



May 8, 2023

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**Subject: Office of Energy Infrastructure Safety Issuance of Pacific Gas and Electric Company's 2022 Safety Culture Assessment per Public Utilities Code Section 8389(d)(4)**

Dear Ms. Hajian:

Enclosed is the 2022 Safety Culture Assessment (SCA) report for Pacific Gas and Electric Company (PG&E) presenting the findings (including recommendations) of the assessment conducted by the National Safety Council (NSC) on behalf of the Office of Energy Infrastructure Safety (Energy Safety) pursuant to Public Utilities Code Section 8389(d)(4).

The enclosed report includes as an attachment (at Section 6) PG&E's full written response to the draft report provided to PG&E on March 14, 2023, for factual review and correction. PG&E provided its written response on March 31, 2023. After considering PG&E's comments, Energy Safety has modified the SCA report in the following ways:

- Adding "PG&E should also **encourage grassroots peer learning initiatives**" to recommendation 3.3.2 "Integrate Training with Peer Learning Activities" (p. 40).
  - This change is to acknowledge that top-down initiatives may not always be the best way to encourage peer learning.
- Changing references "next year's" or "2023" workforce survey or focus groups, and other references to the workforce survey and focus groups, to "**future surveys**" and "**future workforce focus groups**" (recommendation sections 3.1.2, p. 34; 3.2.1, p. 36; 3.2.2, p. 38; 3.3.2, p. 41; 3.5, p. 43).
  - These changes are due to the short period of time between the publication of the 2022 SCA reports and the commencement of the 2023 SCA process.

PG&E can satisfy the "good standing" requirement in Public Utilities Code section 8389(e)(2) by agreeing to implement the findings (including recommendations) of its most recent SCA performed pursuant to Public Utilities Code section 8386.2 and section 8389(d)(4), if applicable.

## Energy Safety's Issuance of PG&E's 2022 Safety Culture Assessment

This may be done by submitting a letter to this effect via the e-filing system on the 2022 Safety Culture Assessments docket (Docket #2022-SCAs).<sup>1</sup>

Sincerely,

*Lucy C. Morgans*

Lucy Morgans  
Program Manager, Electric Safety Policy Division  
Office of Energy Infrastructure Safety

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<sup>1</sup> [See the 2022 Safety Culture Assessments docket](https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2022-SCAs) (https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2022-SCAs, accessed March 20, 2023).



OFFICE OF ENERGY  
INFRASTRUCTURE  
SAFETY



# The Office of Energy Infrastructure Safety's 2022 Safety Culture Assessment

## Pacific Gas and Electric Company

Prepared by the National Safety Council

Published May 2023





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## Executive Summary

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The Office of Energy Infrastructure Safety's (Energy Safety's) second annual Safety Culture Assessment of electrical corporations in California took place from July to November 2022. Energy Safety directed the process pursuant to the requirements of Public Utilities Code section 8389(d)(4). The process was carried out by Energy Safety's Safety Culture Assessment contractor. In 2022, Energy Safety's Safety Culture Assessment contractor was the National Safety Council.

This report contains the assessment of Pacific Gas and Electric Company's (PG&E's) inputs to the 2022 Safety Culture Assessment and associated findings and recommendations. The findings and recommendations are based on PG&E's inputs including its management self-assessment with 2023 summary plan, safety culture objectives, lessons learned, progress on 2021 recommendations, a workforce survey targeted at those who spend at least 10 percent of their time engaged in wildfire mitigation activities, the management self-assessment follow-up interview with contributors to the assessment, and three workforce interviews in the form of focus groups with members of the workforce targeted by the workforce survey.

According to its Safety Culture Assessment inputs in 2021 and 2022, PG&E has exhibited continued growth in safety culture maturity since 2020. PG&E's 2022 management self-assessment demonstrates an organization that is transparent about the current state of its safety culture and opportunities to improve. PG&E generated positive results on the 2022 workforce survey, with 29 of the 30 statements showing year-over-year improvements. Focus groups with frontline employees and supervisors revealed positive and optimistic perceptions regarding PG&E's safety culture. Focus group participants described PG&E as an organization with opportunities to improve, but moving in the right direction, with leadership that values and prioritizes safety.

Although there is evidence of improvement in PG&E's safety culture, it still has key opportunities for further improvement in 2023. This assessment shows that PG&E should adopt a more integrated, systemic, and consistent approach to safety, including improved performance and implementation measurement, safety-enabling systems, training, communication, and work processes.

To drive consistent improvement in its safety culture throughout the organization, PG&E should act on the recommendations listed below.

- PG&E should build safety leadership skills related to safety culture by:
  - Continuing to execute its 2025 Workforce Safety Strategy with clearly defined tactics and performance measurements for leadership.
  - Executing its Safety Leadership Development Program for all levels of its leadership, including senior leadership and frontline supervisors in the field.
- PG&E should optimize its safety communications and safety-enabling systems by:
  - Reviewing communication channels and tactics for opportunities to increase the effectiveness and consistency of safety communications across the organization.
  - Improving the quality of event investigations, continuing to share event investigation results across the organization, and improving the hazard and near-miss reporting process to align expectations on what to report and when to report.
- PG&E should build on its current worker training plan by:
  - Incorporating new safety-related training modalities and topics that enable all levels of the organization to develop a more proactive and curious mindset and assessing participant feedback and using it to make trainings more effective, relevant, and engaging.
  - Conducting post-training peer learning activities such as group discussions and also cultivating a mentoring program and/or encouraging



the appointment of a senior team member to be a “safety steward”— someone experienced who can be an effective communicator about responding to real-life situations that involve judgement calls in the field that are not covered by standard policies or procedures.

- PG&E should continue to recognize and take action to mitigate the risk exposure posed by interactions with the public focusing on effective communications and worker training.
- PG&E should take action to mitigate risk from employee impairment by:
  - Reviewing and updating or creating an organizational policy regarding impairment issues: fatigue management, distracted driving, and stress management.
  - Reviewing and updating work processes and scheduling to ensure alignment with its organizational impairment policy.
  - Training supervisors to identify, mitigate, and document worker impairment.

# 1 Safety Culture Assessment

## 1.1 Safety Culture Assessment Framework

The Office of Energy Infrastructure Safety's (Energy Safety's) Safety Culture Assessment (SCA) process is described in the Safety Culture Assessment Guidelines for Electrical Corporations (SCA Guidelines).<sup>1</sup> The SCA Guidelines are built on the SCA framework adopted by the California Public Utilities Commission (CPUC) in Resolution WSD-011 on November 19, 2020,<sup>2</sup> and the update adopted by the CPUC in Resolution M-4860 on December 2, 2021.<sup>3</sup> This framework, depicted in Figure 1, is rooted in the belief that safety culture affects both personal and wildfire safety outcomes and by extension its study provides insights into strengths and key opportunities for improvement.

<sup>1</sup> [Safety Culture Assessment Guidelines for Electrical Corporations \(March 2022\)](https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true)

(<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true>, accessed Dec. 14, 2022).

<sup>2</sup> [Resolution WSD-011 "Resolution implementing the requirements of Public Utilities Code Sections 8389\(d\)\(1\), \(2\) and \(4\), related to catastrophic wildfire caused by electrical corporations subject to the Commission's regulatory authority" \(2020\)](https://energysafety.ca.gov/wp-content/uploads/docs/misc/docket/352490594.pdf) (<https://energysafety.ca.gov/wp-content/uploads/docs/misc/docket/352490594.pdf>, accessed Feb. 8, 2023);

[Resolution WSD-011 Attachment 4 "Annual Safety Culture Assessment Process Proposal" \(2020\)](https://energysafety.ca.gov/wp-content/uploads/docs/wmp-2021/docs/352460864.pdf), p. 9 (<https://energysafety.ca.gov/wp-content/uploads/docs/wmp-2021/docs/352460864.pdf>, accessed Jan. 18, 2023).

<sup>3</sup> [Resolution M-4860 "Resolution Pursuant to the Requirements of Public Utilities Code Sections 8389\(d\)\(1\), \(2\), \(3\) and \(4\), Related to Catastrophic Wildfires Caused by Electrical Corporations Subject to the Commission's Regulatory Authority \(2021\)](https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M428/K722/428722129.PDF)

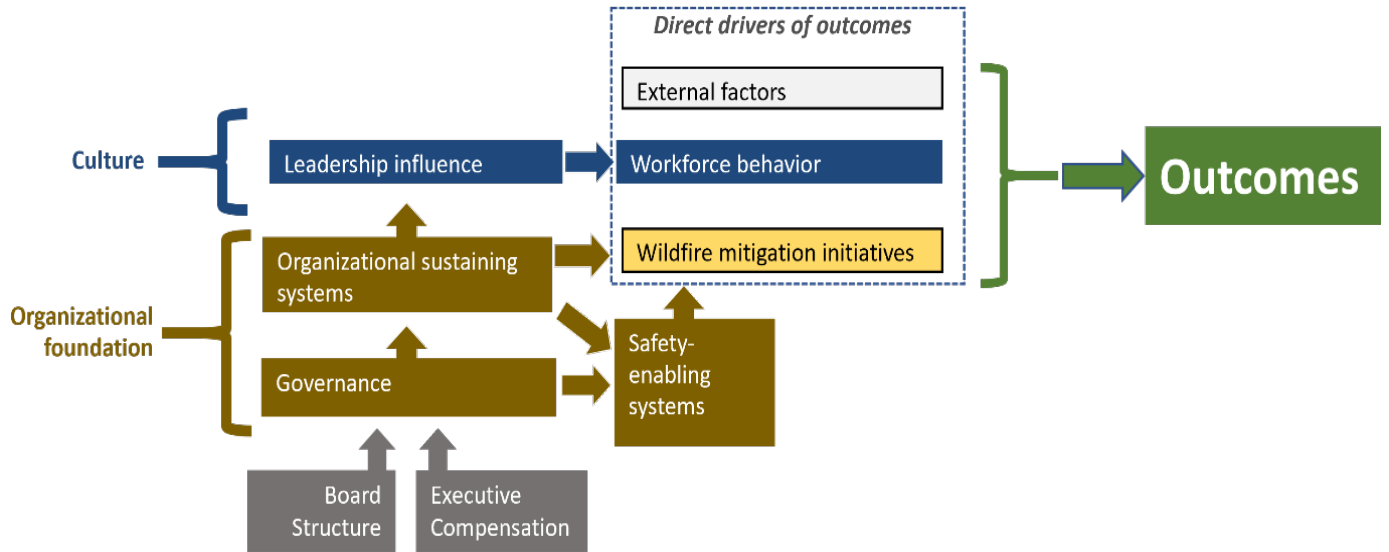
(<https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M428/K722/428722129.PDF>, accessed Feb. 8, 2023);

[Resolution M-4860 Attachment 4 "2022 Safety Culture Assessment Process" \(2021\)](https://energysafety.ca.gov/wp-content/uploads/attachment-4_sca-proposal-for-2022.pdf)

([https://energysafety.ca.gov/wp-content/uploads/attachment-4\\_sca-proposal-for-2022.pdf](https://energysafety.ca.gov/wp-content/uploads/attachment-4_sca-proposal-for-2022.pdf), accessed Feb. 8, 2023).



**Figure 1: Framework for Energy Safety’s Safety Culture Assessment**



The SCA framework illustrates that safety outcomes are driven by leadership influence and organizational sustaining systems. Governance impacts these factors and also safety-enabling systems. These elements all impact workforce behavior and wildfire mitigation initiatives, which most directly drive safety outcomes.

This framework helps assess the value of safety at different levels of an organization. A strong safety culture exhibits the value of safety at all levels of the organization, from the highest levels of leadership to the frontline employee and through all facets of job performance and the factors that influence job performance like work environment, training, tools, and resources. Additionally, a strong safety culture maintains the priority of safety as it relates to production or job performance outcomes, without exception. Measures of safety culture like Energy Safety’s SCA are essential for understanding, managing, and making the necessary interventions to improve safety culture to benefit both workers and the public.

## 1.2 Overview

Pursuant to Public Utilities Code Section 8389(d)(4),<sup>4</sup> Energy Safety must conduct an annual SCA for each California electrical corporation.<sup>5</sup> The first SCA took place in May and June 2021. Energy Safety contracted the National Safety Council (NSC)<sup>6</sup> to conduct the second annual SCA. This took place between July and November 2022.

### 1.2.1 Focus of Energy Safety's SCA

Energy Safety's SCA is distinct and complimentary to other safety culture assessments required elsewhere in the Public Utilities Code. Energy Safety's SCA is not a replacement for ongoing work to improve safety culture at each electrical corporation. Energy Safety's SCA specifically focuses on the safety culture present in the wildfire mitigation work setting: the setting most pertinent to risks faced by the wildfire mitigation workforce in terms of personal risk and risks faced by the public in terms of wildfire risk. Energy Safety's goal is to develop a longitudinal view of safety culture across electrical corporations to identify best practices and relative gaps. Energy Safety seeks to understand outcomes over time and incorporate continuous learning into the assessment process.

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<sup>4</sup> [The full text of Public Utilities Code section 8389](https://leginfo.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC)

([https://leginfo.ca.gov/faces/codes\\_displaySection.xhtml?sectionNum=8389.&lawCode=PUC](https://leginfo.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC), accessed November 15, 2022).

<sup>5</sup> In 2022, the California electrical corporations required to participate in Energy Safety's Safety Culture Assessment were Pacific Gas and Electric Company (PG&E), San Diego Gas & Electric Company (SDG&E), Southern California Edison Company (SCE), Liberty Utilities, PacifiCorp, Bear Valley Electric Service, Inc., Horizon West Transmission, and Trans Bay Cable.

<sup>6</sup> The National Safety Council is a nonprofit, mission-based organization focused on eliminating the leading causes of preventable death and injury, from the workplace to anyplace.

## 1.2.2 Energy Safety's SCA Components

Energy Safety published the 2022 SCA Guidelines in March 2022.<sup>7</sup> The SCA Guidelines outline the SCA framework, components, and requirements for each category of electrical corporation. The SCA Guidelines categorize electrical corporations as follows:

- **Large electrical corporations, also called investor-owned utilities<sup>8</sup> (Large IOUs):** Pacific Gas and Electric Company (PG&E), San Diego Gas & Electric Company (SDG&E), and Southern California Edison Company (SCE).
- **Small and multijurisdictional utilities (SMJUs):** Liberty Utilities, PacifiCorp, and Bear Valley Electric Service, Inc. (BVES).
- **Independent transmission operators (ITOs):** Horizon West Transmission (HWT) and Trans Bay Cable (TBC).

The 2022 SCA process included a management self-assessment with a summary plan for 2023, 12-month and 3-year safety culture objectives, lessons learned, progress on the 2021 SCA recommendations, a workforce survey, and follow-up interviews to give context and clarity to the management self-assessment (one interview) and workforce survey (three interviews in the form of focus groups). See below for more details about each of these components. The SCA Guidelines require different kinds of electrical corporations to complete different components of the SCA as follows:<sup>9</sup>

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<sup>7</sup> [Safety Culture Assessment Guidelines for Electrical Corporations \(March 2022\)](https://efiling.energy-safety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true)

(<https://efiling.energy-safety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true>, accessed Dec. 14, 2022). For more information, see [Energy Safety's Safety Culture Assessments web page](https://energysafety.ca.gov/what-we-do/electrical-infrastructure-safety/wildfire-mitigation-and-safety/safety-culture-assessments/) (<https://energysafety.ca.gov/what-we-do/electrical-infrastructure-safety/wildfire-mitigation-and-safety/safety-culture-assessments/>, accessed Dec. 22, 2022).

<sup>8</sup> In this document, "utility" should be understood to mean "electrical corporation."

<sup>9</sup> See Section 1 "Application of Safety Culture Assessment Components to Different Electrical Corporations," [Safety Culture Assessment Guidelines for Electrical Corporations \(March 2022\)](https://efiling.energy-safety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true) (<https://efiling.energy-safety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true>, accessed Dec. 14, 2022).

Component	Electrical corporations that must complete this component	Commentary
Workforce survey	Large IOUs, SMJUs	Energy Safety uses the workforce survey to assess key workforce perceptions and behaviors at the large and small electrical corporations, but not the independent transmission operators, where the workforces are too small to ensure the anonymity of respondents.
Management self-assessment with summary plan for the coming year	Large IOUs	Energy Safety uses the management self-assessment, a detailed assessment of organizational systems, to evaluate the larger, more complex electrical corporations.
Safety culture objectives and summary of lessons learned (including reporting on implementation of recommendations)	Large IOUs, SMJUs, ITOs	Energy Safety uses the safety culture objectives and summary of lessons learned in the evaluation of all electrical corporations. This is the only requirement for ITOs, which are small organizations with a lower risk profile than the large IOUs and SMJUs.
Interviews	To be determined by Energy Safety upon review of submissions	Interviews may be required of any electrical corporation. In 2022, they will be required of the large IOUs.

Component	Electrical corporations that must complete this component	Commentary
Observational visits	To be determined by Energy Safety upon review of submissions	Observational visits may be required of any electrical corporation.
Supporting documentation	To be determined by Energy Safety upon review of submissions	Supporting documentation may be required of any electrical corporation.

Below are descriptions of the different components of the 2022 SCA.

### 1.2.2.1 Workforce Survey

The workforce survey was administered by NSC (via the electrical corporations) and consisted of 30 statements covering three dimensions of safety culture: wildfire safety, personal safety, and overall culture. These were the same statements as those used on the 2021 workforce survey. It was targeted at employees and contractors who spend at least 10 percent of their time engaged in wildfire mitigation activities. Respondents rated the statements on a five-point scale from strongly agree to strongly disagree.<sup>10</sup>

Electrical corporations selected a time period for administration of the workforce survey within the timeframe of August 15 to September 15, 2022. NSC provided electrical corporations with both online and paper survey administration options, as well as Spanish translation upon request.

### 1.2.2.2 Management Self-Assessment with 2023 Summary Plan

The management self-assessment included 22 questions organized into three dimensions: organizational sustaining systems, structure and governance, and safety-enabling systems. NSC administered the management self-assessment using an online survey. Electrical corporations rated themselves on these questions using a four-level rating scale customized for each question.<sup>11</sup> The four levels indicate how safety is viewed within the organization (from lowest to highest maturity). These are:

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<sup>10</sup> The survey used a Likert scale going from Strongly Agree (5) to Strongly Disagree (1). NSC calculated average response scores based on the answers of the respondents. For more information on Likert scales, see [“What is a Likert Scale – Definition, example, characteristics, & advantages” by Question Pro](https://www.questionpro.com/blog/what-is-likert-scale/) (https://www.questionpro.com/blog/what-is-likert-scale/, accessed Jan. 18, 2023).

<sup>11</sup> See the [Safety Culture Assessment Guidelines for Electrical Corporations](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true) Section 3.2 for more information about the scale (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

1. Public compliance: safety is viewed as an external requirement.
2. Private compliance: safety is viewed as a personal priority, though may be routinely susceptible to competing pressures.
3. Stewardship: individually directed safety citizenship.
4. Citizenship: organizationally directed safety citizenship.

The management self-assessment also included a section for electrical corporations to describe actions or activities and deadlines relevant to achieving their 2023 targets as described in the management self-assessment.

### **1.2.2.3 Safety Culture Objectives, Lessons Learned, and Progress On 2021 Recommendations**

Unlike some components of the SCA that are only applicable to some electrical corporations (see Section 1.2.2), each electrical corporation is required to submit its safety culture objectives, summary of lessons learned, and progress on 2021 recommendations.<sup>12</sup>

In this component the electrical corporations presented their 12-month and 3-year safety culture objectives, target and progress metrics, and a description of how the objectives will reduce wildfire risk.

Electrical corporations also presented their lessons learned and a description of progress made on their 2021 SCA recommendations.

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<sup>12</sup> See Section 1 “Application of Safety Culture Assessment Components to Different Electrical Corporations,” [Safety Culture Assessment Guidelines for Electrical Corporations \(March 2022\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true) (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).



#### 1.2.2.4 Interviews

In 2022, the SCA process included two kinds of interviews: interviews following up on the workforce survey (in the form of focus groups) and interviews following up on the management self-assessment.

NSC conducted the workforce survey follow-up focus groups to better understand the issues raised by the workforce survey. NSC conducted three focus groups for each of the large electrical corporations with members of the workforce that were targeted by the workforce survey, including contractors.

NSC conducted the interviews following up on the management self-assessment to gain context and clarity about their responses on the management self-assessment, including how the responses relate to the summary plan for the coming year. NSC conducted one interview session for each of the large electrical corporations with the contributors to the management self-assessment.

#### 1.2.2.5 Observational Visits

The 2022 SCA process did not include observational visits due to time constraints.

#### 1.2.2.6 Supporting Documentation

The SCA Guidelines provide that Energy Safety may ask for supporting documentation.<sup>13</sup> For example, Energy Safety may require documentation to support justifications given for electrical corporations' self-ratings in the management self-assessment.

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<sup>13</sup> See the [Safety Culture Assessment Guidelines for Electrical Corporations](#) Section 5.2 for more information about supporting documentation Energy Safety may require at its discretion (<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true>, accessed Jan. 23, 2023).

The management self-assessment online survey permitted electrical corporations to upload additional supporting documentation as attachments to illustrate actions taken since the 2021 SCA.

### 1.2.3 Changes from 2021

The SCA process did not change significantly from 2021 to 2022.<sup>14</sup> There were three key differences. Firstly, in 2022 Energy Safety’s SCA contractor could assess each electrical corporation’s progress against the baseline data gathered in 2021 and the extent to which the electrical corporation had implemented the 2021 recommendations. Secondly, in 2022 Energy Safety introduced a public workshop to allow the large electrical corporations the opportunity to present information about their safety culture and the public the opportunity to ask questions.<sup>15</sup> Thirdly, in 2022 the invitees to the workforce survey follow-up focus groups included contractors in addition to electrical corporation employees.

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<sup>14</sup> [Resolution M-4860 “Resolution Pursuant to the Requirements of Public Utilities Code Sections 8389\(d\)\(1\), \(2\), \(3\) and \(4\), Related to Catastrophic Wildfires Caused by Electrical Corporations Subject to the Commission’s Regulatory Authority \(2021\)](https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M428/K722/428722129.PDF) (https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M428/K722/428722129.PDF, accessed Feb. 8, 2023);

[Resolution M-4860 Attachment 4 “2022 Safety Culture Assessment Process” \(2021\)](https://energysafety.ca.gov/wp-content/uploads/attachment-4_sca-proposal-for-2022.pdf) (https://energysafety.ca.gov/wp-content/uploads/attachment-4\_sca-proposal-for-2022.pdf, accessed Feb. 8, 2023).

<sup>15</sup> [2022 Safety Culture Assessment Public Workshop](https://energysafety.ca.gov/events-and-meetings/events/2022-safety-culture-assessment-public-workshop/): see link for workshop materials and recording (https://energysafety.ca.gov/events-and-meetings/events/2022-safety-culture-assessment-public-workshop/, accessed Dec. 22, 2022).

## 2 PG&E Inputs and Findings

### 2.1 PG&E Inputs to the SCA

The findings and recommendations below are based on PG&E's inputs to the 2022 SCA including its management self-assessment with 2023 summary plan, safety culture objectives, lessons learned, progress on 2021 recommendations,<sup>16</sup> workforce survey,<sup>17</sup> the management self-assessment follow-up interview with contributors to the assessment, and three workforce interviews in the form of focus groups with members of the workforce targeted by the workforce survey: those who spend at least 10 percent of their time engaged in wildfire mitigation activities. As a large electrical corporation, PG&E was required to complete all components of the SCA process.<sup>18</sup>

In 2022, the first step of the SCA process was submission of the management self-assessment with a summary plan for 2023, safety culture objectives, lessons learned, and progress on 2021 recommendations. PG&E submitted these components on August 15, 2022.

PG&E voluntarily appended 43 supporting documents, consisting of 612 pages, to provide additional context to its responses.<sup>19</sup> PG&E's supporting documentation included files outlining PG&E's organizational leadership changes; wildfire goals,

<sup>16</sup> See Section 5.2 for NSC's analysis of the management self-assessment and accompanying components. See the management self-assessment here: [PG&E 2022 Management Self-Assessment with Cover Letter \(Aug. 2022\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52932&shareable=true) (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52932&shareable=true, accessed Dec. 22, 2022).

<sup>17</sup> See Section 5.1 for the workforce survey results.

<sup>18</sup> See Section 1 "Application of Safety Culture Assessment Components to Different Electrical Corporations," [Safety Culture Assessment Guidelines for Electrical Corporations \(March 2022\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true) (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

<sup>19</sup> [PG&E 2022 Management Self-Assessment Supporting Documentation with Cover Letter \(Aug. 2022\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52933&shareable=true) (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52933&shareable=true, accessed Dec. 22, 2022).

metrics, forms, and fire potential index ratings; training program information; and safety management procedures. NSC reviewed the supporting documentation to further understand PG&E's responses to the management self-assessment.

On August 26, 2022, NSC conducted a 90-minute follow-up interview with PG&E contributors to the management self-assessment and accompanying components. In the interview, NSC asked questions to better understand PG&E's practices regarding leadership selection and promotion practices, integration of wildfire safety responsibilities into frontline supervisors' goals, training and support resources for frontline workers, the level of accountability for wildfire safety, wildfire safety measures, PG&E's investigation process, and protocols around hazard identification.

Following receipt of the management self-assessment and accompanying components, NSC (via PG&E) administered the PG&E workforce survey using an anonymous online survey between August 17 and September 15, 2022. NSC encouraged PG&E to include as many individuals as possible within the target audience of employees and contractors who spend at least 10 percent of their time engaged in wildfire mitigation activities.

A total of 6,139 PG&E employees and contractors responded to the workforce survey. PG&E achieved a 53 percent response rate for the pre-selected wildfire mitigation workgroups (2,446 responses), compared to a 20 percent response rate in 2021.<sup>20</sup> Additionally, PG&E received 1,726 responses from employees whose work groups were not originally included in those selected to take the survey, but indicated they spend at least 10 percent of their time on wildfire mitigation activities. Further, PG&E elicited 1,967 contractor responses, compared with 165 responses in 2021. As in 2021, PG&E could not determine the base number of contractors working on wildfire mitigation, it could only provide an estimated number in both 2021 and 2022, so an accurate

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<sup>20</sup> In comparison, the 2022 workforce survey response rate for SDG&E was 87 percent for SDG&E employees and 44 percent for contractors. For SCE the 2022 workforce survey response rate was 37 percent for SCE employees and 36 percent for contractors.

response rate cannot be calculated. In 2021, PG&E estimated its relevant contractor population to be about 9,000 individuals: if it were the same in 2022, the response rate would be about 22 percent, an increase from the estimated 1.8 percent contractor response rate PG&E had in 2021.

Finally, following the initial analysis of workforce survey data, NSC conducted focus groups for PG&E frontline workers and supervisors who play a direct role in wildfire mitigation. As in 2021, due to time constraints and COVID-19 considerations, Energy Safety's SCA contractor (DEKRA in 2021 and NSC in 2022) conducted focus groups using an online virtual meeting platform, with an option to join via a teleconference line (available for two of the three PG&E focus groups).

The purpose of the focus groups was to better understand how frontline workers and supervisors view the organization's safety culture and identify priority areas for improvement. Focus group sessions followed a semi-structured format including open-ended prompts that allowed for further questioning for clarity. Prompts included:

- Please describe your perception of the safety culture within your company, both personal and wildfire-related.
- What two or three words would you use to describe the safety culture of your company?
- What are the top three hazards in your job?

A total of 18 PG&E employees participated in the focus groups. The table below shows participation by date and focus group type.

Date	Type	Number of Participants	Length
November 2, 2022	Frontline Supervisors	10	60 minutes
November 4, 2022	Frontline Employees	6	90 minutes
November 10, 2022	Frontline Employees	2	90 minutes

NSC asked PG&E to invite frontline contractors to the November 10, 2022 focus group. Two PG&E employees attended this focus group, but no contractors. NSC had instructed PG&E that either frontline contractors or frontline employees could attend this focus group. It is unknown why contractors did not attend this session.

## 2.2 Strengths

Through its SCA inputs, PG&E demonstrated a number of safety culture strengths. The following sections identify these strengths. PG&E should continue to build on these strengths to advance its safety culture.

### 2.2.1 Improved Management Self-Assessment Responses and Workforce Survey Results

PG&E has exhibited continued growth in safety culture maturity as demonstrated in its 2022 management self-assessment responses and workforce survey results. PG&E's 2022 management self-assessment indicated that its safety culture is evolving. In 2021, PG&E indicated that it was on the lower end of maturity in 11 of the 22 questions, whereas in 2022 PG&E indicated it was on the lower end in only 5 questions.<sup>21</sup> PG&E reported progress in relation to organizational sustaining systems: for example, PG&E

<sup>21</sup> The lower-end levels are Public Compliance and Private Compliance. For more information about the scale see page 13 of this report or the [Safety Culture Assessment Guidelines for Electrical Corporations](https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true) Section 3.2 (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

further integrated wildfire safety into frontline leader goals and objectives and it has made training more available to frontline leaders, frontline workers, and contractors. Additionally, since 2021 PG&E reports that it has made changes to its organizational structure and governance to increase executive and senior leadership involvement, accountability, and collaboration with its safety team regarding wildfire safety and performance measurement.

PG&E worker feedback through the workforce survey and focus groups further indicated PG&E's evolving safety culture.<sup>22</sup> On the 2022 workforce survey, PG&E's respondents indicated year-over-year positive improvements on 29 of the 30 statements. In particular, the workforce survey results show improved perceptions regarding leadership's response, communication, and commitment to wildfire safety. The term "evolving" was used to describe PG&E's safety culture in one focus group. Additionally, PG&E employees spoke positively and with optimism about the recent changes to safety protocols, specifically mentioning wildfire safety protocols.

While the workforce survey results show improvement overall and within each of the three statement categories (wildfire safety, personal safety, overall culture), the wildfire safety category had the most notable improvement, moving from an average response score<sup>23</sup> of 4.14 (of a possible 5) in 2021 to a score of 4.5 in 2022. As in its 2021 workforce survey, PG&E contractors held more positive perceptions regarding PG&E's safety culture than PG&E full-time employees<sup>24</sup>. The overall average response score for PG&E full-time employees was 4.31 (of a possible 5). The overall average response score for PG&E contractors was 4.54 (of possible 5). The wildfire safety category scores

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<sup>22</sup> See Section 5.1 for the workforce survey results.

<sup>23</sup> The workforce survey is comprised of 30 statements rated on a five-point Likert scale from Strongly Agree (5) to Strongly Disagree (1). NSC calculated average response scores based on the answers of the respondents. For more information on Likert scales, see ["What is a Likert Scale – Definition, example, characteristics, & advantages" by Question Pro](https://www.questionpro.com/blog/what-is-likert-scale/) (https://www.questionpro.com/blog/what-is-likert-scale/, accessed Jan. 18, 2023).

<sup>24</sup> Identified as "PG&E Coworkers" in Section 5.1.



improved for both PG&E fulltime employees and contractors. For a breakdown of workforce survey scores by employment status please see Section 5.1.<sup>25</sup>

Further, the four wildfire safety statements on the survey identified as the greatest areas of opportunity for PG&E in 2021 have seen the greatest improvement in scores of all survey statements in 2022. In particular, “I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them” was the lowest-performing statement in 2021 with only 39 percent of respondents agreeing. In 2022, worker perceptions notably improved, with 59 percent of respondents agreeing with this statement, of which 32 percent “strongly” agree. However, this statement remains a key opportunity for improvement at PG&E in 2022 (see Section 2.3.1.2 and the recommendation in Section 3.1.2 of this report for more information). The second lowest-performing statement in 2021, “Leaders actively seek out signs of potential wildfire hazards,” performed notably better in 2022, with 82 percent of respondents agreeing with this statement compared to only 64 percent in 2021.

Interestingly, when compared to all the other electrical corporations participating in the workforce survey, PG&E went from garnering the lowest average response scores in 2021 to the highest average response scores in 2022. Overall, and within the three survey statement categories, PG&E respondents held the most favorable perceptions on the 2022 workforce survey compared with all other electrical corporations participating in the workforce survey. PG&E also had the largest increase in average response score in the wildfire safety category.

## 2.2.2 Elevated Organizational and Leadership Accountability

As noted in the 2021 SCA report, in 2020 PG&E launched a five-year 2025 Workforce Safety Strategy to advance its safety culture and systems for personal and wildfire safety. In the 2021 SCA assessment, Energy Safety’s SCA contractor recommended

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<sup>25</sup> See Section 5.1 for the workforce survey results.

that PG&E deploy an effective safety governance structure with active leadership to ensure the successful execution and tracking of its 2025 Workforce Strategy. In response to the 2021 SCA recommendation, PG&E combined the Safety and Risk organizations under the leadership of one Executive Vice President accountable for the Workforce Safety Strategy.<sup>26</sup> PG&E also refreshed its 2025 Workforce Safety Strategy to incorporate an increased focus on process safety<sup>27</sup> and added a tactical implementation plan for 2022.

Furthermore, PG&E indicated that the CEO and Executive Officer team in collaboration with the Safety Department are accountable for wildfire safety outcomes. The CEO and Executive Officer team attend the weekly operating review at the Wildfire Command Center and attend the weekly safety operating review, engaging in personal safety performance dialogue with the safety and operational teams.

The workforce survey results show improved employee perceptions regarding PG&E leadership's response, communication, and commitment to wildfire safety. The following wildfire safety statements from the workforce survey all showed positive improvements since 2021 and had less than 5 percent of respondents in disagreement with these statements:

- “Leaders actively seek out signs of potential wildfire hazards.”
- “Our management acts quickly to address wildfire safety hazards.”
- “Protecting the community from wildfire hazards is clearly a high priority with management.”

