

Exhibit to Agenda Item #1

Accept the monitoring report for **Strategic Direction SD-8, Employee Relations.**

Board Policy Committee and Special SMUD Board of Directors Meeting
Wednesday, May 11, 2022, scheduled to begin at 5:30 p.m.

Virtual Meeting (online)

Strategic Direction 8 (SD-8) Employee Relations 2021 Board Monitoring Report

Developing and maintaining a high quality, diverse and inclusive workplace that engages and inspires employees to commit to SMUD's purpose, vision and values is a core value of SMUD.

SMUD is committed to diversity and inclusion and will foster and support a workplace that values employees representing a variety of backgrounds, including but not limited to, race, ethnicity, gender, gender identification and/or expression, sexual orientation and identification, national origin, age, physical abilities, veteran status, socio-economic status, life experiences, talents, and thinking styles.

Therefore:

- a) SMUD shall attract and retain a highly qualified and diverse workforce.
- b) SMUD shall promote inclusion and diversity and engage its workforce in activities that demonstrate and support inclusion and diversity across the organization.
- c) SMUD shall engage its workforce in personal and professional development.
- d) SMUD's percentage of engaged employees as measured through the Engagement Index shall exceed 80%.
- e) SMUD shall use a broad mix of communication and outreach channels to ensure its recruitment activities reflect the diversity of the communities it serves.
- f) SMUD shall maintain and communicate written policies that define procedures and expectations for staff and provide for effective handling of grievances.
- g) Annually, and consistent with State and Federal law, the Board shall receive a report detailing the demographics and trends of the SMUD workforce, the available workforce, and the Sacramento region. The report shall also provide information on veterans as a part of SMUD's workforce.

Attract & Retain a Highly Qualified Workforce



Career Ambassadors invested 116 hours, reached 3,441 community members



Recorded highest ever participation rate for Engagement Survey (91%)



