality Operating Specialist, Senior <ul style="list-style-type: none"> ○ Both Nuclear and Business Process – matches used historically ○ PG&E confirmed – no change • GRC599: Business Analyst <ul style="list-style-type: none"> ○ WTW removed data science matches ○ PG&E confirmed job ID 50419615 does not align – WTW removed from this GRC code • GRC600: Business Analyst, Associate <ul style="list-style-type: none"> ○ WTW removed data science matches 	<ul style="list-style-type: none"> • WTW to update and decide on appropriate matches – make changes in bold font
<p>14. Job Match Review: Physical/ Technical Category</p>	<ul style="list-style-type: none"> • Overall discussion regarding EAPDIS levels <ul style="list-style-type: none"> ○ EAPDIS does not have levels within their survey jobs ○ WTW confirmed levels to ensure if premium / discount is needed to account for levels ○ GRC187- Cable Splicer - level aligned – no change ○ GRC198- Compliance inspector- level aligned – no change ○ GRC250- Equipment Mechanic- PG&E confirmed Field Mechanic A does not align with additional jobs included in GRC250 – WTW removed from grouping 	<ul style="list-style-type: none"> • WTW to update and decide on appropriate matches – make changes in bold font • PG&E to provide job description for Gas Compliance Representative job

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
	<ul style="list-style-type: none"> o GRC266- Garage Sub foreman – level aligned – no change o GRC328- Hydro Operator – level aligned – no change o GRC332- Instrument and Control Technician DCP – level aligned – no change o GRC350- Lineman- level aligned – no change • GRC229: Electric Crew Foreman – level aligned - no changes • GRC340: Lead Driver- PG&E confirmed needs license - WTW added premium • GRC357: Machinist <ul style="list-style-type: none"> o WTW priced different than last GRC – EAPDIS match is better – PG&E validated – no changes • GRC364: Materials Handler <ul style="list-style-type: none"> o Check level for EAPDIS, market misaligned o WTW removed from benchmark jobs due to many step levels • GRC380: Painter A <ul style="list-style-type: none"> o Check level for EAPDIS, market misaligned o WTW removed from benchmark jobs due to market data anomalies • GRC4039: Security Alarm Station Operator <ul style="list-style-type: none"> o Inconsistent market data o WTW removed from benchmark jobs due to market data anomalies • GRC4051: Construction Operator GC Gas <ul style="list-style-type: none"> o PG&E confirmed needs license - WTW added premium • GRC236: Electric Technician <ul style="list-style-type: none"> o PG&E confirmed Electric Technical Helms does not align with additional jobs included in GRC236 – WTW removed from grouping • GRC372: Metering Systems Technician – level aligned - no changes • GRC4038: Nuclear Security Officer: Unarmed <ul style="list-style-type: none"> o WTW revised matches to account for unarmed versus armed • GRC4050: Gas Compliance Representative <ul style="list-style-type: none"> o PG&E to provide job description o WTW revised matches per the provided job description 	
<p>15. Job Match Review: Clerical Category</p>	<ul style="list-style-type: none"> • GRC5016: Service Rep Intermediate <ul style="list-style-type: none"> o Reviewed levels – consistent with 2020 GRC - no changes 	<ul style="list-style-type: none"> • WTW to update and decide on appropriate matches – make changes in bold font
<p>Session 3 (Monday, January 11, 2021)</p>		
<p>16. Job Match Review: Clerical Category</p>	<ul style="list-style-type: none"> • PG&E (Angela Hunter) provided additional detail regarding rationale of historic matches <ul style="list-style-type: none"> o WTW will review feedback and evaluate possible restructuring and implications 	<ul style="list-style-type: none"> • WTW to update and decide on appropriate