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<sup>26</sup> See Section 5.2 for NSC's analysis of the management self-assessment and accompanying components. See the management self-assessment here: [PG&E 2022 Management Self-Assessment with Cover Letter \(Aug. 2022\)](#)

<sup>27</sup> Process safety refers to the safety of the actions of an organization, as opposed to personal safety, which refers to the safety of individual workers. Process safety pertains most often to the framework for managing the integrity of operating systems and processes handling hazardous substances. (See the definition in the Center for Chemical Process Safety's [“Process Safety Beacon” July 2008](#) [https://www.aiche.org/sites/default/files/2008-07-Beacon-English.pdf, accessed Feb. 7, 2023]).

Finally, PG&E has adopted a Lean Operating System to drive a more effective, responsive decision-making process and streamline the flow of information throughout the organization. In the workforce survey follow-up focus groups and in the management self-assessment follow-up interview, PG&E employees described the Daily Operating Reviews as opportunities for dialogue and to address local safety issues and lessons learned.

In both the workforce survey focus groups and the management self-assessment interviews, PG&E employees also described an organization with opportunities to improve, but ultimately moving in the right direction, with leadership that values and prioritizes safety.

## 2.3 Opportunities

PG&E has several areas where it can strengthen its safety culture. The following sections describe the areas where PG&E should prioritize improving its safety culture, followed by specific recommendations in Section 3.

### 2.3.1 Integrated, Systemic, and Consistent Approach to Safety

PG&E's safety culture would greatly benefit from adopting a more integrated, systemic, and consistent approach to safety. The sections below identify safety management opportunities, based on SCA inputs, that PG&E should focus on to advance towards a more integrated and consistent approach to safety: safety leadership, performance measurement, safety-enabling systems, communication, work processes, and training.

#### 2.3.1.1 Safety Culture Assessment Performance and Implementation

##### Measurement

As in 2021, PG&E's summary plan and objectives submitted with the management self-assessment continue to lack specificity. For example, the progress metrics for the objective "Continued implementation of the 5-year Workforce Safety Strategy" are

“reduction in Serious Injuries, DART<sup>28</sup> and PMVI,”<sup>29</sup> with the 12-month target given as “Executer [sic] on 2022 tactical implementation plans.”

Furthermore, on the management self-assessment PG&E did not provide adequate justification describing how it will advance in maturity in some cases where it indicated it will advance. For example, PG&E indicated that in 2023 it expects to advance from Private Compliance to Stewardship<sup>30</sup> for wildfire safety performance integrated into leadership selection/promotion decisions; however, it did not identify any activity or initiatives that would lead to an improvement in maturity on this question.

In another example from the management self-assessment, when asked, “What structures, systems, and/or processes have been established to encourage sensitivity to weak signals of wildfire hazards?” PG&E indicated that it expects to advance to Stewardship in this area, but only gave the following as its justification for this self-assessment: “Our ignition investigation process has been established to understand wildfire hazards including weak signals. Future opportunities include our CAP [Corrective Action Program] and Report IT app programs.” This response is not sufficiently detailed to understand how the utility’s maturity will advance as a result of these improvements.

See the corresponding recommendation in Section 3.1.1 of this report.

### 2.3.1.2 Safety Leadership

Although the workforce survey and focus groups indicated that PG&E’s safety leadership and commitment has improved over recent years, several survey statements regarding leadership at PG&E still scored lower than other statements. Approximately one out of four respondents disagreed or responded neutrally to the statement “I believe

<sup>28</sup> DART: Days away, restricted, and transferred rate.

<sup>29</sup> PMVI: Preventable motor vehicle incidents rate.

<sup>30</sup> The lower-end levels are Public Compliance and Private Compliance. For more information about the scale see page 13 of this report or the [Safety Culture Assessment Guidelines for Electrical Corporations](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true) Section 3.2 (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

managers apply the same rules for all workers.” Only 59 percent of workers agreed with the statement “I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them.” Additionally, 33 percent of respondents disagreed or responded neutrally to the statement “The company cares about my opinions.” The survey also showed a decrease in agreement with the statement “People in my workgroup treat each other with respect.”

See the corresponding recommendation in Section 3.1.2 of this report.

### 2.3.1.3 Communication

One focus group participant talked about being “flooded with emails,” making it hard to discern important or key communications. NSC also had a similar experience: PG&E did not provide guidance with the supporting documentation it provided with its management self-assessment, making it hard for NSC to discern important information. PG&E appended to the management self-assessment 43 supporting documents, consisting of 612 pages, but how this documentation provided supporting evidence for its safety culture activities in 2021 was not clear. For example, PG&E did not link its documents to specific justifications on the management self-assessment. NSC had to request an index with a brief summary statement linking documents to the justifications.

In the past few years, it appears PG&E has made strides in top-down and bottom-up communication, yet there are still gaps in communication across the organization and across lines of business. Frontline workers describe not having the necessary information to respond to customer complaints when information resides in another team or department. Most focus group participants stated they share lessons learned and talk openly within their workgroup or area, but do not always know what is happening in other areas of the organization.

See the corresponding recommendation in Section 3.2.1 of this report.

### 2.3.1.4 Safety-Enabling Systems

PG&E has a Corrective Action Program for reporting hazards. In the management self-assessment, PG&E identifies opportunities for improving root cause analysis<sup>31</sup> for investigations, improving the quality of event investigations to focus on actions to control exposure, and increasing reporting of near misses<sup>32</sup> and hazards. The process and systems in place for reporting and following up on reported events (incidents, hazards, near misses, and lessons learned) seem to be fragmented and unclear, based on input from the management self-assessment, management self-assessment follow-up interview, and workforce focus groups.

Workforce survey respondents gave a positive response to the statement “People look for wildfire hazards and risks as work progresses”; however, three out of ten respondents answered neutrally or disagreed with the statement “People report mistakes they make, even if others do not notice them.” Additionally, 14 percent of respondents answered neutrally or negatively to “People in my work group report all wildfire hazards, no matter how minor.” To supplement the survey results, NSC asked focus groups about hazard identification and reporting. Focus group participants indicated they use discretion on what they report to their supervisors and supervisors use discretion on what they report upward into the system. Finally, focus group participants indicated that safety metrics and lessons learned beyond their work group are difficult to access or not available.

See the corresponding recommendation in Section 3.2.2 of this report.

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<sup>31</sup> Root cause analysis: here, a systematic process for identifying the primary causes of problems or events and an approach for responding to them. [Safety Culture Assessment Guidelines for Electrical Corporations \(March 2022\)](https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

<sup>32</sup> Near miss: here, an unplanned event that did not result in injury, illness, or damage, but had the potential to do so. [Safety Culture Assessment Guidelines for Electrical Corporations \(March 2022\)](https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

## 2.3.2 Training

Focus group participants indicated concerns about training.

Participants in the workforce focus groups noted that safety trainings are not always fresh and relevant to the crews. Specifically, a participant suggested that the active shooter training should be updated with input from people with backgrounds in law enforcement. Another participant talked about the importance of learning how to “fail safely,” and the benefits of training facilitated by someone with experience in the field. Other participants observed that all field personnel should understand what to do in a wildland fire (e.g., fire goes uphill, so don’t run uphill) and that they should know the role of the Safety and Infrastructure Protection Team.

Additionally, frontline supervisor focus group participants were uncertain about the availability of supervisor wildfire safety training. Supervisors report that they primarily rely on safety briefings at tailboards<sup>33</sup> as their form of wildfire safety training and described wildfire safety as “pretty much common sense.”

A participant in a workforce focus group described the practice of appointing a senior lineman with over 20 years’ experience as a “safety steward” to share his knowledge of safety practices with crews in his region. Based on the information gathered during the focus group, it does not seem to be a company-wide practice.

See the corresponding recommendation in Section 3.3 of this report.

## 2.3.3 Risk from Interactions with the Public

In the workforce focus groups, both frontline workers and supervisors reported personal safety concerns from interactions with the public. PG&E has taken steps to address the

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<sup>33</sup> Tailboards or tailgates are crew meetings at worksites where project-specific safety briefings take place.



issue of risk exposure posed by frontline workers interacting with the public.<sup>34</sup> Focus group participants talked about being able to call PG&E Corporate Security to help them in case of conflict, referenced as a “robust system” by one participant, and the usefulness of the “red flag” tool, designating properties where customer conflict is possible and advising the worker what to be aware of and what to do or not do.

However, the risk remains a significant concern for PG&E workers. Focus group participants also reported customers brandishing firearms and shooting at frontline workers. In particular, frontline workers talked about conflict related to vegetation management activities. Participants from PG&E pointed to the company’s poor reputation as a possible cause of conflict. Harassment from the public sometimes extends outside the regular work environment when a worker is seen wearing a PG&E uniform.

One focus group participant also talked about PG&E not being proactive enough about communicating delays in new business<sup>35</sup> accounts, with frontline managers being left to communicate bad news.

See the corresponding recommendation in Section 3.4 of this report.

### 2.3.4 Risk from Impairment

Certain acceptable levels of risk are inherent in electrical utility work, but an organization with a strong safety culture will mitigate unnecessary risk caused by impairment. NSC defines impairment as factors that impede one’s ability to function

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<sup>34</sup> PG&E reported on its management self-assessment that it has assigned two full-time Corporate Security personnel assigned to Wildfire Response/Vegetation Management crews to conduct negotiations with hostile customers and hard refusals. It also reported that Corporate Security has assigned a full-time program manager to track and monitor hostile customer and external threats.

<sup>35</sup> New business was the term used by focus group participants. New business typically refers to new electric projects for businesses, new homes, or renovations services (Building and Renovation Services).

normally or safely, including chemical substances, physical factors like fatigue, and social factors like stress.

The workforce survey statement “People focus on one task at a time and avoid distractions” had the lowest overall score among all workers, more so for PG&E full-time employees than contractors. Additionally, focus group participants reported physical impairment factors such as fatigue (e.g., long work hours during extended PSPS events and wildfire emergencies) and heat exhaustion, as well as social factors including stress and ineffective work planning processes. When asked about the top hazards on the job, focus group participants named motor vehicle incidents, complacency, and fatigue. Participants indicated concerns about some workers feeling the need to talk on their cell phones while driving in order to stay on task.

See the corresponding recommendation in Section 3.5 of this report.

## 3 Recommendations

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Culture change takes time, dedication, and starts with understanding where a company is on its organizational safety culture journey and the underlying drivers influencing the workforce. The recommendations in this report are based on observations from PG&E's 2022 SCA inputs: the management self-assessment with summary plan for 2023; safety culture objectives; lessons learned; progress on 2021 recommendations; the workforce survey; the follow-up interview that gave context to the management self-assessment; and the focus groups with frontline employees and supervisors that gave context to the workforce survey. Some of the recommendations included here build on recommendations from PG&E's 2021 Safety Culture Assessment report<sup>36</sup> while others are newly introduced based on PG&E's 2022 assessment.

Recommendations for PG&E are outlined below and structured as follows: overall theme of the recommendation; observations from the SCA inputs contributing to the recommendation; goals of the recommendation; and verification method.

### 3.1 Build Safety Leadership Skills

PG&E should build safety leadership skills related to safety culture. This two-part recommendation builds upon a 2021 SCA recommendation.

#### 3.1.1 Execute Its 2025 Workforce Safety Strategy

PG&E should continue to execute its 2025 Workforce Safety Strategy with clearly defined tactics and performance measurements for leadership. PG&E has created a strategy for safety culture improvement, its 2025 Workforce Safety Strategy, and has engaged senior leadership to execute it. PG&E should continue to execute the strategy

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<sup>36</sup> [Pacific Gas and Electric Company's 2021 Safety Culture Assessment \(Oct. 2021\)](https://energysafety.ca.gov/wp-content/uploads/2021-sca-report-pge.pdf) (https://energysafety.ca.gov/wp-content/uploads/2021-sca-report-pge.pdf, accessed Jan. 23, 2023).

and include clearly defined tactics. PG&E should include SMART<sup>37</sup> measurements and track performance indicators including leading indicators.<sup>38</sup> In particular, PG&E should establish 12-month targets that are more granular and specific to desired outcomes. PG&E should include metrics related to wildfire safety in its 2025 Workforce Strategy performance indicators.

Furthermore, PG&E's 2023 management self-assessment should provide more details about its reasons for assessing any future advancement in maturity.

### 3.1.1.1 Observations

It is not evident based on the management self-assessment or safety culture objectives submission that PG&E has set specific, measurable, action-oriented, realistic, and time-bound (SMART) tactical goals for its 2025 Workforce Safety Strategy. Additionally, progress metrics PG&E reported mainly focus on lagging indicator safety metrics such as reduction in serious injuries; days away, restricted, and transferred (DART); and preventable motor vehicle incidents (PMVI).<sup>39</sup>

In some cases, PG&E's management self-assessment did not provide enough details about why it was assessing a future advancement in maturity. For example, when asked, "What structures, systems, and/or processes have been established to encourage sensitivity to weak signals of wildfire hazards?" PG&E indicated that it expects to advance in this area, but its justification for this self-assessment lacked details: "Our ignition investigation process has been established to understand wildfire

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<sup>37</sup> SMART: specific, measurable, action-oriented, realistic, and time-bound.

<sup>38</sup> Leading indicator: here, an input measure that is predictive of a future event. [Safety Culture Assessment Guidelines for Electrical Corporations \(March 2022\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true) (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

<sup>39</sup> Lagging indicator: here, an outcome or output measure that is backward-looking, describing a past event. [Safety Culture Assessment Guidelines for Electrical Corporations \(March 2022\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true) (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

hazards including weak signals. Future opportunities include our CAP [Corrective Action Program] and Report IT app programs.”

### **3.1.1.2 Goals of Recommendation**

The goals of this recommendation are to increase specificity and success in the tactical implementation of PG&E’s 2025 Workforce Safety Strategy and ensure that PG&E leadership is accountable for driving its 2025 Workforce Safety Strategy.

### **3.1.1.3 Verification Method**

In its 2023 management self-assessment, PG&E must provide documentation to support refinement of its 2025 Workforce Safety Strategy tactical implementation plan, with progress or implementation metrics, milestones, a list of proactive performance outcome metrics (including wildfire safety metrics) and an outline of the roles and responsibilities of PG&E leaders.

PG&E’s management self-assessment will include more details about how it will advance in maturity where it indicates it will advance.

## **3.1.2 Build On and Execute the PG&E Leadership Development Program**

PG&E has initiated a project plan to establish a Leadership Development Program. PG&E should finalize and execute this program for all levels of its leadership, including senior leadership and frontline supervisors in the field. PG&E should develop this program in a way that ensures senior leaders and frontline supervisors are demonstrating key leadership skills regularly in the field to improve the work environment for wildfire and personal safety.

PG&E should include in its program training on safety leadership topics such as effective leadership skills, influencing safety culture, wildfire safety, human and organizational performance, and diversity, equity, and inclusion. Finally, PG&E should

incorporate safety leadership training metrics and field visit metrics into leader goals and objectives.

### 3.1.2.1 Observations

PG&E indicated in its management self-assessment that it is initiating a project plan to establish a Leadership Development Program. PG&E intends to complete it in the first quarter of 2023. PG&E provided its Safety Leadership Playbook as an attachment to its management self-assessment.

Focus group participants described PG&E's safety culture as "evolving" in a positive way over recent years. Since 2021, the workforce survey results for most of the components pertaining to leadership have notably improved. However, according to workforce survey responses, PG&E could improve its leadership related to safety culture.

According to the workforce survey results, one out of four respondents disagreed or responded neutrally to the statement "I believe managers apply the same rules for all workers." Only 59 percent of workers agreed with the statement "I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them." Additionally, 33 percent of respondents disagreed or responded neutrally to the statement "The company cares about my opinions." The survey showed a decrease in agreement with the statement "People in my workgroup treat each other with respect."

### 3.1.2.2 Goals of Recommendation

The goals of this recommendation are to establish a better sense of trust, respect, and cooperation among workers and increase perceptions of support and commitment from leadership.

### 3.1.2.3 Verification Method

As part of PG&E's 2023 SCA inputs, its 2023 progress report on 2022 recommendations must include:



1. A description of how PG&E incorporated into its Leadership Development Program topics that go beyond its Safety Leadership Playbook curriculum such as effective leadership skills, influencing safety culture, wildfire safety, human and organizational performance, and diversity, equity, and inclusion.
2. A leadership development training plan with dates of execution.
3. A record of leadership field visits or other dialogue sessions conducted throughout the year, including wildfire mitigation or other safety improvements resulting from field visits (if any).

Progress should also be evident in increased positivity in response to future workforce surveys.

## 3.2 Optimize Safety Communications and Safety-Enabling Systems

PG&E should optimize safety communications and safety-enabling systems to further establish PG&E as a learning organization.<sup>40</sup> This two-part recommendation builds upon a 2021 SCA recommendation.

### 3.2.1 Improve Safety Communications

Effective safety communication is key to achieving and maintaining a strong safety culture. Communication should include all levels of the organization, horizontal communication, and organizational listening tactics. Not all communication is equally effective. Increasing the quantity of communication does not always lead to more effective communication.

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<sup>40</sup> Learning organization: here, an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights. [Safety Culture Assessment Guidelines for Electrical Corporations \(March 2022\)](#) (<https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true>, accessed Dec. 14, 2022).

PG&E should review communication channels and tactics for opportunities to increase the effectiveness and consistency of safety communications across the organization. In this review, PG&E should find opportunities to reduce the barriers preventing effective communication in its current organizational safety communications, identify the most effective channel for different levels of communication, and optimize current channels for employees to easily access safety communications. PG&E employees would benefit from having a central repository of information—a single source of data accessible to frontline workers—providing easy access to safety-related information coming from all departments, including information on near misses and information on wildfire conditions.

Additionally, effective communication includes listening. PG&E should implement measures to increase organizational listening. PG&E leadership should further engage frontline employees by conducting regular cross-departmental listening sessions or roundtables with frontline workers across lines of business to develop better understanding, address issues, and recognize the accomplishments of employees.

### 3.2.1.1 Observations

One focus group participant talked about being “flooded with emails,” making it difficult to discern important communications. Most focus group participants stated they share safety communications within their workgroup or area, but do not always know what is happening in other areas of the organization.

As noted above, two of the lower-performing workforce survey statements for PG&E are:

- “I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them.”
- “The company cares about my opinions.”



These statements also performed less positively in 2021 relative to other statements on the survey.

Finally, PG&E provided an abundance of documents to support its management self-assessment, but how these documents provided evidence for its safety culture activities in 2021 was not clear. NSC had to request an index with a brief summary statement linking documents to the management self-assessment justifications.

### **3.2.1.2 Goals of Recommendation**

The goals of this recommendation are to increase the effectiveness and consistency of safety communications across PG&E, ensure that streamlined information about safety (including both personal safety and wildfire safety) flows up, down, and across the organization, and increase organizational listening to demonstrate management's concern for safety and provide frontline workers with the opportunity to provide ideas and solutions.

### **3.2.1.3 Verification Method**

As part of its 2023 management self-assessment supplementary documentation, PG&E must provide:

1. A safety communication plan for 2023.
2. Documentation of leadership listening sessions including dates, times, attendance, and any follow-up actions.

Progress should be evident in continued increased positivity on future workforce surveys in response to the statements “I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them” and “The company cares about my opinions.”

## 3.2.2 Improve Safety-Enabling Systems

PG&E uses safety-enabling systems to improve wildfire mitigation activities, understand worker behaviors, and identify external threats. PG&E should optimize its safety-enabling systems to improve the quality of event investigations (with a focus on controls), continue to share event investigation results across the organization (not just workgroups), and improve the hazard and near-miss reporting process to align expectations on what to report and when to report.

### 3.2.2.1 Observations

PG&E identified opportunities to improve its safety-enabling systems in its 2022 management self-assessment and lessons learned, including increasing workforce participation in hazard identification and reporting. Workforce survey respondents generally agreed that “People look for wildfire hazards and risks as work progresses.” However, 3 out of 10 respondents responded neutrally or disagreed with the statement “People report mistakes they make, even if others do not notice them.”

Workforce focus group participants indicated that they use discretion on what they report. They also stated that they do not have easy access to lessons learned beyond their workgroup. One participant indicated a wish for a website or web page where you could find safety-related issues and lessons learned (e.g., near misses) organized by week and department, to see everything listed for that department with follow-up actions. Another participant indicated that the internal “PGE at Work” website used to have lessons learned from misses in an easily accessed location, highlighted on the home page, but now—after a website update—users have to search for this information.

### 3.2.2.2 Goals of Recommendation

The goals of this recommendation are to increase hazard identification and reporting to ensure information about hazards, near misses, and incidents reaches organizational leadership and the safety team as well as across the business units to identify gaps and risks.

### 3.2.2.3 Verification Method

In its 2023 SCA management self-assessment, PG&E must provide detailed descriptions of its improvements to safety-enabling systems including quality of event investigations, near miss and hazard reporting, improved controls, and how systems are being used to improve the flow of communication across the organization.

Progress should be evident in continued increased positivity on future workforce surveys in response to the statement “People report mistakes they make, even if others do not notice them.”

## 3.3 Build on Current Training Plan

PG&E should build on its current training plan to increase safety knowledge and awareness. This is a new recommendation as a result of the 2022 SCA. It has two parts, addressing the need for new training modalities and the need for more peer-to-peer learning opportunities.

### 3.3.1 Incorporate New Training Modalities and Topics; Improve Training Based on Feedback

PG&E should incorporate new safety-related training modalities and topics that enable all levels of the organization to develop a more proactive and curious mindset. PG&E should also assess participant feedback and use it to make trainings more effective, relevant, and engaging. A well-trained workforce is crucial to improving and sustaining safety culture. Workforce focus group participants voiced concerns about the shortcomings of online self-administered safety trainings. PG&E should offer more options for instructor-led safety trainings, ideally from experts with field experience. Additionally, PG&E should make training on wildfire safety a priority for frontline crews and supervisors (e.g., make sure all field workers know what to do in a wildland fire, including information on accidental ignition and fire patterns). It should also continuously

update trainings to include topics relevant to current risks (e.g., active shooter, chainsaws).

Safety trainings should encourage workers to ask questions and give feedback on how training content relates (or does not relate) to current conditions on the job. Trainings should teach that mistakes are going to happen and, when they do, how to fail safely.

See Section 3.5 for more recommended changes to PG&E's training program.

### **3.3.1.1 Observations**

Focus group participants indicated concerns about training, including the fact that trainings were not always fresh or relevant. Participants described the need for more hands-on training and relevant training facilitated by people with experience in the field. Participants in the supervisor focus group expressed uncertainty whether there was formal wildfire safety training for supervisors: they indicated they primarily rely on tailboards.

### **3.3.1.2 Goals of Recommendation**

The goal of this recommendation is to increase safety knowledge and learning mindset throughout PG&E, particularly among frontline supervisors and workers and especially concerning wildfire safety.

### **3.3.1.3 Verification Method**

In its 2023 SCA management self-assessment, PG&E must provide:

1. A description of how PG&E updated its training topics, presentations, and delivery methods to improve wildfire safety awareness among crews.
2. Its 2023 training plan including the number of employees trained or training effectiveness measures.

### 3.3.2 Integrate Training with Peer Learning Activities

Safety trainings can become ineffective if the same information is presented in the same way each year. PG&E should conduct, when possible, post-training peer learning activities such as group discussions. Peer learning activities will provide more opportunities for workers to discuss ideas and solutions for addressing wildfire safety hazards.

PG&E should also encourage grassroots peer learning initiatives, cultivate a mentoring program, and/or encourage the appointment of a senior team member to be a “safety steward”—someone experienced who can be an effective communicator about responding to real-life situations that involve judgement calls in the field that are not covered by standard policies or procedures.

#### 3.3.2.1 Observations

Participants seemed interested in more peer-to-peer training opportunities focused on unexpected safety issues and how to fail safely.

A participant in a workforce focus group described the practice of appointing a “safety steward” to share his knowledge of safety practices with crews.

#### 3.3.2.2 Goals of Recommendation

The goal of this recommendation is to increase safety knowledge and improve the learning mindset throughout PG&E, particularly among frontline supervisors and workers, especially concerning wildfire safety.

#### 3.3.2.3 Verification Method

In its 2023 SCA management self-assessment, PG&E must provide information on its formal peer learning activities, including post-training discussions and the development of mentoring opportunities.

Progress should be evident in future workforce focus groups in the responses from participants when asked about PG&E peer learning activities.

## 3.4 Mitigate Risk Exposure Posed by Interactions with the Public

PG&E should continue to recognize and take action to mitigate the risk exposure posed by interactions with the public. This recommendation builds upon a 2021 SCA recommendation.

Areas where PG&E has opportunities to build on its recent efforts include focusing on effective customer communication, in particular concerning vegetation management and other activities requiring multiple visits to the same property. In addition to improving its customer communication, PG&E should also provide workers with improved training about handling conflict, such as an updated active shooter training (see Section 3.3.1 for more details).

Conflict with the public is not only an issue for worker safety and morale but could meaningfully hamper wildfire mitigation activities, such as through property owners refusing work crews access to property where hazardous vegetation poses a wildfire threat.

### 3.4.1 Observations

In the workforce focus groups, frontline workers and supervisors identified hostile interactions with members of the public as a concern. Focus group participants reported customers brandishing firearms and shooting at frontline workers.

### 3.4.2 Goals of Recommendation

The goal of this recommendation is to reduce the risk exposure to the workforce posed by interactions with the public.

### 3.4.3 Verification Method

In addition to providing a description of progress in its 2023 management self-assessment, PG&E must provide:

1. The outcomes of the PG&E Corporate Security program tracking and monitoring hostile customer and external threats.
2. Information on outcomes from training programs addressing conflict with the public (e.g., any reports of improvements in interactions with the public using tactics learned in a training).
3. A description of how the outputs of the Corporate Security hostile interaction tracking program influenced changes in the training programs addressing conflict with the public.

## 3.5 Mitigate Impairment Risk

PG&E should take action to mitigate risk from employee impairment. This is a new recommendation resulting from the 2022 SCA.

PG&E should review and update its organizational policy regarding impairment issues: fatigue management, distracted driving, and stress management. Next, PG&E should review and update work processes and scheduling to ensure alignment with its organizational impairment policy. Finally, PG&E should instruct supervisors to promulgate information to workers about mitigating impairment and train supervisors to identify, mitigate, and document impairment. Leadership should ensure crews understand that getting the job done at any cost is not acceptable.

### 3.5.1 Observations

The workforce survey statement “People focus on one task at a time and avoid distractions” had the lowest overall score among all workers. Additionally, focus group

participants reported physical impairment factors such as fatigue and heat exhaustion, as well as social factors including stress. When asked about the top hazards on the job, focus group participants named motor vehicle incidents, complacency, and fatigue.

### 3.5.2 Goals of Recommendation

The goals of this recommendation are to institute an organizational approach regarding impairment and improve supervisor understanding of how to identify and mitigate impairment risk.

### 3.5.3 Verification Method

In its 2023 management self-assessment, PG&E must provide:

1. A description of how it updated its policies and procedures or created new policies and procedures regarding impairment (fatigue, stress management, distracted driving).
2. Actions PG&E took to reduce impairment risk, including training provided to frontline supervisors and workers.

Progress should also be evident in future workforce survey results regarding the statement “People focus on one task at a time and avoid distractions.”





## 4 Conclusion

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This report provides the findings and recommendations from PG&E’s second SCA under Public Utilities Code section 8389(d)(4). This report includes a year-over-year assessment of PG&E’s safety culture based on the results of the first SCA in 2021. Following the publication of this report, PG&E may agree to implement its findings to demonstrate “good standing” per Public Utilities Code section 8389(e)(2).

This process is intended to be complementary to, and not a replacement for, ongoing work to improve safety culture at PG&E. Energy Safety seeks to develop a longitudinal view of safety culture across electrical corporations to identify best practices and relative gaps, along with an understanding of PG&E’s relative strengths and opportunities in designing and implementing a strong safety culture. As stated above, Energy Safety ultimately seeks to assess safety culture outcomes over time and incorporate continuous learning into the SCA process.



# 5 Data Attachments

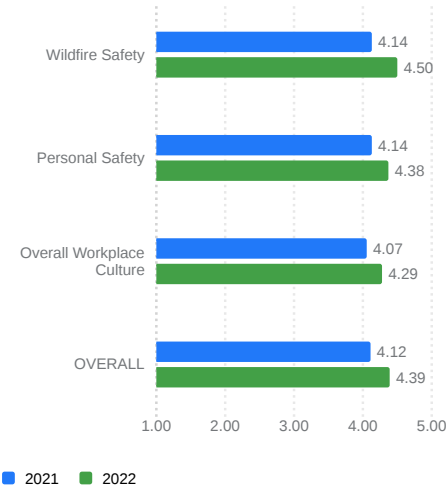
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## Energy Safety Workforce Survey 2022: Overall Results and 30 Standard Components

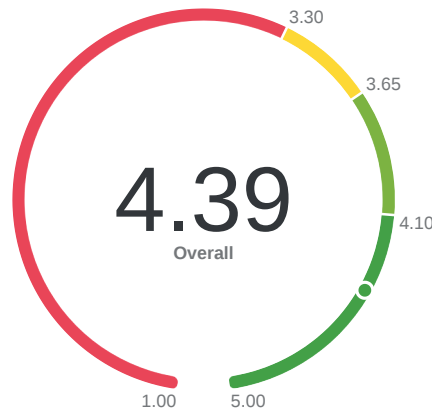
This page contains average response scores and percent distributions of response categories for the overall survey, the three performance categories, and the 30 Energy Safety Workforce Survey standard components.

