

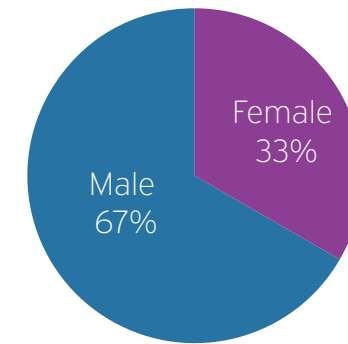
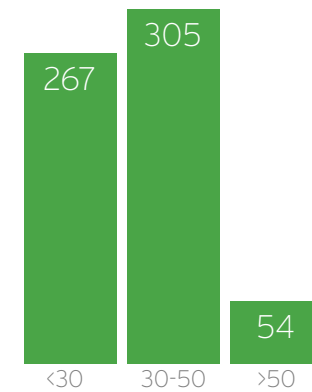


## Engaged Employees Creating a Force for Growth

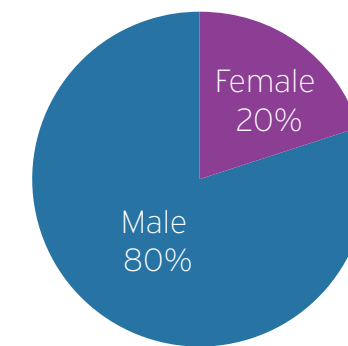
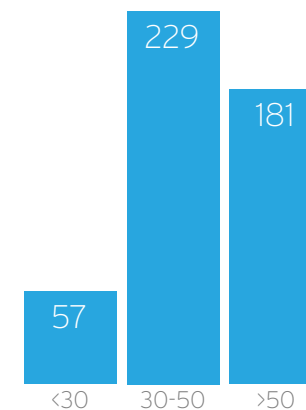
To realize our aspiration of being the best-operated energy company in North America, we rely on the capabilities of our nearly 10,000 DTE employees. As the energy industry undergoes significant change, DTE is building a workforce that will lead us into the future. Each and every accomplishment is due to the hard work and tenacity of dedicated DTE employees.

## Employees

2016 Employee New Hires (by age)



2016 Employee Turnover (by age)



Our commitment to respect each other and create an engaged, inclusive environment goes beyond race and gender. We believe that a diverse workforce with a healthy mix of educational experiences, backgrounds, ages, cultures, religions, sexual orientation, abilities and personal interests expands our base of knowledge, skills and cross-cultural understanding.

As of year-end 2016, DTE Energy employed nearly 10,000 people across all its businesses, plus an additional 750 contractors (7 percent of our workforce). Approximately 48 percent of DTE's workforce is represented by unions under collective bargaining agreements. We respect our employees' right to be represented by a labor union. We work together to promote productive relationships with our unions that consider the interests of our employees, customers and business. Non-represented employees are considered "at will" and the terms of their employment are guided by United States labor laws. There are several bargaining units for DTE Energy's represented employees. The majority of our represented employees are under contracts that expire in 2017 and 2020.

# Safety

In 2016, DTE Energy achieved its best safety performance in the company's history. This accomplishment is a tribute to our corporate safety culture in which each employee is 200 percent accountable for safety 100 percent for themselves – and 100 percent for their team members. DTE leaders believe the measure of a company lies in its commitment to keeping employees safe. Knowing many of our employees face dangerous situations at work, we will continue to promote our strong safety culture and provide the tools and training necessary to ensure our employees return to their families safely each day.

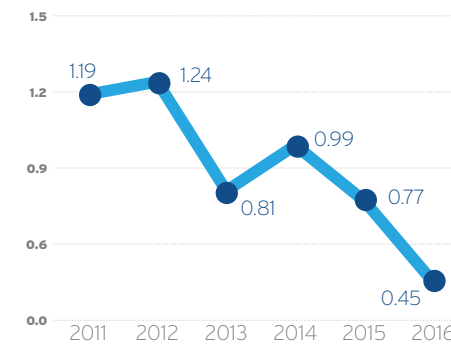
Our excellent safety performance is particularly noteworthy in light of two significant events at DTE facilities during 2016:

- In July, a vehicle collision at the DTE Gas Allen Road Service Center in Melvindale, Mich., caused a natural gas line to rupture and explode. Four DTE employees and a security contractor were safely evacuated. As a precaution, about 1,500 nearby residents were evacuated for a short time. Through a combination of safety systems, emergency planning and quick employee response, there were no injuries and damage was minimal.
- The DTE Electric St. Clair Power Plant in East China Township, Mich., experienced a major fire in August. The facility was quickly evacuated and no one was injured. The facility underwent repairs and began generating electricity again in September 2016.