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
	<ul style="list-style-type: none"> • GRC5018: Parts Clerk <ul style="list-style-type: none"> ○ PG&E is misaligned to market ○ WTW removed admin assistant match • GRC96: Utility Machine Operator <ul style="list-style-type: none"> ○ PG&E confirmed, this is a mail room machine operator ○ WTW looked for an appropriate match beyond a standard Mail Clerk to encompass PG&E environment. No additional match existed therefore removed as a benchmark job 	<p>matches – make changes in bold font</p>
<p>17. Next Steps and Project Timeline</p>	<ul style="list-style-type: none"> • Timeline <ul style="list-style-type: none"> ○ 13th Jan - WTW will update matches and provide meeting notes ○ 14th Jan – PG&E to confirm Executive matches ○ 15th Jan - WTW will finalize Benva utility peer group companies (WTW has been soliciting additional companies since November 2020) ○ 15th Jan – WTW to update composite analysis and use updated employee data provided ○ 18th & 19th Jan - Create role profiles for benefit assessment ○ 20th Jan – WTW presenting final Role Profiles and Benefit Peer List to PG&E ○ 4th Feb - Draft Report Structure meeting with PG&E team 	<ul style="list-style-type: none"> • PG&E's executive compensation team to provide feedback on executive survey jobs matches • Schedule Draft Report Structure meeting

GENERAL MEETING INFORMATION

CATEGORY	DESCRIPTION	
Meeting	2023 GRC Role Profile Finalization Meeting	
Attendees	PG&E Janet Redmond Jyoti Singh Judith Gutierrez Amy Tong Jacque Zhang Angela Hunter Lynsey Devitt Susanna Baral-Virk Danielle Carvalho Cristina Radu	Willis Towers Watson Catherine Hartmann (Engagement Lead) Andrew Neidinger (Project Manager) Lauren Moorse (Project Lead) Tom Matthews (Account Management) Alex Tsai-Goodman (Compensation Analyst)
When	Wednesday, January 20, 2021	
Timing	10:00AM – 11:00AM	
Location	Microsoft Teams Meeting	

MEETING AGENDA

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
1. Safety	<ul style="list-style-type: none"> WTW reviewed safety standards and emergency procedures at the start of the meeting 	<ul style="list-style-type: none"> N/A
2. Preview of Competitive Market Summary tables (2023 and 2020)	<ul style="list-style-type: none"> Previewed 2023 compensation-only market data summary as compared to previous rate cases Confirmed that updated Benefits data will be gathered after Role Profiles are finalized, which we are discussing today 	
3. Review Role Profile selections	<ul style="list-style-type: none"> Andrew walked through the process of creating the 30 Role Profiles <ul style="list-style-type: none"> Consistency in job grouping to RP is key – WTW was consistent with previous GRC's where same jobs are available Same number of Union-specific represented RPs as 2020 GRC Same number of Executive RPs as 2020 GRC All Demographic data shown is PG&E's population as rolled into the specific RP Janet reminded team that we need to make sure the single incumbent roles that make up a RP are blinded for incumbent confidentiality <ul style="list-style-type: none"> Any place with less than 3 incumbents will be blinded Possibly provide tables showing Union vs Non-Union – Janet will confirm with PG&E's attorney whether this is appropriate 	<ul style="list-style-type: none"> WTW will ensure all RPs or individual job date with less than 3 incumbents is blinded, unless part of the public record (select Executive roles) PG&E will check to see if GRC1584 is in fact still vacant PG&E to let WTW know if they should include Union vs Non-Union analysis PG&E to see if 3 non-recoverable Executive roles should be included

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
	<ul style="list-style-type: none">• Executive population – consider removing Executive jobs where PG&E cannot seek recovery• 3 Executives that PG&E is not seeking recovery but currently included in the RPs are as follows:<ul style="list-style-type: none">○ CEO and President, VP Controller and VP Nuclear Gen & Chief Nuclear Officer○ WTW to make note of this Executive population change in the report	in the GRC and RPs