Average Response Score Metrics: *Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +*  
Response Categories: *Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5*

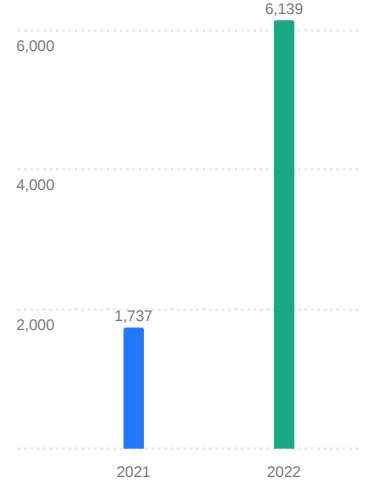
Average Response Scores by Year



Average Response Score 2022



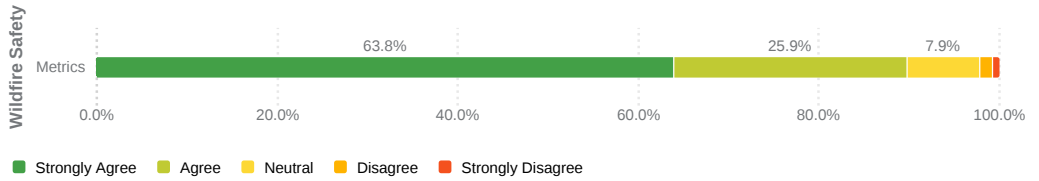
Number of Responses by Year



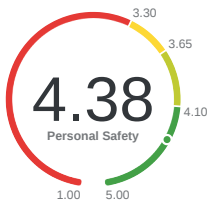
Wildfire Safety 2022



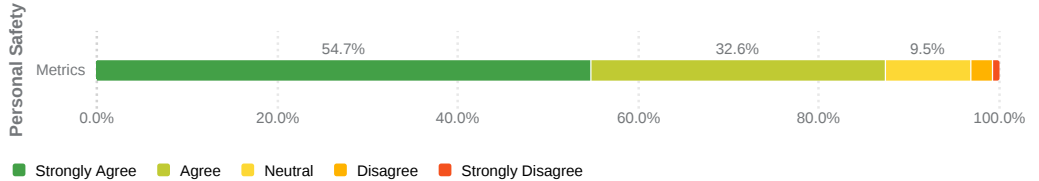
Percent Distributions 2022



Personal Safety 2022



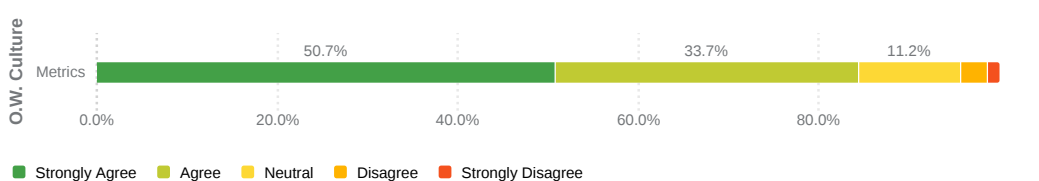
Percent Distributions 2022



Overall Workplace Culture 2022



Percent Distributions 2022



# Energy Safety Workforce Survey 2022: Overall Results and 30 Standard Components

Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

## Overall Average Response Scores by Statement

Wildfire Safety	2021	2022	Change ^	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.15	3.87	0.71	32%	27%	27%	8%	6%
Leaders actively seek out signs of potential wildfire hazards	3.88	4.42	0.54	53%	29%	14%	3%	1%
People look for wildfire hazards and risks as work progresses	4.10	4.54	0.44	58%	30%	9%	1%	1%
Our management acts quickly to address wildfire hazards	4.06	4.49	0.43	59%	28%	10%	2%	2%
People in my workgroup report all wildfire hazards, no matter how minor	4.12	4.51	0.40	59%	28%	12%	1%	1%
Wildfire and personal safety concerns are communicated openly	4.38	4.67	0.29	70%	24%	4%	1%	1%
Protecting the community from wildfire hazards is clearly a high priority with management	4.47	4.68	0.21	74%	19%	4%	2%	1%
I feel comfortable discussing wildfire hazards with my supervisor	4.57	4.72	0.15	77%	18%	4%	1%	1%
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.51	4.63	0.12	68%	26%	5%	1%	1%

Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

## Overall Average Response Scores by Statement

Personal Safety	2021	2022	Change ^	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
People focus on one task at a time and avoid distractions	3.23	3.83	0.60	28%	34%	22%	11%	5%
People have the ability to respond to and correct problems and errors before they get out of control	3.87	4.32	0.45	45%	39%	12%	3%	1%
We have the right tools for the job	3.88	4.19	0.31	43%	37%	12%	5%	3%
Leaders keep people prepared to intervene when an emergency occurs	4.00	4.31	0.31	47%	35%	13%	3%	1%
Leaders use mistakes and incidents as learning opportunities	4.13	4.37	0.24	51%	34%	10%	3%	2%
People have the skills they need to resolve workplace safety issues	4.09	4.28	0.19	45%	40%	11%	3%	1%
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.27	4.44	0.17	57%	30%	9%	2%	1%
Pausing work for hazards and safety concerns is viewed positively	4.43	4.58	0.15	67%	25%	6%	2%	1%
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.33	4.43	0.11	55%	33%	10%	1%	0%
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.56	4.63	0.07	71%	23%	5%	1%	1%
I take responsibility for the safety of myself and others in my work area	4.76	4.77	0.01	80%	18%	2%	0%	0%

Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

## Overall Average Response Scores by Statement

Overall Workplace Culture	2021	2022	Change ^	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
People report mistakes they make, even if others do not notice them	3.62	4.00	0.38	32%	37%	23%	6%	2%
I believe managers apply the same rules for all workers	3.77	4.14	0.37	44%	32%	13%	6%	4%
The company cares about my opinions	3.59	3.90	0.32	33%	34%	22%	7%	5%
People listen to one another: it is rare that someone's views go unheard	3.91	4.22	0.31	43%	38%	13%	5%	2%
Managers treat workers with respect	4.13	4.40	0.27	54%	32%	9%	3%	2%
Leaders encourage people to ask questions	4.28	4.47	0.20	59%	30%	7%	2%	1%
Information about important events and lessons learned is shared within my workgroup	4.26	4.46	0.19	56%	34%	6%	2%	1%
My supervisor makes sure all employee concerns are heard before job decisions are made	4.16	4.32	0.16	52%	32%	11%	3%	2%
My supervisor would use whatever power they have to help me out	4.44	4.51	0.07	64%	26%	7%	2%	2%
People in my workgroup treat each other with respect	4.50	4.47	-0.03	61%	31%	6%	2%	1%

Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

## Demographic Comparisons

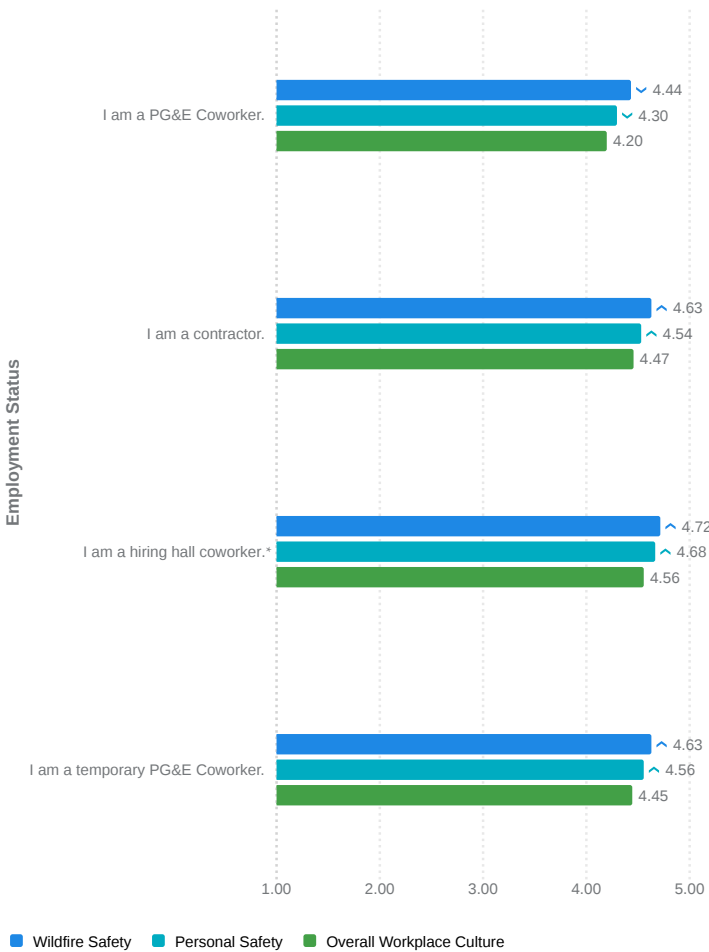
Survey respondents were asked to provide demographic information at the conclusion of the **Energy Safety Workforce Survey**. These responses were used to conduct analyses and provide these subgroup comparisons.

In order to protect respondent anonymity and to avoid making inaccurate generalizations based on an inadequate sample size, comparisons were not computed for groups with fewer than five respondents.

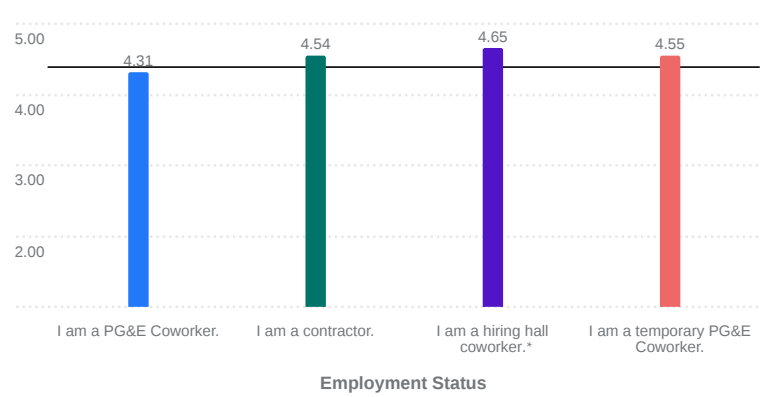
Average Response Score Metrics: **Low**: < 3.30, **Medium**: 3.30 - 3.65, **Moderately High**: 3.65 - 4.10, **High**: 4.10 +  
Response Categories: **Strongly Disagree** = 1, **Disagree** = 2, **Neutral** = 3, **Agree** = 4, **Strongly Agree** = 5

### 1. Comparison by Employment Status

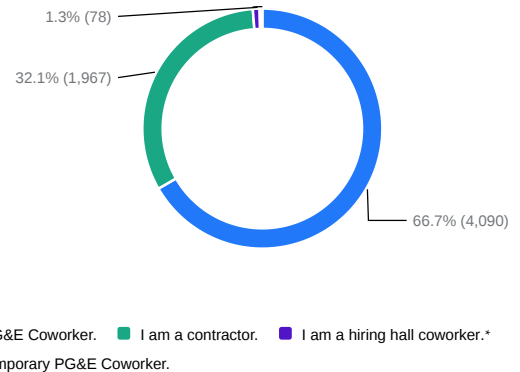
Average Response Scores by Statement Category



Overall Average Response Score



Number of Responses 6,135



\*A hiring hall is a union-operated job placement office.

Average Response Scores by Statement

Wildfire Safety	I am a contractor.	I am a hiring hall coworker.	I am a PG&E Coworker.	I am a temporary PG&E Coworker.
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.09	4.30	3.76	4.14
I feel comfortable discussing wildfire hazards with my supervisor	4.77	4.77	4.70	4.80
Leaders actively seek out signs of potential wildfire hazards	4.60	4.67	4.33	4.57
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.73	4.83	4.59	4.57
Our management acts quickly to address wildfire hazards	4.68	4.74	4.39	4.62
People in my workgroup report all wildfire hazards, no matter how minor	4.63	4.72	4.46	4.71
People look for wildfire hazards and risks as work progresses	4.67	4.78	4.48	4.57
Protecting the community from wildfire hazards is clearly a high priority with management	4.78	4.83	4.63	4.90
Wildfire and personal safety concerns are communicated openly	4.76	4.85	4.63	4.80

Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

Average Response Scores by Statement

Personal Safety	I am a contractor.	I am a hiring hall coworker.	I am a PG&E Coworker.	I am a temporary PG&E Coworker.
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.60	4.70	4.36	4.52
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.44	4.61	4.42	4.62
I take responsibility for the safety of myself and others in my work area	4.80	4.83	4.76	4.71
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.65	4.70	4.61	4.62
Leaders keep people prepared to intervene when an emergency occurs	4.51	4.72	4.21	4.57
Leaders use mistakes and incidents as learning opportunities	4.57	4.74	4.26	4.62
Pausing work for hazards and safety concerns is viewed positively	4.66	4.76	4.54	4.67
People focus on one task at a time and avoid distractions	4.17	4.43	3.65	4.38
People have the ability to respond to and correct problems and errors before they get out of control	4.53	4.67	4.22	4.57
People have the skills they need to resolve workplace safety issues	4.47	4.69	4.19	4.52
We have the right tools for the job	4.48	4.57	4.05	4.38

Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

Overall Average Response Scores by Statement

Overall Workplace Culture	I am a contractor.	I am a hiring hall coworker.	I am a PG&E Coworker.	I am a temporary PG&E Coworker.
I believe managers apply the same rules for all workers	4.38	4.46	4.02	4.43
Information about important events and lessons learned is shared within my workgroup	4.61	4.67	4.38	4.67
Leaders encourage people to ask questions	4.64	4.67	4.39	4.67
Managers treat workers with respect	4.56	4.60	4.33	4.57
My supervisor makes sure all employee concerns are heard before job decisions are made	4.44	4.67	4.27	4.52
My supervisor would use whatever power they have to help me out	4.59	4.69	4.47	4.57
People in my workgroup treat each other with respect	4.59	4.63	4.42	4.48
People listen to one another: it is rare that someone's views go unheard	4.41	4.48	4.13	4.38
People report mistakes they make, even if others do not notice them	4.18	4.38	3.92	4.10
The company cares about my opinions	4.27	4.38	3.73	4.14

Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

## Demographic Comparisons

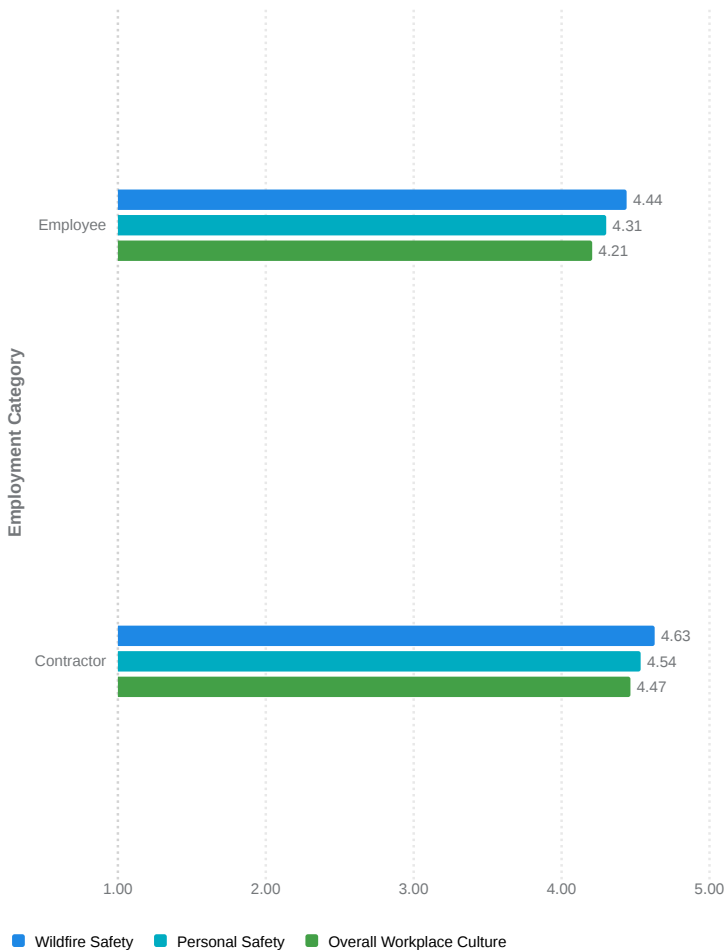
Survey respondents were asked to provide demographic information at the conclusion of the **Energy Safety Workforce Survey**. These responses were used to conduct analyses and provide these subgroup comparisons.

In order to protect respondent anonymity and to avoid making inaccurate generalizations based on an inadequate sample size, comparisons were not computed for groups with fewer than five respondents.

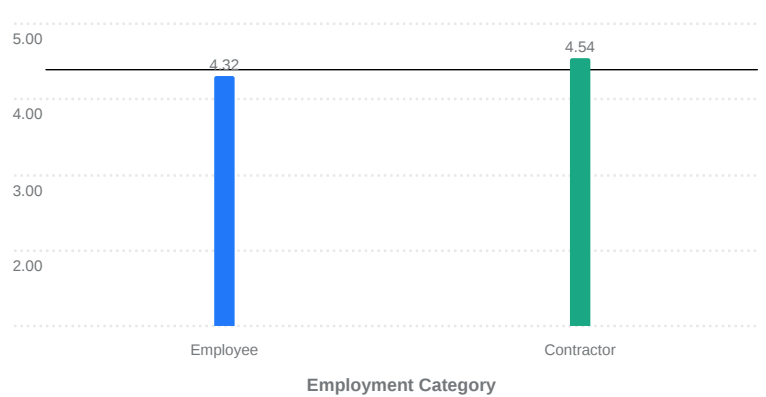
Average Response Score Metrics: **Low: < 3.30**, **Medium: 3.30 - 3.65**, **Moderately High: 3.65 - 4.10**, **High: 4.10 +**  
 Response Categories: **Strongly Disagree = 1**, **Disagree = 2**, **Neutral = 3**, **Agree = 4**, **Strongly Agree = 5**

## Addition Comparison by Employment Status

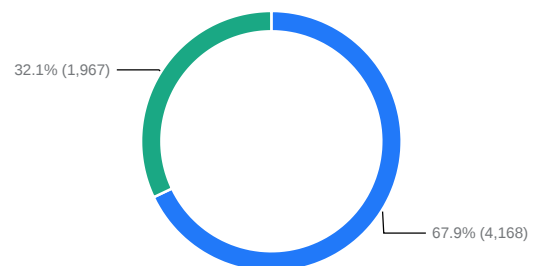
Average Response Scores by Statement Category



Overall Average Response Score



Number of Responses 6,135



### Average Response Scores by Statement

Wildfire Safety	Contractor	Employee
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.09	3.77
I feel comfortable discussing wildfire hazards with my supervisor	4.77	4.70
Leaders actively seek out signs of potential wildfire hazards	4.60	4.33
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.73	4.59
Our management acts quickly to address wildfire hazards	4.68	4.40
People in my workgroup report all wildfire hazards, no matter how minor	4.63	4.46
People look for wildfire hazards and risks as work progresses	4.67	4.48
Protecting the community from wildfire hazards is clearly a high priority with management	4.78	4.64
Wildfire and personal safety concerns are communicated openly	4.76	4.63

Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

### Average Response Scores by Statement

Personal Safety	Contractor	Employee
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.60	4.37
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.44	4.43
I take responsibility for the safety of myself and others in my work area	4.80	4.76
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.65	4.61
Leaders keep people prepared to intervene when an emergency occurs	4.51	4.22
Leaders use mistakes and incidents as learning opportunities	4.57	4.27
Pausing work for hazards and safety concerns is viewed positively	4.66	4.54
People focus on one task at a time and avoid distractions	4.17	3.67
People have the ability to respond to and correct problems and errors before they get out of control	4.53	4.23
People have the skills they need to resolve workplace safety issues	4.47	4.20
We have the right tools for the job	4.48	4.06

Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

### Overall Average Response Scores by Statement

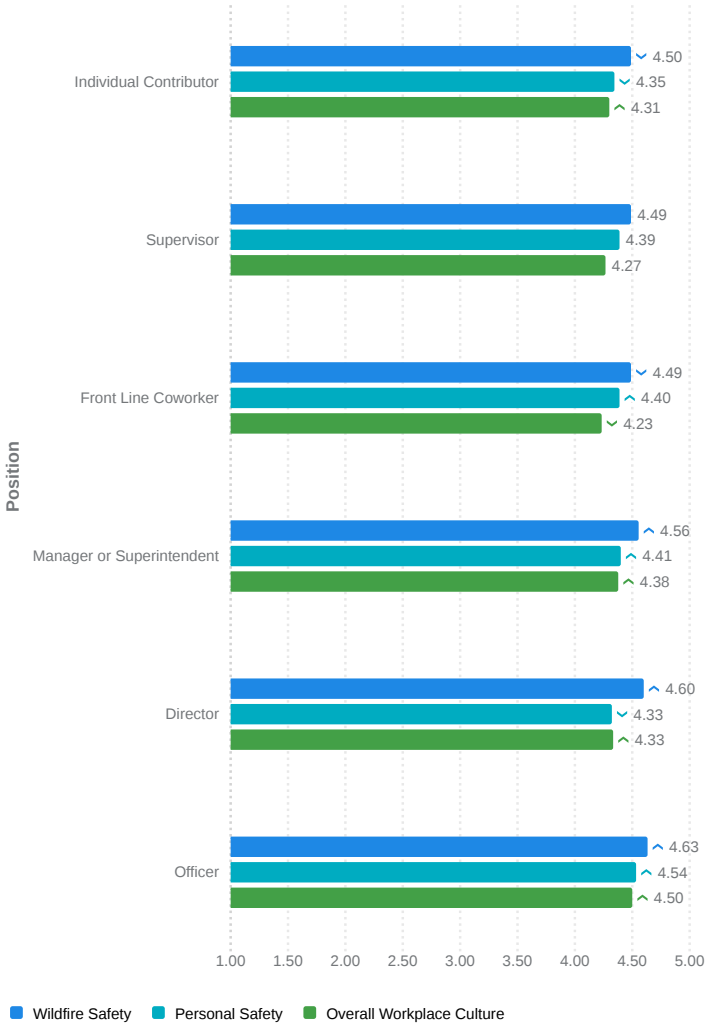
Overall Workplace Culture	Contractor	Employee
I believe managers apply the same rules for all workers	4.38	4.03
Information about important events and lessons learned is shared within my workgroup	4.61	4.39
Leaders encourage people to ask questions	4.64	4.40
Managers treat workers with respect	4.56	4.33
My supervisor makes sure all employee concerns are heard before job decisions are made	4.44	4.27
My supervisor would use whatever power they have to help me out	4.59	4.47
People in my workgroup treat each other with respect	4.59	4.42
People listen to one another: it is rare that someone's views go unheard	4.41	4.13
People report mistakes they make, even if others do not notice them	4.18	3.92
The company cares about my opinions	4.27	3.74

Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

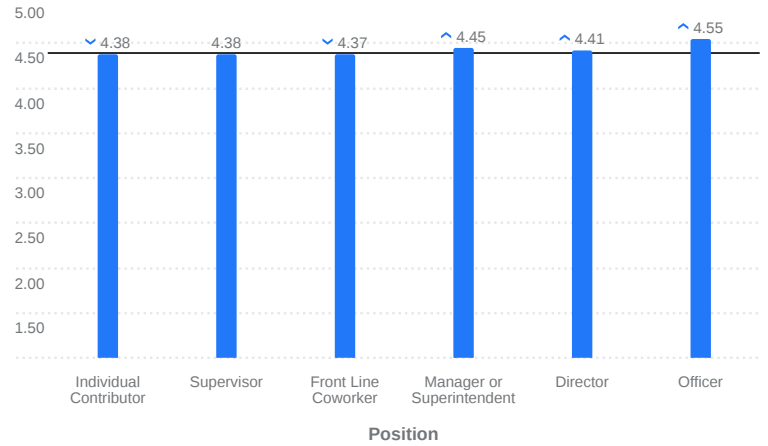


## 2. Comparison by Position

Average Response Scores by Statement Category



Overall Average Response Score



Number of Responses 6,110

Position	Count	Percent
Director	157	3%
Front Line Coworker	2,022	33%
Individual Contributor	2,401	39%
Manager or Superintendent	619	10%
Officer	123	2%
Supervisor	788	13%

### Average Response Scores by Statement

Wildfire Safety	Director	Front Line Coworker	Individual Contributor	Manager or Superintendent	Officer	Supervisor
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.04	3.85	3.87	3.91	4.15	3.79
I feel comfortable discussing wildfire hazards with my supervisor	4.87	4.68	4.72	4.80	4.81	4.74
Leaders actively seek out signs of potential wildfire hazards	4.46	4.40	4.41	4.49	4.64	4.39
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.69	4.64	4.61	4.70	4.65	4.64
Our management acts quickly to address wildfire hazards	4.58	4.47	4.49	4.55	4.65	4.45
People in my workgroup report all wildfire hazards, no matter how minor	4.58	4.53	4.49	4.53	4.60	4.52
People look for wildfire hazards and risks as work progresses	4.56	4.55	4.51	4.57	4.67	4.56
Protecting the community from wildfire hazards is clearly a high priority with management	4.86	4.63	4.69	4.74	4.82	4.68
Wildfire and personal safety concerns are communicated openly	4.76	4.64	4.67	4.76	4.72	4.67

Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

### Average Response Scores by Statement

Personal Safety	Director	Front Line Coworker	Individual Contributor	Manager or Superintendent	Officer	Supervisor
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.38	4.41	4.43	4.54	4.62	4.48
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.50	4.44	4.36	4.51	4.62	4.50
I take responsibility for the safety of myself and others in my work area	4.91	4.77	4.73	4.85	4.81	4.82
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.78	4.57	4.62	4.74	4.70	4.68
Leaders keep people prepared to intervene when an emergency occurs	4.24	4.32	4.30	4.34	4.54	4.28
Leaders use mistakes and incidents as learning opportunities	4.39	4.33	4.36	4.45	4.57	4.38
Pausing work for hazards and safety concerns is viewed positively	4.69	4.54	4.57	4.66	4.71	4.63
People focus on one task at a time and avoid distractions	3.41	4.03	3.73	3.66	4.03	3.78
People have the ability to respond to and correct problems and errors before they get out of control	4.24	4.35	4.31	4.32	4.47	4.31
People have the skills they need to resolve workplace safety issues	4.11	4.33	4.26	4.24	4.36	4.27
We have the right tools for the job	3.96	4.27	4.15	4.16	4.47	4.16

Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

### Average Response Scores by Statement

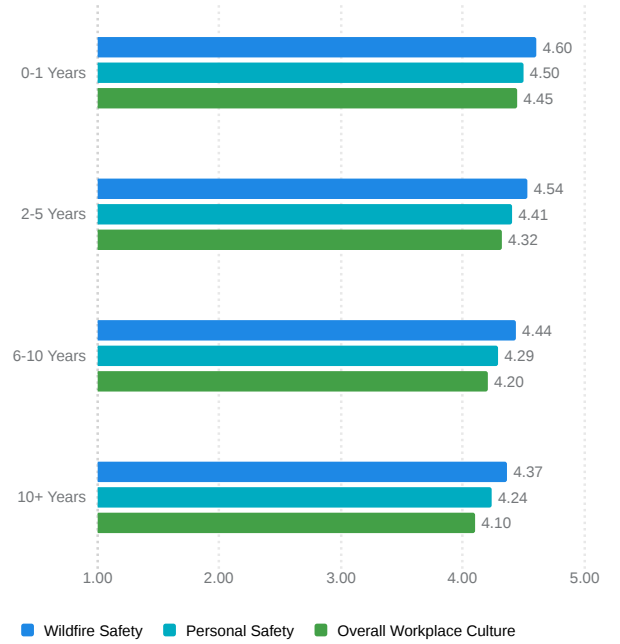
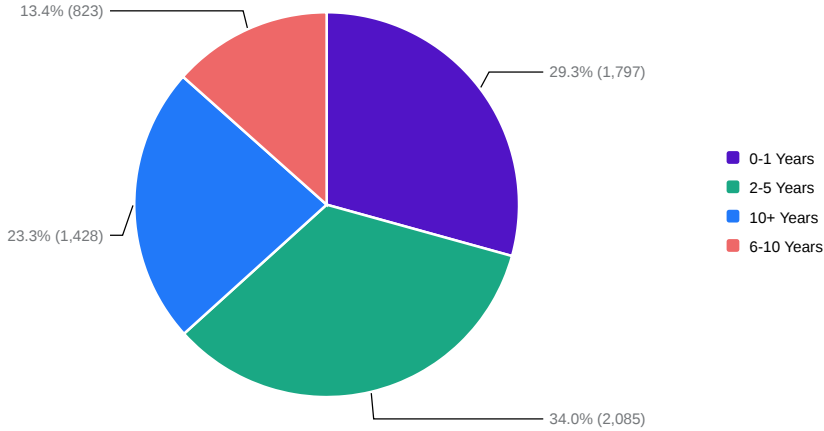
Overall Workplace Culture	Director	Front Line Coworker	Individual Contributor	Manager or Superintendent	Officer	Supervisor
I believe managers apply the same rules for all workers	4.17	4.02	4.17	4.35	4.35	4.15
Information about important events and lessons learned is shared within my workgroup	4.51	4.42	4.45	4.52	4.60	4.48
Leaders encourage people to ask questions	4.56	4.41	4.48	4.55	4.67	4.50
Managers treat workers with respect	4.52	4.30	4.43	4.56	4.56	4.42
My supervisor makes sure all employee concerns are heard before job decisions are made	4.25	4.30	4.34	4.36	4.55	4.28
My supervisor would use whatever power they have to help me out	4.60	4.45	4.53	4.59	4.63	4.51
People in my workgroup treat each other with respect	4.59	4.39	4.53	4.54	4.61	4.42
People listen to one another: it is rare that someone's views go unheard	4.21	4.17	4.25	4.28	4.36	4.20
People report mistakes they make, even if others do not notice them	3.83	4.02	4.01	4.01	4.13	3.96
The company cares about my opinions	4.09	3.83	3.91	4.06	4.51	3.82

Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

## 4. Comparison by Tenure

Number of Responses 6,133

Average Response Scores by Statement Category



Overall Average Response Score



## Average Response Scores by Statement

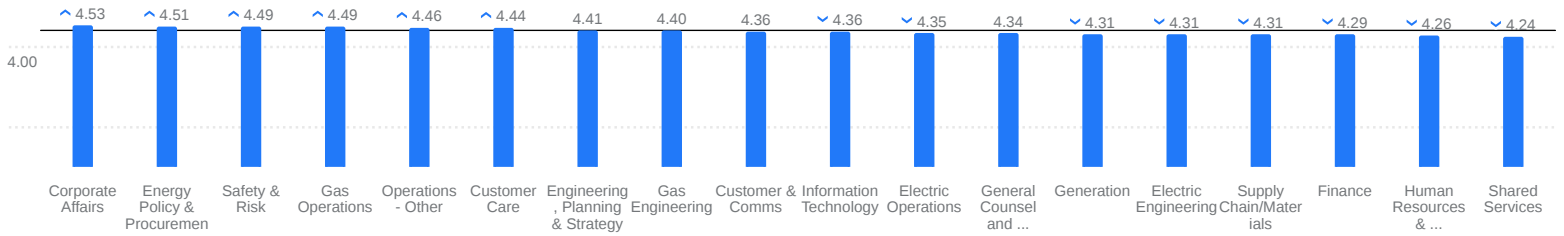
Wildfire Safety	0-1 Years	2-5 Years	6-10 Years	10+ Years
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.02	3.94	3.75	3.63
I feel comfortable discussing wildfire hazards with my supervisor	4.77	4.74	4.71	4.64
Leaders actively seek out signs of potential wildfire hazards	4.57	4.46	4.32	4.23
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.70	4.66	4.58	4.54
Our management acts quickly to address wildfire hazards	4.64	4.52	4.39	4.31
People in my workgroup report all wildfire hazards, no matter how minor	4.59	4.54	4.46	4.41
People look for wildfire hazards and risks as work progresses	4.63	4.57	4.48	4.43
Protecting the community from wildfire hazards is clearly a high priority with management	4.77	4.70	4.63	4.57
Wildfire and personal safety concerns are communicated openly	4.74	4.70	4.64	4.55

Personal Safety	0-1 Years	2-5 Years	6-10 Years	10+ Years
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.57	4.48	4.33	4.29
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.46	4.43	4.39	4.43
I take responsibility for the safety of myself and others in my work area	4.80	4.77	4.74	4.75
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.68	4.62	4.62	4.57
Leaders use mistakes and incidents as learning opportunities	4.54	4.42	4.26	4.13
Leaders keep people prepared to intervene when an emergency occurs	4.47	4.37	4.19	4.11
Pausing work for hazards and safety concerns is viewed positively	4.65	4.59	4.55	4.50
People focus on one task at a time and avoid distractions	4.06	3.86	3.65	3.58
People have the ability to respond to and correct problems and errors before they get out of control	4.47	4.37	4.20	4.14
People have the skills they need to resolve workplace safety issues	4.42	4.33	4.18	4.10
We have the right tools for the job	4.37	4.23	4.05	3.99

Overall Workplace Culture	0-1 Years	2-5 Years	6-10 Years	10+ Years
I believe managers apply the same rules for all workers	4.35	4.20	4.02	3.87
Information about important events and lessons learned is shared within my workgroup	4.59	4.49	4.36	4.30
Leaders encourage people to ask questions	4.61	4.50	4.40	4.31
Managers treat workers with respect	4.57	4.43	4.33	4.20
My supervisor makes sure all employee concerns are heard before job decisions are made	4.44	4.34	4.26	4.20
My supervisor would use whatever power they have to help me out	4.61	4.52	4.46	4.41
People in my workgroup treat each other with respect	4.60	4.47	4.45	4.32
People listen to one another: it is rare that someone's views go unheard	4.39	4.25	4.11	4.03
People report mistakes they make, even if others do not notice them	4.16	4.04	3.91	3.82
The company cares about my opinions	4.17	3.96	3.73	3.59

## 5. Comparison by Line of Business

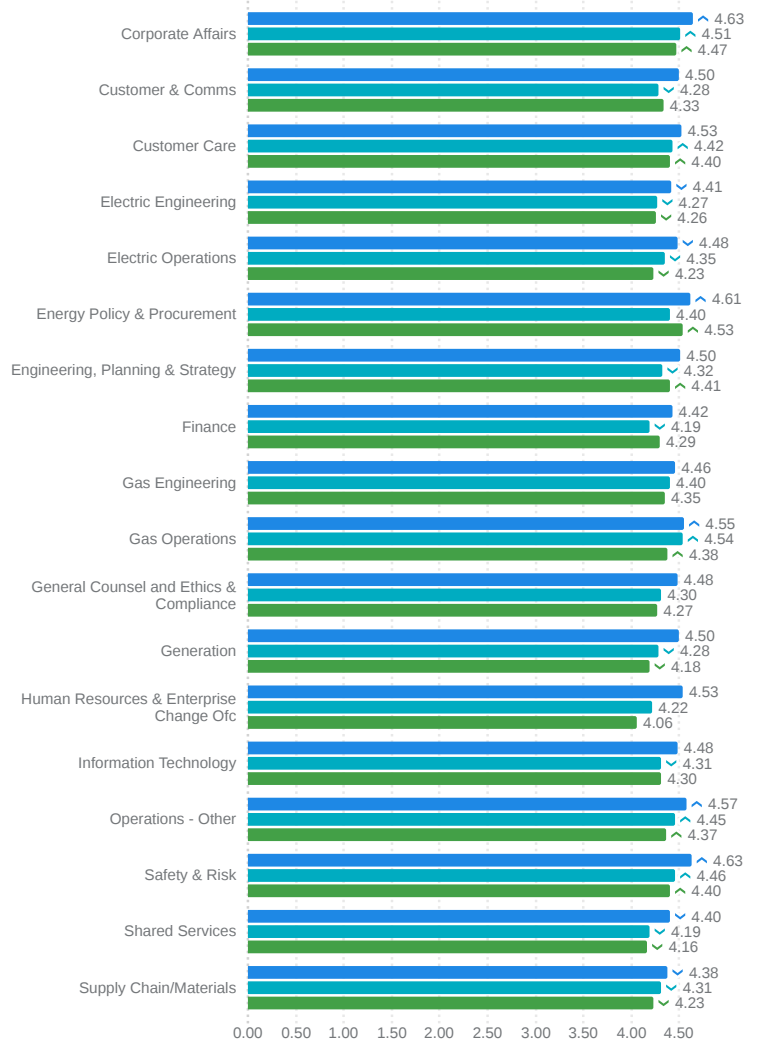
Overall Average Response Score



Number of Responses 6,139

Line of Bsns	Count	Percent
Corporate Affairs	53	1%
Customer & Comms	87	1%
Customer Care	173	3%
Electric Engineering	413	7%
Electric Operations	2,534	41%
Energy Policy & Procurement	20	0%
Engineering, Planning & Strategy	143	2%
Finance	24	0%
Gas Engineering	50	1%
Gas Operations	520	8%
General Counsel and Ethics & Compliance	34	1%
Generation	75	1%
Human Resources & Enterprise Change Ofc	5	0%
Information Technology	238	4%
Operations - Other	1,127	18%
Safety & Risk	339	6%
Shared Services	228	4%
Supply Chain/Materials	76	1%

