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Subject: 2024 Safety Culture Assessment for San Diego Gas & Electric Company

Mr. Geraghty:

Enclosed is the 2024 Safety Culture Assessment (SCA) for San Diego Gas & Electric Company (SDG&E) presenting the findings and recommendations of the assessment conducted by the Office of Energy Infrastructure Safety (Energy Safety) pursuant to Public Utilities Code section 8386.2(b).

SDG&E can satisfy the requirement in Public Utilities Code section 8389(a)(2) by agreeing to implement the recommendations of its most recent SCAs performed pursuant to Public Utilities Code section 8386.2. This may be done by SDG&E for the Energy Safety SCA by submitting a letter to that effect to the 2024 Safety Culture Assessments docket (Docket #2024-SCAs).¹

Sincerely,

/s/

Suzie Rose
Program Manager, Electrical Undergrounding and Culture Division
Office of Energy Infrastructure Safety

¹ [2024 Safety Culture Assessments \(SCAs\) docket](https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2024-SCAs)

(<https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2024-SCAs>, accessed December 15, 2025).



OFFICE OF ENERGY INFRASTRUCTURE SAFETY

2024 SAFETY CULTURE ASSESMENT

REPORT FOR SAN DIEGO GAS &

ELECTRIC COMPANY

December 2025

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Executive Summary

The Office of Energy Infrastructure Safety's (Energy Safety's) 2024 Safety Culture Assessment (SCA) of electrical corporations in California took place from December 2024 to November 2025. The Energy Safety SCA is focused on the safety culture within an electrical corporation's wildfire mitigation work setting. The SCA specifically focuses on electric operations and does not assess safety culture related to gas operations for corporations with both gas and electric operations. Energy Safety directed the process pursuant to Public Utilities Code section 8389(d)(4) and in accordance with the requirements in Energy Safety's Safety Culture Assessment Guidelines for Electrical Corporations (SCA Guidelines).¹ Energy Safety utilized a third-party contractor, National Safety Council (NSC) to administer the Energy Safety 2024 SCAs and to provide initial analysis of the assessment data collected prior to Energy Safety's production and publication of the safety culture assessment reports.

This report contains an assessment of San Diego Gas and Electric's (SDG&E's) inputs into its 2024 Safety Culture Assessment and associated findings and recommendations. The safety culture findings and recommendations are based on; a workforce survey administered by a third party; and SDG&E's management self-assessment, safety culture objectives, lessons learned, progress on the previous year's recommendations, and supporting documentation.²

According to its SCA inputs from 2021 through 2024, SDG&E exhibited continued growth and commitment to advancing its electric operations' safety culture. In SDG&E's 2024 Management Self-Assessment (MSA), SDG&E rated itself at the highest level of maturity for all 22 of the questions and SDG&E projects this level of maturity to be maintained for the upcoming year. SDG&E generated positive results on the 2024 workforce survey, with 24 statements showing high response rates and 6 showing moderately high. However, all 30 workforce survey statements slightly decreased in rating from 2023. 20 survey statements were higher compared to the baseline year of 2021.

Since 2021, workforce surveys and focus groups with frontline employees, contractors, and supervisors have highlighted that workers acknowledge SDG&E's dedication to personal safety and its overall culture.

While progress has been made, there are several areas for SDG&E to improve to advance its safety culture. SDG&E should reinforce its commitment to safety by identifying and addressing opportunities for cultural improvement. Notably, there is an apparent gap in safety culture perception between management and staff, highlighting the need for

¹ Safety Culture Assessment Guidelines for Electrical Corporations:

<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=57736&shareable=true>, (accessed Dec. 18, 2024).

² See Appendix A for SDG&E's Workforce Survey Results and Appendix B for SDG&E's Management Self-Assessment, Safety Culture Objectives, Lessons Learned, and Progress on Previous Year's Recommendations.

leadership ownership of safety and increased employee engagement. Its 2024 SCA inputs indicate the need to further eliminate obstacles that hinder the prioritization of safety over job-related goals while continuing to strengthen its development as a learning organization.

The safety culture recommendations for SDG&E are summarized below.³ SDG&E should act on these recommendations immediately to drive consistent improvement in its safety culture.

Recommendations

Recommendation 1: Better Understand Safety Risks Associated with Performance Pressures and Distractions

SDG&E should better understand the potential that production pressures could inadvertently encourage risk-taking or unsafe behaviors that could affect worker and public safety.

Recommendation 2: Continue Progress on Addressing Public Interaction Risks

SDG&E should continue to enhance strategies to mitigate risks resulting from interactions with the public that include an adaptive capacity and ongoing vigilance to mitigate these high-variability situations. SDG&E should coordinate with PG&E and SCE to discuss strategies to address this risk, and SDG&E should review the actions PG&E has taken to support employees and determine the applicability of those actions to SDG&E's own operations.

Recommendation 3: Understanding the Safety Culture Perception Gap

SDG&E should investigate reasons for why its MSA remains high while employee and contractor perceptions have declined and research the modest decreases in workforce survey results to identify hidden vulnerabilities before they grow.

Recommendation 4: Identify Next Steps in Achieving Workforce Engagement in Safety Event Reporting

SDG&E should determine if lower than average employee perceptions are leading to sub-optimal workforce near miss reporting and make a quantitative estimate of the reporting gap.

Recommendation 5: Improve Contractor Engagement in the Workforce Survey

SDG&E should identify existing barriers to contractor engagement in the workforce survey and overcome those barriers.

³ See Section 5 for complete recommendations.

1. Introduction

In 2019, Section 8389 was added to the Public Utilities Code to require the California Public Utilities Commission (CPUC), in consultation with the Office of Energy Infrastructure Safety (Energy Safety), to develop a process for Energy Safety to conduct annual Safety Culture Assessments (SCAs) for each electrical corporation.⁴ Pursuant to Public Utilities Code section 8389(d)(4),⁵ Energy Safety must conduct an annual SCA for each California electrical corporation.^{6,7} The first safety culture assessment process was adopted by the CPUC on November 19, 2020, in Resolution WSD-011.⁸ The first SCA took place in 2021.

1.1 Focus of Energy Safety's SCA

Energy Safety's assessment focuses on the safety culture present in an electrical corporation's wildfire mitigation work setting: the setting most pertinent to personal and public wildfire risks.⁹ The objective of the process is to evaluate an electrical corporation's safety culture to identify best practices and relative gaps. This process includes an understanding of each corporation's relative strengths and opportunities in designing and implementing a strong safety culture. Energy Safety assesses safety culture outcomes over time and incorporates continuous learning into the safety culture assessment findings.

Energy Safety's SCA process is distinct from and complementary to other safety culture assessments required elsewhere in the Public Utilities Code. Energy Safety's assessment is not a replacement for ongoing work to improve the safety culture at each electrical corporation.

⁴ Public Utilities Code section 8389:

https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC, (accessed May 19, 2025)

⁵ Public Utilities Code section 8389:

https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC, (accessed Dec. 18, 2024).

⁶ In 2024, the California electrical corporations required to participate in Energy Safety's SCA were PG&E, San Diego Gas & Electric Company, Southern California Edison Company, Liberty Utilities, PacifiCorp, Bear Valley Electric Service, Inc., Horizon West Transmission, Trans Bay Cable, and LS Power Grid California.

⁷ Public Utilities Code 218:

https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?lawCode=PUC§ionNum=218., (accessed May 19, 2025)

⁸ Resolution WSD-011:

<https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fdocs.cpuc.ca.gov%2FPublishedDocs%2FPublished%2FG000%2FM352%2FK490%2F352490594.docx&wdOrigin=BROWSELINK>, (accessed Dec. 18, 2024).

⁹ Energy Safety's SCA is limited to an electrical corporation's electrical operations' employees and contractors engaged in wildfire mitigation activities. It does not include an assessment of gas operations for corporations with both gas and electric operations.

2. Methodology

The Energy Safety SCA process gathers insights from workforce surveys, management self-assessments, interviews and the analysis of an electrical corporation's progress towards its strategic safety culture objectives. These insights inform the understanding of cultural behaviors, values, communication, the workplace environment and workplace norms.