General Meeting Information

CATEGORY	DESCRIPTION												
Meeting	2023 GRC Draft Report Touchpoint												
Attendees	<table border="1"> <thead> <tr> <th>PG&E</th> <th>Willis Towers Watson</th> </tr> </thead> <tbody> <tr> <td>Janet Redmond</td> <td>Catherine Hartmann (Engagement Lead)</td> </tr> <tr> <td>Judith Gutierrez</td> <td>Andrew Neidinger (Project Manager)</td> </tr> <tr> <td>Amy Tong</td> <td>Tom Matthews (Account Management)</td> </tr> <tr> <td>Lisa Laanisto</td> <td>Ross Cunningham (Compensation Analyst)</td> </tr> <tr> <td>Allison Neves</td> <td></td> </tr> </tbody> </table>	PG&E	Willis Towers Watson	Janet Redmond	Catherine Hartmann (Engagement Lead)	Judith Gutierrez	Andrew Neidinger (Project Manager)	Amy Tong	Tom Matthews (Account Management)	Lisa Laanisto	Ross Cunningham (Compensation Analyst)	Allison Neves	
PG&E	Willis Towers Watson												
Janet Redmond	Catherine Hartmann (Engagement Lead)												
Judith Gutierrez	Andrew Neidinger (Project Manager)												
Amy Tong	Tom Matthews (Account Management)												
Lisa Laanisto	Ross Cunningham (Compensation Analyst)												
Allison Neves													
When	Monday, March 8 th , 2021												
Timing	4:00PM – 4:30PM PST												
Location	Microsoft Teams Meeting												

Meeting Agenda

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
1. Report Feedback and Adjustments	<ul style="list-style-type: none"> Create Represented/Non-Represented Tables Inclusion of Executives 	<ul style="list-style-type: none"> Include in the appendix to be available if necessary (Represented/Non-Represented population) Confirmed include executives for recovery as required to include legally in order to seek recovery
2. Data Questions	<ul style="list-style-type: none"> Competitive range of +/-10% and comparison against 2020 GRC IPM values are below 1.00 and align with current state of the organization Senior Director/Director/Chief benefits values lower than in the past and deviation from other job categories 	<ul style="list-style-type: none"> Positioning for Target Total Compensation used for recovery WTW Retirement and H&B consultants to review finer details of the Benefits results to determine more specific talking points <ul style="list-style-type: none"> Review the plan methodology regarding the new executive Qualified/Non-Qualified Benefits Review Senior Director/Director/Chief Benefits values
3. Next Steps and Delivery Date	<ul style="list-style-type: none"> Pushing the delivery date to a week later to allow for QA of IPM values and Benefits data 	<ul style="list-style-type: none"> PG&E agreed to extended timeline first draft report to be delivered by March 17th
4. Specific Roles	<ul style="list-style-type: none"> PG&E mentioned the high competitiveness of Lineman/Customer Service roles Potentially looking for a custom survey to benchmark and value these roles that are more unique within the marketplace 	<ul style="list-style-type: none"> Look into doing a custom study on its own for such designated positions ahead of the next Rate Case (next one is a 4-year cycle)
5. Additional Role Extension Updates	<ul style="list-style-type: none"> Verified that additional roles will be covered within the extension of the scope 	<ul style="list-style-type: none"> PG&E to provide the additional line item/adjust the relevant line item to include the total cost WTW to resend the latest email for reference for the cost of the additional work

General Meeting Information

CATEGORY	DESCRIPTION	
Meeting	2023 GRC Draft Report Touchpoint	
Attendees	PG&E Janet Redmond Judith Gutierrez Amy Tong Lisa Laanisto	Willis Towers Watson Andrew Neidinger (Project Manager) Tom Matthews (Account Management) Ross Cunningham (Compensation Analyst)
When	Monday, March 26 th , 2021	
Timing	8:00AM – 11:00AM PST	
Location	Microsoft Teams Meeting	

Meeting Agenda

TOPIC	DISCUSSION POINT(S)	ACTION ITEMS
1. Overview	<ul style="list-style-type: none"> Sr. Director/Director/Chief category benefits discussion regarding the elements incorporated into the pension Physical/Clerical categories are higher compared to market compared to other PG&E employee categories PG&E actual bonus payouts compared to market, both seen to be below target 	<ul style="list-style-type: none"> WTW to upload latest report versions to allow PG&E to review data in finer detail (job by job rather than categorical totals) WTW to build out a “flat” file with excel data for PG&E records
2. Data Questions	<ul style="list-style-type: none"> Represented/Non-Represented summary table was discussed in terms of the re-categorization of employee categories Methodology of weighting results by target total compensation was discussed and clarified 	<ul style="list-style-type: none"> WTW to edit language to clarify that the underlying data for all summary results is the same regardless of the way categorization of employees is shown
3. Next Steps	<ul style="list-style-type: none"> PG&E to take the draft reports offline and review 	<ul style="list-style-type: none"> WTW to upload latest report versions on shared site PG&E to review and return with any questions and/or requested changes

Appendix G: Glossary of Terms

Average

The sum of all values of a data set divided by the number of values in that set. Equivalent to the mean.