Average Response Scores by Statement Category



■ Wildfire Safety ■ Personal Safety ■ Overall Workplace Culture

## Comparison by Line of Business 1

Energy Safety Workforce Survey 2022 Comparison by Line of Business	Corporate Affairs	Customer & Comms	Customer Care	Electric Engineering	Electric Operations	Energy Policy & Procurement
<b>Wildfire Safety</b>						
My workgroup consistently follows procedures to control workplace hazards in our work areas	4.73	4.57	4.58	4.56	4.64	4.55
I feel comfortable discussing wildfire hazards with my supervisor	4.81	4.69	4.67	4.64	4.71	4.80
Wildfire and personal safety concerns are communicated openly	4.79	4.67	4.65	4.59	4.64	4.80
Protecting the community from wildfire hazards is clearly a high priority with management	4.87	4.66	4.74	4.65	4.64	4.85
People look for wildfire hazards and risks as work progresses	4.58	4.46	4.51	4.43	4.53	4.55
People in my workgroup report all wildfire hazards, no matter how minor	4.57	4.51	4.56	4.39	4.51	4.65
Our management acts quickly to address wildfire hazards	4.67	4.50	4.60	4.35	4.43	4.63
Leaders actively seek out signs of potential wildfire hazards	4.51	4.46	4.50	4.29	4.39	4.60
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.18	3.93	3.91	3.75	3.81	4.10
<b>Personal Safety</b>						
I take responsibility for the safety of myself and others in my work area	4.85	4.68	4.72	4.72	4.77	4.85
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.64	4.61	4.57	4.58	4.60	4.75
Pausing work for hazards and safety concerns is viewed positively	4.65	4.57	4.63	4.53	4.55	4.70
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.58	4.37	4.50	4.34	4.42	4.40
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.59	4.32	4.44	4.34	4.40	4.70
People have the skills they need to resolve workplace safety issues	4.50	4.05	4.35	4.19	4.26	4.20
Leaders use mistakes and incidents as learning opportunities	4.59	4.40	4.46	4.27	4.30	4.55
Leaders keep people prepared to intervene when an emergency occurs	4.52	4.29	4.41	4.20	4.26	4.30
- People have the ability to respond to and correct problems and errors before they get out of control	4.48	4.16	4.44	4.20	4.29	4.30
We have the right tools for the job	4.18	4.06	4.21	4.02	4.15	4.15
People focus on one task at a time and avoid distractions	4.02	3.53	3.91	3.60	3.84	3.45
<b>Overall Workplace Culture</b>						
People in my workgroup treat each other with respect	4.62	4.48	4.63	4.55	4.41	4.70
My supervisor would use whatever power they have to help me out	4.58	4.58	4.54	4.54	4.46	4.75
Leaders encourage people to ask questions	4.60	4.52	4.55	4.42	4.41	4.65
Information about important events and lessons learned is shared within my workgroup	4.58	4.43	4.51	4.43	4.40	4.55
My supervisor makes sure all employee concerns are heard before job decisions are made	4.47	4.38	4.43	4.30	4.27	4.55
Managers treat workers with respect	4.60	4.50	4.52	4.34	4.33	4.70
People listen to one another: it is rare that someone's views go unheard	4.53	4.29	4.33	4.16	4.17	4.45
I believe managers apply the same rules for all workers	4.27	4.13	4.25	4.07	4.06	4.60
People report mistakes they make, even if others do not notice them	4.29	4.01	4.13	3.95	3.96	4.10
The company cares about my opinions	4.10	3.96	4.09	3.79	3.80	4.25

Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

## Comparison by Line of Business 2

Energy Safety Workforce Survey 2022 Comparison by Line of Business	Engineering, Planning & Strategy	Finance	Gas Engineering	Gas Operations	General Counsel and Ethics & Compliance	Generation
<b>Wildfire Safety</b>						
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.58	4.54	4.64	4.66	4.44	4.59
I feel comfortable discussing wildfire hazards with my supervisor	4.74	4.67	4.72	4.68	4.91	4.77
Wildfire and personal safety concerns are communicated openly	4.69	4.58	4.74	4.68	4.59	4.62
Protecting the community from wildfire hazards is clearly a high priority with management	4.73	4.67	4.76	4.71	4.62	4.72
People look for wildfire hazards and risks as work progresses	4.55	4.42	4.48	4.61	4.45	4.54
People in my workgroup report all wildfire hazards, no matter how minor	4.54	4.33	4.42	4.54	4.41	4.52
Our management acts quickly to address wildfire hazards	4.42	4.33	4.41	4.59	4.50	4.56
Leaders actively seek out signs of potential wildfire hazards	4.37	4.38	4.28	4.53	4.38	4.39
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.93	3.87	3.70	3.96	4.03	3.79
<b>Personal Safety</b>						
I take responsibility for the safety of myself and others in my work area	4.75	4.58	4.78	4.78	4.65	4.74
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.59	4.42	4.66	4.69	4.70	4.75
Pausing work for hazards and safety concerns is viewed positively	4.56	4.50	4.62	4.66	4.59	4.60
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.30	4.25	4.48	4.59	4.24	4.41
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.35	4.21	4.58	4.60	4.38	4.30
People have the skills they need to resolve workplace safety issues	4.29	4.08	4.36	4.45	4.09	4.18
Leaders use mistakes and incidents as learning opportunities	4.32	4.17	4.50	4.48	4.38	4.17
Leaders keep people prepared to intervene when an emergency occurs	4.27	4.17	4.28	4.51	4.35	4.04
People have the ability to respond to and correct problems and errors before they get out of control	4.26	4.13	4.32	4.50	4.33	4.17
We have the right tools for the job	4.16	4.04	4.06	4.48	4.09	4.04
People focus on one task at a time and avoid distractions	3.71	3.54	3.78	4.20	3.53	3.63
<b>Overall Workplace Culture</b>						
People in my workgroup treat each other with respect	4.64	4.50	4.62	4.42	4.44	4.39
My supervisor would use whatever power they have to help me out	4.64	4.71	4.64	4.52	4.59	4.58
Leaders encourage people to ask questions	4.59	4.46	4.54	4.58	4.41	4.42
Information about important events and lessons learned is shared within my workgroup	4.49	4.29	4.58	4.59	4.41	4.35
My supervisor makes sure all employee concerns are heard before job decisions are made	4.43	4.50	4.44	4.43	4.29	4.31
Managers treat workers with respect	4.48	4.46	4.54	4.50	4.32	4.32
People listen to one another: it is rare that someone's views go unheard	4.35	4.08	4.30	4.28	4.18	4.05
I believe managers apply the same rules for all workers	4.31	4.17	4.18	4.27	4.03	3.93
People report mistakes they make, even if others do not notice them	4.06	3.83	4.02	4.15	3.91	3.81
The company cares about my opinions	4.06	3.88	3.60	4.03	4.09	3.68

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

## Comparison by Line of Business 3

<b>Energy Safety Workforce Survey 2022 Comparison by Line of Business</b>	Human Resources & Enterprise Change Ofc	Information Technology	Operations - Other	Safety & Risk	Shared Services	Supply Chain/Materials
<b>Wildfire Safety</b>						
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.60	4.56	4.71	4.69	4.53	4.49
I feel comfortable discussing wildfire hazards with my supervisor	4.60	4.67	4.78	4.80	4.75	4.60
Wildfire and personal safety concerns are communicated openly	4.80	4.66	4.73	4.75	4.68	4.59
Protecting the community from wildfire hazards is clearly a high priority with management	4.80	4.69	4.72	4.81	4.65	4.61
People look for wildfire hazards and risks as work progresses	4.80	4.48	4.63	4.61	4.38	4.31
People in my workgroup report all wildfire hazards, no matter how minor	4.60	4.42	4.60	4.60	4.31	4.26
Our management acts quickly to address wildfire hazards	4.40	4.46	4.59	4.66	4.41	4.45
Leaders actively seek out signs of potential wildfire hazards	4.20	4.39	4.49	4.60	4.19	4.24
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.00	3.96	3.90	4.12	3.68	3.85
<b>Personal Safety</b>						
I take responsibility for the safety of myself and others in my work area	4.80	4.70	4.82	4.83	4.75	4.75
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.80	4.55	4.67	4.69	4.71	4.46
Pausing work for hazards and safety concerns is viewed positively	4.80	4.52	4.65	4.61	4.50	4.45
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.40	4.37	4.47	4.50	4.25	4.30
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.60	4.42	4.54	4.56	4.22	4.31
People have the skills they need to resolve workplace safety issues	4.20	4.23	4.34	4.30	4.10	4.30
Leaders use mistakes and incidents as learning opportunities	4.20	4.33	4.48	4.51	4.17	4.29
Leaders keep people prepared to intervene when an emergency occurs	4.00	4.33	4.38	4.47	4.12	4.21
People have the ability to respond to and correct problems and errors before they get out of control	3.60	4.28	4.41	4.41	4.12	4.33
We have the right tools for the job	3.80	4.05	4.30	4.34	3.92	4.21
People focus on one task at a time and avoid distractions	3.20	3.64	3.91	3.83	3.28	3.83
<b>Overall Workplace Culture</b>						
People in my workgroup treat each other with respect	4.60	4.50	4.54	4.58	4.44	4.36
My supervisor would use whatever power they have to help me out	4.60	4.53	4.57	4.58	4.44	4.41
Leaders encourage people to ask questions	4.60	4.43	4.54	4.60	4.38	4.34
Information about important events and lessons learned is shared within my workgroup	4.40	4.38	4.52	4.58	4.35	4.42
My supervisor makes sure all employee concerns are heard before job decisions are made	4.00	4.41	4.33	4.42	4.24	4.27
Managers treat workers with respect	4.20	4.39	4.49	4.52	4.33	4.30
People listen to one another: it is rare that someone's views go unheard	4.00	4.18	4.30	4.30	4.06	4.23
I believe managers apply the same rules for all workers	3.80	4.18	4.25	4.25	3.98	4.18
People report mistakes they make, even if others do not notice them	3.00	4.00	4.07	4.04	3.79	3.90
The company cares about my opinions	3.40	4.00	4.04	4.17	3.60	3.88

Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

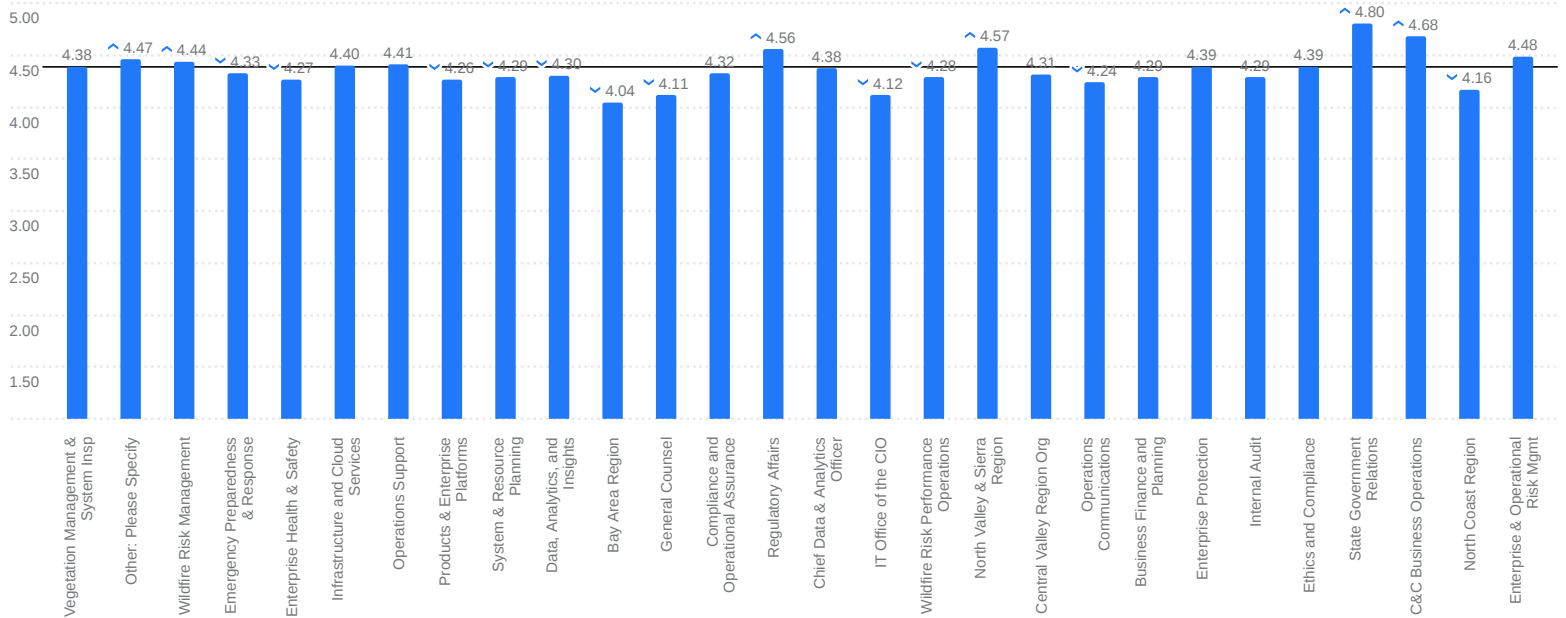


## 6. Comparison by Department

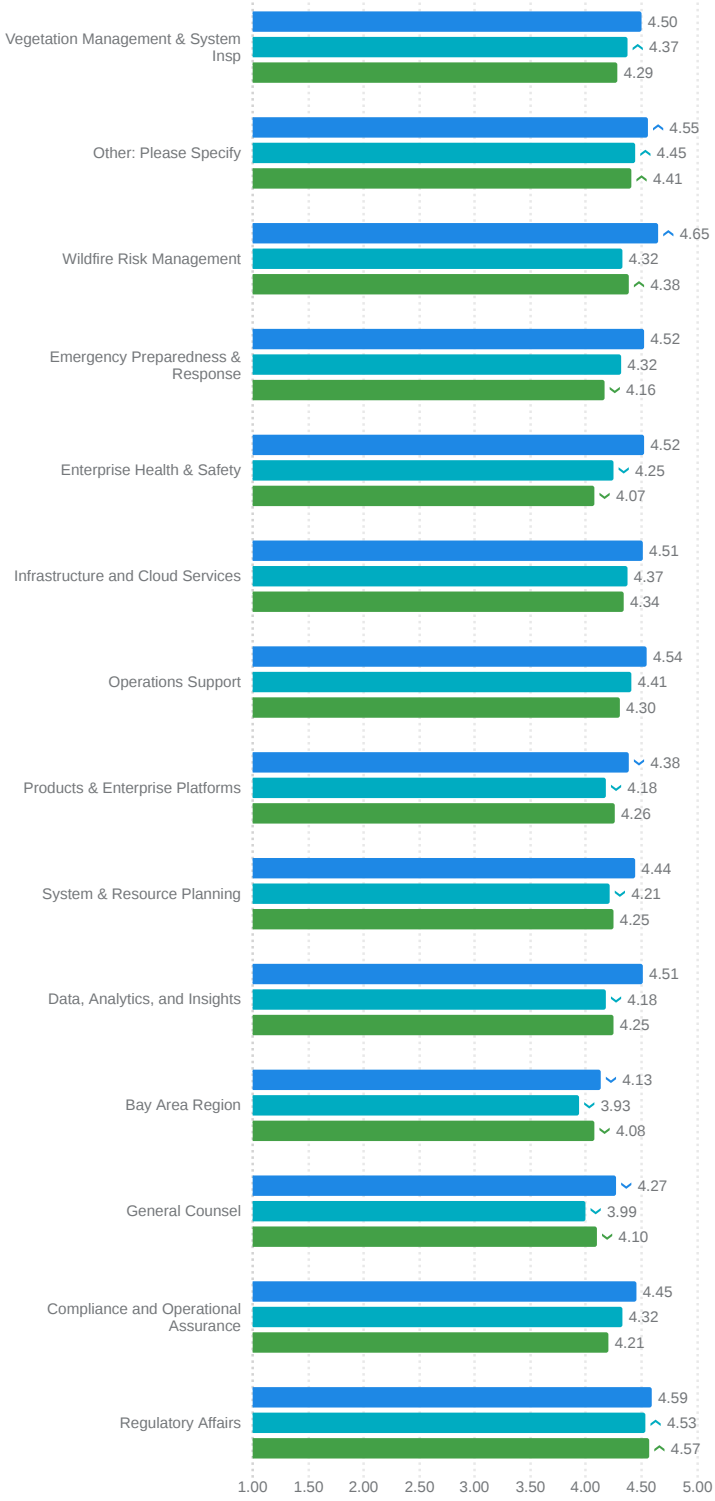
Response Counts by Department

Department	Count	Percent	Department	Count	Percent	Department	Count	Percent	Department	Count	Percent
Wildfire Risk Performance Operations	10	1%	Other: Please Specify	196	17%	HR & Strategy Solutions	2	0%	Data, Analytics, and Insights	21	2%
Wildfire Risk Management	78	7%	Operations Support	42	4%	General Counsel	15	1%	Corporate Affairs Compliance, Risk and O	2	0%
Vegetation Management & System Insp	390	34%	Operations Communications	8	1%	Federal Affairs	2	0%	Controller	4	0%
Treasury	1	0%	North Valley & Sierra Region	9	1%	Ethics and Compliance	7	1%	Compliance and Operational Assurance	15	1%
System & Resource Planning	28	2%	North Coast Region	6	1%	Enterprise Risk / Operational Risk Valid	4	0%	Chief Data & Analytics Officer	11	1%
State Government Relations	6	1%	IT Office of the CIO	10	1%	Enterprise Protection	8	1%	Central Valley Region Org	8	1%
South Bay & Central Coast Region	3	0%	Investor Relations	1	0%	Enterprise Health & Safety	54	5%	C&C Business Operations	6	1%
Regulatory Affairs	13	1%	Internal Audit	7	1%	Enterprise Change Office	2	0%	Business Finance and Planning	8	1%
Project Mgmt Office - Special Projects	2	0%	Infrastructure and Cloud Services	52	5%	Enterprise & Operational Risk Mgmt	5	0%	Bay Area Region	18	2%
Products & Enterprise Platforms	34	3%	HR Service Delivery & Inclusion	1	0%	Emergency Preparedness & Response	63	5%			

Overall Average Response Score

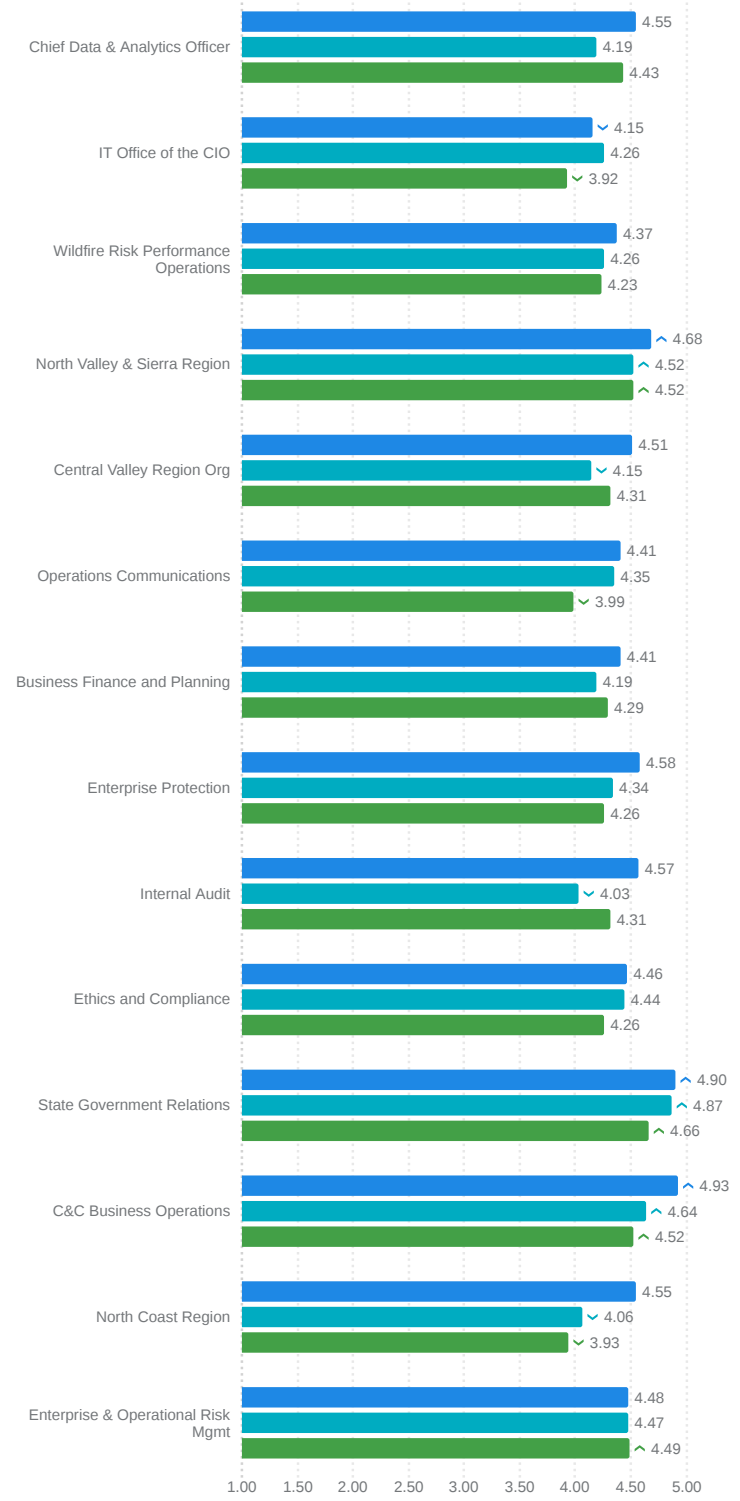


Average Response Scores by Safety Components



■ Wildfire Safety ■ Personal Safety ■ Overall Workplace Culture

Average Response Scores by Safety Components (cont.)



■ Wildfire Safety ■ Personal Safety ■ Overall Workplace Culture

## Comparison by Department 1

2022 Energy Safety Workforce Survey Comparison by Department		Bay Area Region	Business Finance and Planning	C&C Business Operations	Central Valley Region Org	Chief Data & Analytics Officer	Compliance and Operational Assurance	Data, Analytics, and Insights
<b>Wildfire Safety</b>								
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.24	4.50	5.00	4.50	4.64	4.60	4.60	
I feel comfortable discussing wildfire hazards with my supervisor	4.33	4.75	5.00	4.75	4.64	4.93	4.76	
Wildfire and personal safety concerns are communicated openly	4.39	4.50	5.00	4.75	4.73	4.60	4.71	
Protecting the community from wildfire hazards is clearly a high priority with management	4.39	4.75	5.00	4.63	4.82	4.67	4.67	
People look for wildfire hazards and risks as work progresses	4.06	4.63	5.00	4.50	4.64	4.47	4.57	
People in my workgroup report all wildfire hazards, no matter how minor	4.11	4.13	4.83	4.50	4.64	4.53	4.39	
Our management acts quickly to address wildfire hazards	4.11	4.38	4.83	4.75	4.45	4.27	4.50	
Leaders actively seek out signs of potential wildfire hazards	4.00	4.38	5.00	4.38	4.55	4.13	4.35	
People in my workgroup report all wildfire hazards, no matter how minor	3.56	3.57	4.67	3.88	3.82	3.87	4.00	
<b>Personal Safety</b>								
I take responsibility for the safety of myself and others in my work area	4.33	4.63	5.00	4.75	4.82	4.80	4.67	
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.39	4.25	4.83	4.88	4.82	4.80	4.50	
Pausing work for hazards and safety concerns is viewed positively	4.28	4.63	5.00	4.75	4.73	4.73	4.45	
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.11	4.25	4.83	4.38	4.09	4.53	4.30	
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	3.94	4.38	4.50	4.13	4.27	4.27	4.37	
People have the skills they need to resolve workplace safety issues	3.72	4.25	4.33	3.75	4.09	4.13	4.05	
Leaders use mistakes and incidents as learning opportunities	4.22	4.38	4.67	4.38	4.45	4.07	4.33	
Leaders keep people prepared to intervene when an emergency occurs	3.94	4.25	4.83	4.00	4.00	4.13	4.20	
People have the ability to respond to and correct problems and errors before they get out of control	3.78	4.13	4.50	4.00	3.82	4.13	4.20	
We have the right tools for the job	3.65	3.75	4.17	3.75	3.82	4.07	3.95	
People focus on one task at a time and avoid distractions	2.89	3.25	4.33	2.88	3.18	3.87	2.90	
<b>Overall Workplace Culture</b>								
People in my workgroup treat each other with respect	4.17	4.38	4.83	4.25	4.73	4.27	4.33	
My supervisor would use whatever power they have to help me out	4.28	4.75	4.67	4.63	4.64	4.73	4.52	
Leaders encourage people to ask questions	4.22	4.50	4.67	4.38	4.73	4.20	4.38	
Information about important events and lessons learned is shared within my workgroup	4.17	4.25	4.67	4.38	4.36	4.40	4.33	
My supervisor makes sure all employee concerns are heard before job decisions are made	4.06	4.25	4.50	4.63	4.09	4.40	4.33	
Managers treat workers with respect	4.28	4.63	4.67	4.38	4.64	4.40	4.43	
People listen to one another: it is rare that someone's views go unheard	4.11	4.25	4.50	4.38	4.09	4.27	4.15	
I believe managers apply the same rules for all workers	3.94	4.13	4.50	4.25	4.55	4.00	4.40	
People report mistakes they make, even if others do not notice them	3.78	3.88	4.00	4.00	4.27	3.73	3.62	
The company cares about my opinions	3.78	3.88	4.17	3.88	4.18	3.67	4.00	

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

## Comparison by Department 2

2022 Energy Safety Workforce Survey Comparison by Department	Emergency Preparedness & Response	Enterprise & Operational Risk Mgmt	Enterprise Health & Safety	Enterprise Protection	Ethics and Compliance	General Counsel	Infrastructure and Cloud Services
<b>Wildfire Safety</b> My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.71	4.40	4.72	4.63	4.29	4.33	4.60
I feel comfortable discussing wildfire hazards with my supervisor	4.82	4.60	4.80	4.63	4.86	5.00	4.80
Wildfire and personal safety concerns are communicated openly	4.68	4.60	4.70	4.88	4.71	4.33	4.71
Protecting the community from wildfire hazards is clearly a high priority with management	4.69	4.60	4.76	4.75	4.71	4.40	4.76
People look for wildfire hazards and risks as work progresses	4.53	4.60	4.60	4.50	4.57	4.27	4.61
People in my workgroup report all wildfire hazards, no matter how minor	4.49	--	4.50	4.63	4.29	4.13	4.53
Our management acts quickly to address wildfire hazards	4.42	4.60	4.50	4.25	4.71	4.20	4.43
Leaders actively seek out signs of potential wildfire hazards	4.33	--	4.39	4.63	4.57	3.93	4.34
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.00	--	3.72	4.38	3.43	3.87	3.70
<b>Personal Safety</b>							
I take responsibility for the safety of myself and others in my work area	4.84	4.60	4.87	5.00	4.71	4.60	4.84
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.67	4.60	4.70	4.63	4.71	4.73	4.74
Pausing work for hazards and safety concerns is viewed positively	4.63	4.60	4.24	4.63	4.71	4.47	4.71
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.40	--	4.67	4.50	4.57	4.07	4.57
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.31	--	4.28	4.50	4.71	3.87	4.57
People have the skills they need to resolve workplace safety issues	4.21	4.40	3.87	4.13	4.29	3.60	4.31
Leaders use mistakes and incidents as learning opportunities	4.41	4.80	4.13	4.50	4.57	4.00	4.41
Leaders keep people prepared to intervene when an emergency occurs	4.37	4.80	4.24	4.50	4.57	3.93	4.29
People have the ability to respond to and correct problems and errors before they get out of control	4.30	4.80	4.11	4.38	4.43	3.93	4.39
We have the right tools for the job	4.03	4.40	4.04	3.38	3.71	3.73	3.94
People focus on one task at a time and avoid distractions	3.35	3.40	3.56	3.63	3.86	3.00	3.28
<b>Overall Workplace Culture</b>							
People in my workgroup treat each other with respect	4.35	4.40	4.31	4.63	4.14	4.53	4.65
My supervisor would use whatever power they have to help me out	4.49	4.60	4.39	4.50	4.57	4.53	4.75
Leaders encourage people to ask questions	4.38	4.40	4.33	4.63	4.43	4.20	4.44
Information about important events and lessons learned is shared within my workgroup	4.35	4.40	4.35	4.50	4.43	4.33	4.48
My supervisor makes sure all employee concerns are heard before job decisions are made	4.24	4.60	4.24	4.13	4.29	4.13	4.53
Managers treat workers with respect	4.30	4.40	4.22	4.38	4.43	4.20	4.38
People listen to one another: it is rare that someone's views go unheard	3.94	4.60	3.91	4.13	4.00	4.00	4.20
I believe managers apply the same rules for all workers	3.92	4.60	3.65	4.00	4.29	3.67	3.98
People report mistakes they make, even if others do not notice them	3.92	4.40	3.61	4.13	4.29	3.53	4.10
The company cares about my opinions	3.75	--	3.70	3.63	3.71	3.87	3.90

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

### Comparison by Department 3

2022 Energy Safety Workforce Survey Comparison by Department	Internal Audit	IT Office of the CIO	North Coast Region	North Valley & Sierra Region	Operations Communications	Operations Support	Other: Please Specify
<b>Wildfire Safety</b>							
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.71	4.33	4.50	4.78	4.43	4.58	4.65
I feel comfortable discussing wildfire hazards with my supervisor	4.86	4.22	4.83	4.89	4.57	4.78	4.78
Wildfire and personal safety concerns are communicated openly	4.86	4.44	4.80	4.89	4.57	4.70	4.72
Protecting the community from wildfire hazards is clearly a high priority with management	4.71	4.56	4.67	4.78	4.57	4.78	4.80
People look for wildfire hazards and risks as work progresses	4.43	4.13	4.50	4.89	4.14	4.64	4.54
People in my workgroup report all wildfire hazards, no matter how minor	4.57	4.11	4.33	4.78	4.50	4.43	4.54
Our management acts quickly to address wildfire hazards	4.29	4.11	4.50	4.44	4.50	4.73	4.57
Leaders actively seek out signs of potential wildfire hazards	4.43	4.22	4.50	4.78	4.50	4.53	4.43
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.29	3.22	4.33	3.89	3.83	3.73	3.93
<b>Personal Safety</b>							
I take responsibility for the safety of myself and others in my work area	4.71	4.44	4.33	5.00	4.86	4.93	4.80
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.86	4.56	4.50	4.89	4.57	4.74	4.73
Pausing work for hazards and safety concerns is viewed positively	4.71	4.44	4.17	4.88	4.71	4.76	4.64
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.14	4.22	4.17	4.89	4.29	4.49	4.50
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	3.71	4.11	4.33	4.67	4.29	4.48	4.51
People have the skills they need to resolve workplace safety issues	3.71	4.22	3.83	4.22	4.00	4.14	4.36
Leaders use mistakes and incidents as learning opportunities	3.57	4.22	4.17	4.33	4.57	4.32	4.45
Leaders keep people prepared to intervene when an emergency occurs	3.71	4.44	4.17	4.44	4.29	4.33	4.41
People have the ability to respond to and correct problems and errors before they get out of control	3.86	4.44	4.17	4.44	4.43	4.36	4.38
We have the right tools for the job	4.14	4.11	3.67	4.56	4.29	4.20	4.30
People focus on one task at a time and avoid distractions	3.14	3.67	3.17	3.44	3.57	3.73	3.82
<b>Overall Workplace Culture</b>							
People in my workgroup treat each other with respect	4.71	4.22	4.17	4.67	4.29	4.44	4.60
My supervisor would use whatever power they have to help me out	4.86	4.11	4.50	4.67	4.43	4.51	4.66
Leaders encourage people to ask questions	4.57	4.22	4.50	4.78	4.00	4.49	4.59
Information about important events and lessons learned is shared within my workgroup	4.29	4.22	3.83	4.44	4.14	4.41	4.55
My supervisor makes sure all employee concerns are heard before job decisions are made	4.86	4.11	4.00	4.44	4.00	4.35	4.50
Managers treat workers with respect	4.43	3.78	4.17	4.78	4.43	4.38	4.50
People listen to one another: it is rare that someone's views go unheard	4.00	3.78	3.67	4.44	3.57	4.41	4.34
I believe managers apply the same rules for all workers	4.29	3.67	3.50	4.44	3.43	4.02	4.28
People report mistakes they make, even if others do not notice them	3.57	3.56	3.17	4.22	4.29	4.08	4.10
The company cares about my opinions	3.57	3.56	3.83	4.33	3.29	3.93	3.96