2.1 Safety Culture Assessment Framework

The framework for Energy Safety's SCA process is outlined in the 2024 SCA Process adopted by the CPUC on November 16, 2023.¹⁰ The process for Energy Safety's SCAs is rooted in the understanding that safety culture affects both personal and wildfire safety outcomes and by extension its study provides insights into strengths and key opportunities for improvement. Energy Safety published the most recent SCA Guidelines on December 17, 2024.¹¹ The SCA Guidelines were informed by the 2024 SCA Process and outline the SCA requirements and components for each category of electrical corporation. The SCA Guidelines categorize electrical corporations as follows:

- **Large electrical corporations:** Pacific Gas and Electric Company (PG&E), Southern California Edison Company (SCE) and San Diego Gas & Electric Company (SDG&E).
- **Small and multijurisdictional utilities¹² (SMJUs):** Bear Valley Electric Service, Inc (BVES), Liberty Utilities, and PacifiCorp.
- **Independent transmission operators (ITOs):** Horizon West Transmission (HWT), LS Power Grid California (LS Power), and Trans Bay Cable (TBC).

2.2 Energy Safety SCA Process Elements

The SCA process includes six elements: a workforce survey; a management self-assessment; safety culture objectives, lessons learned, and progress on the previous year's recommendations; interviews; observational visits; and supporting documentation. Not every component applies to every electrical corporation.

¹⁰ RESOLUTION SPD-14: <https://www.cpuc.ca.gov/-/media/cpuc-website/divisions/safety-policy-division/documents/final-resolution-spd14-retaining-existing-performance-metrics-wmp-requirements-and-safety-culture-as.pdf>, (accessed Dec. 18, 2024).

¹¹ Safety Culture Assessment Guidelines for Electrical Corporations: (<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=57736&shareable=true>, (accessed Dec. 18, 2024).

¹² In this document "utility" means "electrical corporation."

Electrical corporations also must report on the progress made in implementing the recommendations from the previous year's SCA report, including providing the actions taken and the results.

Each electrical corporation is required to annually submit safety culture objectives, lessons learned, and progress on the previous year's SCA recommendations.¹⁴

2.2.4 Interviews

Follow-up interviews are conducted with each large electrical corporation to better understand the organizational context behind its submitted management self-assessment responses.

Focus groups are held with employees and contractors from the large electrical corporations to inform the analysis of the workforce survey responses. Follow-up interviews and focus groups are not conducted with the SMJUs and ITOs.

2.2.5 Observational Visits

Energy Safety may, at its discretion, conduct observational visits of an electrical corporation for direct observation of work practices and behaviors to assess the effectiveness of its safety culture.

2.2.6 Supporting Documentation

Energy Safety may, at its discretion, require supporting documentation to be submitted by an electrical corporation to support the elements of its SCA.¹⁵ An electrical corporation may voluntarily submit supporting documentation to provide additional context to its responses.

3. Assessment Inputs

As a large electrical corporation, SDG&E was required to complete the workforce survey and management self-assessment, submit its safety culture objectives, lessons learned and progress on the previous year's recommendations and attend a management self-assessment follow-up interview and workforce survey focus group for its 2024 SCA.

¹⁴ Safety Culture Assessment Guidelines for Electrical Corporations:

<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=57736&shareable=true>, (accessed Dec. 28, 2024).

¹⁵ Safety Culture Assessment Guidelines for Electrical Corporations:

<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=57736&shareable=true>, (accessed Dec. 18, 2024).

3.1 Workforce Survey

The workforce survey was administered by NSC (via the electrical corporations) during the period of January 6, 2025, to February 21, 2025. NSC provided electronic survey administration options and provided Spanish translation upon request. The target workforce survey populations were employees and contractors who spend greater than ten percent of their time on wildfire mitigation activities. NSC encouraged SDG&E to include as many individuals as possible within the target audience.

A total of 1,470 SDG&E employees and contractors responded to the workforce survey. Of these, 1,257 identified as employees, 147 identified as contractors, and 66 did not identify their employee status. SDG&E reported a base number of 1,699 employees and 261 contractors working on wildfire mitigation.¹⁶ With these base numbers, SDG&E achieved a 75 percent overall response rate for its wildfire mitigation workforce compared to 59 percent in 2023, and 76 percent in 2022. A reliable overall response rate cannot be confirmed for 2021.¹⁷ SDG&E's employee response rate (excluding contractors) was 74 percent in the 2024 survey, compared to 63 percent in 2023, 87 percent in 2022, and 80 percent in 2021. SDG&E's contractor response rate in the 2024 survey was 56 percent, compared to 46 percent in 2023, and 44 percent in 2022. A reliable contractor response rate cannot be confirmed for 2021.¹⁸

3.2 Management Self-Assessment

On January 24, 2025, SDG&E submitted its management self-assessment. SDG&E rated itself Citizenship status for all 22 questions.¹⁹ SDG&E reported that one question improved from last year, moving from Stewardship to Citizenship: Use of audit findings and tracking to closure. With all questions currently ranked at the highest maturity ranking, SDG&E did not report any expected changes for next year.

As part of its management self-assessment, SDG&E submitted its summary plan for 2025. SDG&E's summary plan for 2025 included one action/activity, with a focus on SDG&E's Safety Management System.

¹⁶ See Appendix A for SDG&E's Workforce Survey Results.

¹⁷ SDG&E did not provide an estimated base number of wildfire mitigation contractors in 2021.

¹⁸ SDG&E did not provide an estimated base number of wildfire mitigation contractors in 2021.

¹⁹ The MSA four-level behaviorally anchored rating scale is defined in Energy Safety's Safety Culture Assessment Guidelines for Electrical Corporations:

<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=57736&shareable=true>, (pg. 12).

3.3 Safety Culture Objectives, Lessons Learned, and Progress on the Previous Year's Recommendations

On January 24, 2025, SDG&E submitted its safety culture objectives, lessons learned, and progress on the previous year's (2023) recommendations.

3.3.1 12-Month Objectives

SD&E provided one 12-month objective to improve safety culture, with six progress metrics and target goals in the following areas: Near miss, and safety incident reporting and remediation (2 objectives); Safety observations (2 objectives); Public Safety Power Shutoff (PSPS) training (1 objective); and wildfire safety meetings and stand downs (1 objective).²⁰

3.3.2 3-Year Objectives

SDG&E provided one 3-year objective, with seven progress metrics and general target goals in the following areas: Workforce empowerment to stop unsafe work tasks (1 objective); Near miss and incident reporting and remediation (3 objectives); safety observations (2 objectives) and post-event after-action reviews (1 objective).²¹

3.3.3 Lessons Learned

SDG&E provided two major themes for its lessons learned, including 1) Researching key findings from previously completed aviation and gas utility safety culture investigations and 2) Identifying improvement opportunities from the 2024 Public Safety Briefings presented to the Energy Safety Director and CPUC Commissioners.

SDG&E reviewed key findings from the 2024 Boeing safety culture investigation, and the CPUC's investigation into Southern California Gas Company's safety culture to identify improvement opportunity that it could adopt within its own organization. SDG&E also continued to socialize and demonstrate the 10 traits of its safety management system in action.

SDG&E reviewed feedback from the 2024 Public Safety Briefing and started leadership safety culture training in February 2025.

²⁰ See Appendix B for SDG&E's Safety Culture Objectives, Lessons Learned, and Progress on Previous Year's Recommendations.

²¹ See Appendix B for SDG&E's Safety Culture Objectives, Lessons Learned, and Progress on Previous Year's Recommendations.

3.3.4 Progress on the Previous Year's Recommendations

In 2023, SDG&E received four recommendations in its 2023 SCA report: 1. Reduce Perceived Pressure to Perform and Distractions, 2. Build on Efforts to Track Trends in Safety Event Reporting, 3. Mitigate Risk Exposure Posed by Interactions with the Public, and 4. Increase Engagement in Workforce Survey.

For progress on Recommendation 1. Reduce Perceived Pressure to Perform and Distractions, SDG&E held executive safety council dialogue sessions, where leadership gathered feedback from employees on their safety experiences and identified areas for improvement. SDG&E held annual strong start safety events with over 80% of the field workforce to reinforce key safety messaging and spread awareness of available resources. SDG&E also sent out weekly leadership safety messages to all employees.