Base Pay

The fixed compensation paid (hourly, weekly, monthly, or annual) to an employee for performing specific job responsibilities. Usually, these amounts are guaranteed.

Benchmark Job

A job that is commonly found and defined, used to make pay comparisons, either within the organization or to comparable jobs outside the organization. Pay data for these jobs are readily available in published surveys.

Black-Scholes Model

A mathematical model originally developed by Fisher Black and Myron Scholes to value stock options traded on public markets. It estimates the theoretical price an individual would pay for a traded option and considers stock price on grant date, option exercise price, number of years until exercise, dividend yield, risk free rate of return, and stock price volatility.

Career Level

A series of defined levels within a job family where the nature of the work is similar (e.g., accounting, engineering). The levels represent the organization's requirements for increased skill, knowledge and responsibility as the employee moves through a career.

Collective Bargaining Agreements

Agreements between employee groups and employers detailing work conditions including working hours, vacation and holiday entitlements, termination of service provisions, and sometimes benefit entitlements. These agreements may be specific to one company or industry or apply nationally.

Cost of Labor

Data reflects and indicates what a particular geographic location / market place offers as compensation for a specific type of work.

Cost of Living

Data reflects and indicates the cost of goods utilized by a typical consumer, including items such as housing, groceries and transportation to live in a particular geographic location / market place.

Defined Benefit (DB) Pension Plan

Defined by the Employee Retirement Income Security Act of 1974 (ERISA) and the Internal Revenue Code (IRC) as any retirement plan that provides for future income and is not an individual account plan. It is a pension plan that specifies the benefits, or the methods of determining the benefits, but not the level or rate of contribution. Contributions are determined actuarially on the basis of the benefits expected to become payable.

Defined Contribution (DC) Pension Plan

Defined by the Employee Retirement Income Security Act of 1974 (ERISA) and the Internal Revenue Code (IRC) as a plan that provides for future income from an individual account for each participant with benefits based solely on (1) the amount contributed to the participant's account plus (2) any income, expenses, gains and losses, and forfeitures of accounts of other participants that may be allocated to the participant's account. The benefit amount to be received by the participant at retirement is unknown until retirement.

Exempt Employees

Employees who are exempt from the Fair Labor Standards Act of 1938 (FLSA) minimum wage and overtime provisions due to the type of duties performed. Includes executives, administrative employees, professional employees, and those engaged in outside sales as defined by the FLSA.

Fair Labor Standards Act of 1938 (FLSA)

A federal law governing minimum wage, overtime pay, child labor, and record-keeping requirements.

Incumbent

A person occupying and performing a job.

Long-Term Disability (LTD)

A form of long-term income protection that provides for some continuation of income in the event of disability. Definitions of disability become increasingly narrow in LTD plans (e.g., disabled from engaging in one's own occupation or from any occupation).

Long-Term Incentive

Any incentive plan that requires sustained performance of the firm for a period longer than one fiscal year for maximum benefit to the employee. Some plans are based on capital shares (i.e., stock) of the organization and may require investment by the employee (i.e., Employee Stock Purchase Plan), while others are based on financial performance (i.e., profit sharing cash plans).

Mean

A simple arithmetic average obtained by adding a set of numbers and then dividing the sum by the number of items in the set.

Nonexempt Employees

Employees who are not exempt from the minimum wage and overtime pay provisions of the Fair Labor Standards Act of 1938 (FLSA), for example, employees in clerical jobs.

Paid Time Off (PTO)

Refers to vacation, holidays, sick leave, lunch periods, and other miscellaneous leave for which an employee is compensated.