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

## Comparison by Department 4

2022 Energy Safety Workforce Survey Comparison by Department	Products & Enterprise Platforms	Regulatory Affairs	State Government Relations	System & Resource Planning	Vegetation Management & System Insp	Wildfire Risk Management	Wildfire Risk Performance Operations
<b>Wildfire Safety</b>							
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.53	4.75	4.67	4.43	4.68	4.62	4.40
I feel comfortable discussing wildfire hazards with my supervisor	4.61	4.85	4.67	4.79	4.74	4.82	4.60
Wildfire and personal safety concerns are communicated openly	4.68	4.77	5.00	4.61	4.68	4.81	4.50
Protecting the community from wildfire hazards is clearly a high priority with management	4.59	4.85	5.00	4.68	4.62	4.86	4.50
People look for wildfire hazards and risks as work progresses	4.29	4.54	5.00	4.43	4.57	4.61	4.30
People in my workgroup report all wildfire hazards, no matter how minor	4.15	4.54	4.83	4.46	4.58	4.71	4.22
Our management acts quickly to address wildfire hazards	4.27	4.62	5.00	4.36	4.44	4.55	4.30
Leaders actively seek out signs of potential wildfire hazards	4.30	4.46	5.00	4.36	4.37	4.56	4.40
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.00	4.00	5.00	3.89	3.82	4.32	4.10
<b>Personal Safety</b>							
I take responsibility for the safety of myself and others in my work area	4.82	4.92	5.00	4.75	4.80	4.78	4.50
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.56	4.77	4.80	4.39	4.67	4.64	4.50
Pausing work for hazards and safety concerns is viewed positively	4.38	4.83	5.00	4.36	4.61	4.62	4.50
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.41	4.67	4.83	4.29	4.53	4.33	4.20
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.18	4.83	5.00	4.36	4.52	4.46	4.20
People have the skills they need to resolve workplace safety issues	3.97	4.64	5.00	4.25	4.22	4.24	4.20
Leaders use mistakes and incidents as learning opportunities	4.15	4.67	4.83	4.18	4.39	4.51	4.20
Leaders keep people prepared to intervene when an emergency occurs	4.18	4.38	4.83	4.22	4.25	4.37	4.30
People have the ability to respond to and correct problems and errors before they get out of control	4.00	4.25	5.00	4.07	4.28	4.22	4.22
We have the right tools for the job	3.70	3.92	4.67	3.89	4.13	4.08	4.10
People focus on one task at a time and avoid distractions	3.55	3.92	4.60	3.48	3.65	3.31	3.90
<b>Overall Workplace Culture</b>							
People in my workgroup treat each other with respect	4.50	4.77	4.67	4.58	4.52	4.60	4.40
My supervisor would use whatever power they have to help me out	4.50	4.69	4.83	4.54	4.56	4.57	4.40
Leaders encourage people to ask questions	4.29	4.69	4.83	4.38	4.45	4.59	4.40
Information about important events and lessons learned is shared within my workgroup	4.18	4.54	4.83	4.50	4.42	4.58	4.40
My supervisor makes sure all employee concerns are heard before job decisions are made	4.36	4.54	4.83	4.38	4.31	4.32	4.20
Managers treat workers with respect	4.38	4.77	4.83	4.19	4.45	4.47	4.33
People listen to one another: it is rare that someone's views go unheard	4.15	4.69	4.33	4.23	4.16	4.35	4.20
I believe managers apply the same rules for all workers	4.21	4.15	4.60	3.96	4.16	4.24	4.20
People report mistakes they make, even if others do not notice them	3.85	4.73	4.33	3.88	3.97	4.01	3.90
The company cares about my opinions	4.12	4.15	4.40	3.81	3.85	4.08	3.90

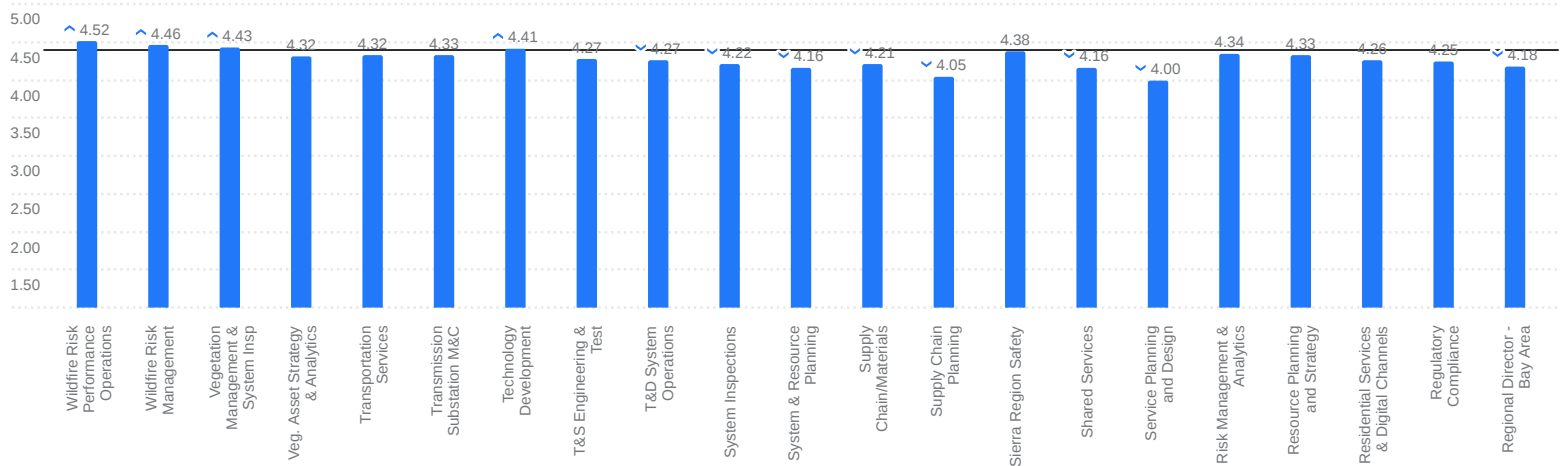
Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

## 7. Comparison by Work Group

Response Counts by Work Group

Workgroup	Count	Percent	Workgroup	Count	Percent	Workgroup	Count	Percent	Workgroup	Count	Percent
Wildfire Risk Performance Operations	7	0%	Quality and Inspections	62	1%	Gas Operations	99	2%	Electric Engineering	107	3%
Wildfire Risk Management	24	1%	Projects & Construction	105	3%	Gas Engineering	7	0%	Operations	678	16%
Vegetation Management & System Insp	193	5%	Power Generation	21	1%	Gas Distribution Operations	44	1%	Electric Asset & Regulatory	53	1%
Analytics	12	0%	PG&E Academy	5	0%	Gas Distribution	6	0%	Divisions	5	0%
Transportation Services	16	0%	Other: Please Specify	496	12%	Field Operations	17	0%	Deputy General Counsel, Operations	9	0%
Transmission Substation M&C	90	2%	Operations Support	17	0%	EP&S Decision Products	7	0%	Damage Prevention and Compliance	26	1%
Technology Development	19	0%	Nuclear Generation	9	0%	EP&R Strategy & Execution	8	0%	Customer Operations & Enablement	40	1%
T&S Engineering & Test	39	1%	North Valley & Sierra Region	6	0%	EP&R Public Safety	14	0%	Customer Experience & Regulatory Strategy	31	1%
T&D System Operations	67	2%	North Coast Region Safety	12	0%	Environmental Management & Programs	89	2%	Corporate Security	5	0%
System Inspections	46	1%	Meteorology and Fire Science	5	0%	Enterprise Vegetation Management	53	1%	Corporate Real Estate Strategy & Service	7	0%
System & Resource Planning	11	0%	Materials Distribution Operations	8	0%	Enterprise Public Works	7	0%	Contract Lifecycle Management	9	0%
Supply Chain/Materials	18	0%	Land Management 1	53	1%	Enterprise Operations	5	0%	Compliance and Operational Assurance	12	0%
Supply Chain Planning	5	0%	Internal Audit	5	0%	Enterprise Network Solutions	7	0%	Community Wildfire Safety Program	5	0%
Sierra Region Safety	12	0%	Infrastructure and Cloud Services	20	0%	Enhanced Vegetation Management	20	0%	Central Valley Region Safety	11	0%
Shared Services	18	0%	Ignitions Investigation	12	0%	Enhanced Ignition Investigations	6	0%	Central Valley Region Org	5	0%
Service Planning and Design	12	0%	Hazard Awareness & Warning Center	14	0%	Energy Policy and Procurement	5	0%	Central Design	77	2%
Risk Management & Analytics	8	0%	Generation	58	1%	Emergency Preparedness & Response	22	1%	Central Coast Region Safety	8	0%
Resource Planning and Strategy	12	0%	Gas Transmission	7	0%	Electric Work & Resource Planning	6	0%	Business Development & Customer Engagement	44	1%
Residential Services & Digital Channels	9	0%	Gas T&D Construction	151	4%	Electric Quality Management	49	1%	Bay Area Region	12	0%
Regulatory Compliance	12	0%	Gas Pipeline Operations & Maintenance	47	1%	Electric Ops, GIS and Wildfire Safety Pr	18	0%	Aviation Services	20	0%
Regional Director - Bay Area	6	0%	Gas Ops Project & Program Management	6	0%	Electric Operations	565	14%	Asset & Work Management	7	0%
									Analytics, Innovation & Strategy	11	0%
									Analytic Product Strategy	5	0%

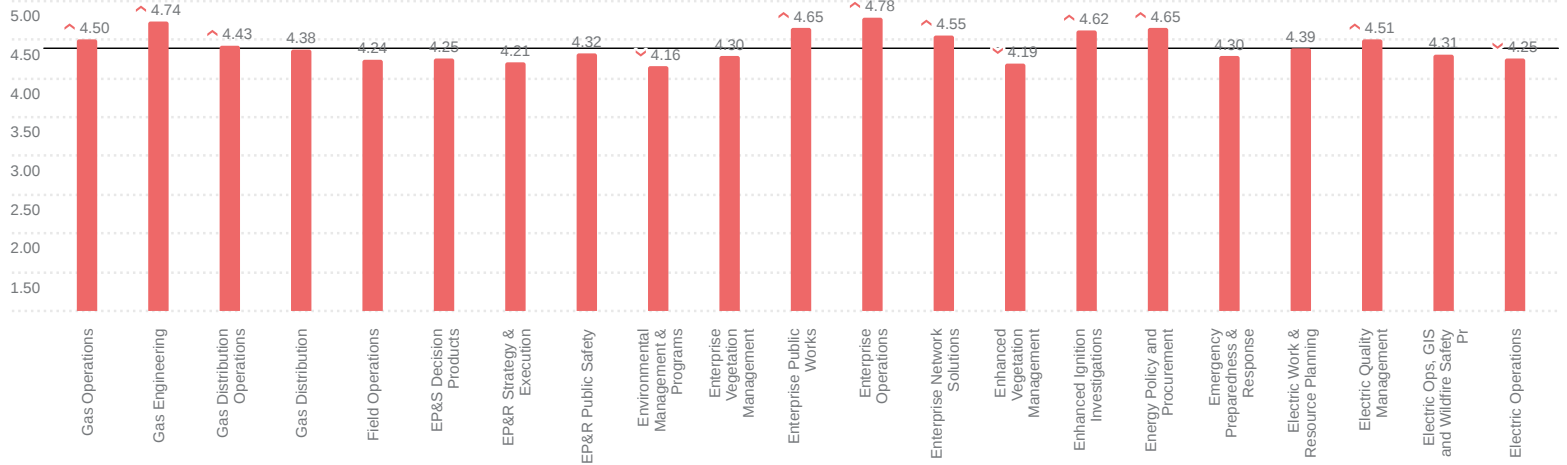
Overall Average Response Score (Wildfire Risk Performance Operations - Regional Director, Bay Area)



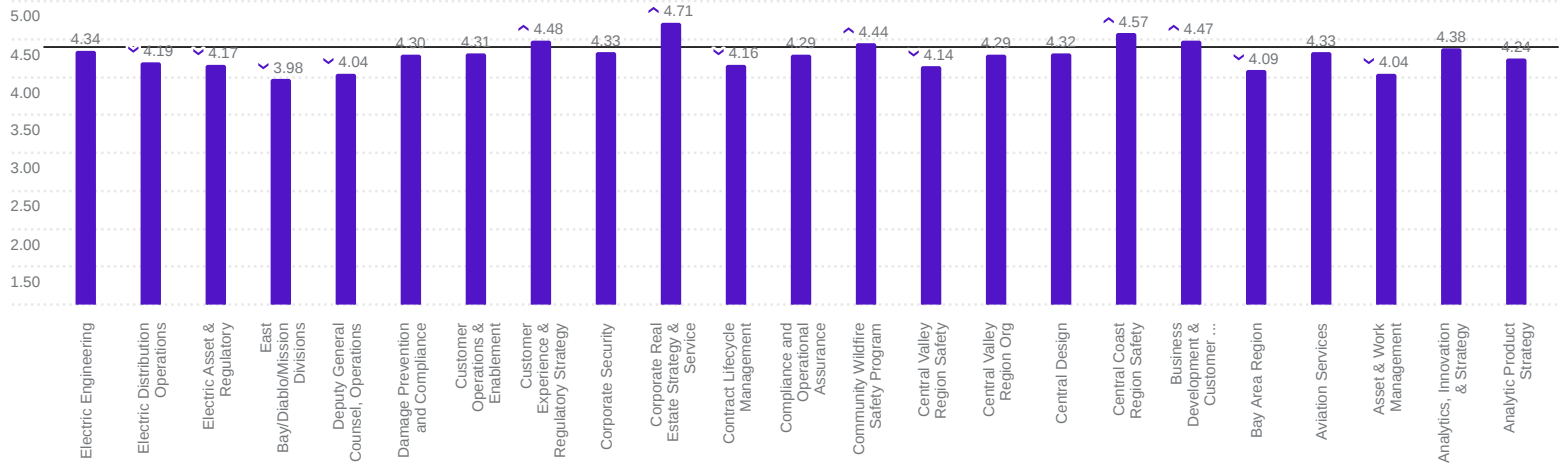
### Overall Average Response Score (Quality and Inspections - Gas Ops Project & Program Management)



### Overall Average Response Score (Gas Operations - Electric Operations)

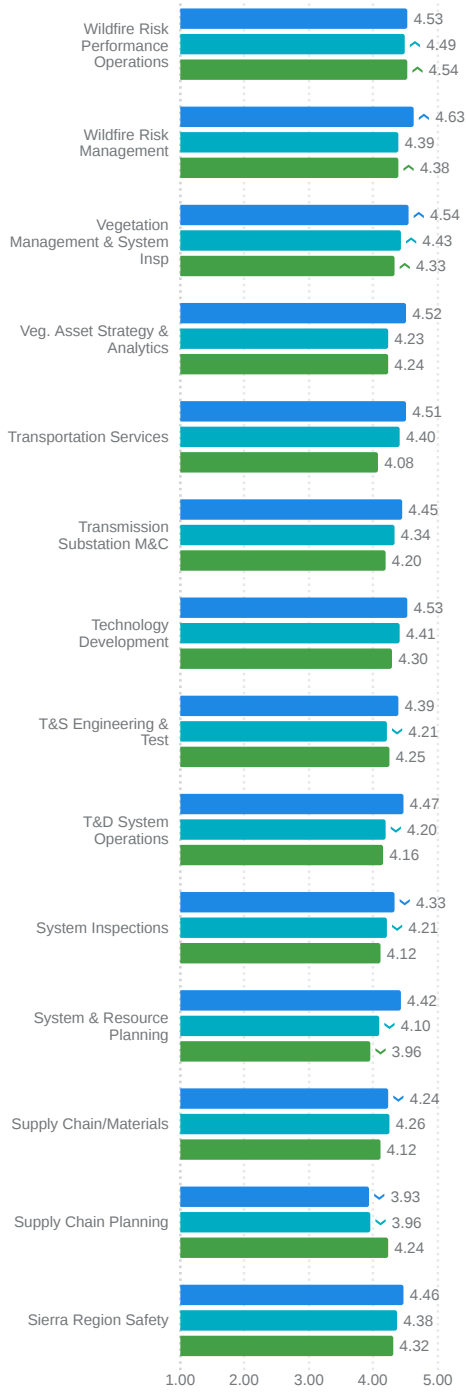


### Overall Average Response Score (Electric Engineering - Analytic Product Strategy)



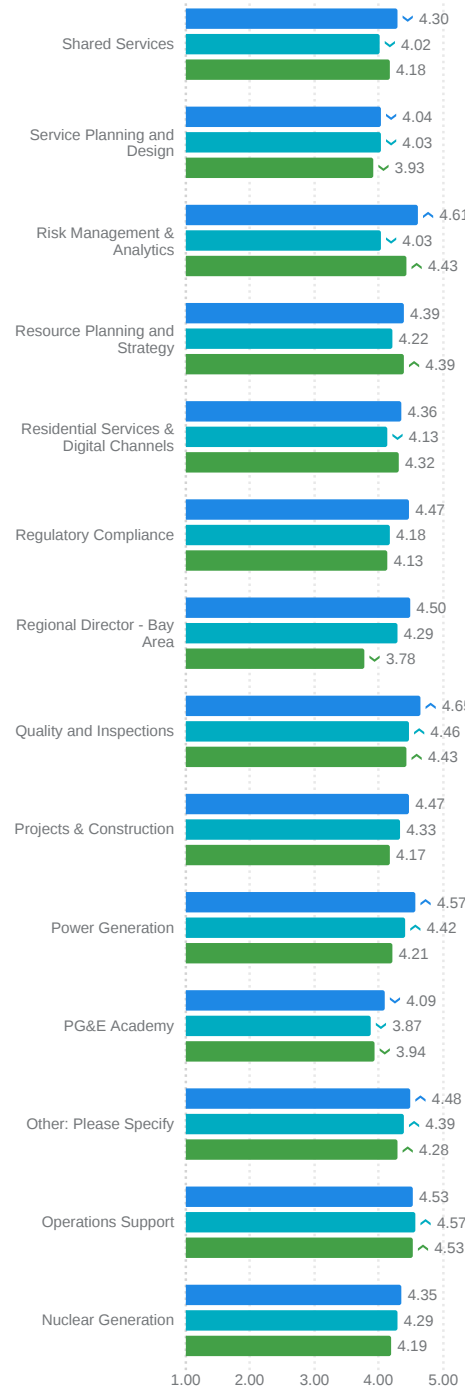


Average Response Scores by Safety Components



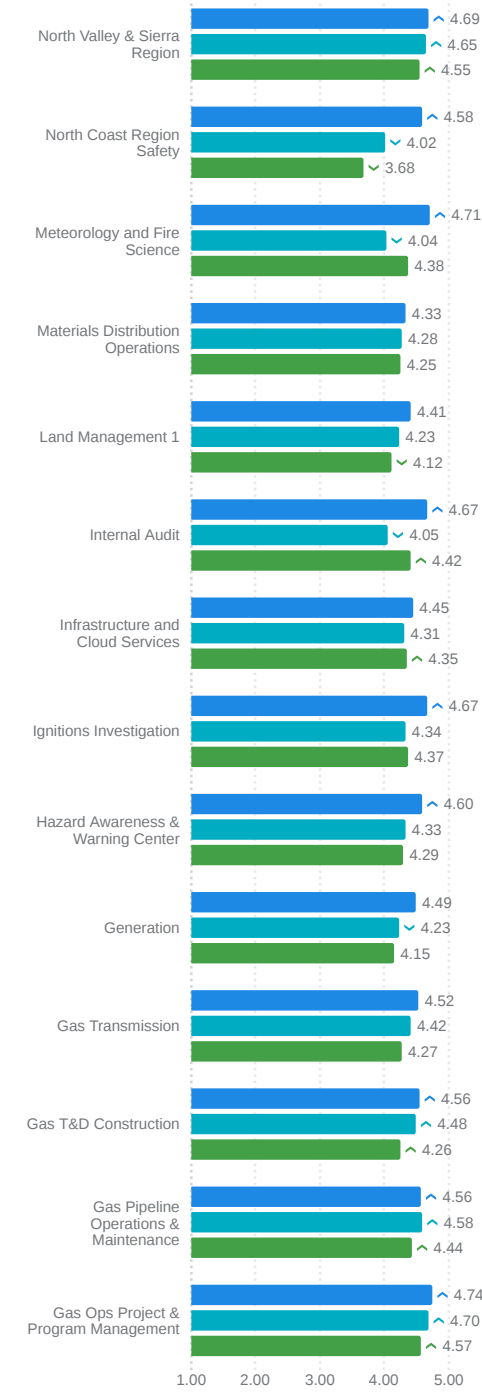
Wildfire Safety Personal Safety Overall Workplace Culture

Average Response Scores by Safety Components



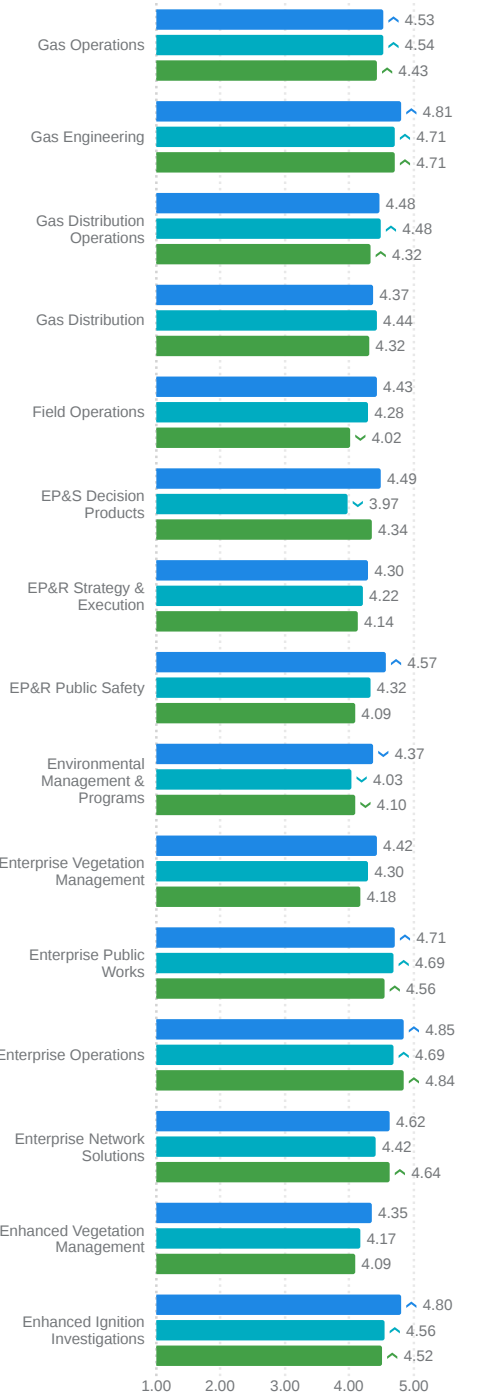
Wildfire Safety Personal Safety Overall Workplace Culture

Average Response Scores by Safety Components

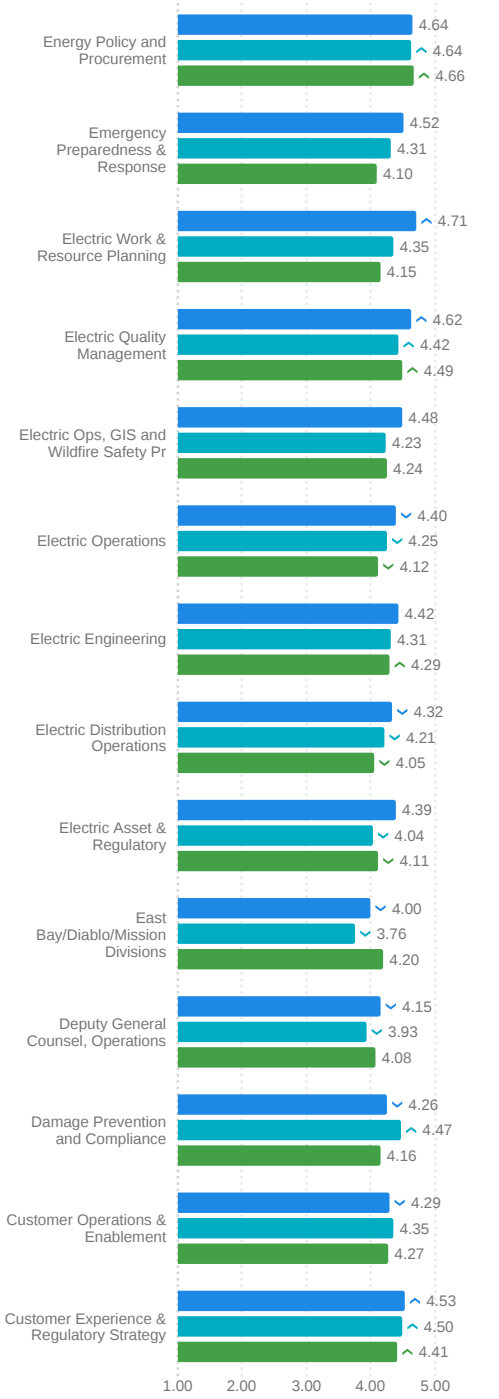


Wildfire Safety Personal Safety Overall Workplace Culture

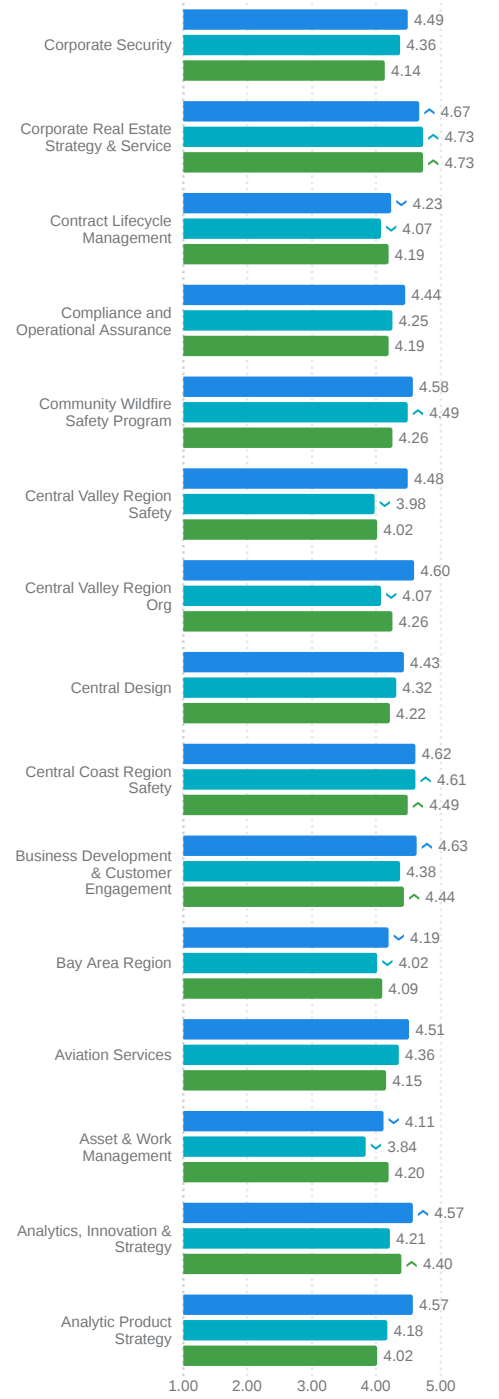
Average Response Scores by Safety Components



Average Response Scores by Safety Components



Average Response Scores by Safety Components



■ Wildfire Safety ■ Personal Safety ■ Overall Workplace Culture

■ Wildfire Safety ■ Personal Safety ■ Overall Workplace Culture

■ Wildfire Safety ■ Personal Safety ■ Overall Workplace Culture

## Comparison by Work Group 1

2022 Energy Safety Workforce Survey Comparison by Work Group	Analytic Product Strategy	Analytics, Innovation & Strategy	Asset & Work Management	Aviation Services	Bay Area Region	Business Development & Customer Engagement	Central Coast Region Safety
<b>Wildfire Safety</b>							
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.60	4.45	4.29	4.65	4.25	4.65	4.63
I feel comfortable discussing wildfire hazards with my supervisor	4.80	4.73	4.14	4.85	4.42	4.84	4.75
Wildfire and personal safety concerns are communicated openly	4.80	4.73	4.43	4.80	4.50	4.82	4.63
Protecting the community from wildfire hazards is clearly a high priority with management	4.60	4.82	4.57	4.85	4.42	4.89	4.75
People look for wildfire hazards and risks as work progresses	4.40	4.55	4.29	4.50	4.17	4.59	5.00
People in my workgroup report all wildfire hazards, no matter how minor	--	4.73	3.71	4.50	4.08	4.60	4.63
Our management acts quickly to address wildfire hazards	4.60	4.55	3.71	4.37	4.08	4.65	4.88
Leaders actively seek out signs of potential wildfire hazards	4.60	4.55	4.00	4.45	4.00	4.56	4.50
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.00	4.00	3.86	3.60	3.75	4.02	3.88
<b>Personal Safety</b>							
I take responsibility for the safety of myself and others in my work area	4.80	4.82	4.71	4.80	4.33	4.84	4.88
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.40	4.73	4.29	4.65	4.33	4.58	4.75
Pausing work for hazards and safety concerns is viewed positively	4.80	4.64	4.00	4.30	4.25	4.70	4.75
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.60	4.18	3.86	4.35	4.08	4.50	4.63
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.60	4.64	3.43	4.60	4.08	4.40	4.75
People have the skills they need to resolve workplace safety issues	4.20	3.91	3.50	4.40	3.75	4.26	4.63
Leaders use mistakes and incidents as learning opportunities	4.20	4.36	4.14	4.35	4.25	4.45	4.63
Leaders keep people prepared to intervene when an emergency occurs	4.20	4.09	4.00	4.15	4.08	4.40	4.50
People have the ability to respond to and correct problems and errors before they get out of control	4.00	4.00	3.43	4.40	3.92	4.43	4.63
We have the right tools for the job	3.80	3.82	3.57	4.30	3.92	4.00	4.50
People focus on one task at a time and avoid distractions	2.40	3.09	3.29	3.65	3.17	3.55	4.13
<b>Overall Workplace Culture</b>							
People in my workgroup treat each other with respect	4.00	4.64	4.57	4.40	4.08	4.72	4.88
My supervisor would use whatever power they have to help me out	4.40	4.73	4.29	4.55	4.33	4.73	4.63
Leaders encourage people to ask questions	4.40	4.55	4.00	4.35	4.25	4.65	4.50
Information about important events and lessons learned is shared within my workgroup	4.20	4.36	3.86	4.25	4.25	4.53	4.38
My supervisor makes sure all employee concerns are heard before job decisions are made	4.20	4.45	4.29	4.10	4.00	4.47	4.50
Managers treat workers with respect	4.20	4.64	4.57	4.30	4.25	4.66	4.88
People listen to one another: it is rare that someone's views go unheard	--	4.27	4.14	4.05	4.17	4.37	4.38
I believe managers apply the same rules for all workers	--	4.45	4.43	4.00	3.92	4.23	4.25
People report mistakes they make, even if others do not notice them	3.20	4.00	3.71	3.80	3.67	4.02	4.00
The company cares about my opinions	4.00	3.91	4.14	3.70	4.00	4.02	4.50

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

## Comparison by Work Group 2

2022 Energy Safety Workforce Survey Comparison by Work Group	Central Design	Central Valley Region Org	Central Valley Region Safety	Community Wildfire Safety Program	Compliance and Operational Assurance	Contract Lifecycle Management	Corporate Real Estate Strategy & Service
<b>Wildfire Safety</b>							
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.69	4.60	4.73	4.60	4.58	4.44	4.43
I feel comfortable discussing wildfire hazards with my supervisor	4.64	4.80	4.73	4.60	4.92	4.56	4.86
Wildfire and personal safety concerns are communicated openly	4.57	4.80	4.73	4.60	4.50	4.44	5.00
Protecting the community from wildfire hazards is clearly a high priority with management	4.66	4.80	4.82	4.80	4.75	4.67	4.86
People look for wildfire hazards and risks as work progresses	4.55	4.80	4.64	4.40	4.42	3.78	4.86
People in my workgroup report all wildfire hazards, no matter how minor	4.42	4.60	4.27	4.60	4.58	4.22	4.57
Our management acts quickly to address wildfire hazards	4.36	4.80	4.36	5.00	4.33	4.22	4.57
Leaders actively seek out signs of potential wildfire hazards	4.32	4.60	4.45	4.60	4.00	4.22	4.57
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.68	3.60	3.64	4.00	3.92	3.56	4.29
<b>Personal Safety</b>							
I take responsibility for the safety of myself and others in my work area	4.79	4.80	4.82	4.60	4.75	4.67	5.00
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.68	4.80	4.55	4.60	4.75	4.11	5.00
Pausing work for hazards and safety concerns is viewed positively	4.65	4.80	3.73	4.60	4.67	4.33	5.00
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.43	4.40	4.64	4.40	4.67	3.89	4.86
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.39	4.00	3.91	4.60	4.08	3.89	5.00
People have the skills they need to resolve workplace safety issues	4.22	3.40	3.64	4.20	4.17	4.33	4.43
Leaders use mistakes and incidents as learning opportunities	4.22	4.40	3.73	4.80	3.91	4.44	4.57
Leaders keep people prepared to intervene when an emergency occurs	4.19	3.80	4.00	4.60	4.08	4.00	4.71
People have the ability to respond to and correct problems and errors before they get out of control	4.25	3.80	3.73	4.60	4.00	4.11	4.71
We have the right tools for the job	4.09	3.60	3.80	4.40	3.92	3.78	4.43
People focus on one task at a time and avoid distractions	3.56	3.00	3.18	4.00	3.75	3.22	4.29
<b>Overall Workplace Culture</b>							
People in my workgroup treat each other with respect	4.55	4.40	4.18	4.40	4.25	4.33	5.00
My supervisor would use whatever power they have to help me out	4.52	4.40	4.73	4.40	4.83	4.33	4.71
Leaders encourage people to ask questions	4.35	4.40	4.36	4.40	4.08	4.22	4.86
Information about important events and lessons learned is shared within my workgroup	4.49	4.40	4.64	4.40	4.33	4.44	4.86
My supervisor makes sure all employee concerns are heard before job decisions are made	4.21	4.40	4.36	4.20	4.50	4.33	4.86
Managers treat workers with respect	4.29	4.20	4.09	4.40	4.50	4.22	4.86
People listen to one another: it is rare that someone's views go unheard	4.18	4.40	3.64	4.20	4.25	4.33	4.71
I believe managers apply the same rules for all workers	4.03	4.00	3.36	4.20	4.00	4.11	4.57
People report mistakes they make, even if others do not notice them	3.94	4.20	3.45	3.60	3.67	3.89	4.29
The company cares about my opinions	3.68	3.80	3.36	4.40	3.50	3.67	4.57