For progress on Recommendation 2. Build on Efforts to Track Trends in Safety Event Reporting, SDG&E further developed its company-wide safety dashboard, to increase data analytic functionality of leading and lagging safety metrics. SDG&E also advanced near miss reporting and its ignition management program.

For progress on Recommendation 3. Mitigate Risk Exposure Posed by Interactions with the Public, SDG&E continued its “Stop Work Authority” efforts, where employees are empowered to “Stop the Job” if ever an unsafe situation is perceived. SDG&E also expanded its customer awareness by launching its Advance Customer Notification Process to notify customers of planned work on or around their property. SDG&E deployed an Electric & Gas Outage Notification Optimization program where operational teams are partnering with the Customer Experience team to optimize outage notification experience based on customer feedback and insights

For progress on Recommendation 4. Increase Engagement in Workforce Survey, SDG&E increased employee and contractor outreach via a VP sponsored employee communication campaign to staff participating in Wildfire Mitigation activities.

3.4 Interviews

As a large electrical corporation, SDG&E was required to complete a management self-assessment interview and a focus group for its 2024 SCA.

3.4.1 Management Self-Assessment Follow-up Interview

On March 4, 2025, NSC conducted a 90-minute follow-up interview with SDG&E's contributors to the MSA. In the interview, NSC asked questions to better understand SDG&E's practices regarding leadership selection and promotion practices, training and support resources for frontline workers, the level of accountability for wildfire safety, fatigue and pain

management, wildfire safety measures, SDG&E's event investigation process, and the use of safety audits for wildfire mitigation activities.

3.4.2 Workforce Survey Focus Group

Following the initial analysis of workforce survey data, NSC conducted a single focus group session for SDG&E frontline workers, frontline supervisors, and contractors who play a direct role in wildfire mitigation. As in prior years, NSC conducted the focus group session using an online virtual meeting platform, with an option to join via a teleconference line and with the ability to input dialogue into the online chat if unable to contribute via voice. The focus group session was held on March 19, 2025.

The purpose of the focus group was to better understand how frontline workers, contractors, and supervisors view the organization's safety culture and identify priority areas for improvement. Analysis of workforce survey findings helped inform focus group questions. The focus group session followed a semi-structured format including open-ended prompts that allowed for further questioning to gain insights into the following:

- What are the top three hazards you face on the job?
- How would you describe the safety culture in your organization?
- Are there fatigue and pain policies?
- What shortcuts do people take?
- How are wildfire hazards identified and communicated to you?
- Is there a system for submitting safety concerns?
- How does the organization address safety issues (including wildfire hazards) that are reported by frontline workers?
- How are lessons learned about safety or wildfire mitigation communicated to you?
- How are frontline employees involved in company-wide safety meetings and how can these meetings be improved? What about daily safety meetings?
- How do daily safety meetings help keep you safe and how can daily safety meetings be improved?
- What changes have you seen in safety culture in your organization or work group?

- How does the organization incentivize the reporting of near misses?²²
- How well do people work together in your work group?
- What are three words to describe the safety culture of your organization?

A total of 17 individuals participated in the focus group, representing different employment levels and SDG&E business units. Of the 17 focus group participants, 3 were contractors, 14 were frontline workers or supervisors.

Focus group participants described the safety culture at SDG&E as being improved and changed drastically over the past five to 10 years. The consensus was that safety culture at SDG&E is overall positive and continues to move in the right direction. During the focus group, participants shared positive perceptions about SDG&E, emphasizing collaboration between business units and an increased frequency of tailgate or tailboard safety meetings, which are daily safety meetings. Participants also shared that reporting efforts are continually improving.

3.5 Observational Visits

Energy Safety did not complete observational visits for its 2024 SCAs.

3.6 Supporting Documentation

SDG&E voluntarily appended one supporting document to provide additional context to its responses.²³ SDG&E's supporting documentation included SDG&E's Company Operations Standard: Process for Completing Audit Plans of the Safety Management System. NSC and Energy Safety reviewed the supporting documentation to further understand PG&E's responses to its management self-assessment.

²² Near miss: 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:

<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=57736&shareable=true>, (accessed Dec. 18, 2024).

²³ See Appendix C for Supporting Documentation appended at the end of SDG&E's 2024 Management Self-Assessment.

4. Assessment Findings

The findings below are based on information from SDG&E's workforce survey results, management self-assessment, interviews, safety culture objectives, lessons learned, and progress on the previous year's (2023) recommendations.²⁴

The assessment results were analyzed and combined into safety culture themes that demonstrate SDG&E's positive attributes; areas where existing efforts support a healthy safety culture, and challenges; areas where attention can further enhance safety performance outcomes and safety culture maturity. Together, these themes provide a foundation for understanding SDG&E's safety culture and inform its future growth.

4.1 Managing Risk of Shortcuts

Safety culture necessitates situational awareness from all levels of an organization of the risks and known hazards in its operations. This includes the presence of "shortcuts" and whether the organization systemically evaluates whether safety improvements are addressing these issues.²⁵ Managing shortcuts and risks in the workplace system preserves the reliability, integrity, and predictability of work processes. These are core conditions for preventing future catastrophic incidents. Small deviations from established procedures can introduce latent weaknesses that may accumulate and lead to failures. Seemingly minor shortcuts can signal deeper systemic vulnerabilities. Consistent systemic management of shortcuts and risks enables an organization to be attuned to real-time conditions, internal and external demands, and operational pressures that may drive risky behavior. Resolving pressures rather than normalizing deviations supports a culture where safety is embedded in its decision making, operational discipline remains high, and reliability is sustained. Furthermore, a workplace system or organization creates more risk when short term demands take away attention and dilute focus on long-term goals and objectives, such as personal and wildfire safety.²⁶

4.1.1 Positive Observations

SDG&E focus group statements reflect improvements related to shortcuts and risk management, highlighting actions SDG&E has taken to promote personal safety and task management while in the field. Regarding the prevention of shortcuts, workforce survey statements in the Personal Safety Category—"Pausing work for hazards and safety concerns is

²⁴ See Appendix A for SDG&E's Workforce Survey Results and Appendix B for SDG&E's Management Self-Assessment, Safety Culture Objectives, Lessons Learned, and Progress on Previous Year's Recommendations.

²⁵ International Civil Aviation Organization, Doc 9859: Safety Management Manual, 4th Ed., 2018, p. 3-2.

²⁶ Canadian Standards Association, "Human and organizational factors for optimal pipeline performance", p.20, [Human and organizational factors for optimal pipeline performance - CER.pdf](#), (accessed Nov. 21, 2025).

viewed positively” and “If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor” received high overall average scores in 2024, as they did in 2023.

4.1.2 Areas for Improvement

While SDG&E has taken meaningful steps to eliminate shortcuts and focus group participants described a strong safety culture and the infrequency of shortcuts, the focus group also described instances where workers have felt rushed and under pressure to get the job done quickly. Conflicting feedback indicates that workers still experience situations where they feel rushed or pressured to complete tasks quickly. This misalignment suggests that operational demands may at times undermine safety expectations in the workplace system.

Additionally, the workforce survey statement “People focus on one task at a time and avoid distractions” was rated 3.83 in 2024. This is similar to an overall rating of 3.90 in 2023. The focus group session revealed perceptions that aligned with the rating for this workforce survey statement and feedback from the session implied that employees often are not aware of the risk they are taking when completing a task. Difficulty focusing on one task at a time and avoiding distractions can increase the likelihood of errors and unsafe conditions. In addition, higher-ranked employees and lower-ranked employees differ in their perceptions around avoiding distractions and managing work pressures. This suggests that issues related to distractions and performance pressure could be contingent upon employee role, indicating gaps in the workforce system.

4.2 Addressing Public Interaction Risks

Understanding potential risks and hazards that employees themselves face is another crucial component of safety culture development. When a risk or threat is introduced in a workplace system, performance variability is less manageable and unintended consequences can occur.²⁷ Public interaction risks pose a similar threat to both employee safety and organizational resilience.