Performance Share/Performance Unit/Cash Awards

A stock (or stock unit) grant/award plan in which the payout is contingent upon achievement of certain predetermined external or internal performance goals during a specified period (e.g., three to five years) before the recipient has rights to the stock. The employee receiving the shares pays ordinary income tax on the value of the award at the time of earning it.

Profit Sharing Plan

An employee benefit plan established and maintained by an employer whereby the employees receive a share of the profits of the business. The plan normally includes a predetermined and defined formula for allocating profit shares among participants, and for distributing funds accumulated under the plan. However, some plans are discretionary. Funds may be distributed in cash, deferred as a qualified retirement program or distributed in a cash/deferred combination.

Restricted Stock

Stock that is given (or sold at a discount) to an employee, who is restricted from selling or transferring it for a specified time period (usually three to five years). The executive receives dividends, but must forfeit the stock if he/she terminates employment before the restriction period ends. If the employee remains in the employ of the company through the restricted period, the shares vest, irrespective of employee or company performance.

Salary

Compensation paid by the week, month or year rather than hourly. A salary is usually a guaranteed amount that is not reduced for time not worked.

Shift Differential

Extra pay allowance made to employees who work on a shift other than a regular day shift (e.g., 9 a.m. to 5 p.m., Monday through Friday) if the shift is thought to represent a hardship, or if competitive organizations provide a similar premium. Shift differentials usually are expressed as a percentage or in cents per hour.

Short-Term Disability (STD)

A benefits plan designed to provide income during absences due to non-occupational-related illness or injury, when the employee is expected to return to work within a specified time, usually within six months. Usually coordinated or integrated with sick leave at the beginning and with long-term disability (LTD) at the end of STD.

Short-Term Incentive

Usually a lump-sum payment (cash) made once a year in addition to an employee's normal salary or wage for a fiscal or calendar year. Generally based on predetermined performance criteria or standards.

Spot Bonus

A one-time discretionary bonus given to key contributors. Spot bonuses are performance related, not for length of service or equity.

Stock Option

A right to purchase company shares at a specified price during a specified period of time.

Stock Purchase Plan

An employee benefit arrangement under Internal Revenue Code Section 423 whereby employees may purchase shares of stock in the employer, often at a discount of 5% to 15%.

Third-Party Survey

For purposes of this study, this term refers to all other survey sources used in the study other than Willis Towers Watson's surveys, such as the EAPDIS Energy Technical Craft Clerical Survey.

Total Cash Compensation

Total annual cash compensation (base salary plus annual/short-term incentives).

Target Total Cash Compensation

Target total annual cash compensation (base salary plus target annual/short-term incentives).

Total Direct Compensation

Total cash compensation plus the annualized expected value of long-term incentives.

Target Total Direct Compensation

Target total cash compensation plus the annualized expected value of long-term incentives.

Total Compensation

The sum of all elements of compensation provided by an employer to an employee. For this study, the total compensation was defined to include base salary, annual/short-term incentives, annualized expected value of long-term incentives, and the value of employee benefits.

Target Total Compensation

The sum of all elements of compensation provided by an employer to an employee. For this study, the target total compensation was defined to include base salary, target annual/short-term incentives, annualized expected value of long-term incentives, and the value of employee benefits.

Vesting

A term typically used in conjunction with a pension or stock plan. For a stock option, vesting refers to the point in time when stock options or stock appreciation rights become exercisable or when a pension benefit becomes a non-forfeitable benefit.

Note: Selected definitions included in this glossary were obtained from World@Work's Glossary of Compensation & Benefits Terms.