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

### Comparison by Work Group 3

2022 Energy Safety Workforce Survey Comparison by Work Group	Corporate Security	Customer Experience & Regulatory Strategy	Customer Operations & Enablement	Damage Prevention and Compliance	Deputy General Counsel, Operations	East Bay/ Diablo/ Mission Divisions	Electric Asset & Regulatory
<b>Wildfire Safety</b>							
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.60	4.65	4.35	4.31	4.11	4.20	4.43
I feel comfortable discussing wildfire hazards with my supervisor	4.60	4.58	4.51	4.42	5.00	4.20	4.68
Wildfire and personal safety concerns are communicated openly	4.80	4.59	4.47	4.27	4.33	4.20	4.60
Protecting the community from wildfire hazards is clearly a high priority with management	4.60	4.84	4.47	4.35	4.22	4.20	4.74
People look for wildfire hazards and risks as work progresses	4.40	4.65	4.30	4.35	4.22	3.80	4.38
People in my workgroup report all wildfire hazards, no matter how minor	4.60	4.53	4.32	4.42	3.78	4.00	4.23
Our management acts quickly to address wildfire hazards	4.00	4.65	4.36	4.27	3.89	4.00	4.17
Leaders actively seek out signs of potential wildfire hazards	4.60	4.53	4.28	4.19	3.78	4.00	4.27
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.20	3.81	3.59	3.73	4.00	3.40	3.96
<b>Personal Safety</b>							
I take responsibility for the safety of myself and others in my work area	5.00	4.77	4.54	4.65	4.56	4.20	4.68
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.80	4.55	4.54	4.77	4.78	4.40	4.51
Pausing work for hazards and safety concerns is viewed positively	4.80	4.65	4.62	4.65	4.44	4.40	4.38
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.60	4.42	4.54	4.54	4.00	4.00	4.29
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.60	4.58	4.35	4.54	3.56	3.80	4.21
People have the skills they need to resolve workplace safety issues	4.20	4.48	4.24	4.42	3.56	3.60	3.98
Leaders use mistakes and incidents as learning opportunities	4.60	4.61	4.42	4.38	4.00	4.40	4.11
Leaders keep people prepared to intervene when an emergency occurs	4.40	4.45	4.21	4.42	4.00	3.80	3.96
People have the ability to respond to and correct problems and errors before they get out of control	4.40	4.52	4.32	4.31	4.11	3.40	3.92
We have the right tools for the job	3.20	4.40	4.32	4.27	3.67	3.00	3.58
People focus on one task at a time and avoid distractions	3.40	4.06	3.82	4.19	2.56	2.40	2.81
<b>Overall Workplace Culture</b>							
People in my workgroup treat each other with respect	4.60	4.68	4.43	4.35	4.44	4.40	4.54
My supervisor would use whatever power they have to help me out	4.60	4.48	4.32	4.08	4.56	4.40	4.44
Leaders encourage people to ask questions	4.60	4.48	4.47	4.46	4.11	4.40	4.19
Information about important events and lessons learned is shared within my workgroup	4.40	4.48	4.42	4.40	4.33	4.40	4.27
My supervisor makes sure all employee concerns are heard before job decisions are made	4.00	4.40	4.39	4.04	4.00	4.20	4.10
Managers treat workers with respect	4.20	4.45	4.37	4.20	4.22	4.40	4.31
People listen to one another: it is rare that someone's views go unheard	4.00	4.45	4.13	4.15	4.00	4.20	3.96
I believe managers apply the same rules for all workers	3.80	4.39	4.05	4.12	3.67	4.20	3.92
People report mistakes they make, even if others do not notice them	4.00	4.19	4.08	4.08	3.56	4.00	3.79
The company cares about my opinions	3.20	4.06	4.03	3.69	3.89	3.40	3.56

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

## Comparison by Work Group 4

2022 Energy Safety Workforce Survey Comparison by Work Group	Electric Distribution Operations	Electric Engineering	Electric Operations	Electric Ops, GIS and Wildfire Safety Pr	Electric Quality Management	Electric Work & Resource Planning	Emergency Preparedness & Response
<b>Wildfire Safety</b>							
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.55	4.54	4.57	4.56	4.69	4.50	4.64
I feel comfortable discussing wildfire hazards with my supervisor	4.61	4.71	4.67	4.71	4.86	4.83	4.73
Wildfire and personal safety concerns are communicated openly	4.53	4.65	4.59	4.72	4.78	5.00	4.68
Protecting the community from wildfire hazards is clearly a high priority with management	4.49	4.66	4.58	4.56	4.78	5.00	4.68
People look for wildfire hazards and risks as work progresses	4.40	4.46	4.45	4.39	4.65	4.80	4.50
People in my workgroup report all wildfire hazards, no matter how minor	4.39	4.39	4.45	4.35	4.65	4.67	4.62
Our management acts quickly to address wildfire hazards	4.21	4.36	4.33	4.41	4.53	5.00	4.50
Leaders actively seek out signs of potential wildfire hazards	4.16	4.26	4.30	4.41	4.53	4.50	4.38
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.58	3.78	3.65	4.24	4.12	4.17	3.91
<b>Personal Safety</b>							
I take responsibility for the safety of myself and others in my work area	4.72	4.69	4.75	4.78	4.88	5.00	4.77
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.50	4.65	4.57	4.50	4.80	4.67	4.59
Pausing work for hazards and safety concerns is viewed positively	4.44	4.54	4.48	4.50	4.78	4.83	4.59
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.41	4.26	4.36	4.50	4.55	4.67	4.45
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.25	4.33	4.31	4.35	4.55	4.50	4.23
People have the skills they need to resolve workplace safety issues	4.14	4.22	4.13	4.00	4.24	3.83	4.14
Leaders use mistakes and incidents as learning opportunities	4.07	4.32	4.19	4.12	4.43	4.17	4.41
Leaders keep people prepared to intervene when an emergency occurs	4.07	4.25	4.17	4.12	4.24	4.33	4.41
People have the ability to respond to and correct problems and errors before they get out of control	4.09	4.26	4.19	4.12	4.27	4.00	4.32
We have the right tools for the job	3.92	4.10	3.96	3.71	4.12	4.17	4.14
People focus on one task at a time and avoid distractions	3.70	3.80	3.65	3.76	3.80	3.67	3.32
<b>Overall Workplace Culture</b>							
People in my workgroup treat each other with respect	4.27	4.52	4.34	4.44	4.73	4.33	4.50
My supervisor would use whatever power they have to help me out	4.35	4.62	4.36	4.44	4.73	4.50	4.45
Leaders encourage people to ask questions	4.26	4.48	4.31	4.28	4.59	4.33	4.27
Information about important events and lessons learned is shared within my workgroup	4.25	4.45	4.30	4.17	4.57	4.33	4.36
My supervisor makes sure all employee concerns are heard before job decisions are made	4.12	4.40	4.17	4.29	4.55	4.33	4.09
Managers treat workers with respect	4.19	4.31	4.22	4.33	4.61	4.00	4.00
People listen to one another: it is rare that someone's views go unheard	3.99	4.19	4.06	4.28	4.55	4.33	3.91
I believe managers apply the same rules for all workers	3.86	4.07	3.93	4.29	4.49	3.83	3.73
People report mistakes they make, even if others do not notice them	3.79	3.96	3.89	3.76	4.12	4.17	3.86
The company cares about my opinions	3.48	3.88	3.62	4.12	3.98	3.33	3.82

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

## Comparison by Work Group 5

2022 Energy Safety Workforce Survey Comparison by Work Group	Energy Policy and Procurement	Enhanced Ignition Investigations	Enhanced Vegetation Management	Enterprise Network Solutions	Enterprise Operations	Enterprise Public Works	Enterprise Vegetation Management
<b>Wildfire Safety</b>							
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.60	4.83	4.35	5.00	4.80	4.67	4.60
I feel comfortable discussing wildfire hazards with my supervisor	5.00	5.00	4.60	5.00	4.80	4.86	4.74
Wildfire and personal safety concerns are communicated openly	5.00	5.00	4.65	5.00	5.00	4.86	4.60
Protecting the community from wildfire hazards is clearly a high priority with management	5.00	5.00	4.53	4.71	4.60	4.86	4.53
People look for wildfire hazards and risks as work progresses	4.40	4.50	4.45	4.43	--	4.83	4.51
People in my workgroup report all wildfire hazards, no matter how minor	4.40	4.83	4.45	4.71	--	4.83	4.54
Our management acts quickly to address wildfire hazards	4.80	4.67	4.35	4.43	--	5.00	4.38
Leaders actively seek out signs of potential wildfire hazards	4.60	4.83	4.11	4.57	--	4.83	4.23
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them)	4.00	4.67	3.61	3.86	--	3.71	3.70
<b>Personal Safety</b>							
I take responsibility for the safety of myself and others in my work area	5.00	4.83	4.84	5.00	5.00	5.00	4.74
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.80	4.83	4.40	5.00	4.80	5.00	4.74
Pausing work for hazards and safety concerns is viewed positively	4.80	4.83	4.45	5.00	4.80	5.00	4.60
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.60	3.83	4.63	4.86	4.80	4.50	4.52
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.80	4.83	4.40	4.67	--	4.86	4.53
People have the skills they need to resolve workplace safety issues	4.60	4.67	4.10	4.14	4.60	4.29	4.02
Leaders use mistakes and incidents as learning opportunities	4.80	4.67	4.06	4.43	4.80	4.86	4.36
Leaders keep people prepared to intervene when an emergency occurs	4.40	4.83	4.15	4.14	4.60	4.71	4.19
People have the ability to respond to and correct problems and errors before they get out of control	4.80	4.83	3.89	4.43	4.60	4.71	4.19
We have the right tools for the job	4.60	4.33	3.80	3.29	4.40	4.50	4.11
People focus on one task at a time and avoid distractions	3.80	3.67	3.15	3.71	4.20	4.00	3.28
<b>Overall Workplace Culture</b>							
People in my workgroup treat each other with respect	4.80	4.83	4.45	4.86	5.00	4.86	4.38
My supervisor would use whatever power they have to help me out	4.80	4.67	4.50	5.00	5.00	4.43	4.58
Leaders encourage people to ask questions	4.80	4.83	4.15	4.71	5.00	4.57	4.40
Information about important events and lessons learned is shared within my workgroup	4.80	4.83	4.15	4.67	5.00	4.71	4.40
My supervisor makes sure all employee concerns are heard before job decisions are made	4.60	4.33	4.10	4.71	4.80	4.67	4.17
Managers treat workers with respect	4.80	4.67	4.25	4.86	4.80	4.57	4.30
People listen to one another: it is rare that someone's views go unheard	4.60	4.33	3.90	4.29	4.80	4.57	3.98
I believe managers apply the same rules for all workers	4.80	4.00	4.05	4.71	4.80	4.43	4.11
People report mistakes they make, even if others do not notice them	4.00	4.67	3.70	4.43	4.60	4.67	3.79
The company cares about my opinions	4.60	4.00	3.60	4.14	4.60	4.14	3.70

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +



## Comparison by Work Group 6

2022 Energy Safety Workforce Survey Comparison by Work Group	Environmental Management & Programs	EP&R Public Safety	EP&R Strategy & Execution	EP&S Decision Products	Field Operations	Gas Distribution	Gas Distribution Operations
<b>Wildfire Safety</b>							
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.48	4.71	4.71	4.57	4.41	4.67	4.70
I feel comfortable discussing wildfire hazards with my supervisor	4.82	4.93	4.57	4.71	4.76	4.67	4.64
Wildfire and personal safety concerns are communicated openly	4.66	4.71	4.29	4.71	4.63	4.50	4.61
Protecting the community from wildfire hazards is clearly a high priority with management	4.69	4.86	4.57	4.86	4.82	4.83	4.64
People look for wildfire hazards and risks as work progresses	4.36	4.64	4.29	4.57	4.59	4.17	4.55
People in my workgroup report all wildfire hazards, no matter how minor	4.24	4.50	4.14	4.57	4.41	4.67	4.36
Our management acts quickly to address wildfire hazards	4.37	4.43	4.29	4.29	4.53	4.50	4.57
Leaders actively seek out signs of potential wildfire hazards	4.08	4.43	4.00	4.57	4.24	4.17	4.44
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.59	3.93	3.86	3.57	3.47	3.17	3.80
<b>Personal Safety</b>							
I take responsibility for the safety of myself and others in my work area	4.75	5.00	4.71	4.86	4.82	4.83	4.68
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.69	4.64	4.75	4.71	4.65	4.67	4.75
Pausing work for hazards and safety concerns is viewed positively	4.40	4.64	4.63	4.71	4.65	4.50	4.66
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.22	4.29	4.50	3.71	4.65	4.50	4.57
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	3.88	4.50	3.86	4.14	4.53	4.83	4.50
People have the skills they need to resolve workplace safety issues	3.88	4.14	4.13	3.86	4.24	4.50	4.45
Leaders use mistakes and incidents as learning opportunities	3.98	4.36	4.25	4.29	4.24	4.33	4.43
Leaders keep people prepared to intervene when an emergency occurs	3.99	4.14	4.38	3.86	4.12	4.00	4.43
People have the ability to respond to and correct problems and errors before they get out of control	3.92	4.29	4.50	3.43	4.41	4.33	4.48
We have the right tools for the job	3.73	4.07	3.88	3.43	3.88	4.33	4.30
People focus on one task at a time and avoid distractions	2.96	3.50	2.88	2.71	2.94	4.00	4.07
<b>Overall Workplace Culture</b>							
People in my workgroup treat each other with respect	4.46	4.00	4.38	4.57	4.35	4.67	4.34
My supervisor would use whatever power they have to help me out	4.40	4.64	4.13	4.57	4.71	4.50	4.52
Leaders encourage people to ask questions	4.30	4.29	4.13	4.71	4.12	4.50	4.57
Information about important events and lessons learned is shared within my workgroup	4.27	4.21	4.50	4.14	4.41	4.50	4.57
My supervisor makes sure all employee concerns are heard before job decisions are made	4.09	4.43	4.00	4.00	4.35	4.33	4.30
Managers treat workers with respect	4.31	4.50	4.25	4.57	3.76	4.50	4.37
People listen to one another: it is rare that someone's views go unheard	3.98	3.64	4.13	4.00	3.76	4.17	4.23
I believe managers apply the same rules for all workers	3.94	3.86	4.13	4.43	3.47	4.00	4.20
People report mistakes they make, even if others do not notice them	3.74	3.71	4.25	4.14	3.76	4.33	4.05
The company cares about my opinions	3.49	3.64	3.50	4.29	3.47	3.67	4.09

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +



## Comparison by Work Group 7

2022 Energy Safety Workforce Survey Comparison by Work Group	Gas Engineering	Gas Operations	Gas Ops Project & Program Management	Gas Pipeline Operations & Maintenance	Gas T&D Construction	Gas Transmission	Generation
<b>Wildfire Safety</b>							
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.86	4.61	4.83	4.63	4.66	4.86	4.58
I feel comfortable discussing wildfire hazards with my supervisor	5.00	4.72	4.83	4.67	4.66	4.86	4.81
Wildfire and personal safety concerns are communicated openly	4.86	4.67	4.83	4.73	4.67	4.86	4.61
Protecting the community from wildfire hazards is clearly a high priority with management	5.00	4.72	4.83	4.73	4.73	4.71	4.73
People look for wildfire hazards and risks as work progresses	4.71	4.55	4.83	4.60	4.64	4.71	4.53
People in my workgroup report all wildfire hazards, no matter how minor	4.57	4.52	4.83	4.53	4.55	4.29	4.53
Our management acts quickly to address wildfire hazards	4.71	4.58	4.83	4.58	4.55	4.29	4.51
Leaders actively seek out signs of potential wildfire hazards	4.86	4.51	4.83	4.56	4.54	4.14	4.41
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.71	3.88	4.00	4.02	4.00	4.00	3.70
<b>Personal Safety</b>							
I take responsibility for the safety of myself and others in my work area	5.00	4.80	4.83	4.78	4.75	4.71	4.74
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.86	4.69	5.00	4.67	4.61	4.86	4.77
Pausing work for hazards and safety concerns is viewed positively	4.86	4.66	5.00	4.69	4.57	4.86	4.58
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	5.00	4.60	4.83	4.62	4.55	4.71	4.39
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	5.00	4.59	4.83	4.64	4.50	4.43	4.28
People have the skills they need to resolve workplace safety issues	4.86	4.43	4.67	4.51	4.39	4.14	4.14
Leaders use mistakes and incidents as learning opportunities	4.71	4.45	4.67	4.47	4.43	4.71	4.07
Leaders keep people prepared to intervene when an emergency occurs	4.29	4.53	4.50	4.60	4.44	4.57	3.93
People have the ability to respond to and correct problems and errors before they get out of control	4.71	4.50	4.67	4.56	4.45	4.29	4.12
We have the right tools for the job	4.43	4.46	4.50	4.64	4.46	4.14	3.96
People focus on one task at a time and avoid distraction	4.14	4.19	4.17	4.24	4.18	3.14	3.51
<b>Overall Workplace Culture</b>							
People in my workgroup treat each other with respect	4.86	4.45	4.67	4.37	4.25	4.71	4.36
My supervisor would use whatever power they have to help me out	4.86	4.58	4.83	4.54	4.47	4.86	4.57
Leaders encourage people to ask questions	5.00	4.66	4.83	4.61	4.44	4.71	4.34
Information about important events and lessons learned is shared within my workgroup	4.86	4.59	4.83	4.58	4.55	4.43	4.29
My supervisor makes sure all employee concerns are heard before job decisions are made	4.86	4.56	4.67	4.49	4.35	4.43	4.29
Managers treat workers with respect	4.86	4.55	4.67	4.58	4.39	4.71	4.32
People listen to one another: it is rare that someone's views go unheard	4.86	4.40	4.50	4.37	4.14	4.14	4.02
I believe managers apply the same rules for all workers	4.71	4.31	4.33	4.38	4.12	3.86	3.95
People report mistakes they make, even if others do not notice them	4.00	4.19	4.00	4.33	4.07	3.57	3.74
The company cares about my opinions	4.29	4.04	4.33	4.13	3.83	3.29	3.59

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

## Comparison by Work Group 8

2022 Energy Safety Workforce Survey Comparison by Work Group	Hazard Awareness & Warning Center	Ignitions Investigation	Infrastructure and Cloud Services	Internal Audit	Land Management 1	Materials Distribution Operations	Meteorology and Fire Science
<b>Wildfire Safety</b>							
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.71	4.58	4.58	4.80	4.61	4.63	4.60
I feel comfortable discussing wildfire hazards with my supervisor	4.93	4.75	4.79	5.00	4.69	4.63	5.00
Wildfire and personal safety concerns are communicated openly	4.79	4.83	4.63	5.00	4.67	4.50	4.80
Protecting the community from wildfire hazards is clearly a high priority with management	4.64	5.00	4.79	4.80	4.62	4.38	5.00
People look for wildfire hazards and risks as work progresses	4.57	4.55	4.61	4.60	4.39	4.38	4.80
People in my workgroup report all wildfire hazards, no matter how minor	4.43	4.67	4.44	4.60	4.36	4.25	4.60
Our management acts quickly to address wildfire hazards	4.50	4.50	4.17	4.60	4.41	4.13	4.40
Leaders actively seek out signs of potential wildfire hazards	4.43	4.67	4.13	4.40	4.22	4.00	4.60
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.36	4.50	3.67	4.20	3.67	4.13	4.60
<b>Personal Safety</b>							
I take responsibility for the safety of myself and others in my work area	4.86	4.92	4.79	4.80	4.79	5.00	4.60
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.64	4.75	4.72	5.00	4.79	4.38	3.80
Pausing work for hazards and safety concerns is viewed positively	4.71	4.67	4.65	4.80	4.65	4.25	4.00
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.29	4.50	4.35	4.40	4.12	4.38	4.20
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.43	4.67	4.47	3.60	4.43	4.25	4.00
People have the skills they need to resolve workplace safety issues	4.36	3.92	4.29	3.80	4.20	4.00	4.20
Leaders use mistakes and incidents as learning opportunities	4.43	4.33	4.47	3.60	4.23	4.14	4.40
Leaders keep people prepared to intervene when an emergency occurs	4.50	4.33	4.35	3.80	4.12	4.13	4.20
People have the ability to respond to and correct problems and errors before they get out of control	4.21	4.08	4.24	3.80	4.08	4.25	4.20
We have the right tools for the job	3.86	4.08	4.06	4.00	3.94	4.25	4.00
People focus on one task at a time and avoid distractions	3.36	3.50	3.00	3.00	3.18	4.00	2.80
<b>Overall Workplace Culture</b>							
People in my workgroup treat each other with respect	4.36	4.75	4.74	4.80	4.50	4.50	4.40
My supervisor would use whatever power they have to help me out	4.64	4.50	4.58	5.00	4.44	4.50	4.60
Leaders encourage people to ask questions	4.71	4.58	4.42	4.60	4.31	4.17	4.40
Information about important events and lessons learned is shared within my workgroup	4.36	4.58	4.37	4.40	4.40	4.40	4.40
My supervisor makes sure all employee concerns are heard before job decisions are made	4.36	4.25	4.53	5.00	4.33	4.50	4.40
Managers treat workers with respect	4.57	4.33	4.61	4.60	4.33	4.17	4.40
People listen to one another: it is rare that someone's views go unheard	4.07	4.42	4.39	4.00	3.96	4.50	4.20
I believe managers apply the same rules for all workers	4.00	3.83	3.84	4.40	3.79	4.33	4.80
People report mistakes they make, even if others do not notice them	4.07	4.17	4.06	3.80	3.77	4.17	4.20
The company cares about my opinions	3.79	4.25	4.00	3.60	3.40	3.43	4.00

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

## Comparison by Work Group 9

2022 Energy Safety Workforce Survey Comparison by Work Group	North Coast Region Safety	North Valley & Sierra Region	Nuclear Generation	Operations Support	Other: Please Specify	PG&E Academy	Power Generation
<b>Wildfire Safety</b>							
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.83	4.67	4.50	4.50	4.61	4.40	4.43
I feel comfortable discussing wildfire hazards with my supervisor	4.92	4.83	4.38	4.75	4.73	4.60	4.81
Wildfire and personal safety concerns are communicated openly	4.75	4.83	4.38	4.63	4.67	4.40	4.62
Protecting the community from wildfire hazards is clearly a high priority with management	4.75	4.67	4.50	4.75	4.65	4.40	4.71
People look for wildfire hazards and risks as work progresses	4.58	4.83	4.29	4.69	4.49	4.00	4.57
People in my workgroup report all wildfire hazards, no matter how minor	4.67	4.67	4.38	4.31	4.50	4.00	4.57
Our management acts quickly to address wildfire hazards	4.67	4.50	4.50	4.56	4.48	4.40	4.57
Leaders actively seek out signs of potential wildfire hazards	4.42	4.83	4.25	4.63	4.39	3.80	4.62
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.67	4.33	4.00	4.00	3.83	2.80	4.24
<b>Personal Safety</b>							
I take responsibility for the safety of myself and others in my work area	4.92	5.00	4.63	4.88	4.78	5.00	4.81
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.75	4.83	4.63	4.88	4.62	4.40	4.65
Pausing work for hazards and safety concerns is viewed positively	4.08	4.80	4.63	4.88	4.57	4.20	4.65
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.67	5.00	4.25	4.47	4.45	4.20	4.55
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	3.92	4.67	4.25	4.71	4.44	3.20	4.50
People have the skills they need to resolve workplace safety issues	3.42	4.33	4.00	4.41	4.29	4.00	4.30
Leaders use mistakes and incidents as learning opportunities	3.92	4.50	4.29	4.50	4.40	3.60	4.35
Leaders keep people prepared to intervene when an emergency occurs	3.75	4.67	4.25	4.59	4.31	3.20	4.40
People have the ability to respond to and correct problems and errors before they get out of control	3.75	4.67	4.25	4.65	4.33	3.80	4.25
We have the right tools for the job	3.83	4.67	4.25	4.41	4.22	4.00	4.10
People focus on one task at a time and avoid distractions	3.17	4.00	3.75	3.94	3.82	3.00	4.00
<b>Overall Workplace Culture</b>							
People in my workgroup treat each other with respect	4.00	4.67	4.25	4.50	4.47	4.40	4.24
My supervisor would use whatever power they have to help me out	4.25	4.50	4.50	4.69	4.52	4.20	4.38
Leaders encourage people to ask questions	4.08	4.67	4.50	4.75	4.48	4.20	4.48
Information about important events and lessons learned is shared within my workgroup	4.00	4.50	4.38	4.56	4.46	4.00	4.29
My supervisor makes sure all employee concerns are heard before job decisions are made	4.08	4.33	4.38	4.56	4.34	3.80	4.38
Managers treat workers with respect	3.92	4.67	4.25	4.60	4.39	4.20	4.29
People listen to one another: it is rare that someone's views go unheard	3.17	4.50	3.88	4.75	4.21	4.00	4.00
I believe managers apply the same rules for all workers	3.17	4.50	3.88	4.19	4.11	3.80	4.19
People report mistakes they make, even if others do not notice them	3.00	4.50	4.00	4.33	4.02	3.60	4.00
The company cares about my opinions	3.17	4.67	3.88	4.38	3.86	3.20	3.90

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

## Comparison by Work Group 10

2022 Energy Safety Workforce Survey Comparison by Work Group	Projects & Construction	Quality and Inspections	Regional Director - Bay Area	Regulatory Compliance	Residential Services & Digital Channels	Resource Planning and Strategy	Risk Management & Analytics
<b>Wildfire Safety</b>							
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.59	4.87	4.83	4.55	4.44	4.33	4.38
I feel comfortable discussing wildfire hazards with my supervisor	4.75	4.87	4.83	4.82	4.67	4.75	4.88
Wildfire and personal safety concerns are communicated openly	4.63	4.84	4.67	4.73	4.44	4.58	4.75
Protecting the community from wildfire hazards is clearly a high priority with management	4.70	4.84	4.83	4.91	4.67	4.67	4.88
People look for wildfire hazards and risks as work progresses	4.53	4.71	4.67	4.45	4.22	4.25	4.88
People in my workgroup report all wildfire hazards, no matter how minor	4.51	4.68	4.50	4.27	4.56	4.42	4.75
Our management acts quickly to address wildfire hazards	4.48	4.56	4.33	4.36	4.44	4.33	4.25
Leaders actively seek out signs of potential wildfire hazards	4.39	4.49	4.33	4.45	4.22	4.17	4.38
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.63	4.02	3.50	3.60	3.56	4.00	4.38
<b>Personal Safety</b>							
I take responsibility for the safety of myself and others in my work area	4.77	4.89	5.00	4.73	4.56	4.67	4.75
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.68	4.74	4.67	4.55	4.56	4.42	4.75
Pausing work for hazards and safety concerns is viewed positively	4.58	4.65	4.33	4.73	4.44	4.50	4.63
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.50	4.56	4.67	4.27	4.11	4.42	4.13
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.39	4.58	4.17	4.45	4.11	4.42	4.38
People have the skills they need to resolve workplace safety issues	4.18	4.35	3.83	4.18	4.00	4.25	4.00
Leaders use mistakes and incidents as learning opportunities	4.27	4.61	4.00	4.36	4.00	4.17	4.50
Leaders keep people prepared to intervene when an emergency occurs	4.17	4.15	4.67	4.36	4.22	4.25	3.88
People have the ability to respond to and correct problems and errors before they get out of control)	4.25	4.35	4.33	4.00	4.22	4.17	3.63
We have the right tools for the job	4.12	4.34	3.83	3.27	3.56	3.75	3.63
People focus on one task at a time and avoid distractions	3.69	3.87	3.67	3.09	3.67	3.42	2.13
<b>Overall Workplace Culture</b>							
People in my workgroup treat each other with respect	4.36	4.66	4.17	4.45	4.56	4.67	4.50
My supervisor would use whatever power they have to help me out	4.51	4.58	3.33	4.55	4.67	4.50	4.75
Leaders encourage people to ask questions	4.42	4.66	4.33	4.36	4.44	4.58	5.00
Information about important events and lessons learned is shared within my workgroup	4.30	4.58	3.83	4.27	4.33	4.58	4.50
My supervisor makes sure all employee concerns are heard before job decisions are made	4.24	4.37	3.67	4.27	4.11	4.33	4.00
Managers treat workers with respect	4.24	4.66	3.67	4.18	4.44	4.50	4.50
People listen to one another: it is rare that someone's views go unheard	4.14	4.42	3.83	4.10	4.11	4.42	4.38
I believe managers apply the same rules for all workers	3.95	4.34	3.33	3.73	4.00	4.25	4.38
People report mistakes they make, even if others do not notice them	3.87	4.03	3.50	3.82	4.33	4.08	4.00
The company cares about my opinions	3.69	4.03	4.17	3.55	4.22	4.00	4.25

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

## Comparison by Work Group 11

2022 Energy Safety Workforce Survey Comparison by Work Group	Service Planning and Design	Shared Services	Sierra Region Safety	Supply Chain Planning	Supply Chain/Materials	System & Resource Planning	System Inspections
<b>Wildfire Safety</b>							
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.08	4.41	4.75	3.80	4.35	4.45	4.52
I feel comfortable discussing wildfire hazards with my supervisor	4.33	4.65	4.75	4.20	4.47	4.73	4.57
Wildfire and personal safety concerns are communicated openly	4.50	4.53	4.67	4.20	4.35	4.64	4.52
Protecting the community from wildfire hazards is clearly a high priority with management	4.50	4.53	4.67	4.60	4.41	4.64	4.41
People look for wildfire hazards and risks as work progresses	4.17	4.12	4.50	4.20	4.18	4.55	4.46
People in my workgroup report all wildfire hazards, no matter how minor	4.17	4.00	4.50	3.40	4.06	4.55	4.48
Our management acts quickly to address wildfire hazards	3.91	4.47	4.25	4.40	4.29	4.27	4.17
Leaders actively seek out signs of potential wildfire hazards	3.75	4.24	4.25	3.80	4.12	4.36	4.15
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	2.92	3.71	3.83	2.80	3.94	3.64	3.65
<b>Personal Safety</b>							
I take responsibility for the safety of myself and others in my work area	4.75	4.59	4.75	4.40	4.53	4.73	4.70
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.42	4.41	4.75	4.40	4.56	4.18	4.54
Pausing work for hazards and safety concerns is viewed positively	4.33	4.29	4.33	4.40	4.56	4.18	4.54
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.08	4.12	4.67	3.80	4.44	4.27	4.46
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.25	4.06	4.67	4.00	4.28	4.18	4.30
People have the skills they need to resolve workplace safety issues	3.92	3.88	4.08	3.80	4.22	4.18	4.22
Leaders use mistakes and incidents as learning opportunities	4.00	4.12	4.42	3.80	4.00	4.00	4.11
Leaders keep people prepared to intervene when an emergency occurs	4.08	4.12	4.50	4.20	4.06	4.20	4.09
People have the ability to respond to and correct problems and errors before they get out of control	4.08	3.88	4.25	4.40	4.28	3.90	4.17
We have the right tools for the job	3.17	3.59	4.08	3.40	4.11	3.80	3.80
People focus on one task at a time and avoid distractions	3.25	3.12	3.67	3.00	3.83	3.40	3.41
<b>Overall Workplace Culture</b>							
People in my workgroup treat each other with respect	4.17	4.24	4.42	4.40	4.39	4.50	4.48
My supervisor would use whatever power they have to help me out	4.50	4.35	4.58	4.60	4.44	4.40	4.46
Leaders encourage people to ask questions	3.83	4.29	4.50	4.60	4.22	4.00	4.26
Information about important events and lessons learned is shared within my workgroup	4.33	4.35	4.58	4.40	4.28	4.30	4.26
My supervisor makes sure all employee concerns are heard before job decisions are made	4.33	4.24	4.33	4.40	4.17	4.30	4.20
Managers treat workers with respect	4.17	4.35	4.42	4.40	4.22	3.60	4.24
People listen to one another: it is rare that someone's views go unheard	3.83	4.24	4.50	4.40	4.11	3.90	3.96
I believe managers apply the same rules for all workers	3.75	4.12	4.08	4.00	3.94	3.50	3.89
People report mistakes they make, even if others do not notice them	3.92	3.82	4.00	3.40	3.78	3.50	3.83
The company cares about my opinions	2.42	3.82	3.75	3.80	3.61	3.60	3.65

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +



## Comparison by Work Group 12

2022 Energy Safety Workforce Survey Comparison by Work Group	T&D System Operations	T&S Engineering & Test	Technology Development	Transmission Substation M&C	Transportation Services
<b>Wildfire Safety</b>					
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.66	4.64	4.72	4.61	4.67
I feel comfortable discussing wildfire hazards with my supervisor	4.72	4.72	4.78	4.78	4.73
Wildfire and personal safety concerns are communicated openly	4.60	4.67	4.61	4.64	4.73
Protecting the community from wildfire hazards is clearly a high priority with management	4.61	4.63	4.61	4.65	4.60
People look for wildfire hazards and risks as work progresses	4.49	4.39	4.56	4.47	4.53
People in my workgroup report all wildfire hazards, no matter how minor	4.54	4.45	4.56	4.53	4.50
Our management acts quickly to address wildfire hazards	4.46	4.41	4.33	4.34	4.64
Leaders actively seek out signs of potential wildfire hazards	4.44	4.13	4.47	4.30	4.36
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.67	3.46	4.11	3.76	3.80
<b>Personal Safety</b>					
I take responsibility for the safety of myself and others in my work area	4.80	4.79	4.78	4.80	4.87
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.53	4.64	4.72	4.70	4.88
Pausing work for hazards and safety concerns is viewed positively	4.41	4.56	4.67	4.60	4.63
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.40	4.33	4.56	4.40	4.63
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.30	4.31	4.33	4.35	4.44
People have the skills they need to resolve workplace safety issues	4.10	4.08	4.39	4.22	4.33
Leaders use mistakes and incidents as learning opportunities	4.18	4.15	4.44	4.26	4.31
Leaders keep people prepared to intervene when an emergency occurs	4.11	4.05	4.65	4.24	4.25
People have the ability to respond to and correct problems and errors before they get out of control	4.02	4.13	4.33	4.27	4.38
We have the right tools for the job	3.90	3.85	4.00	4.15	4.19
People focus on one task at a time and avoid distractions	3.48	3.38	3.61	3.78	3.56
<b>Overall Workplace Culture</b>					
People in my workgroup treat each other with respect	4.46	4.49	4.50	4.43	4.19
My supervisor would use whatever power they have to help me out	4.33	4.46	4.67	4.59	4.44
Leaders encourage people to ask questions	4.31	4.54	4.50	4.44	4.50
Information about important events and lessons learned is shared within my workgroup	4.49	4.45	4.61	4.40	4.31
My supervisor makes sure all employee concerns are heard before job decisions are made	4.21	4.41	4.71	4.33	4.31
Managers treat workers with respect	4.40	4.47	4.17	4.28	4.06
People listen to one another: it is rare that someone's views go unheard	4.00	4.10	4.22	4.25	3.81
I believe managers apply the same rules for all workers	3.92	4.21	4.00	3.89	3.80
People report mistakes they make, even if others do not notice them	3.87	3.89	3.94	3.83	3.80
The company cares about my opinions	3.61	3.46	3.67	3.60	3.53