4.2.1 Positive Observations

SDG&E has taken steps to mitigate risk from interactions with the public. SDG&E has worked toward reducing risk from these public interactions through existing measures such as Stop Work Authority and Customer Awareness and Notification trainings. In the second quarter of 2024, SDG&E launched its Advance Customer Notification Process to a piloted group to notify customers of planned work in their area, and this will continue to be rolled out. Finally, SDG&E continues to advance the deployment of its Geocall Electric Pre-Construction Mobile

²⁷ Canadian Standards Association, “Human and organizational factors for optimal pipeline performance,” p. 20, [Human and organizational factors for optimal pipeline performance - CER.pdf](#), (accessed Nov. 21, 2025).

Fielding Application that was recently launched and is used to coordinate and optimize end-to-end field service processes, activities, and resources.

4.2.2 Areas for Improvement

Risk from interactions with the public continues to be a primary safety hazard for SDG&E. From 2021 through 2024, focus group participants have consistently emphasized risks posed by interactions with the public as one of the top three hazards on the job. This highlights that SDG&E could be taking further action to support and protect employees when interacting with the public. Employees from all three large electrical corporations face this risk. SDG&E should coordinate with PG&E and SCE on strategies to address this risk, and SDG&E should review the actions PG&E has taken to support employees and determine the applicability of those actions to SDG&E's own operations.

4.3 The Overall Safety Culture Perception Gap

Cultural drift is the gradual shift away from established safety values, practices, and standards over time. Because it occurs slowly, it may not be recognized until a significant safety event, near miss, or decline in performance reveals it. This silent erosion of safety culture can compromise performance and trust. Recognizing early indicators of cultural drift is critical to proactively realign behaviors, reinforce leadership commitment, and sustain a strong safety culture.

4.3.1 Positive Observations

In the 2024 workforce survey, scores for 20 of the 30 statements were higher compared to the baseline year of 2021. In the 2024 survey, four of the seven highest-scoring survey statements were in the wildfire safety category and reflected a positive view of safety culture. Additionally, both employee and contractor overall average ratings for 2024 have increased since the baseline year of 2021. In 2021, SDG&E reported in its MSA that it was at Citizenship (the highest level of maturity) for 9 of the 22 questions; in 2022, it rated itself as Citizenship in 15 of the 22 questions; in 2023, SDG&E rated itself Citizenship in 21 of the 22 questions; and in its 2024 MSA SDG&E rated itself Citizenship in all 22 questions, providing supporting information each year that offers context on its self-ranking improvement.

Focus group participants described feeling the psychological side of safety when they are supported to stop a job that is unsafe. In January 2024, approximately 1,300 field and represented workforce attended an offsite Start Strong safety event to receive safety goals and messaging from leadership.

4.3.2 Areas of Improvement

A combination of factors from SDG&E's SCA inputs suggest a possible misalignment between management-perceived and worker-perceived safety culture maturity. While SDG&E's MSA self-assessment reflects the highest rating in all categories, its workforce survey contained

modest decreases in the overall average scores for all 30 survey statements compared to 2023. In its MSA, SDG&E management rated the company at the highest level for the following questions:

- “To what extent do rewards and incentives for operational leaders and workers support safety and mitigating wildfire hazards?”
- “Rate the types of wildfire safety indicators and objectives tracked by senior operational leadership.”
- “What structures, systems, and/or process have been established to encourage sensitivity to weak signals of wildfire hazards?”
- “What processes and structures have been established to create a learning organization?”

The workforce survey response demonstrate a trend wherein the lower the ranking of the employee, the lower the average score response, creating a gap between management and staff perceptions, with management averaging 4.49 and non-management averaging 4.19. In addition, SDG&E does not provide descriptive actions it plans to take in its Summary Plan for 2025 to maintain its high MSA targets.

The gap between management and employee-perceived safety culture may indicate cultural drift from past alignment, or the gap may have another source.

4.4 Leadership Accountability in the Success of Information Sharing and Feedback Mechanisms

Information sharing and robust feedback mechanisms ensure emerging risks, critical insights, and operations lessons are communicated timely and accurately throughout the organization. Access to safety knowledge and effectiveness of information sharing, such as meetings, are associated with significant change in organizations and can have a negative impact on safety culture if not approached correctly. Continuous information flow enables an organization to detect weak signals before they grow into failures and encourages open reporting of near misses, concerns, and deviations for learning opportunities. Strong information and feedback pathways support the movement of knowledge to those best positioned to act, regardless of hierarchy, and enables rapid adaptation based on shared experience and insights. When transparent information sharing and feedback is consistently gathered, employees develop trust in the system, will more actively participate in continuous improvement, and feel empowered to speak up.

Leadership personal accountability for near miss and event reporting is critical to creating sustainable conditions where transparency and organizational learning can thrive. When leaders visibly prioritize event reporting it signals that proactive hazard identification is valued and expected. This reinforces a culture where workers feel safe to report mistakes or

hazards where the focus remains on understanding system vulnerabilities and not assigning blame. Personal accountability complements this environment by ensuring every individual recognizes their role in identifying and communicating potential precursors of failure. Leadership and personal accountability within a just culture create an environment where information flows freely, risks are quickly addressed, and learning is continuous.²⁸

4.4.1 Positive Observations

SDG&E has taken steps over the past few years to gather near miss event information. In its 2022, 2023, and 2024 MSA, SDG&E included a three-year objective to review all incidents, including near misses with the intent to identify those with high serious injury or fatality (SIF) potential and take preventative actions.

SDG&E provided frontline leaders with wildfire safety training to improve safety leadership skills and facilitate feedback from frontline workers. These trainings included efforts to hone leadership skills including effective communication and a respectful workplace. SDG&E also provided frontline workers with wildfire safety training and support resources intended to improve safety skills. These trainings were designed to improve their wildfire safety awareness and knowledge and included annual PSPS tabletop exercises and virtual reality training.

SDG&E staff from the wildfire mitigation team support district safety meetings and safety standdowns in the summer months by presenting and hosting booths to provide information on current wildfire mitigation status and activities, and to solicit feedback from those who work, maintain, and operate the electrical system. SDG&E has made efforts to improve its communication of takeaways through its Annual ESP 113.1 training and a monthly newsletter.

SDG&E has also improved its information management in support of near miss tracking. SDG&E's Incident Management System (IMP) safety dashboard was designed to improve analysis functionality for leading and lagging safety metrics, such as near miss reports being tracked both qualitatively and quantitatively. The workforce survey statement "People in my workgroup report all wildfire hazards, no matter how minor" received an overall average response score of 4.32.

Further, SDG&E reported compiling various data types within an existing database in efforts to enhance analytic capabilities, as well as the ability to incorporate not only actual ignitions but also evidence of heat events into the process of determining the overall ignition risk of various areas and assets. SDG&E reported that in 2024 gaps in the IMP have been reviewed and there has been efforts to improve notifications for potential fire ignitions. As a result, fire

²⁸ Canadian Standards Association, "Human and organizational factors for optimal pipeline performance," [Human and organizational factors for optimal pipeline performance - CER.pdf](#), (accessed Nov. 21, 2025).

coordination staff now receive notification from service dispatch on all SDG&E resource requests related to emergency response.

SDG&E also provided examples of systems in place to facilitate reporting, such as Serious Injury & Fatality Prevention, Behavior Based Safety, the After-Action Review program, and its Safety Barometer Survey.

4.4.2 Areas for Improvement

While SDG&E has taken meaningful steps to improve accountability within its near miss and event reporting, employee perceptions reveal lingering gaps that could undermine SDG&E's progress. The workforce survey statements "People report mistakes they make, even if others do not notice them" was rated 3.87 (down 0.10 from 2023), and "People listen to one another; it is rare that someone's views go unheard" scored 4.06. These are two of the lower-scoring statements on SDG&E's workforce survey. The statement "People report mistakes they make, even if others do not notice them" has consistently been one of the lowest-scoring statements on each of SDG&E's workforce survey results since 2021. The average response score for the statement "I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them" was 3.66, and the statement "The company cares about my opinions" was 3.88, a decline of 0.17 from 2023. These survey statements have consistently received low scores since 2021. Focus group participants emphasized the importance of wildfire hazard communication, particularly during emergency situations. These results indicate that foundational elements of high reliability are not yet fully embedded in daily behaviors and may hinder safe performance outcomes within the workplace system.