7.7% employee turnover rate ranked below 13.1% industry benchmark



Collaboratively negotiated a 2.8% reduction in medical premium rates



100% of all leaders identified and completed inclusion goals

Workforce Personal & Professional Development



20 employees participated in local and regional development programs

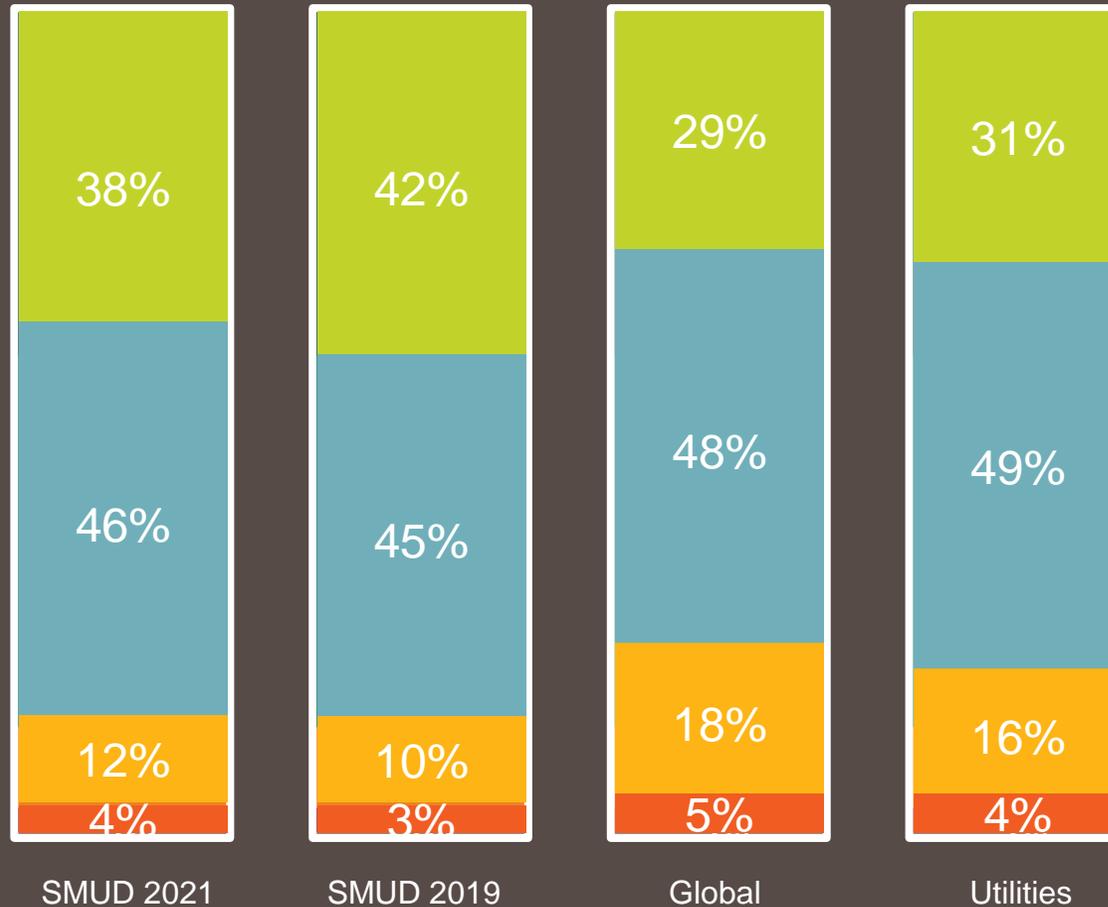


131 employees utilized SMUD's Education Assistance Program in 2021 (3% less than in 2020)



2,440 individuals averaged 25 hours of enterprise, cross-functional and department-specific training

Employee Engagement & Culture of Trust



Where We Improved

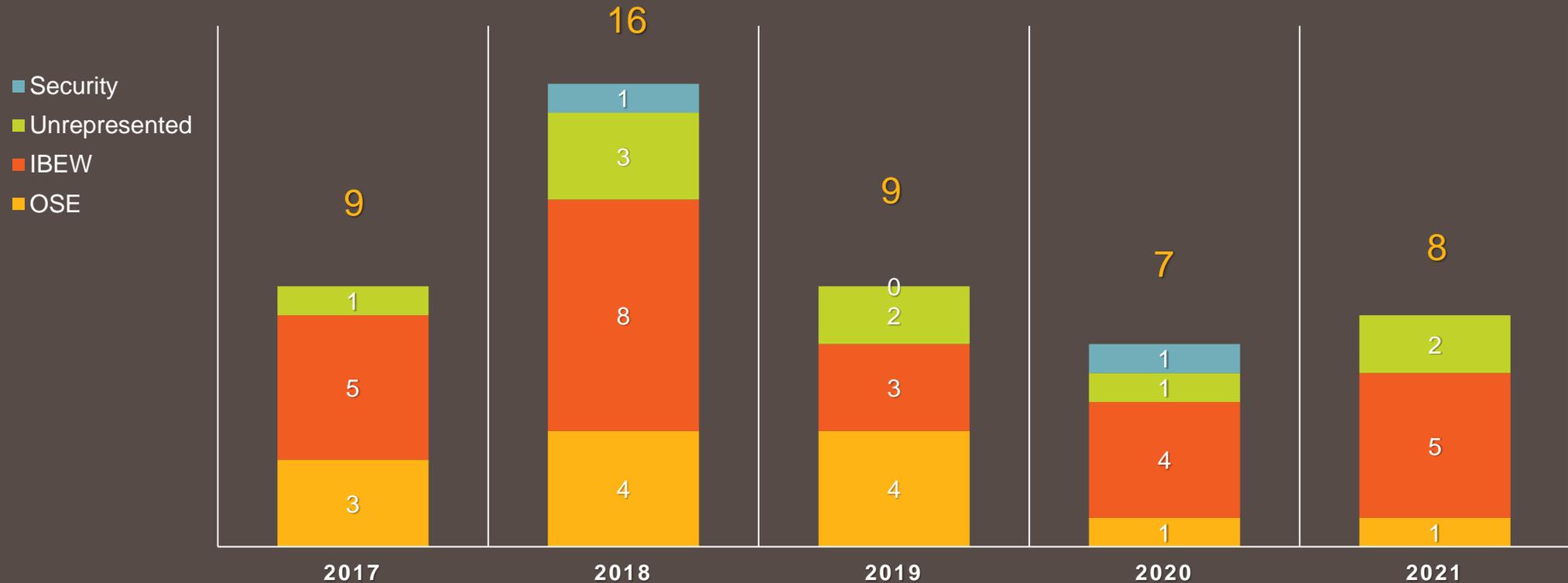
- *Trust*
- *Respect*
- *Supervisor recognition*
- *Communication*