Appendix H: Additional Details on Benefits Peer Lists

Utility Industry Peer Companies

Company Name	Corporate Location	No of Employees	Revenue (Millions)	Revenue to Employee Size	Used in 2011 GRC	Used in 2014 GRC	Used in 2017 GRC	Selection Criteria
The AES Corporation	Arlington, VA	8,000	\$9,531	\$1,191,375		X	X	Revenue between 1/2X and 2X; Previous GRC; Exec Comp Peer Group
Ameren Corporation	St. Louis, MO	9,323	\$5,529	\$593,049		X	X	Revenue between 1/3X and 3X; Previous GRC; Exec Comp Peer Group
American Electric Power Company, Inc.	Columbus, OH	17,408	\$14,924	\$857,301		X	X	Revenue between 1/2X and 2X; Previous GRC; Exec Comp Peer Group
CenterPoint Energy, Inc.	Houston, TX	14,262	\$12,120	\$849,811		X	X	Revenue between 1/2X and 2X; Previous GRC; Exec Comp Peer Group
Consolidated Edison, Inc.	New York, NY	14,890	\$12,237	\$821,827	X	X	X	Revenue between 1/2X and 2X; Previous GRC; Exec Comp Peer Group
Dominion Energy, Inc.	Richmond, VA	19,100	\$16,717	\$875,236	X	X	X	Revenue between 1/2X and 2X; Previous GRC; Exec Comp Peer Group
Duke Energy Corporation	Charlotte, NC	28,793	\$23,773	\$825,652		X	X	Revenue between 1/2X and 2X; Previous GRC; Exec Comp Peer Group
Edison International	Rosemead, CA	12,937	\$13,391	\$1,035,093	X	X	X	Revenue between 1/2X and 2X; Previous GRC; Exec Comp Peer Group; PUEI
Entergy Corporation	New Orleans, LA	13,635	\$10,206	\$748,503		X	X	Revenue between 1/2X and 2X; Previous GRC; Exec Comp Peer Group
Eversource Energy	Springfield, MA	8,234	\$8,721	\$1,059,131		X	X	Revenue between 1/2X and 2X; Previous GRC; Exec Comp Peer Group
Exelon Corporation ¹	Chicago, IL	32,713	\$33,267	\$1,016,935		X	X	Revenue between 1/2X and 2X; Previous GRC; Exec Comp Peer Group; PUEI
FirstEnergy Corp.	Akron, OH	12,316	\$10,735	\$871,630				Revenue between 1/2X and 2X; Exec Comp Peer Group
National Grid, USA ²	Waltham, MA	23,069	\$14,786	\$640,947			X	Revenue between 1/2X and 2X; Previous GRC
NextEra Energy, Inc. ³	Juno Beach, FL	14,800	\$17,997	\$1,216,014		X	X	Revenue between 1/2X and 2X; Previous GRC; Exec Comp Peer Group; Recruiting
PacifiCorp ⁴	Portland, OR	5,300	\$5,104	\$963,019				PUEI
Pinnacle West Capital Corporation ⁵	Phoenix, AZ	6,210	\$3,516	\$566,250	X			Previous GRC
Portland General Electric Company	Portland, OR	2,949	\$2,137	\$724,652	X			Previous GRC; PUEI

Company Name	Corporate Location	No of Employees	Revenue (Millions)	Revenue to Employee Size	Used in 2011 GRC	Used in 2014 GRC	Used in 2017 GRC	Selection Criteria
PPL Corporation	Allentown, PA	12,280	\$7,632	\$621,498		X	X	Revenue between 1/3X and 3X; Previous GRC
San Diego Gas & Electric (Sempra Energy) ⁶	San Diego, CA	-	-	-	X	X	X	Previous GRC; PUEI; Exec Comp Peer Group
Southern California Gas (Sempra Energy) ⁶	Los Angeles, CA	-	-	-	X	X	X	Previous GRC; PUEI; Exec Comp Peer Group
Southern Company Services	Birmingham, AL	3,021	\$2,006	\$664,019	X	X	X	Previous GRC; Exec Comp Peer Group
Tennessee Valley Authority	Knoxville, TN	9,989	\$10,249	\$1,026,029	X	X	X	Revenue between 1/2X and 2X; Previous GRC
Vistra Corp. ⁷	Irving, TX	5,475	\$11,779	\$2,151,416	X	X	X	Revenue between 1/2X and 2X; Previous GRC
Xcel Energy Inc.	Minneapolis, MN	11,295	\$11,526	\$1,020,452	X	X	X	Revenue between 1/2X and 2X; Previous GRC; Exec Comp Peer Group; PUEI
	Mean (Average)	13,000	\$11,722	\$924,538				
	Median	12,298	\$11,131	\$864,466				
	Pacific Gas and Electric Company	24,000	\$17,667	\$736,125				