Developing an effective data architecture for managing employee reports and providing employees opportunity to use the system is important, but successfully convincing employees and contractors to use it is a separate challenge that must be recognized, planned for, and implemented, and the success of that implementation needs regular review. Energy Safety's SCA Report has made safety event reporting-related recommendations from 2021 to 2024.²⁹ SDG&E can also continue to improve its workforce survey engagement and response rates to better understand its safety culture perceptions. While SDG&E achieved a 75 percent overall response rate in its 2024 survey (an increase from 59 percent in 2023), this remains lower than its response rate of 76 percent in 2022. In addition, SDG&E's contractor response rate was significantly lower than its employee response rate. In its 2024 workforce survey, SDG&E's contractor response rate was 56 percent, compared to 75 percent employee response rate. This indicates that SDG&E should continue to focus on this issue specifically during its engagement efforts, and closing this gap between employee and contractor response rate should remain a priority to further build a robust safety culture.

²⁹ See Energy Safety's 2021, 2022 and 2023 SCA Reports for SDG&E: via Energy Safety's Safety Culture Assessment website: <https://energysafety.ca.gov/what-we-do/electrical-infrastructure-safety/wildfire-mitigation-and-safety/safety-culture-assessments/>, (accessed Dec. 18, 2024).

5. Recommendations

Evolving safety culture is a gradual process and starts with understanding an organization's current cultural state, and the underlying drivers influencing its workforce. The recommendation for SDG&E is outlined below and structured as follows: overall theme of the recommendation; goals of the recommendation; and verification method. The recommendations below build on the recommendations from Energy Safety's 2023 SCA for SDG&E.³⁰

5.1 Better Understand Safety Risks Associated with Performance Pressures and Distractions

SDG&E should better understand the potential that production pressures could inadvertently encourage risk-taking or unsafe behaviors that could affect worker and public safety. SDG&E should use multiple methods to solicit feedback from frontline employees and contractors as well as supervisory staff to better understand this risk. SDG&E should analyze this feedback, assess the risks, and develop necessary actions to address the risks based on that assessment. Similar recommendations concerning reducing barriers or pressures to perform were provided in Energy Safety's 2022 and 2023 SCAs for SDG&E.³¹

5.1.1 Goal of Recommendation

The goal of this recommendation is to reduce operational pressure points and promote disciplined attention to tasks to strengthen SDG&E's workplace system environment and make the workforce feel supported to perform work safely, reliably, and consistently without feeling compelled to divide focus or rush work that could impact worker or public safety.

5.1.2 Verification Method

In its next MSA and Safety Culture Objectives and Lessons Learned submission, SDG&E should provide a detailed description of actions SDG&E has implemented since 2022 to improve perceptions and actions around pressure to perform. This includes the continued use and promotion of the resources and programs to empower workers to stop a job or task if they feel it is not safe to proceed. SDG&E should provide documentation of its solicitations to

³⁰ Energy Safety's 2023 SCA Report for SDG&E:

<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=56373&shareable=true>, (accessed Dec. 18, 2024).

³¹ See Energy Safety's 2023 and 2024 SCA Reports for SDG&E via Energy Safety's Safety Culture Assessment website: <https://energysafety.ca.gov/what-we-do/electrical-infrastructure-safety/wildfire-mitigation-and-safety/safety-culture-assessments/>, (accessed Dec. 18, 2024).

multiple levels of employees and contractors to provide more specific feedback on the source of these performance pressures and the extent to which these pressures may encourage risk-taking behaviors that could affect employee or public safety. SDG&E should also include a detailed description of planned actions based on analysis of that feedback.

SDG&E's ongoing progress should be evident in future workforce survey scores, particularly in the personal safety category, including statements like "People focus on one task at a time and avoid distractions." Additionally, improvements should be reflected in workforce focus group discussions, where participants describe SDG&E's safety culture. There should also be alignment between the workforce survey responses and the focus group insights collected in its next SCA.

5.2 Continued Progress on Addressing Public Interaction Risks

SDG&E should continue to enhance strategies to mitigate risks resulting from interactions with the public that include an adaptive capacity and ongoing vigilance to mitigate these high-variability situations. SDG&E should coordinate with PG&E and SCE to discuss strategies to address this risk, and SDG&E should review the actions PG&E has taken to support employees and determine the applicability of those actions to SDG&E's own operations.

5.2.1 Goal of Recommendation

The goal of this recommendation is to continue enhancing strategies to mitigate risks from interactions with the public to ensure safe working conditions for frontline employees and support them to be equipped to respond effectively to unexpected behaviors or unsafe conditions caused by public interactions.

5.2.2 Verification Method

In its next MSA and Safety Culture Objectives and Lessons Learned submission, SDG&E should provide in its supplementary materials evidence of meetings with SCE and PG&E to discuss strategies to address this risk and a discussion of its assessment of PG&E's actions to support its workforce in this area, including SDG&E's determination of the applicability of those actions to SDG&E's own operations.

5.3 Understanding the Safety Culture Perception Gap

SDG&E should investigate reasons for why its MSA remains high while employee and contractor perceptions have declined and research the modest decreases in workforce survey results to identify hidden vulnerabilities before they grow. Employees and contractors should be engaged in this effort to inform diagnosis and design solutions.

5.3.1 Goal of Recommendation

The goal of this recommendation is to ensure that any safety culture perception gaps between management and employees and contractors do not constitute signals of cultural drift or other structural use and to respond with structured and measurable actions to address any emerging risks, strengthen organizational, trust and maintain a positive trajectory of continuous improvement.

5.3.2 Verification Method

In its next MSA, SDG&E should provide its analysis of the gaps between its MSA and workforce survey, including workforce engagement performed and other methods used to inform the analysis.

In its next MSA, SDG&E should provide documentation of a strategy to map and explore the workforce survey scores gap between its highest and lowest employees in detail to identify where targeted action is needed to address the gaps in safety culture perception.

SDG&E's ongoing progress towards achieving this goal should be evident in improved organizational workforce survey scores, a reduction in the workforce survey scores gap between the lowest and highest ranked employees and focus group feedback that indicates substantive and continuous safety culture growth.

5.4 Identify Next Steps in Achieving Workforce Engagement in Safety Event Reporting

SDG&E should determine whether lower-than average employee perceptions as identified in Section 4.4.2 are leading to sub-optimal employee near miss reporting and make a quantitative estimate of the reporting gap.

If SDG&E finds that the estimated reporting gap poses unacceptable safety risk, it must provide proposed actions leadership will take to narrow that gap.

5.4.1 Goal of Recommendation

The goal of this recommendation is to strengthen leadership modeling and reinforce personal accountability to foster a reporting culture where mistakes are openly discussed, learning is prioritized, and the organization's capacity for psychological safety is increased.³²

³² A "psychologically safe work environment" is "one in which employees feel safe to voice ideas, willingly seek feedback, provide honest feedback, collaborate, take risks and experiment" [Psychological safety: A systematic review of the literature](https://www.sciencedirect.com/science/article/pii/S1053482217300013), Newman, Donohue, and Eva [2017]: <https://www.sciencedirect.com/science/article/pii/S1053482217300013>, (accessed Feb. 1, 2025).

5.4.2 Verification Method

In its next MSA and Safety Culture Objectives and Lessons Learned, SDG&E should provide its analysis of whether lower than average identified in Section 4.4.2 are leading to sub-optimal workforce near miss reporting perceptions, a quantitative estimate of the reporting gap, an assessment of whether that gap creates an unacceptably safety risk, and proposed actions to narrow the gap.

SDG&E's ongoing progress towards achieving this goal should be evident in an improvement in the volume and quality of near miss reports, and the effectiveness of the actions they led to, along with improved workforce survey scores on future workforce surveys for the statement "People report mistakes they make, even if others do not notice them," among other statements.

5.5 Improve Contractor Engagement in the Workforce Survey

SDG&E should identify existing barriers to contractor engagement in the workforce survey and overcome those barriers. The workforce survey is a critical tool for understanding how the organization functions, identifying emerging risks and shaping improvements that directly affect operational performance.

5.5.1 Goal of Recommendations

The goal of this recommendation is to strengthen safety dialogue across the organization to elevate frontline safety expertise and improve the consistency of safety information flow to further mature SDG&E as a learning organization.