Where We Have Opportunities

- *Employee Voice*
- *Communication*
- *Alignment with 2030 Clean Energy Vision*

Policies for Effective Handling of Grievances

2017-2021 Grievances



Diverse Outreach and Partnerships

Funded 3 CSUS Hornet Leadership Program scholars majoring in engineering and computer science; and 1 facilitator

- Received 1,666 college intern applications
- Hired 65 interns
- Hosted 6 High School interns over summer

Participated in broad mix of employment-related events:

- 1 female
- 1 LGBTQ
- 45 culture & ethnic
- 3 low-income
- 2 veteran

Funded endowments and awarded 1 scholarship each:

- Powering Hornets (CSUS)
- Powering Aggies (UCD)

Awarded 21 Powering Futures Scholarships

Inclusion & Diversity Across the Organization



- Created Workforce Diversity & Inclusion business unit; Chief Diversity Officer role; DEI Director role; and DEI team, elevating DEI for SMUD and the community
- Mandatory training updated to include **Confronting Bias: Thriving Across Differences**
- Employee Resource Groups hosted 95 virtual interactions and programs to keep employees connected
- Diversity, Equity, Inclusion and Belonging (DEIB) Council announced and recruitment campaign launched
- SMUD's first Workforce Demographics Dashboard launched Nov 2021 to enhance education, awareness, inclusion, recruitment & outreach



Workforce Demographics

All SMUD Employees

* Percentages may not add up to 100% due to rounding.

** Tri-county demographics based on a civilian labor force, represent residents 16yrs+. Numbers exclude houseworkers, unpaid volunteers, institutionalized individuals, and U.S. Armed Forces active duty.

Population	Male	Female	Caucasian	African American	Hispanic	Asian	Native American	2 or more Races
2021 SMUD Employees	66%	34%	57%	7%	15%	15%	1%	5%
2020 SMUD Employees	66%	34%	58%	7%	15%	15%	1%	4%
2019 SMUD Employees	66%	34%	59%	8%	14%	15%	0%	4%
2018 SMUD Employees*	66%	34%	60%	8%	14%	15%	0%	4%
Sacramento Co. Total Population	51%	49%	41%	9%	24%	19%	0%	7%
Sacramento Co. Civilian Workforce	52%	48%	48%	9%	22%	17%	0%	4%
Sac, El Dorado & Placer Co. Civilian Workforce**	52%	48%	55%	7%	20%	14%	0%	4%
U.S. Civilian Workforce	53%	47%	63%	12%	17%	6%	1%	2%

Veterans comprised 5.1% of SMUD’s workforce in 2021, up from 4.8% in 2020.

Workforce Demographics

Employee Level

Employee Level	Male	Female	Caucasian	African American	Hispanic	Asian	Native American	2 or more Races
Executives	56%	44%	56%	22%	0%	22%	0%	0%
Directors	68%	32%	71%	10%	3%	13%	0%	3%
Managers	63%	38%	65%	4%	6%	15%	1%	9%
Supervisors	63%	37%	64%	7%	12%	15%	0%	2%
Staff	67%	33%	55%	8%	16%	15%	1%	5%
SMUD wide	66%	34%	57%	7%	15%	15%	1%	5%

Increasing Data Transparency & Reporting

Talent Technology Transformation Project



Simple & modern



Actionable Insights to accessible data



Improved candidate & employee experience



Process & Cost Efficiencies

Separation History (Full-Time Employees)

Year	Male	Female	Caucasian	African American	Hispanic	Asian	Native American	2 or more Races
2021	66%	34%	75%	4%	9%	9%	0%	3%
2020	72%	28%	66%	7%	8%	17%	0%	3%
2019	69%	31%	70%	9%	9%	11%	0%	2%
2018	62%	38%	67%	8%	10%	11%	1%	2%
2017	71%	29%	68%	5%	14%	8%	1%	3%
2016	75%	25%	72%	6%	5%	14%	1%	3%

Recommendation

SMUD is in full compliance with Strategic Direction 8.
We recommend acceptance of the SD-8 monitoring report.