Notes:¹Union is under Exelon West²Executive benefits data is not available due to foreign ownership³Parent organization of Florida Power & Light Group⁴Pacificorp was acquired by Berkshire Hathaway Energy⁵Parent company of Arizona Public Services⁶Sempra acquired both San Diego Gas and Electric and Southern California Gas, however broad-based and union submissions have been kept separate⁷Formerly Energy Future Holdings

General Industry Peer Companies

Company Name	Corporate Location	No of Employees	Revenue (Millions)	Revenue to Employee Size	Used in 2011 GRC	Used in 2014 GRC	Used in 2017 GRC	Selection Criteria
Apple Inc.	Cupertino, CA	147,000	\$294,135	\$2,000,918				Recruiting
AT&T Inc.	Dallas, TX	230,760	\$171,760	\$744,323			X	Previous GRC
CBRE Group, Inc.	Los Angeles, CA	100,000	\$24,035	\$240,351		X	X	Revenue between 1/2X to 2X; Previous GRC
The Charles Schwab Corporation	San Francisco, CA	22,100	\$11,691	\$529,005	X	X	X	Revenue between 1/2X to 2X; Previous GRC; Bay Area Employer
Chevron Corporation	San Ramon, CA	48,200	\$94,471	\$1,959,979	X	X	X	Previous GRC; Recruiting
Cisco Systems, Inc.	San Jose, CA	77,500	\$48,026	\$619,690				Revenue between 1/3X to 3X; Recruiting
Comcast Corporation	Philadelphia, PA	168,000	\$103,564	\$616,452				Previous GRC
eBay Inc.	San Jose, CA	12,700	\$10,271	\$808,740		X	X	Revenue between 1/2X to 2X; Previous GRC
Facebook, Inc.	Menlo Park, CA	58,604	\$85,965	\$1,466,879		X	X	Previous GRC; Recruiting
Fluor Corporation	Irving, TX	50,182	\$13,452	\$268,068		X	X	Revenue between 1/2X to 2X; Previous GRC
The Gap, Inc.	San Francisco, CA	129,000	\$14,050	\$108,915	X	X	X	Revenue between 1/2X to 2X; Previous GRC
General Dynamics Corporation	Reston, VA	100,000	\$37,925	\$379,250				Revenue between 1/3X to 3X; Recruiting
Gilead Sciences, Inc.	Foster City, CA	11,800	\$24,689	\$2,092,288		X	X	Revenue between 1/2X to 2X; Previous GRC; Recruiting
Hewlett Packard Enterprise Company	Houston, TX	59,400	\$26,982	\$454,242	X			Revenue between 1/2X to 2X; Previous GRC
Intuit Inc.	Mountain View, CA	10,600	\$7,837	\$739,340				Revenue between 1/3X to 3X; Recruiting
Jacobs Engineering Group Inc.	Dallas, TX	52,000	\$13,589	\$261,322		X	X	Revenue between 1/2X to 2X; Previous GRC
NetApp, Inc.	Sunnyvale, CA	10,800	\$5,524	\$511,481		X	X	Previous GRC; Bay Area Employer
Northrop Grumman Corporation	Falls Church, VA	97,000	\$36,799	\$379,371		X	X	Revenue between 1/3X to 3X; Previous GRC
Occidental Petroleum Corporation	Houston, TX	14,400	\$19,759	\$1,372,153		X	X	Revenue between 1/2X to 2X; Previous GRC
Oracle Corporation	Redwood City, CA	135,000	\$39,403	\$291,874		X	X	Revenue between 1/3X to 3X; Previous GRC; Bay Area Employer
QUALCOMM Incorporated	San Diego, CA	41,000	\$26,689	\$650,951		X	X	Revenue between 1/2X to 2X; Previous GRC; Bay Area Employer
salesforce.com, inc.	San Francisco, CA	49,000	\$20,286	\$414,000				Revenue between 1/2X to 2X; Recruiting