DTE set an ambitious target to reach top decile safety performance by 2016. Compared to the peer utility companies, we reached the target by reducing our rate of injuries by nearly 40 percent – achieving the best safety record in our company's 168-year history.

In 2016, DTE Gas earned the Safety Achievement Award from the American Gas Association for the second consecutive year.

Occupational Safety and Health Administration (OSHA) Recordable Rate



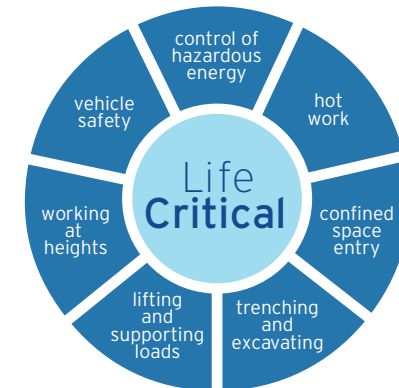
### Safety Awards and Recognition

In 2016, DTE Energy gained admission into the National Safety Council's Campbell Institute – a partnership of companies across a variety of industries that share best practices in environmental, health and safety performance. Companies are selected for their demonstrated commitment to employee safety and business excellence.

DTE Gas also earned the Safety Achievement Award from the American Gas Association for 2016, the second consecutive year we have achieved this recognition.

### Life Critical Standards

Our Life Critical Standards program provides a comprehensive toolkit to help employees carefully perform work and manage risk associated with some of our more dangerous tasks. These include controlling hazardous energy and high voltage, lifting and supporting heavy loads and vehicle safety. The standards also address working at heights or within trenches and enclosed spaces. Toolkits include stop cards, which are checklists that aid employees in determining critical phases of work.



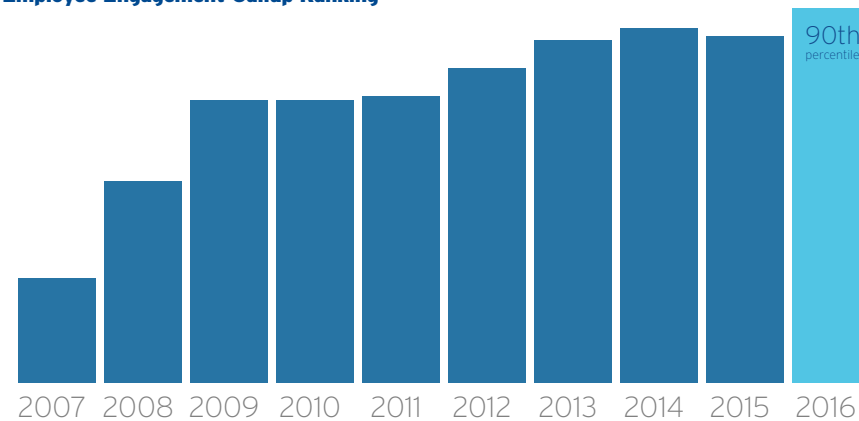
# Employee Engagement

In April 2017, DTE was named a Gallup Great Workplace for the fourth consecutive year.

At DTE Energy, our employees are the foundation of our company and the energy behind our operations. Throughout our company, we strive to maintain a positive, collaborative workplace environment where everyone feels valued. Employee engagement is a key enabler and driver to achieving our goal of being the best-operated energy company and a force for growth and prosperity in our communities.

In 2016, our score on the Gallup employee engagement survey ranked in the 90<sup>th</sup> percentile among thousands of workplaces around the world. This is the highest employee engagement ranking we have ever received and a significant increase from the 86<sup>th</sup> percentile in 2015. DTE has received the Gallup Great Workplace Award for the fourth year in a row. This award recognized us as an organization making engagement a fundamental core value of our business. We remain the only energy company to ever win this award.

Employee Engagement Gallup Ranking



We use the Gallup survey to measure the success of our engagement efforts over time. Gallup is a global research and polling company helping organizations boost organic growth through measurement tools, strategic advice and education.

## Career Development

In the next five years, more than one-fourth of DTE Energy employees will be eligible for retirement. The future of the company will depend on our ability to transfer knowledge to a younger generation through training programs and skills development.

DTE Energy is preparing for these changes by ensuring our current workforce is ready for this transition. We have invested heavily in developing our people by establishing our Foundational Capabilities Curriculum, which defines the training, skills and development employees need for success within the company. Training is provided through Aspire, DTE's learning platform. It includes a combination of web-based and classroom courses. The Foundational Capabilities Curriculum covers topics within the following categories: safety fundamentals, engagement skills, customer focus, continuous improvement, project management, supplier performance management, asset maintenance, strong leadership and business acumen.