5.5.2 Verification Method

SDG&E should provide documentation of the actions taken to identify the barriers to contractor participation in the workforce survey and actions taken to increase that participation.

SDG&E's ongoing progress towards achieving this goal should be evident in an increase in its contractor response rate in future workforce surveys.

6. Conclusion

This report provides the findings and recommendations from Energy Safety's 2024 SCA Report for SDG&E, its fourth under Public Utilities Code section 8389(d)(4). Following the publication of this report, SDG&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 the safety culture at SDG&E. Energy Safety evaluates an electrical corporation's safety culture to identify best practices and relative gaps. This process includes understanding SDG&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.

DATA DRIVEN FORWARD-THINKING INNOVATIVE SAFETY FOCUSED

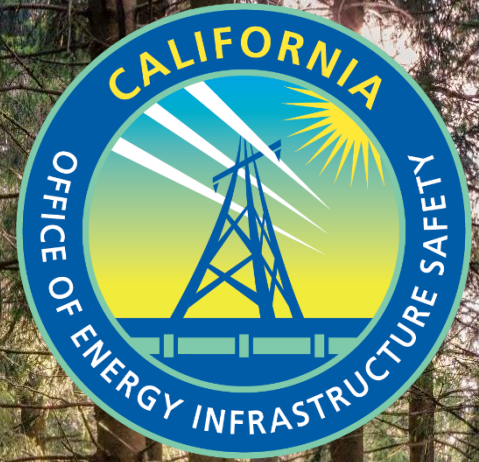


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APPENDICES



APPENDIX A: Workforce Survey Results



OFFICE OF ENERGY
INFRASTRUCTURE
SAFETY



Workforce Survey Results

January 2025

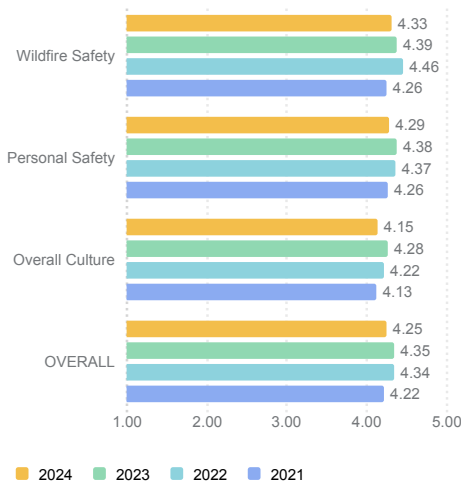
San Diego Gas & Electric

Energy Safety Workforce Survey 2024: Overall Results and 30 Standard Statements

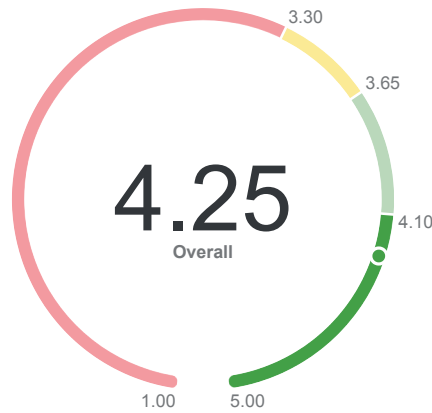
This page contains average response scores and percent distributions of response categories for the overall survey.

Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)
Response Categories: Strongly Disagree = 1 (Red), Disagree = 2 (Orange), Neutral = 3 (Yellow), Agree = 4 (Light Green), Strongly Agree = 5 (Dark Green)

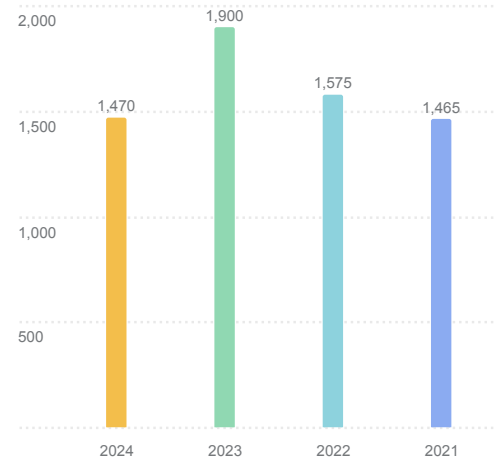
Average Response Scores



Average Response Score 2024



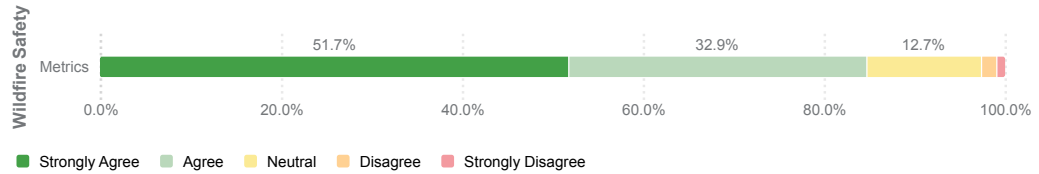
Response Count



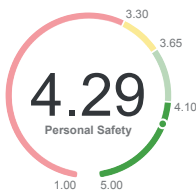
Wildfire Safety 2024



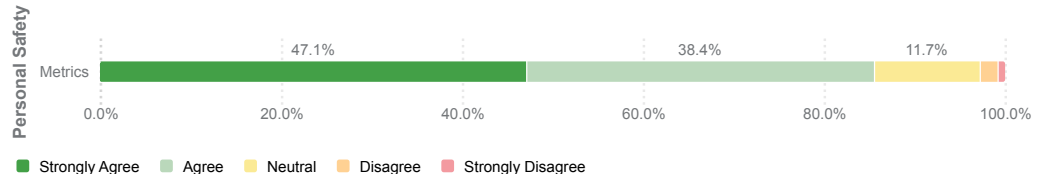
Percent Distributions 2024



Personal Safety 2024



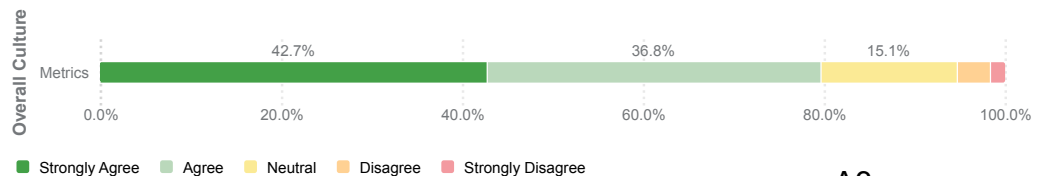
Percent Distributions 2024



Overall Culture 2024



Percent Distributions 2024



Energy Safety Workforce Survey 2024: Overall Results and 30 Standard Statements

Comparisons were not computed for groups with fewer than five respondents.

Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)
Change Score Metrics: Increase in Score: > 0 (Blue), Decrease in Score: < 0 (Red), No Change in Score: = 0 (Gray)

Overall Average Response Scores by Statement

Wildfire Safety	2024	2023	2022	2021	Change 2023-2024 ▼	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
People in my work group report all wildfire hazards, no matter how minor	4.32	4.35	4.40	4.13	-0.028	50%	35%	14%	1%	1%
Our management acts quickly to address wildfire hazards	4.45	4.50	4.53	4.42	-0.042	58%	30%	10%	0%	1%
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.66	3.70	3.80	3.45	-0.043	26%	30%	32%	10%	3%
Leaders actively seek out signs of potential wildfire hazards	4.30	4.37	4.46	4.22	-0.062	49%	36%	14%	1%	1%
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.42	4.49	4.56	4.47	-0.062	53%	37%	9%	0%	0%
Protecting the community from wildfire hazards is clearly a high priority with management	4.58	4.65	4.69	4.59	-0.072	68%	23%	7%	1%	1%
People look for wildfire hazards and risks as work progresses	4.30	4.37	4.44	4.25	-0.073	47%	39%	13%	1%	0%
Wildfire and personal safety concerns are communicated openly	4.43	4.51	4.59	4.38	-0.078	55%	35%	8%	1%	1%
I feel comfortable discussing wildfire hazards with my supervisor	4.47	4.56	4.63	4.45	-0.088	59%	30%	8%	1%	1%