Company Name	Corporate Location	No of Employees	Revenue (Millions)	Revenue to Employee Size	Used in 2011 GRC	Used in 2014 GRC	Used in 2017 GRC	Selection Criteria
Valero Energy Corporation	San Antonio, TX	10,222	\$64,912	\$6,350,225				Recruiting
Visa Inc.	San Francisco, CA	20,500	\$21,479	\$1,047,756		X	X	Revenue between 1/2X to 2X; Previous GRC; Recruiting; Bay Area Employer
	Mean (Average)	68,990	\$50,721	\$1,012,816				
	Median	51,091	\$25,689	\$618,071				
	Pacific Gas and Electric Company	24,000	\$17,667	\$736,125				

Executive Peer Companies

Company Name	Corporate Location	No of Employees	Revenue (Millions)	Revenue to Employee Size
The AES Corporation	Arlington, VA	8,000	\$9,531	\$1,191,375
Ameren Corporation	St. Louis, MO	9,323	\$5,529	\$593,049
American Electric Power Company, Inc.	Columbus, OH	17,408	\$14,924	\$857,301
CenterPoint Energy, Inc.	Houston, TX	14,262	\$12,120	\$849,811
Consolidated Edison, Inc.	New York, NY	14,890	\$12,237	\$821,827
Dominion Energy, Inc.	Richmond, VA	19,100	\$16,717	\$875,236
DTE Energy Company	Detroit, MI	10,700	\$12,037	\$1,124,953
Duke Energy Corporation	Charlotte, NC	28,793	\$23,773	\$825,652
Edison International	Rosemead, CA	12,937	\$13,391	\$1,035,093
Entergy Corporation	New Orleans, LA	13,635	\$10,206	\$748,503
Eversource Energy	Springfield, MA	8,234	\$8,721	\$1,059,131
Exelon Corporation	Chicago, IL	32,713	\$33,267	\$1,016,935
FirstEnergy Corp.	Akron, OH	12,316	\$10,735	\$871,630
NextEra Energy, Inc.	Juno Beach, FL	14,800	\$17,997	\$1,216,014
Public Service Enterprise Group Incorporated	Newark, NJ	12,992	\$9,679	\$744,997
Sempra Energy	San Diego, CA	13,969	\$11,142	\$797,623
The Southern Company	Atlanta, GA	27,943	\$20,172	\$721,898
WEC Energy Group, Inc.	Milwaukee, WI	7,500	\$7,242	\$965,560
Xcel Energy Inc.	Minneapolis, MN	11,295	\$11,526	\$1,020,452
	Mean (Average)	15,306	\$13,734	\$912,476
	Median	13,635	\$12,037	\$871,630
	Pacific Gas and Electric Company	24,000	\$17,667	\$736,125

Appendix I: Short-term Incentive Plans Prevalence and Performance Measures/ Metrics

The following section describes eligibility and prevalence trends of short term and long term incentives.

Short-Term Incentives¹:

Prevalence:

There are various types of short-term incentive (STI) programs prevalent in the market, (e.g., annual performance bonuses, current cash profit sharing etc). Currently, for-profit general industry and energy sectors have seen annual performance bonus plans as the most common plan. The market defines an annual performance bonus plan as an incentive plan that adheres to a performance period of 12 months or less and is tied to performance of either the organization and/or individual.

It is common in energy, as well as for-profit general industry companies (85.1%) to offer STI programs to employees. Specifically, 96.9% of general industry companies offer performance-based STI plans to their Executive roles. Prevalence for other roles is as follows: 96.5% for Middle Managers and Senior Professionals, 94.5% for Supervisory and Professionals, 91.0% for Technical and Business Support, and 87.7% for Production and Manual Labor.

Performance Measures:

For general industry organizations indicate that various performance measures are used to determine short-term incentive pay awards for Executives, Operating Income (EBIT/EBITDA) was the most prevalent measurement used (50%), followed by sales/revenue (39%).

For the energy sector, however, Safety (64%), Operating Income (EBIT/EBITDA) (46%), and Cash Flow (42%) make up the most prevalent performance measures for executive short-term incentive pay outs. This is also representative of other employee groups / roles (e.g., Management, Non-management, and Non-exempt).

¹ Short-term incentive information has been sourced from the 2020 Willis Towers Watson Compensation Policies & Practices Report
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