When our employees continue their education and become more skilled in their trade or profession, all our stakeholders benefit. For these reasons, DTE supports employees in their professional development by providing financial assistance through our education tuition reimbursement program.

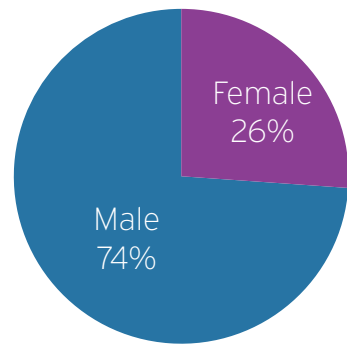
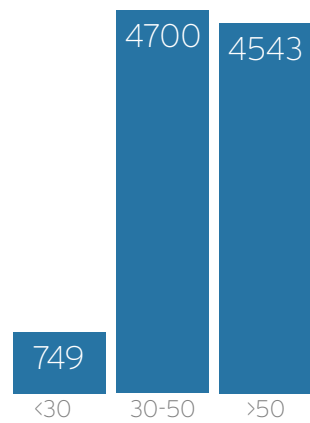
2016 Foundational Capability Training			
Training hours completed	Number of course completions	Number of individuals who completed courses	
50,772 hours	14,169 completions	3,124 employees	1,142 leaders, managers and directors

## FUEL Event Engages New Employees

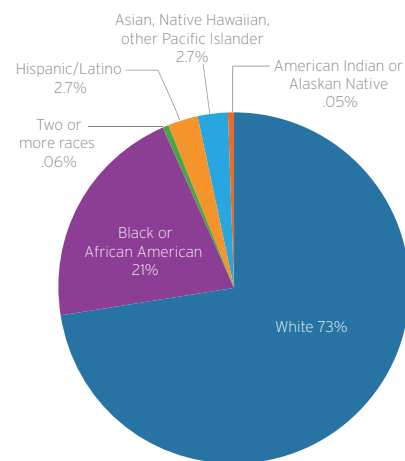
Our FUEL event series is an exciting element of our new "power up" onboarding process for recent DTE Energy recruits. It is designed as a creative way to welcome and engage new hires. In 2016, we held the first-ever FUEL event to provide new employees a unique opportunity to learn about our company's culture directly from senior leadership. At this dynamic event, senior leaders shared anecdotes about their own careers, provided insights into the future direction of our industry and business, and discussed the importance of continuous improvement. The inaugural event highlighted the enthusiastic participation of several DTE Energy executives. DTE will host FUEL events quarterly so new employees can gain better insight into company values and feel connected to our team.

# Diversity and Inclusion

**DTE Workforce Demographics (by age)**



**Race/ethnicity**



DTE Energy has a rich history of working to create a diverse and inclusive workplace. We know unique backgrounds and experiences lead to more engaged employees. It is the responsibility of each DTE employee to keep diversity and inclusion at the forefront of what we do. This means embracing the differences in our life experiences, cultures, personal interests, ways of thinking and individual strengths. When we embrace diversity, we deepen our understanding of one another and improve our ability to serve our customers in our communities.

Fostering an inclusive environment – actively seeking opportunities for collaboration, inviting healthy discussion of new ideas and seeking to understand others by being curious and interested – catalyzes our priority for continuous improvement and contributes to our company’s employee engagement.

DTE’s recruiting and outreach efforts focus on ensuring our workforce is skilled, talented and reflective of our customer base. We actively support programs to encourage young students from a wide range of geographical, cultural and socioeconomic backgrounds to pursue academic programs related to science,



technology, engineering and math (STEM). We strive to raise awareness and promote education around technical and skilled trade careers in the energy sector.

In 2016, DTE Energy sponsored a Coalition of Minority Professional Engineering Societies (COMPES) career development conference and job fair designed to help bring women and underrepresented groups into STEM-related jobs. We believe that building partnerships with organizations like COMPES will help us develop robust talent pipelines and recruit talented individuals.



DTE Energy was ranked third among utility companies in the 2016 rankings published by DiversityInc. The ranking recognized our strong efforts to hire, retain and promote women, minorities, people with disabilities, lesbian, gay, bisexual, transgender and queer individuals.



### **Veterans**

The Michigan Veterans Affairs Agency has named DTE Energy a Gold-Level Veteran-Friendly employer. This distinction is reserved for employers who commit to military veteran recruitment, training and retention. To make it easier for veterans to identify career opportunities at DTE, our company [careers website](#) contains military occupational codes and translates the codes into open positions at DTE. In 2016, 11 percent of our external hires were veterans.