Overall Average Response Scores by Statement

Personal Safety	2024	2023	2022	2021	Change 2023-2024 ▼	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.43	4.50	4.51	4.40	-0.065	57%	33%	9%	1%	1%
I take responsibility for the safety of myself and others in my work area	4.63	4.70	4.69	4.60	-0.066	68%	27%	4%	0%	0%
People focus on one task at a time and avoid distractions	3.83	3.90	3.95	3.71	-0.071	26%	41%	24%	7%	1%
Pausing work for hazards and safety concerns is viewed positively	4.43	4.51	4.53	4.47	-0.077	56%	34%	8%	1%	1%
Leaders keep people prepared to intervene when an emergency occurs	4.29	4.38	4.34	4.29	-0.091	47%	38%	12%	2%	1%
We have the right tools for the job	4.22	4.31	4.27	4.18	-0.097	43%	40%	14%	2%	1%
People have the ability to respond to and correct problems and errors before they get out of control	4.27	4.37	4.34	4.15	-0.098	42%	46%	10%	1%	1%
Leaders use mistakes and incidents as learning opportunities	4.30	4.40	4.39	4.31	-0.107	47%	40%	10%	2%	1%
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.30	4.41	4.39	4.34	-0.107	49%	36%	12%	2%	1%
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.24	4.35	4.36	4.20	-0.108	42%	43%	13%	1%	1%
People have the skills they need to resolve workplace safety issues	4.24	4.35	4.25	4.25	-0.111	42%	44%	12%	2%	1%

Overall Average Response Scores by Statement

Overall Culture	2024	2023	2022	2021	Change 2023-2024 ▼	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Leaders encourage people to ask questions	4.30	4.40	4.40	4.36	-0.098	48%	38%	10%	2%	1%
People report mistakes they make, even if others do not notice them	3.87	3.98	3.92	3.76	-0.103	27%	40%	26%	5%	1%
People listen to one another: it is rare that someone's views go unheard	4.06	4.17	4.17	4.01	-0.108	36%	41%	18%	4%	1%
Information about important events and lessons learned is shared within my work group	4.29	4.40	4.36	4.30	-0.112	47%	40%	10%	2%	1%
Managers treat workers with respect	4.29	4.41	4.35	4.27	-0.114	51%	34%	11%	3%	2%
My supervisor makes sure all employee concerns are heard before job decisions are made	4.19	4.31	4.25	4.13	-0.119	44%	37%	14%	4%	1%
My supervisor would use whatever power they have to help me out	4.32	4.45	4.40	4.40	-0.121	53%	33%	11%	3%	1%
People in my work group treat each other with respect	4.28	4.43	4.35	4.41	-0.148	49%	36%	12%	2%	1%
I believe managers apply the same rules for all workers	4.01	4.16	4.04	3.88	-0.148	40%	34%	17%	6%	3%
The company cares about my opinions	3.88	4.05	3.94	3.81	-0.171	32%	37%	21%	6%	4%

Energy Safety Workforce Survey 2024: Demographic Comparisons

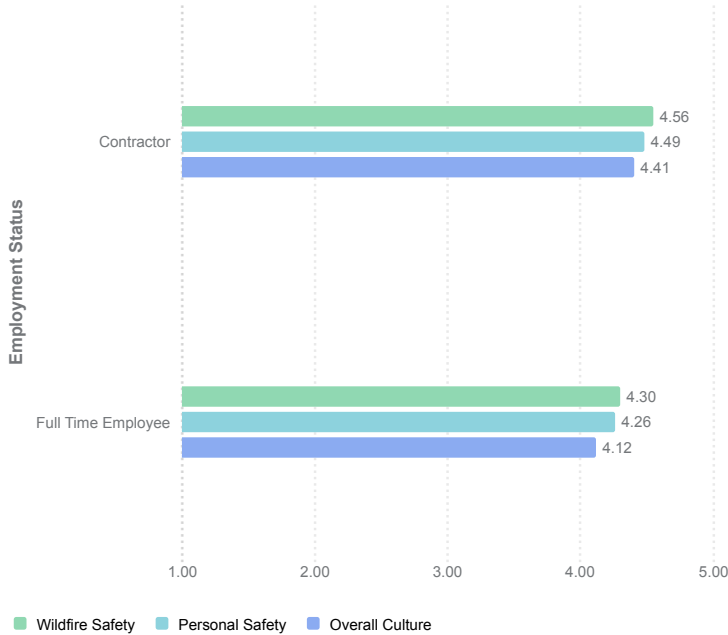
Survey respondents were asked to provide demographic information at the conclusion of the **Energy Safety Workforce Survey**. These responses were used to conduct analyses and provide these subgroup comparisons.

Comparisons were not computed for groups with fewer than five respondents.

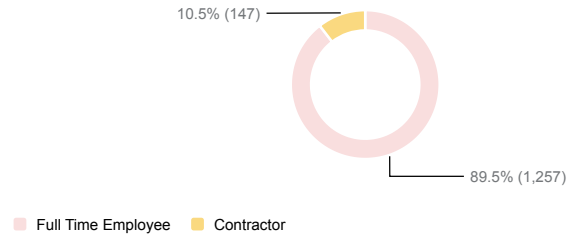
Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

1. Comparison by Employment Status

Average Response Scores by Statement Category



Number of Responses



Overall Average Response Score



Comparisons were not computed for groups with fewer than five respondents.
Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)

Average Response Scores by Statement

Wildfire Safety	Contractor	Full Time Employee
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.91	3.63
I feel comfortable discussing wildfire hazards with my supervisor	4.78	4.43
Leaders actively seek out signs of potential wildfire hazards	4.51	4.28
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.63	4.39
Our management acts quickly to address wildfire hazards	4.67	4.42
People in my work group report all wildfire hazards, no matter how minor	4.56	4.30
People look for wildfire hazards and risks as work progresses	4.50	4.27
Protecting the community from wildfire hazards is clearly a high priority with management	4.78	4.55
Wildfire and personal safety concerns are communicated openly	4.67	4.40

Average Response Scores by Statement

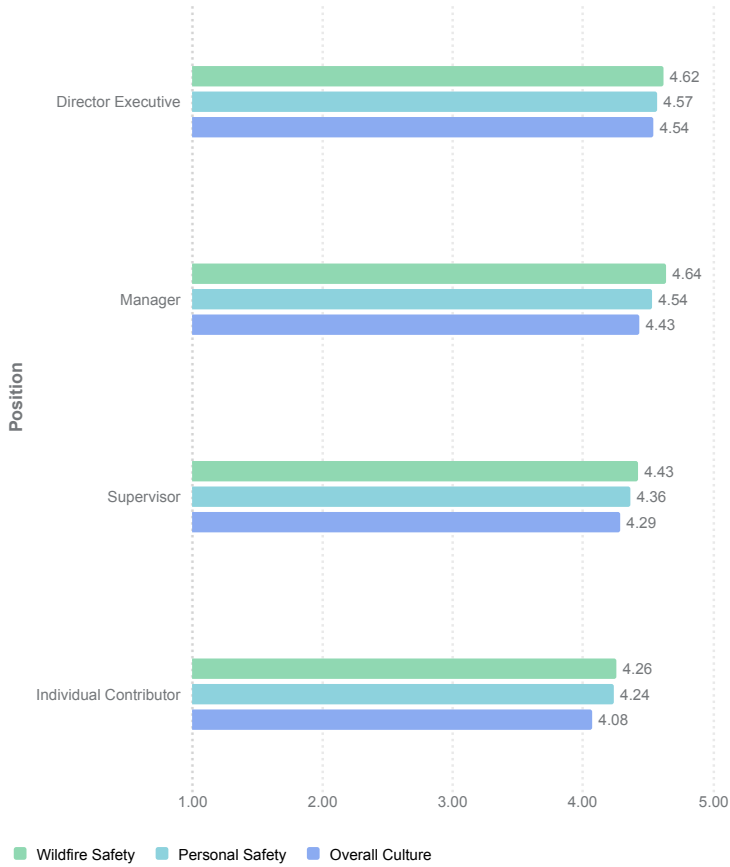
Personal Safety	Contractor	Full Time Employee
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.51	4.28
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.39	4.22
I take responsibility for the safety of myself and others in my work area	4.78	4.61
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.60	4.42
Leaders keep people prepared to intervene when an emergency occurs	4.55	4.25
Leaders use mistakes and incidents as learning opportunities	4.51	4.27
Pausing work for hazards and safety concerns is viewed positively	4.62	4.41
People focus on one task at a time and avoid distractions	3.99	3.81
People have the ability to respond to and correct problems and errors before they get out of control	4.48	4.24
People have the skills they need to resolve workplace safety issues	4.49	4.21
We have the right tools for the job	4.43	4.19