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

## Comparison by Work Group 13

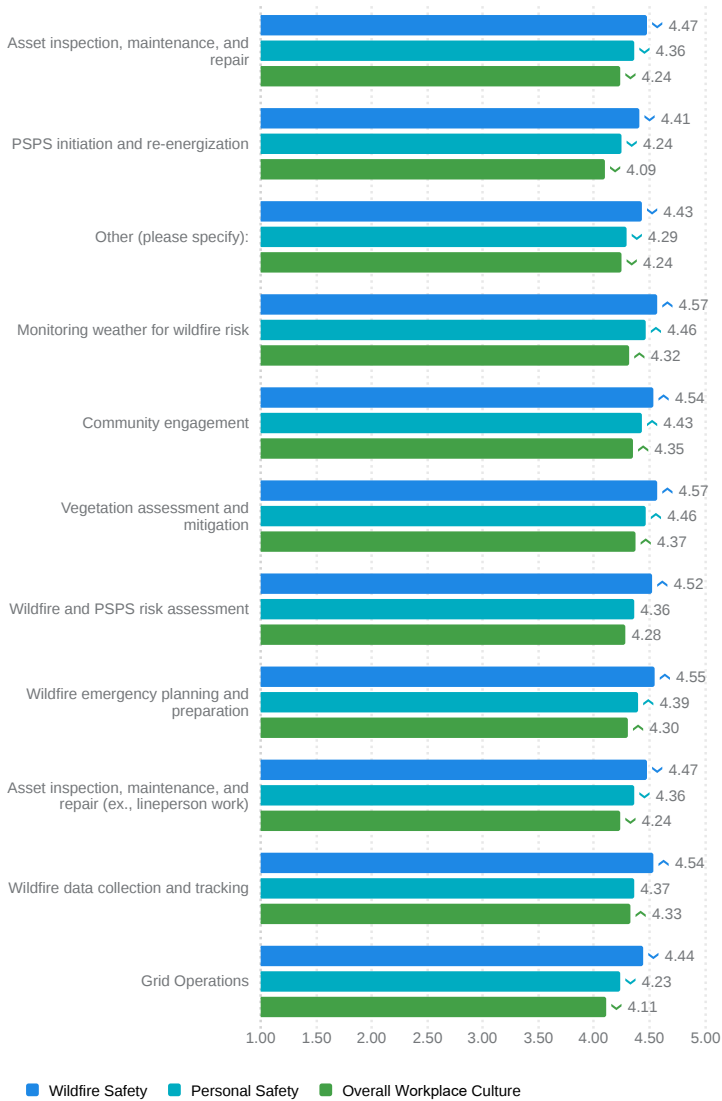
2022 Energy Safety Workforce Survey Comparison by Work Group	Veg. Asset Strategy & Analytics	Vegetation Management & System Insp	Wildfire Risk Management	Wildfire Risk Performance Operations
<b>Wildfire Safety</b>				
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.67	4.72	4.58	4.43
I feel comfortable discussing wildfire hazards with my supervisor	4.67	4.75	4.83	4.71
Wildfire and personal safety concerns are communicated openly	4.67	4.71	4.88	4.57
Protecting the community from wildfire hazards is clearly a high priority with management	4.58	4.66	4.88	4.71
People look for wildfire hazards and risks as work progresses	4.58	4.62	4.54	4.57
People in my workgroup report all wildfire hazards, no matter how minor	4.67	4.62	4.71	4.50
Our management acts quickly to address wildfire hazards	4.42	4.50	4.54	4.43
Leaders actively seek out signs of potential wildfire hazards	4.25	4.46	4.58	4.57
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.17	3.87	4.08	4.29
<b>Personal Safety</b>				
I take responsibility for the safety of myself and others in my work area	4.50	4.83	4.92	4.71
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.50	4.70	4.71	4.71
Pausing work for hazards and safety concerns is viewed positively	4.42	4.65	4.71	4.71
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.42	4.55	4.38	4.43
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.33	4.59	4.42	4.43
People have the skills they need to resolve workplace safety issues	4.17	4.24	4.42	4.43
Leaders use mistakes and incidents as learning opportunities	4.67	4.44	4.42	4.43
Leaders keep people prepared to intervene when an emergency occurs	4.25	4.36	4.46	4.57
People have the ability to respond to and correct problems and errors before they get out of control	4.25	4.37	4.21	4.50
We have the right tools for the job	4.08	4.19	4.04	4.29
People focus on one task at a time and avoid distractions	2.92	3.79	3.58	4.14
<b>Overall Workplace Culture</b>				
People in my workgroup treat each other with respect	4.36	4.53	4.67	4.71
My supervisor would use whatever power they have to help me out	4.27	4.59	4.63	4.57
Leaders encourage people to ask questions	4.42	4.48	4.50	4.57
Information about important events and lessons learned is shared within my workgroup	4.50	4.45	4.58	4.71
My supervisor makes sure all employee concerns are heard before job decisions are made	4.08	4.40	4.50	4.43
Managers treat workers with respect	4.33	4.51	4.50	4.67
People listen to one another: it is rare that someone's views go unheard	4.25	4.20	4.38	4.57
I believe managers apply the same rules for all workers	4.33	4.19	4.25	4.57
People report mistakes they make, even if others do not notice them	3.92	4.06	3.92	4.43
The company cares about my opinions	3.92	3.92	3.92	4.14

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

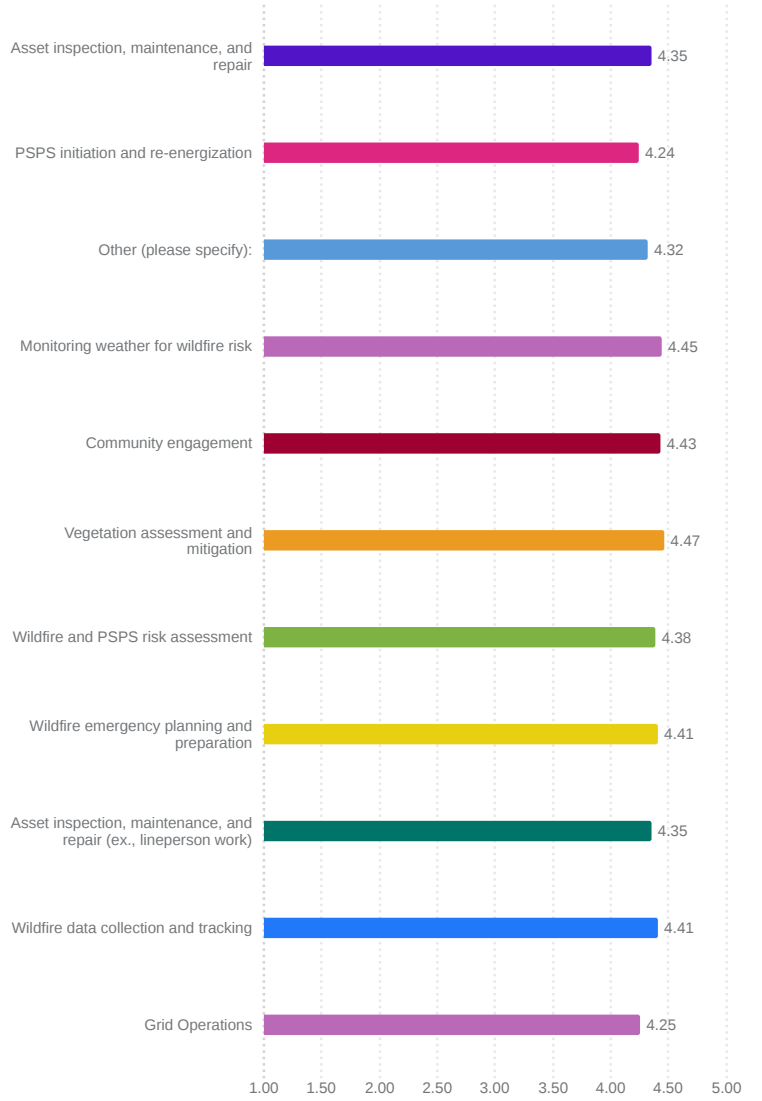


## 8. Comparison by Wildfire Activities

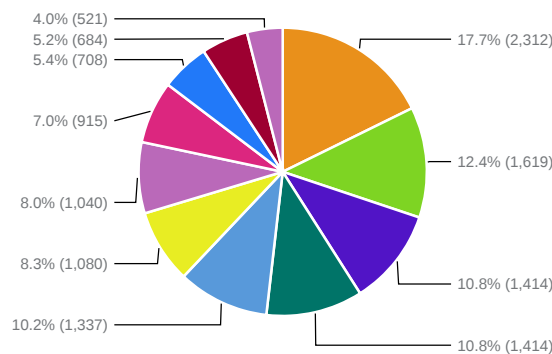
Average Response Scores by Safety Components



Overall Average Response Score



Number of Responses 6,087



■ Vegetation assessment and mitigation 
 ■ Wildfire and PSPS risk assessment 
 ■ Asset inspection, maintenance, and repair 
 ■ Asset inspection, maintenance, and repair (ex., lineperson work) 
 ■ Other (please specify): 
 ■ Wildfire emergency planning and preparation 
 ■ Monitoring weather for wildfire risk 
 ■ PSPS initiation and re-energization 
 ■ Wildfire data collection and tracking 
 ■ Community engagement 
 ■ Grid Operations



## Comparison by Wildfire Activities 1

Energy Safety Workforce Survey 2022 Comparison by Wildfire Activities	Asset inspection, maintenance, and repair	Asset inspection, maintenance, and repair (ex., lineperson work)	Community engagement	Grid Operations	Monitoring weather for wildfire risk	Other (please specify):
<b>Wildfire Safety</b>						
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.63	4.63	4.64	4.59	4.67	4.57
I feel comfortable discussing wildfire hazards with my supervisor	4.71	4.71	4.76	4.71	4.75	4.69
Wildfire and personal safety concerns are communicated openly	4.65	4.65	4.70	4.61	4.71	4.62
Protecting the community from wildfire hazards is clearly a high priority with management	4.64	4.64	4.72	4.61	4.75	4.65
People look for wildfire hazards and risks as work progresses	4.54	4.54	4.58	4.48	4.62	4.44
People in my workgroup report all wildfire hazards, no matter how minor	4.52	4.52	4.55	4.50	4.56	4.41
Our management acts quickly to address wildfire hazards	4.41	4.41	4.53	4.37	4.56	4.42
Leaders actively seek out signs of potential wildfire hazards	4.35	4.35	4.45	4.32	4.51	4.32
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.81	3.81	3.89	3.73	3.99	3.77
<b>Personal Safety</b>						
I take responsibility for the safety of myself and others in my work area	4.79	4.79	4.83	4.78	4.81	4.75
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.62	4.62	4.67	4.56	4.66	4.60
Pausing work for hazards and safety concerns is viewed positively	4.58	4.58	4.61	4.49	4.62	4.52
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.48	4.48	4.50	4.42	4.51	4.37
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.38	4.38	4.48	4.26	4.50	4.36
People have the skills they need to resolve workplace safety issues	4.26	4.26	4.31	4.11	4.36	4.18
Leaders use mistakes and incidents as learning opportunities	4.28	4.28	4.43	4.17	4.45	4.31
Leaders keep people prepared to intervene when an emergency occurs	4.24	4.24	4.37	4.15	4.43	4.23
People have the ability to respond to and correct problems and errors before they get out of control	4.29	4.29	4.37	4.17	4.41	4.23
We have the right tools for the job	4.17	4.17	4.23	3.88	4.32	4.05
People focus on one task at a time and avoid distractions	3.87	3.87	3.90	3.57	3.98	3.59
<b>Overall Workplace Culture</b>						
People in my workgroup treat each other with respect	4.44	4.44	4.53	4.34	4.44	4.49
My supervisor would use whatever power they have to help me out	4.51	4.51	4.56	4.37	4.53	4.51
Leaders encourage people to ask questions	4.42	4.42	4.54	4.27	4.51	4.43
Information about important events and lessons learned is shared within my workgroup	4.42	4.42	4.51	4.26	4.52	4.40
My supervisor makes sure all employee concerns are heard before job decisions are made	4.30	4.30	4.38	4.15	4.37	4.28
Managers treat workers with respect	4.32	4.32	4.47	4.24	4.42	4.37
People listen to one another: it is rare that someone's views go unheard	4.19	4.19	4.26	4.04	4.22	4.17
I believe managers apply the same rules for all workers	4.06	4.06	4.18	3.90	4.16	4.05
People report mistakes they make, even if others do not notice them	3.93	3.93	4.08	3.90	4.04	3.92
The company cares about my opinions	3.80	3.80	3.97	3.62	3.97	3.81

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

## Comparison by Wildfire Activities 2

Energy Safety Workforce Survey 2022 Comparison by Wildfire Activities	PSPS initiation and re- energization	Vegetation assessment and mitigation	Wildfire and PSPS risk assessment	Wildfire data collection and tracking	Wildfire emergency planning and preparation
<b>Wildfire Safety</b>					
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.58	4.69	4.63	4.61	4.66
I feel comfortable discussing wildfire hazards with my supervisor	4.68	4.78	4.72	4.75	4.75
Wildfire and personal safety concerns are communicated openly	4.60	4.73	4.66	4.68	4.69
Protecting the community from wildfire hazards is clearly a high priority with management	4.60	4.72	4.69	4.71	4.72
People look for wildfire hazards and risks as work progresses	4.48	4.61	4.57	4.56	4.59
People in my workgroup report all wildfire hazards, no matter how minor	4.45	4.57	4.54	4.54	4.54
Our management acts quickly to address wildfire hazards	4.34	4.57	4.48	4.49	4.52
Leaders actively seek out signs of potential wildfire hazards	4.28	4.51	4.44	4.50	4.48
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.67	3.96	3.96	4.02	3.96
<b>Personal Safety</b>					
I take responsibility for the safety of myself and others in my work area	4.77	4.82	4.78	4.79	4.80
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.55	4.67	4.60	4.61	4.64
Pausing work for hazards and safety concerns is viewed positively	4.48	4.64	4.55	4.59	4.58
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.42	4.45	4.43	4.41	4.48
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.26	4.54	4.42	4.42	4.44
People have the skills they need to resolve workplace safety issues	4.13	4.36	4.27	4.28	4.28
Leaders use mistakes and incidents as learning opportunities	4.13	4.49	4.34	4.39	4.39
Leaders keep people prepared to intervene when an emergency occurs	4.13	4.40	4.31	4.34	4.37
People have the ability to respond to and correct problems and errors before they get out of control	4.16	4.43	4.30	4.31	4.36
We have the right tools for the job	3.95	4.33	4.18	4.16	4.19
People focus on one task at a time and avoid distractions	3.68	3.96	3.80	3.72	3.81
<b>Overall Workplace Culture</b>					
People in my workgroup treat each other with respect	4.32	4.53	4.47	4.54	4.48
My supervisor would use whatever power they have to help me out	4.37	4.54	4.49	4.52	4.53
Leaders encourage people to ask questions	4.31	4.55	4.46	4.50	4.48
Information about important events and lessons learned is shared within my workgroup	4.29	4.55	4.44	4.45	4.47
My supervisor makes sure all employee concerns are heard before job decisions are made	4.15	4.37	4.33	4.37	4.35
Managers treat workers with respect	4.21	4.49	4.38	4.44	4.41
People listen to one another: it is rare that someone's views go unheard	4.01	4.30	4.21	4.26	4.22
I believe managers apply the same rules for all workers	3.89	4.26	4.13	4.19	4.12
People report mistakes they make, even if others do not notice them	3.83	4.08	4.01	4.02	4.01
The company cares about my opinions	3.56	4.04	3.91	3.99	3.93

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +



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# Safety Culture Assessment Management Self-Assessment Analysis

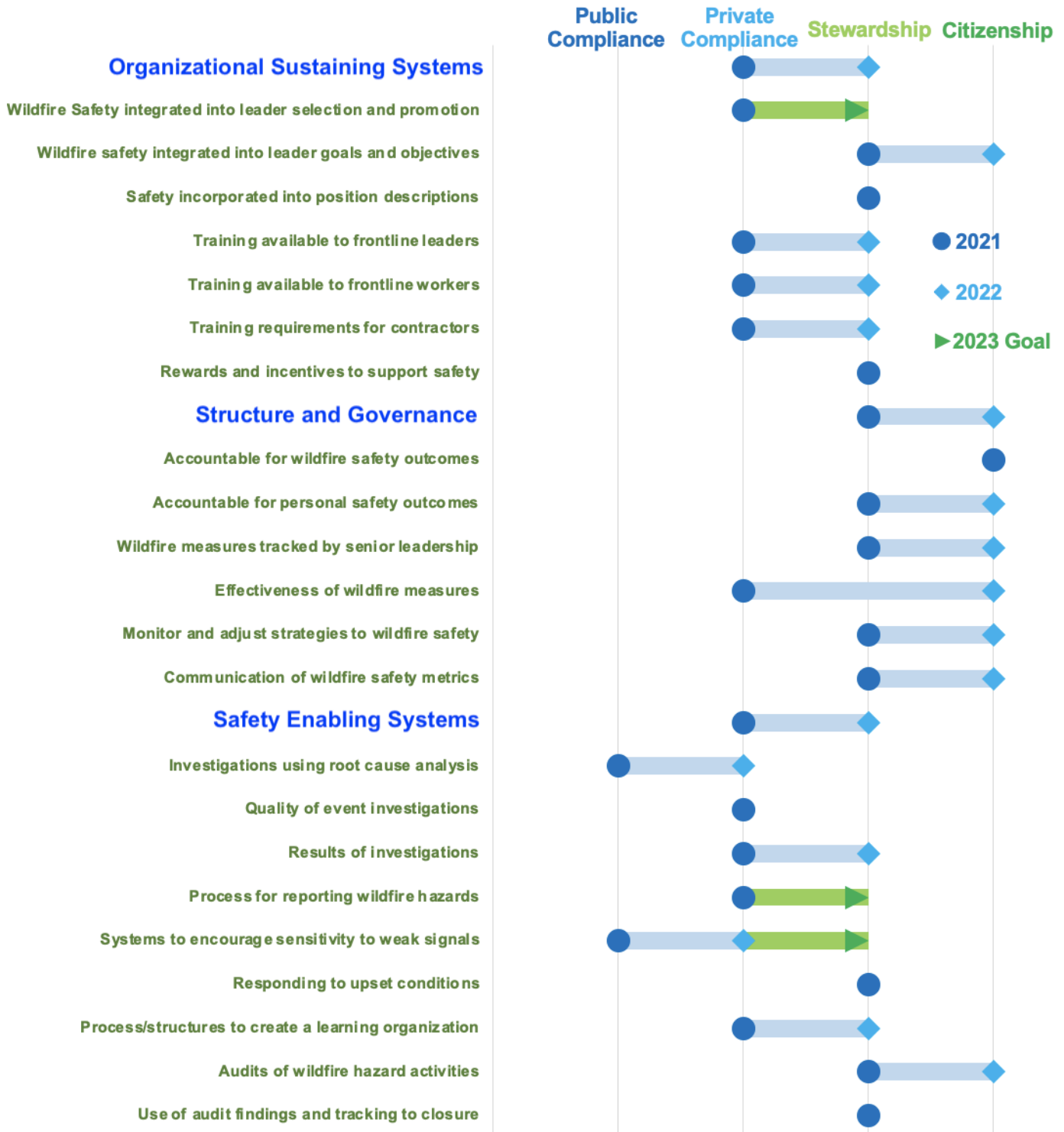
August 2022

# Pacific Gas and Electric Company



## Section 1. Management Self-Assessment Results - 2021, 2022 to 2023 Goal

The *dark blue* dots represent the corporation's self-ranking in May 2021. The *light blue* diamonds represent the corporation's self-ranking in August 2022, if different from the corporation's 2021 self-ranking. The *green* arrows represent where the corporation expects to be at the end of 2023, if a change in status is expected.





## Section 1. Management Self-Assessment Analysis: 2021, 2022 to 2023 Goal

### Dimension 1: Organizational Sustaining Systems

The *dark blue* dotted line represents the corporation's self-ranking in May 2021. The *light blue* dashed line indicates where the corporation expected to be at the end of 2022, if a change in status was expected. The *light green* solid line represents the corporation's self-ranking at the time of the self-assessment (August 2022), and the *dark green* dashed line indicates where the corporation expects to be at the end of 2023, if a change in status is expected.

### Dimension 1: Organizational Sustaining Systems

..... 2021 (Status)    - - 2022 (Goal)    — 2022 (Current)    - - 2023 (Goal)



# Section 1. Management Self-Assessment and Justification

## Dimension 1: Organizational Sustaining Systems

The **blue and bolded** descriptions represent the corporation's self-ranking at the time of the self-assessment (August 2022), and the **green and bolded** descriptions represent where the corporation expects to be at the end of 2023, if a change in status is expected. The text in the "Justification" fields below is as it was received from the electrical corporation, presented without revision.

### 1.1.1 To what extent is wildfire safety performance integrated into leadership selection/promotion decisions?

#### Public Compliance

Not considered

#### Private Compliance

Personal and wildfire safety performance are considered in selection/promotion decisions but are not the primary factors

#### Stewardship

Personal and wildfire safety performance are heavily weighted primary factors in hiring / promotion decisions

#### Citizenship

Excellent personal and wildfire safety performance are necessary for advancement; poor safety performance eliminates leader from selection/promotion

### 1.1.1 To what extent is wildfire safety performance integrated into leadership selection/promotion decisions?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	2	0	0
2023: Organization's Projected Status	0	0	1	0

#### 1.1.1 Justification

Published Purpose, Virtues and Stands, including that catastrophic wildfires shall stop. Those have been added to postings and communications and are being included in selection and promotions decisions. Specific performance on wildfire safety is not a primary factor for every position. For new positions, interviewees provide a candidate rating for "Puts Safety First."

Leaders in the company were selected to lead the Wildfire Risk organization in 2021. When the operational segments of wildfire risk got moved back into operation those leaders were promoted into officer positions.

### 1.1.2 How are wildfire safety responsibilities integrated into frontline supervisors' goals and objectives?

**Public Compliance**

No annual goals or objectives related to wildfire safety

**Private Compliance**

Goals and objectives focus only on lagging indicators for wildfire or personal safety related to wildfire mitigation work

**Stewardship**

Goals and objectives contain a mix of leading and lagging indicators for wildfire and personal safety related to wildfire

**Citizenship**

Goals and objectives contain a mix of leading and lagging indicators including a focus on the quality of each frontline supervisor's visible engagement in and support of wildfire and personal safety programs and initiatives

### 1.1.2 How are wildfire safety responsibilities integrated into frontline supervisors' goals and objectives?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

#### 1.1.2 Justification

Goals and objectives contain both leading and lagging indicators, including a focus on the quality of each leader's visible engagement in and support of wildfire and personal safety programs and initiatives. A daily operating review visual management board is updated daily and reviewed to ensure that key metrics are visible. Supporting those changes, the goal categories have been modified to include safety goals and specific wildfire safety goals. For example, for the supervisors in Electric and Wildfire, in addition to safety goals, 70% have specific wildfire safety goals. Of those, 98% of Electric Distribution supervisors have specific wildfire safety goals.

### 1.1.3 To what extent is safety and the ability to work safely incorporated into position descriptions and expectations?

**Public Compliance**

No mention of safety

**Private Compliance**

Focus is on compliance with rules and dismissal if found out of compliance

**Stewardship**

Emphasis on more than just compliance with rules, but each employee's position description includes that each employee has to speak up and intervene if unsafe conditions exist, both for wildfire and personal safety

**Citizenship**

Emphasis on each person's role and the expectation and mechanism to hold the organization accountable if unsafe conditions exist, both for wildfire and personal safety

### 1.1.3 To what extent is safety and the ability to work safely incorporated into position descriptions and expectations?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

#### 1.1.3 Justification

As noted in last year's response, job descriptions may include safety related responsibilities, but not all job descriptions do so. However, the expectation for safety was clearly communicated and expanded through the company's newly developed Purpose, Virtues and Stands, which include that everyone and everything is always safe and catastrophic wildfires shall stop. Supporting the Stands, the company has implemented a lean management process to identify issues or unmitigated risks and escalate them to appropriate levels for resolution.



## 1.2.1 To what extent are training and support resources available to frontline supervisors to improve their safety leadership skills?

### Public Compliance

No training available

### Private Compliance

Job-specific wildfire safety training focused on rules compliance, procedures, and safety systems (e.g., familiarity with wildfire-related job procedures or personal safety related procedures)

### Stewardship

**Job-specific wildfire safety training; in addition, wildfire safety training beyond job requirements (e.g., wildfire mitigation strategy and initiatives), and leadership training (giving feedback, accountability, etc.)**

### Citizenship

All criteria in "Stewardship" option are met; In addition, training includes advanced safety topics such as exposure management, and human performance reliability

## 1.2.1 To what extent are training and support resources available to frontline supervisors to improve their safety leadership skills?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

### 1.2.1 Justification

New frontline supervisor and crew leads in workgroups at high-risk of SIF participate in the Safety Leadership Development program. A broader Leadership Development program is being developed for all leaders.

Keys to Life are the rules to live by to keep us safe. They were designed in partnership with frontline leaders and grassroots. We are conducting a 100-days of KTL communication campaign to integrate KTL as part of PG&E culture and all safety processes and tools.

Specific to wildfire safety, training includes SAFE-1503WBT, Fire Danger Precautions.

## 1.2.2 To what extent are training and support resources available to frontline workers to improve their wildfire safety skills?

### Public Compliance

No training available

### Private Compliance

Job-specific wildfire safety training focused on rules compliance, procedures, and safety systems (e.g., familiarity with wildfire-related job procedures or personal safety related procedures)

### Stewardship

**Job-specific wildfire safety training; in addition, wildfire safety training beyond job requirements (e.g., wildfire mitigation strategy) and behavior-based safety training (observing safe behaviors, approaching others, etc.)**

### Citizenship

All criteria in "Stewardship" option are met; In addition, training includes advanced safety topics such as human performance reliability

## 1.2.2 To what extent are training and support resources available to frontline workers to improve their wildfire safety skills?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

### 1.2.2 Justification

PG&E has job-specific wildfire training for employees involved directly in wildfire mitigation. Safety topics included in those trainings are physical safety as it pertains to the job and work environment and emotional safety centered around the "Speak Up" culture. The PSPS Emergency Operations training has gone through significant updates since 2021 and is a more robust training program now, which includes defensibility measures, trackability and knowledge assessments/checks.

PG&E has wildfire-safety related trainings that are more broadly assigned. For example, SAFE-1503WBT: Fire Danger Precautions in Hazardous Fire Areas and SAFE-3002WBT: Wildfire Smoke Exposure Protection.

### 1.2.3 What are the personal safety and wildfire-specific training requirements of contractors?

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<p><b>Public Compliance</b></p> <p>No safety training required</p>	<p><b>Private Compliance</b></p> <p>Site or location-specific general safety introduction and orientation</p>	<p><b>Stewardship</b></p> <p>Electrical corporation-wide standardized safety training in addition to site-specific orientation</p>	<p><b>Citizenship</b></p> <p>Electrical corporation-wide standardized safety training in addition to site-specific orientation and wildfire hazard awareness training</p>
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### 1.2.3 What are the personal safety and wildfire-specific training requirements of contractors?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

#### 1.2.3 Justification

Contractors are required to train their coworkers to perform work safely in accordance with local, state, and federal safety regulations, and PG&E specific safety standards and procedures outlined in the PG&E Master Service and Contract Work agreements. This includes PG&E's utility standard: TD-1464S, Preventing and Mitigating Fires While Performing PG&E Work, and Utility Standard: SAFE-3001S, Contractor Safety Standard.

We have further developed our wildfire safety training through the Vegetation Management Competency Assessment Team to ensure that contract tree crew workers are assessed to perform PG&E work safely and competently. This ensures the quality of the wildfire mitigation work performed.

### 1.3.1 To what extent do rewards and incentives for operational leaders and workers support safety and mitigating wildfire hazards?

Public Compliance	Private Compliance	Stewardship	Citizenship
No rewards or incentives specific to safety or wildfire safety	Rewards and incentives only focus on lagging indicators such as achieving no injuries or wildfires	<b>Rewards and incentives emphasize lagging indicators for personal and wildfire safety and some leading indicators related to wildfire mitigation activities</b>	Rewards and incentives focus on leadership activities such as reporting wildfire concerns, generating innovative ideas to reduce wildfire hazards, and approaching others about safety concerns

### 1.3.1 To what extent do rewards and incentives for operational leaders and workers support safety and mitigating wildfire hazards?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

#### 1.3.1 Justification

Our compensation philosophy ties compensation for base salary increase and Short Term Incentive Plan (STIP) bonus eligibility to performance on goals and demonstration of competencies and behaviors consistent with PG&E's culture and values. 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. Goals have been updated and are tied to Wildfire Risk Reduction, Quality Pass Rate, and Core Commitment Completion among other goals. The STIP incentive weight for System Hardening is 20% and Enhanced Vegetation Management Effectiveness is 20%.

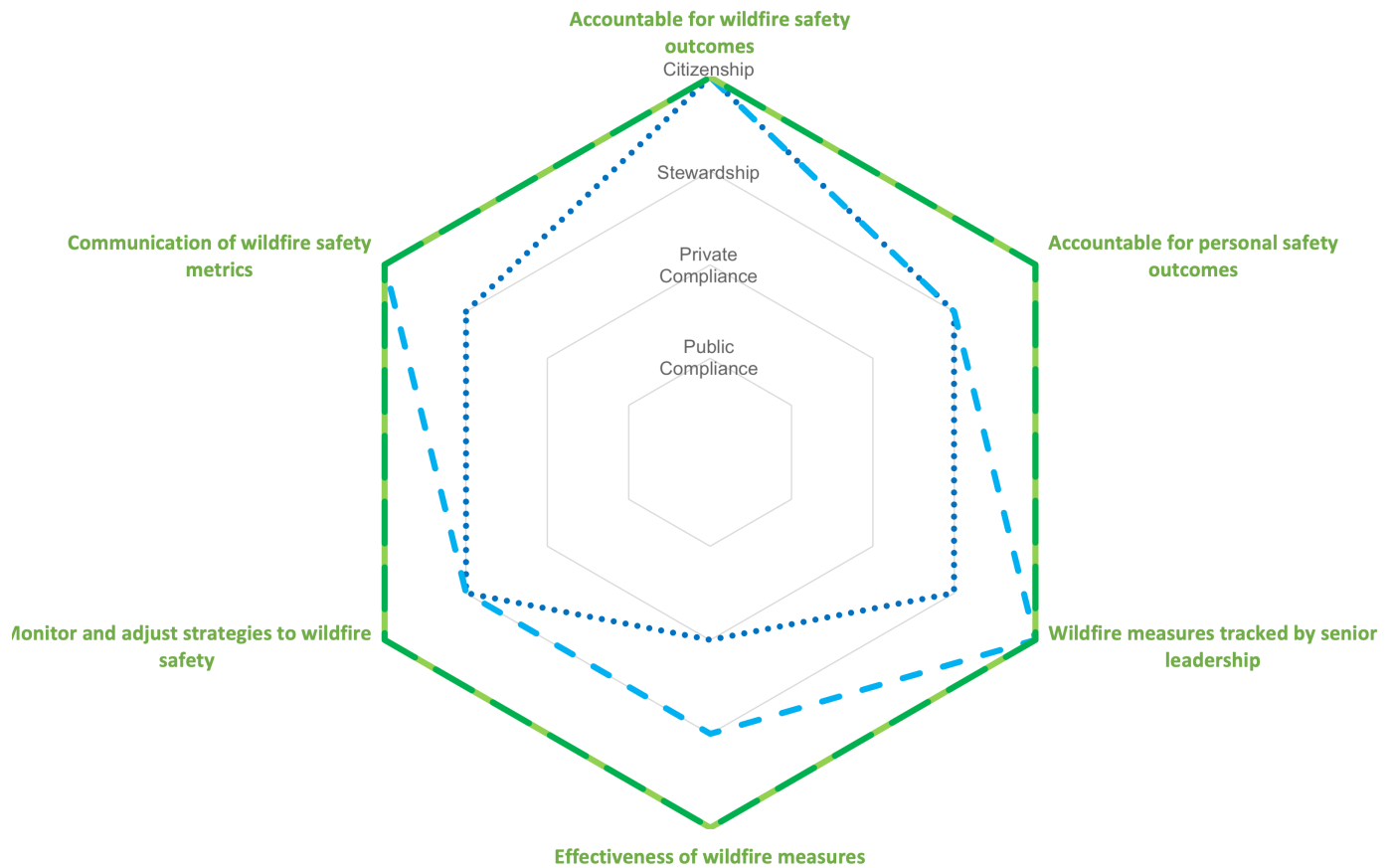


## Section 1. Management Self-Assessment Analysis: 2021, 2022 to 2023 Goal Dimension 2: Structure and Governance

The *dark blue* dotted line represents the corporation's self-ranking in May 2021. The *light blue* dashed line indicates where the corporation expected to be at the end of 2022, if a change in status was expected. The *light green* solid line represents the corporation's self-ranking at the time of the self-assessment (August 2022), and the *dark green* dashed line indicates where the corporation expects to be at the end of 2023, if a change in status is expected.