### **Supporting Individuals with Disabilities**

DTE believes we all have a role to play in breaking down employment barriers that individuals with disabilities face when pursuing a career. Each October, we participate in the National Disability Employment Awareness Month to highlight disability employment issues and celebrate the many contributions of American workers with disabilities.

In 2016, we continued our efforts to create a more accessible work environment for people with disabilities by complying with Americans with Disabilities Act (ADA) regulations. We have improved elevator access and added ADA-designated seating in the cafeteria. We facilitated the use of new accessibility features in our recently upgraded software to make it easier for visually impaired individuals to obtain information from websites. We distributed braille business cards to visually impaired individuals at career fairs, increased ADA parking for visitors and employees and included ADA contact information in communications to new hires and job candidates.

In 2017, we are re-launching our employee resource group that is focused on raising awareness for, and supporting, workers with disabilities.

## **Energy Groups at DTE**

**AMEA** - Asian and Middle Eastern American

**DAWG** - Disabilities Awareness Working Group

**POP** - Power of Pride

**REACH** - Respecting Ethnic and Cultural Heritage

**Somos** - Energy Group for Hispanic/Latino employees

**Surge** - DTE Young Professionals

**VETS** - Veteran Empowerment, Transition and Support

**Women at DTE**

## Veteran Empowerment, Transition and Support Program

At DTE Energy, affinity and resource groups have been a long-standing part of our culture, serving as forums for individuals to share experiences, network and develop their careers. We continue to promote our eight resource groups who meet routinely to exchange knowledge and ideas to enhance their work experience, encourage personal and professional growth and support our business goals. In 2016, we re-launched our resource groups as “energy groups” with additional support to drive deeper engagement.

One such energy group, Veteran Empowerment Transition and Support (VETS), is designed to support employees and members of the veteran community. VETS aims to foster a strong community network of leaders within DTE Energy who can advocate for the recruitment, development and retention of veterans.

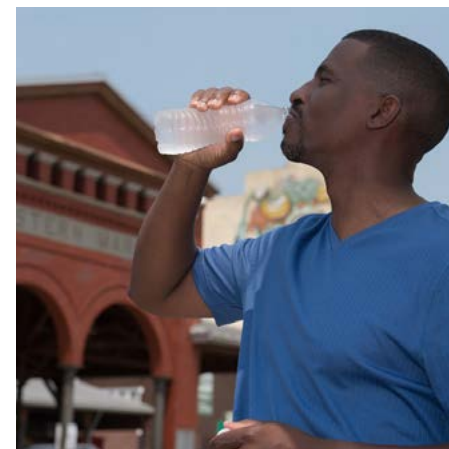
# Health and Wellness

DTE Energy promotes a healthy work environment and helps our employees pursue healthy lifestyles.

Across our organization, DTE Energy promotes a healthy work environment and helps our employees pursue healthy lifestyles. Our company-wide wellness program, Energize Your Life (EYL), offers many avenues of support for employees seeking to maintain or improve their health. We encourage our employees, retirees and family members to get appropriate health screenings and to follow guidelines for avoiding chronic diseases. Through EYL, we offer a variety of innovative and informative programs and services to make healthy living easier, including:

- Opportunities to learn more about their health through annual physicals and a health assessment
- Health and wellness programs to help them manage stress, lose weight, get active, eat better, manage chronic conditions and more
- Rewards for completing healthy activities

To support a healthy and active culture, we have fitness campaigns and challenges offering incentives throughout the year to promote movement, good nutrition and healthy lifestyle choices. Our cafeterias offer healthy food and nutritional information. Many of our facilities include exercise rooms.



In January 2016, we opened a state-of-the-art health and wellness center at our Detroit headquarters complex. We partnered with two of the most highly respected and recognized performance and health teams in the country – EXOS and the Henry Ford Health System – to provide our employees with industry-leading approaches to overall physical health and the best medical care.

- The Fitness Zone offers one-on-one coaching with fitness experts and personal counseling with a nutrition specialist or dietitian. The workout facilities include a recovery area with healthy pre and post-workout food options. Group exercise classes are provided, including spin and yoga, as well as recreational sports such as basketball and volleyball.
- The Health Zone, our onsite medical center, offers basic primary care, occupational health services, first aid and on-site physical therapy. We also offer flu shots and discounted over-the-counter medications.

This investment in physical and mental well-being is grounded in our belief that healthy employees are more productive, engaged and energetic at work and at home.