### Dimension 2: Structure and Governance

..... 2021 (Status)    - - - 2022 (Goal)    — 2022 (Current)    - - - 2023 (Goal)





## Section 1. Management Self-Assessment and Justification

### Dimension 2: Structure and Governance

The **blue and bolded** descriptions represent the corporation's self-ranking at the time of the self-assessment (August 2022), and the **green and bolded** descriptions represent where the corporation expects to be at the end of 2023, if a change in status is expected. The text in the "Justification" fields below is as it was received from the corporation, presented without revision.

#### 2.1.1 Who is accountable for wildfire safety outcomes?

##### Public Compliance

Not defined

##### Private Compliance

Safety department

##### Stewardship

Operational leadership and  
Safety Department

##### Citizenship

**Executive leadership with Safety  
Department as trusted advisor**

#### 2.1.1 Who is accountable for wildfire safety outcomes?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

##### 2.1.1 Justification

Our CEO and Executive Officer team attend the wildfire risk weekly operating review at the wildfire command center and are accountable for driving results. Our Chief Risk Officer and Safety Officer are in attendance. The Regional Directors occasionally attend but there's an opportunity to increase participation. If folks from Energy Safety would like to attend we would love to give you a tour of the wildfire command center.

## 2.1.2 Who is accountable for personal safety outcomes?

---

<b>Public Compliance</b>	<b>Private Compliance</b>	<b>Stewardship</b>	<b>Citizenship</b>
Not defined	Safety department	Operational leadership and Safety Department	<b>Executive leadership with Safety Department as trusted advisor</b>

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## 2.1.2 Who is accountable for personal safety outcomes?

<b>Field</b>	<b>Public Compliance</b>	<b>Private Compliance</b>	<b>Stewardship</b>	<b>Citizenship</b>
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

### 2.1.2 Justification

The Senior Leadership team attends the Safety Weekly Operating Review and engages in personal safety performance dialogue with the safety and operational teams. The Senior Leadership team is accountable for these outcomes with the safety department as a trusted advisor.

**2.1.3 Rate the types of wildfire safety measures and objectives tracked by senior operational leadership.**

**Public Compliance**

No wildfire safety objectives

**Stewardship**

Required safety measures for regulatory purposes. Additional leading indicators used for wildfire mitigation work that are aligned with actionable initiatives

**Citizenship**

Required safety indicators. Additional leading indicators used for wildfire mitigation work that are aligned with actionable initiatives at each level of the organization

**2.1.3 Rate the types of wildfire safety measures and objectives tracked by senior operational leadership.**

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

**2.1.3 Justification**

Outcome indicators tracked by senior leadership include fires over 100 acres, reportable fire ignitions as outcomes of all the work being done to prevent catastrophic wildfires. The leading indicators are based on the metrics in each of the major programs. For EPSS, circuits activated, outage response time, ignitions that occur on EPSS circuits, and fire size of ignitions that occur on EPSS circuits. For PSPS, number of locations where damage has been found after a PSPS event and ETOR of the PSPS event after the all clear. All the indicators are covered in the Wildfire Risk Command Center.



## 2.2.1 How effective are wildfire safety metrics in providing insight into critical areas of risk?

---

<p><b>Public Compliance</b></p> <p>Not effective</p>	<p><b>Private Compliance</b></p> <p>Reasonably effective in providing data and trends across company</p>	<p><b>Stewardship</b></p> <p>Highly effective in providing data and trends in critical exposure areas</p>	<p><b>Citizenship</b></p> <p>Highly effective in providing data, critical exposure area trends, and actionable insights</p>
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**Private Compliance**

Leading and lagging wildfire safety measures required to be reported for regulatory purposes

## 2.2.1 How effective are wildfire safety metrics in providing insight into critical areas of risk?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

### 2.2.1 Justification

Leading indicator Fire Potential Index, provides the daily guidance on the two key operational practices of Enhanced Powerline Safety Settings and Public Safety Power Shutoff. FPI also provides guidance to teams conducting work in conditions of elevated fire risk. The TD-1464S Standard uses the FPI rating to guide operational actions. The Wildfire Distribution Risk Model provides guidance to the planned work like system hardening, based on outage and ignition data that gets used as inputs into the models. The investigations of ignitions that occur in HFTD during the year is guidance to any additional measure that may need to be taken.

## 2.2.2 How frequently does the senior safety team monitor and adjust actions and strategies related to wildfire safety?

---

<p><b>Public Compliance</b></p> <p>Never</p>	<p><b>Private Compliance</b></p> <p>Periodically (at even or uneven intervals; for example, once or twice a year as wildfire season approaches)</p>	<p><b>Stewardship</b></p> <p>Often (at even or uneven intervals; for example, 3-5 times per year) monitors action plans and responds to emerging issues and developments</p>	<p><b>Citizenship</b></p> <p>Often (at even or uneven intervals; for example, 3-5 times per year) monitors action plans and responds to emerging issues and developments</p>
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## 2.2.2 How frequently does the senior safety team monitor and adjust actions and strategies related to wildfire safety?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

### 2.2.2 Justification

EVP of Safety & Risk meets with leaders across the organization as part of the Wildfire Risk Weekly Operating Review in the Wildfire Command Center to review performance related to wildfire safety and mitigation activities and discuss strategies to close gaps to target. All decisions that have potential to result in a change to wildfire mitigation strategy or priority require the approval of the Wildfire Governance Steering Committee.

One example of a mitigation strategy is partial voltage detection which is not included in the Wildfire Mitigation Plan but was developed and tested, brought forth to the Steering Committee, and operationalized.

### 2.2.3 To what extent are wildfire safety metrics communicated throughout the organization?

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<p><b>Public Compliance</b></p> <p>Safety metrics are not shared</p>	<p><b>Private Compliance</b></p> <p>Lagging indicators for wildfire outcomes are posted at local/site operations</p>	<p><b>Stewardship</b></p> <p>Lagging and leading measures for wildfire safety are posted and discussed in regular management and supervisor meetings</p>	<p><b>Citizenship</b></p> <p>Lagging and leading indicators for wildfire safety are discussed; individual/team contributions to leading indicators are highlighted and recognized publicly</p>
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### 2.2.3 To what extent are wildfire safety metrics communicated throughout the organization?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

#### 2.2.3 Justification

"Lagging and leading indicators for wildfire safety are discussed on daily, weekly and monthly operating reviews by teams that are responsible for delivering on them. When teams hit a milestone with a program or in delivering on a particular leading indicator, those successes are shared through our Daily Digest which reaches the entire enterprise, including contractors and our PG&E Currents which is shared publicly.

Additionally, the Wildfire Risk team hosts a Wildfire Learning Series that is available to the entire enterprise. Anyone can attend to learn about wildfire mitigation topics and efforts.

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## Section 1. Management Self-Assessment Analysis: 2021, 2022 to 2023 Goal Dimension 3: Safety Enabling Systems

The *dark blue* dotted line represents the corporation's self-ranking in May 2021. The *light blue* dashed line indicates where the corporation expected to be at the end of 2022, if a change in status was expected. The *light green* solid line represents the corporation's self-ranking at the time of the self-assessment (August 2022), and the *dark green* dashed line indicates where the corporation expects to be at the end of 2023, if a change in status is expected.

### Dimension 3: Safety Enabling Systems

..... 2021 (Status)    - - - 2022 (Goal)    — 2022 (Current)    - - - 2023 (Goal)





## Section 1. Management Self-Assessment and Justification

### Dimension 3: Safety Enabling Systems

The **blue and bolded** descriptions represent the corporation's self-ranking at the time of the self-assessment (August 2022), and the **green and bolded** descriptions represent where the corporation expects to be at the end of 2023, if a change in status is expected. The text in the "Justification" fields below is as it was received from the corporation, presented without revision.

#### 3.1.1 What types of adverse events are investigated using root cause analysis?

##### Public Compliance

Only fatal or serious incidents required to be reported to OSHA, CPUC reportable ignitions, or incidents required to be reported to Energy Safety (pursuant to Cal. Code Regs. title 14, Section 29301)

##### Private Compliance

**All incidents required to be reported; in addition, work-related injuries involving days away from work and fire incidents that do not meet CPUC reporting standards**

##### Stewardship

All incidents with the potential to be serious or fatal, including near misses

##### Citizenship

All high potential events and near misses. Also, event learning teams evaluate high risk situations for proactive opportunities to reduce exposure

#### 3.1.1 What types of adverse events are investigated using root cause analysis?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	1	0	0
2023: Organization's Projected Status	0	1	0	0

##### 3.1.1 Justification

"Many investigations (i.e., SIF) are conducted not only on actual events (SIF-actual), but also near misses (SIF-potential).

We are also conducting cause evaluations for electric incidents and ignition events. SIF causal evaluations are privileged and so supporting documents have not been provided.

We continue to improve our cause evaluation and investigations to help reduce future exposure. However, organizational churn (leadership and subject matter experts) may present challenges to near-term improvement and sustainability.

### 3.1.2 Rate the quality of event investigations.

**Public Compliance**

A "fix the employee" mentality is commonplace when addressing incidents or other adverse events

**Private Compliance**

Investigations primarily focus on identifying exposure and the root cause of the exposure

**Stewardship**

Investigations focus on identifying the root cause of the exposure and describing actions to control the exposure

**Citizenship**

Incidents are regarded as learning events that spur a comprehensive look at culture, processes, and safety systems that led to the event

### 3.1.2 Rate the quality of event investigations.

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	1	0	0
2023: Organization's Projected Status	0	1	0	0

#### 3.1.2 Justification

"Event investigations do focus on identifying cause and actions to control exposure, however lessons-learned are only well-communicated with the more severe events. We need to continue to focus on controls for all incidents (H/M/L).

### 3.1.3 What happens with investigation results?

Public Compliance	Private Compliance	Stewardship	Citizenship
Reported to the regulator if required, but no systemic tracking, corrective actions or closure/sharing of corrective actions	Corrective actions are tracked and are predominantly focused on rule changes, personal protective equipment, and training	<b>Corrective actions are tracked to closure and include more focus on high value controls; lessons learned are shared throughout the organization</b>	Systemic approach to tracking/closing actions using high value controls; lessons learned leveraged broadly across the organization to effect change and control exposure (e.g., leading to procedural or policy changes throughout organization where applicable)

### 3.1.3 What happens with investigation results?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

#### 3.1.3 Justification

Causal evaluations include corrective actions to address the issue and reduce likelihood of recurrence. Actions are tracked to closure. However, many actions focus on procedure revisions and training, so corrective action effectiveness still has an opportunity to improve (moving from administrative controls to engineering controls for prevention).

Additionally, leadership support to drive ownership still has room to grow. We continue to have discussions on who's on point to drive improvements, including controls.

However, organizational churn (leadership and subject matter experts) may present challenges to near-term improvement and sustainability.

### 3.2.1 What kind of process is used by frontline workers to recognize and report wildfire hazards?

#### Public Compliance

No formal process

#### Private Compliance

Process exists to report wildfire hazards but no training or feedback

#### Stewardship

Process established, workforce is trained in the process, and it is communicated widely; there is consistent follow-up to reduce exposure

#### Citizenship

Process established and communicated for wildfire hazard reporting; workforce is trained in the process and encouraged to report wildfire hazards; results broadly shared across the organization to spur learning and exposure reduction

### 3.2.1 What kind of process is used by frontline workers to recognize and report wildfire hazards?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	1	0	0
2023: Organization's Projected Status	0	0	1	0

#### 3.2.1 Justification

CAP is the primary issue identification and tracking tool. All are encouraged to utilize CAP. The Report IT app tool can be used by our employees and contractors to identify and report hazards from the field.

Processes have been enhanced and teams have been adequately trained. Continue to work with field personnel to identify hazards - timely.

Organizations have improved their hazard identification process via corrective tags, which is more widely communicated regularly to leadership. There are frequent communications distributed to staff to ensure a broad understanding, including prioritizing high risk work.



### 3.3.1 What structures, systems, and/or process have been established to encourage sensitivity to weak signals of wildfire hazards?

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<p><b>Public Compliance</b></p> <p>No formal process or structure</p>	<p><b>Private Compliance</b></p> <p>Workforce is encouraged to report wildfire hazards as it sees them</p>	<p><b>Stewardship</b></p> <p>System established for reporting and mitigating wildfire hazards; frontline supervisors encourage reporting of weak signals</p>	<p><b>Citizenship</b></p> <p>A cross-functional team is established to proactively look for, track, and mitigate wildfire hazards and potential black swan situations</p>
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### 3.3.1 What structures, systems, and/or processes have been established to encourage sensitivity to weak signals of wildfire hazards?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	1	0	0
2023: Organization's Projected Status	0	0	1	0

#### 3.3.1 Justification

Our ignition investigation process has been established to understand wildfire hazards including weak signals.

Future opportunities include our CAP and Report IT app programs.

### 3.3.2 What steps are taken to ensure frontline supervisors and workforce can respond quickly to upset conditions?

#### Public Compliance

No formal training or preparation

#### Private Compliance

Common upset conditions have been identified and response protocols are reviewed regularly

#### Stewardship

Simulations and drills are conducted regularly to prepare the workforce

#### Citizenship

Simulations and drills are conducted regularly to practice responses to upset conditions and leaders have instilled a "what could go wrong?" mentality

### 3.3.2 What steps are taken to ensure frontline supervisors and workforce can respond quickly to upset conditions?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

#### 3.3.2 Justification

Emergency response activities are managed under the Incident Command System (ICS) which allows employees from multiple departments and outside agencies to work together toward a common goal utilizing a common management structure and commonly understood terminology. Tabletop exercises and drills occur regularly to instill in leaders the "what could go wrong" mentality. The end to end process to prepare, respond and learn from events has ensured the success of the program.

Coworkers participate in a yearly full scale PSPS exercise where a practice PSPS event is executed to prepare coworkers for the upcoming PSPS season.

### 3.3.3 What steps are taken to ensure frontline supervisors and workforce can respond quickly to upset conditions?

Public Compliance	Private Compliance	Stewardship	Citizenship
Few processes, training or structures have been established for sharing safety-related lessons learned across the organization	The organization has implemented a knowledge management system for sharing safety-related best practices and incidents throughout the organization	<b>All criteria met in “Private Compliance” option, plus processes exist for systematically using the knowledge management system and implementing safety-related best practices</b>	All criteria met in “Stewardship” option, plus these processes for tapping best practices in knowledge management system are used routinely and by nearly everyone

### 3.3.3 What processes and structures have been established to create a learning organization?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

#### 3.3.3 Justification

The Blue Sky Playbook provides the management system by which we monitor performance, conduct performance dialogue, problem solve on gaps to target, learn from those gaps, develop standard work and share learning and best practices.

Safety observations are conducted using SafetyNet. The SafetyNet tool includes a Wildfire Mitigation checklist. A Best Practices report is distributed to department safety leaders and posted online where it can be reviewed by all employees. SIF incidents are investigated and include initial and final communication to share root and direct causes and corrective actions and best practices.

### 3.4.1 What types of safety audits are used for activities related to wildfire mitigation?

Public Compliance	Private Compliance	Stewardship	Citizenship
No formal self-audits conducted	Site-specific self-audits required; internal audits occur only after an incident has occurred	Site-specific self-audits required; internal audits occur based on level of wildfire risk present	Systemic and rigorous self, independent, and internal audits conducted and used for alignment, calibration, and learning

### 3.4.1 What types of safety audits are used for activities related to wildfire mitigation?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

#### 3.4.1 Justification

Systemic audits are performed related to quality verifications, quality control and internal audit are conducted on the wildfire mitigations of Veg Management, Inspections, and System Hardening. We leverage SafetyNet as a tool to document safety observations for various tasks that include wildfire mitigation activities. SafetyNet observation data is leveraged for leading indicators on safety.

### 3.4.2 How are the findings from safety audits used for activities related to wildfire mitigation tracked to closure?

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<p><b>Public Compliance</b></p> <p>No formal tracking mechanism</p>	<p><b>Private Compliance</b></p> <p>Self-tracking of closures; no verification</p>	<p><b>Stewardship</b></p> <p><b>Audit findings tracked and verified to closure</b></p>	<p><b>Citizenship</b></p> <p>Audits tracked, implementation verified to closure, and effectiveness validated</p>
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### 3.4.2 How are the findings from safety audits used for activities related to wildfire mitigation tracked to closure?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

#### 3.4.2 Justification

The Internal Audit team provides the leadership team a detailed report on any audit that was conducted or requested. The intent of the report is to identify and report gaps and assess the severity of the gap. These reports trigger the creation of Action Plans that are tracked by Internal Audit. In parallel, if appropriate, CAPs are created and logged into the Corrective Action Program to ensure tracking is in place.

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## Section 2. Summary Plan for 2023

The texts below, other than the headings, are as they were received from the electrical corporation, presented without revision.

### A1. Action/Activity 1

1.2.2 - PG&E plans to continue to require job-specific wildfire training for employees directly involved in wildfire mitigation. We also plan to continue the training requirements SAFE-1503WBT and SAFE-3002WBT to the broader target audience described in our justification.

#### B1. Deadline

12/31/23

#### C1. Management Self-Assessment Reference(s)

1.2.2

### A2. Action/Activity 2

2.2.2 - Regional Safety Directors to begin regularly participating in the Wildfire Weekly Operating review to engage in performance dialogue.

#### B2. Deadline

10/1/22

#### C2. Management Self-Assessment Reference(s)

2.2.2

### A3. Action/Activity 3

2.2.3 - Periodic updates on progress against Wildfire Mitigation Plan to the public.

#### B3. Deadline

12/31/22

#### C3. Management Self-Assessment Reference(s)

2.2.3

**A4. Action/Activity 4**

3.3.3 - Engage with contractors to get ideas and feedback as it relates to the 2023 Wildfire Mitigation Plan.

**B4. Deadline**

12/31/23

**C4. Management Self-Assessment Reference(s)**

3.3.3

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### Section 3. Safety Culture Objectives, Lessons Learned, and 2021 Recommendations

The texts below, other than the headings, are as they were received from the electrical corporation, presented without revision.

#### 3.1 Objectives for the Next 12 Months

##### A1. Objective 1

Continue to work with the CPUC to develop the Safety Culture Assessment Process

##### C1. 12-Month Target

Complete the design of the Safety Culture Assessment

##### B1. Progress Metrics (if applicable)

First quartile Safety Culture Barometer results (once barometer is in place)

##### D1. Description of Objective

Continue to gain insight into employee behaviors and norms that impact wildfire safety performance

##### A2. Objective 2

Continued implementation of the 5-year Workforce Safety Strategy (see Workforce Strategy Objectives supporting document)

##### C2. 12-Month Target

Executer on 2022 tactical implementation plans

##### B2. Progress Metrics (if applicable)

Reduction in Serious Injuries, DART and PMVI

##### D2. Description of Objective

Elements of the 5-year Workforce Strategy focus on improving process safety and culture which impact coworkers, contract partners and the public.

##### A3. Objective 3

Continued implementation of newly added components of 5-year Workforces Strategy which includes: Alignment to PSEMS Framework, SIF Prevention measures, Essential Controls, Keys to Life and Safety Recognition

##### C3. 12-Month Target

Implementation plans in place for PSEMS for all major LOBs.

##### B3. Progress Metrics (if applicable)

Reduction in Serious Injuries, DART and PMVI

##### D3. Description of Objective

Elements of the 5-year Workforce Strategy focus on improving process safety and culture which impact coworkers, contract partners and the public.





### Section 3. Safety Culture Objectives, Lessons Learned, and 2021 Recommendations

The texts below, other than the headings, are as they were received from the electrical corporation, presented without revision.

#### 3.2 Objectives for the Next 3 Years

##### A1. Objective 1

Continued implementation of the 5-year Workforce Safety Strategy

##### C1. 3-Year Target

Execute on 2022 tactical implementation plans.

##### B1. Progress Metrics (if applicable)

Reduction in Serious Injuries, DART and PMVI.

##### D1. Description of Objective

Elements of the 5-year Workforce Strategy focus on improving process safety and culture which impact coworkers, contract partners and the public.

##### A2. Objective 2

Continued implementation of newly added components of 5-year Workforces Strategy which includes: Alignment to PSEMS Framework, SIF Prevention measures, Essential Controls, Keys to Life and Safety Recognition

##### C2. 3-Year Target

Implementation plans in place for PSEMS for all major LOBs.

##### B2. Progress Metrics (if applicable)

Reduction in Serious Injuries, DART and PMVI.

##### D2. Description of Objective

Elements of the 5-year Workforce Strategy focus on improving process safety and culture which impact coworkers, contract partners and the public.



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## Section 3. Safety Culture Objectives, Lessons Learned, and 2021 Recommendations

The texts below, other than the headings, are as they were received from the electrical corporation, presented without revision.

### 3.3 Lessons Learned

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#### A1. Major Theme/ Lesson Learned 1

Greater focus needed on process safety

#### B1. Actions Taken

Added elements to the 5-year Workforce Strategy for Keys to Life, pre-job safety briefing in coordination with essential controls.

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#### A2. Major Theme/ Lesson Learned 2

Greater focus needed on culture.

#### B2. Actions Taken

Added elements to the 5-year Workforces Strategy for safety recognition and a broader Leadership Development Program.

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#### A3. Major Theme/ Lesson Learned 3

Outcome of incident investigations should focus on engineering controls.

#### B3. Actions Taken

Developed new metric to measure quality of corrective actions resulting from investigations.

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#### A4. Major Theme/ Lesson Learned 4

Need for robust ignition investigation process.

#### B4. Actions Taken

Assigned dedicated cross-functional team to produce extent of condition, containment and countermeasures on an accelerated timeline.

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## A5. Major Theme/ Lesson Learned 5

Need to address residual risk not captured by EPSS, PSPS and resiliency programs.

## B5. Actions Taken

Engineers at our high voltage labs, which are certified by the State Fire Department, known as Applied Technology Service (ATS), have been designing settings of our EPSS program and performing ignition testing through recreating actual field conditions with energized power lines. As part of this effort, the team identified an opportunity to leverage over 550,000 Smart Meters throughout our high fire risk service area and use Partial Voltage detection to drive additional situational awareness and operating strategies that even further reduces risk for low-current faults that may not be detected by EPSS. Partial voltage detection is now operational.

## A6. Major Theme/ Lesson Learned 6

Need to address high impedance faults not detected by EPSS

## B6. Actions Taken

Operationalize down conductor detection via Beckwith technology.

## A7. Major Theme/ Lesson Learned 7

Additional controls required to validate contractor skills to perform high-risk tasks.

## B7. Actions Taken

Piloted Knowledge Skills Assessment for Vegetation Management contractors.

## A8. Major Theme/ Lesson Learned 8]

EPSS Enablement criteria has evolved based on lessons learned from our 2021 EPSS pilot program as well as recent ignition incidents across California in 2022

## B8. Actions Taken

(1) The 700-acre non-PG&E attributable Colorado Fire ignited due to a burn pile during windy R1 conditions and was the catalyst to review then expand EPSS criteria to include select R1 and R2 conditions.  
(2) Shift to summer and fall elevated fire risk criteria to enable EPSS for all High Fire Risk Areas (HFRA) circuits except during select conditions.



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## Section 3. Safety Culture Objectives, Lessons Learned, and 2021 Recommendations

The texts below, other than the headings, are as they were received from the electrical corporation, presented without revision.

### 3.4 2021 Recommendations

#### A1. Recommendation 1

Build leadership skills and ensure leaders are demonstrating those skills regularly in the field to improve the work environment for wildfire and personal safety

##### C1. Results

- (1) Program still in development stages. Implementation plan to be completed Q1 2023.
- (2) Increased frequency of leaders in the field however lacking a standard way to log and track field engagements.

#### B1. Actions Taken

- (1) Initiated project plan to establish a Leadership Development program aligned with our Purpose, Virtues and Stands including "Every One and Everything is Always Safety" and "Catastrophic Wildfires Shall Stop."
- (2) Established enterprise-wide operating cadence designating Monday's for leaders in the field.

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#### A2. Recommendation 2

Establish a governance structure to ensure effective implementation and tracking of the 2025 Workforce Safety Strategy

##### C2. Results

Timely execution against plan. Catch-back plans established for off-track milestones.

#### B2. Actions Taken

- (1) Safety and Risk lines of business combined under a single Chief Safety and Risk Officer with accountability of Workforce Safety Strategy.
  - (2) Workforce Safety Strategy refreshed to align to pillars of the PG&E Safety Excellence Management System and incorporate an increased focus on Process Safety and Culture.
  - (3) Components of the Workforce Safety Strategy added to 2022 Tactical Implementation Plan.
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### A3. Recommendation 3

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Execute the 2025 Workforce Safety Strategy with active leadership by senior executives to ensure implementation

#### C3. Results

Increased visibility in to progress against plan during weekly operating reviews.

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### B3. Actions Taken

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(1) 2022 Tactical Implementation Plans (including components of the Workforce Safety Strategy) posted as part of the visual management in the Central Command Center and covered as part of the Safety Weekly Operating Review with the Senior Leadership team.

### A4. Recommendation 4

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Leverage the new safety management system to improve the flow of information up, down, and across the organization and provide a single mechanism for reporting and tracking wildfire concerns

#### C4. Results

Practical Problem Solving resulted in standard work to share initial and final SIF communication enterprise-wide which detail containment actions and countermeasures. Including SIF incidents immediately after classification as part of the daily safety message which is leveraged by all levels of the enterprise on the Daily Operating Reviews.

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### B4. Actions Taken

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(1) Operating reviews deployed through-out the enterprise.  
(2) CAP is the mechanism to enter issues, including wildfire related concerns.  
(3) Executed Practical Problem Solving to improve communication of Potential and Actual Serious Injuries & Fatalities to all level of the organization.

## A5. Recommendation 5

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Increase engagement on the safety culture assessment within the workforce supporting wildfire mitigation initiatives. Our survey response rate was low relative to other large electrical utilities.

### C5. Results

Informational sessions hosted for all supervisors and contractors involved in the SCA.

## B5. Actions Taken

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- (1) Start communication plan two weeks in advance of survey start date.
- (2) Ask leaders to schedule time during work hours for their teams to complete the survey.
- (3) Host events in each region to promote survey participation - "grab a snack, take the survey!"
- (4) Assign PG&E liaison as single point of contact for each contractor.
- (5) Communication through ISN as direct message from PG&E with read receipts.

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## A6. Recommendation 6

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Recognize and take action to mitigate the risk exposure posed by interactions with certain discontented members of the public.

### B6. Actions Taken

- (1) Two full time Corporate Security personnel assigned to Wildfire Response/Vegetation Management crews to conduct negotiations with hostile customers and hard refusals. Provide de-escalation training to employees in the field. Training video developed in 2021, "Supporting our Teams in the Field" (Corporate Security Videos [pge.com]), specifically addresses the hostile customers issue.
- (2) Corporate Security assigned a full time program manager to track and monitor hostile customer and external threats. The program manager created a procedure and process in monitoring hostile customers and inputting the information into multiple database systems so employees and contractors are forewarned before accessing the property of a potential hostile customer. The program manager provides in-field training on hostile customer/threat database access and use.
- (3) When necessary, Corporate Security will respond to known hazard locations with field staff in an attempt to de-escalate before an incident occurs. June to December 2021, the Corporate Security team successfully negotiated with previously hostile customers to safely access over 150 properties.

### C6. Results

Reduction in customer to employee violence incidents in June compared to the YTD average. June saw the lowest customer to employee violence incidents YTD.

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## 6 Written Comments from PG&E

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Following are the written comments from PG&E dated March 31, 2023, “Re: Comments on Pacific Gas and Electric Company’s Draft 2022 Safety Culture Assessment Report.”

March 31, 2023

**VIA ELECTRONIC MAIL**

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Re: **Comments on Pacific Gas and Electric Company's Draft 2022 Safety Culture Assessment Report**

Dear Ms. Morgans & Ms. Moore:

Pacific Gas and Electric Company (PG&E) respectfully submits these comments on the Office of Energy Infrastructure Safety's (Energy Safety) Draft 2022 Safety Culture Assessment (SCA) for PG&E, issued on March 14, 2023. We appreciate the significant work that went into the report and believe it is an important step in continuing to improve our safety culture.

**The SCA Recognizes the Significant Improvements PG&E Has Made to its Safety Culture**

We are pleased that the National Safety Council (NSC) concluded that "PG&E has exhibited continued growth in safety culture maturity since 2020" and that PG&E is "an organization that is transparent about the current state of its safety culture and opportunities to improve."<sup>1</sup> We also note with approval that the NSC found that "PG&E generated positive results on the 2022 workforce survey, with 29 of the 30 statements showing year-over-year improvements."<sup>2</sup> Similarly, we are proud that focus group participants described PG&E as "moving in the right direction, with leadership that values and prioritizes safety."<sup>3</sup> However, despite all these positive

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<sup>1</sup> Draft 2022 SCA at 3.

<sup>2</sup> *Id.*

<sup>3</sup> *Id.*



findings, we agree with the NSC that there remain “key opportunities for further improvement in 2023.”<sup>4</sup> We are firmly committed to improving our safety culture and understand that we cannot be complacent and must strive to continuously improve.

### **Top-Down Directed Peer Learning Activities Are Not as Effective as Grassroots Programs**

In recommendation 3.3.2, the NSC recommends that we conduct “post-training peer learning activities such as group discussions” which will “provide more opportunities for workers to discuss ideas and solutions for addressing wildfire safety hazards.”<sup>5</sup> We certainly agree with the NSC that peer learning activities and group discussions on wildfire safety hazards are important, however, we believe that this sort of activity cannot be forced on our employees and is substantially more impactful when it is a bottom-up effort rather than a top-down requirement. Therefore, we recommend that this particular item be clarified to note that this need not be a management-directed program but may also be accomplished through the encouragement of grassroots safety culture efforts throughout the workforce, which we plan to foster.

Also as part of recommendation 3.3.2, the NSC further recommends that we “cultivate a mentoring program and/or encourage the appointment of a senior team member to be a safety steward.”<sup>6</sup> The NSC then notes that this “does not seem to be a company-wide practice.”<sup>7</sup> While we appreciate that the NSC found the idea of a safety steward valuable, we again wish to clarify that this recommendation need not require a top-down safety steward program to be implemented. The selection of the safety steward that was cited by the NSC was the result of a grassroots effort by that individual’s peers and not a management-directed effort. We believe any management-directed effort to require individual groups to select and appoint safety stewards would be significantly less effective than a workforce-led effort.

Without the organic process behind it, we believe that both peer learning activities and the appointment of mandatory safety stewards would be less welcome and the impact on safety from these actions substantially diminished. Consequently, we recommend an alternate approach for section 3.3.2, which would clarify the SCA to note that the work in this section can be accomplished through the nurturing of grassroots efforts, and that while the actions cited should be encouraged, they need not be mandatory for all groups. To this end, we are conducting industry benchmarking of grassroots safety teams and will be creating a standardized process across the enterprise to drive increased engagement and effectiveness. As part of this process, we intend to bring the idea of safety stewards and post-training peer learning activities directly to our grassroots safety teams for consideration. We strongly believe that we cannot force results in this area, and that meaningful change is best achieved through collaboration.

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<sup>4</sup> *Id.* at 4.

<sup>5</sup> *Id.* at 40.

<sup>6</sup> *Id.*

<sup>7</sup> *Id.* at 27.

## Changes Impacting Safety Culture May Not Be Immediately Observable in Workforce Surveys

We agree with recommendation 3.1.2, that it is valuable for us to continue “to establish a better sense of trust, respect, and cooperation among workers and increase perceptions of support and commitment from leadership.” However, we are concerned with the sentence included in the Verification Method section for this goal that states: “Progress should also be evident in increased positivity in response to the workforce survey.”<sup>8</sup> While we agree with the three steps outlined in the Verification Method, we note that immediate progress may not be apparent in the next workforce survey given that it takes time for changes to impact an organization’s safety culture and additional time for those impacts to be recognized in a workforce survey. Thus, although we certainly hope that the changes from the action items identified would be reflected in the next workforce survey, it certainly cannot be guaranteed. This point was emphasized by Dr. Louise Comfort in her presentation at the February 22, 2023 meeting of the Wildfire Safety Advisory Board, which explained the delay in the flow of information in complex adaptive systems.<sup>9</sup> Therefore, we recommend that the sentence in question be removed.

Similarly, the Verification Method sections for recommendations 3.2.1, 3.2.2, 3.3.2 and 3.5 each reiterate this statement.<sup>10</sup> Again, while we agree that these recommendations are valuable and the verification methods acceptable — other than the minor issues cited above for section 3.3.2 — we recommend that this sentence be removed from each of these four sections given that it may not be an appropriate way to verify the progress of the changes to our safety culture.

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We appreciate the opportunity to comment on the draft SCA report. If we can provide any further information or if you have any questions or concerns, please do not hesitate to contact the undersigned at [bahar.hajian@pge.com](mailto:bahar.hajian@pge.com) or Wade Greenacre at [wade.greenacre@pge.com](mailto:wade.greenacre@pge.com).

Very truly yours,

*/s/ Bahar Hajian*

Bahar Hajian

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<sup>8</sup> *Id.* at 34.

<sup>9</sup> The presentation was entitled “Creating a Safety Culture Day by Day” and is available at the 1:57:14 mark of the following link: <https://www.youtube.com/watch?v=xOHZ66WeDFc>.

<sup>10</sup> Draft 2022 SCA at 36, 38, 40, and 43, respectively.