Average Response Scores by Statement

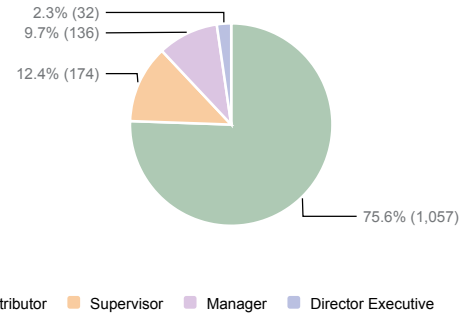
Overall Culture	Contractor	Full Time Employee
I believe managers apply the same rules for all workers	4.33	3.97
Information about important events and lessons learned is shared within my work group	4.55	4.26
Leaders encourage people to ask questions	4.60	4.27
Managers treat workers with respect	4.59	4.26
My supervisor makes sure all employee concerns are heard before job decisions are made	4.39	4.16
My supervisor would use whatever power they have to help me out	4.56	4.29
People in my work group treat each other with respect	4.55	4.25
People listen to one another: it is rare that someone's views go unheard	4.37	4.02
People report mistakes they make, even if others do not notice them	3.95	3.86
The company cares about my opinions	4.20	3.83

2. Comparison by Position

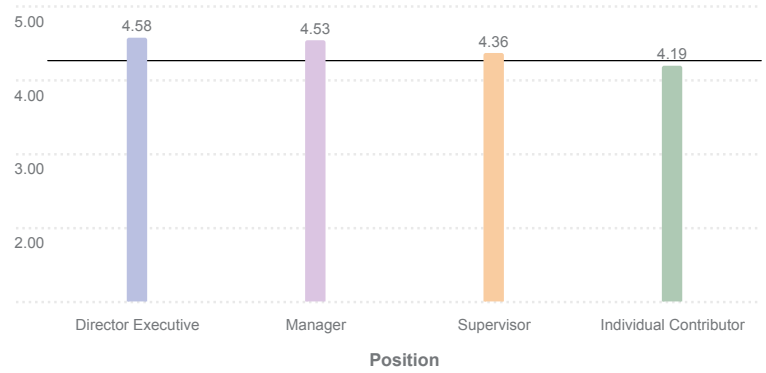
Average Response Scores by Statement Category



Number of Responses



Overall Average Response Score



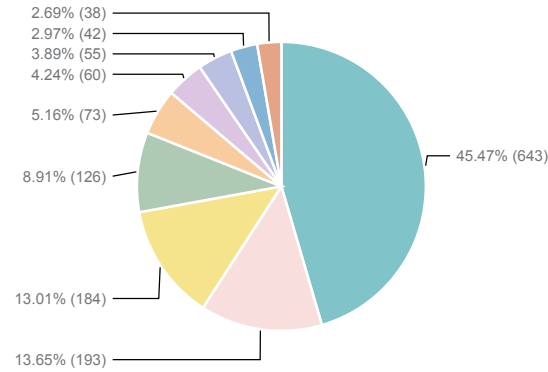
<p>Comparisons were not computed for groups with fewer than five respondents.</p> <p>Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)</p>				
Average Response Scores by Statement				
Wildfire Safety	Director Executive	Individual Contributor	Manager	Supervisor
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.16	3.57	4.12	3.74
I feel comfortable discussing wildfire hazards with my supervisor	4.78	4.40	4.79	4.58
Leaders actively seek out signs of potential wildfire hazards	4.59	4.24	4.66	4.43
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.72	4.37	4.69	4.45
Our management acts quickly to address wildfire hazards	4.72	4.38	4.74	4.62
People in my work group report all wildfire hazards, no matter how minor	4.69	4.27	4.56	4.38
People look for wildfire hazards and risks as work progresses	4.50	4.24	4.62	4.37
Protecting the community from wildfire hazards is clearly a high priority with management	4.72	4.51	4.86	4.75
Wildfire and personal safety concerns are communicated openly	4.72	4.36	4.76	4.54

Average Response Scores by Statement				
Personal Safety	Director Executive	Individual Contributor	Manager	Supervisor
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.65	4.23	4.60	4.44
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.31	4.20	4.42	4.34
I take responsibility for the safety of myself and others in my work area	4.75	4.60	4.79	4.67
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.69	4.37	4.76	4.53
Leaders keep people prepared to intervene when an emergency occurs	4.63	4.22	4.60	4.35
Leaders use mistakes and incidents as learning opportunities	4.63	4.24	4.58	4.41
Pausing work for hazards and safety concerns is viewed positively	4.71	4.37	4.77	4.50
People focus on one task at a time and avoid distractions	4.13	3.81	3.96	3.76
People have the ability to respond to and correct problems and errors before they get out of control	4.63	4.22	4.50	4.35
People have the skills they need to resolve workplace safety issues	4.59	4.19	4.46	4.29
We have the right tools for the job	4.59	4.15	4.48	4.36

Average Response Scores by Statement				
Overall Culture	Director Executive	Individual Contributor	Manager	Supervisor
I believe managers apply the same rules for all workers	4.53	3.91	4.37	4.22
Information about important events and lessons learned is shared within my work group	4.63	4.23	4.57	4.41
Leaders encourage people to ask questions	4.69	4.23	4.58	4.42
Managers treat workers with respect	4.56	4.21	4.62	4.47
My supervisor makes sure all employee concerns are heard before job decisions are made	4.53	4.12	4.40	4.30
My supervisor would use whatever power they have to help me out	4.66	4.25	4.56	4.48
People in my work group treat each other with respect	4.69	4.21	4.63	4.39
People listen to one another: it is rare that someone's views go unheard	4.50	4.01	4.25	4.13
People report mistakes they make, even if others do not notice them	4.16	3.82	4.10	3.95
The company cares about my opinions	4.47	3.76	4.26	4.12

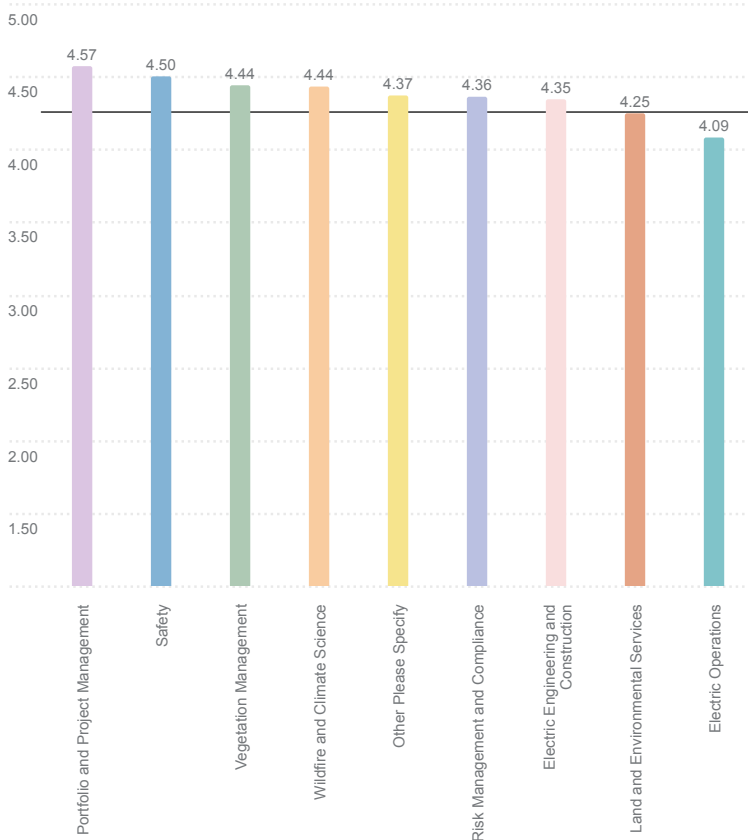
3. Comparison by Business Unit

Number of Responses

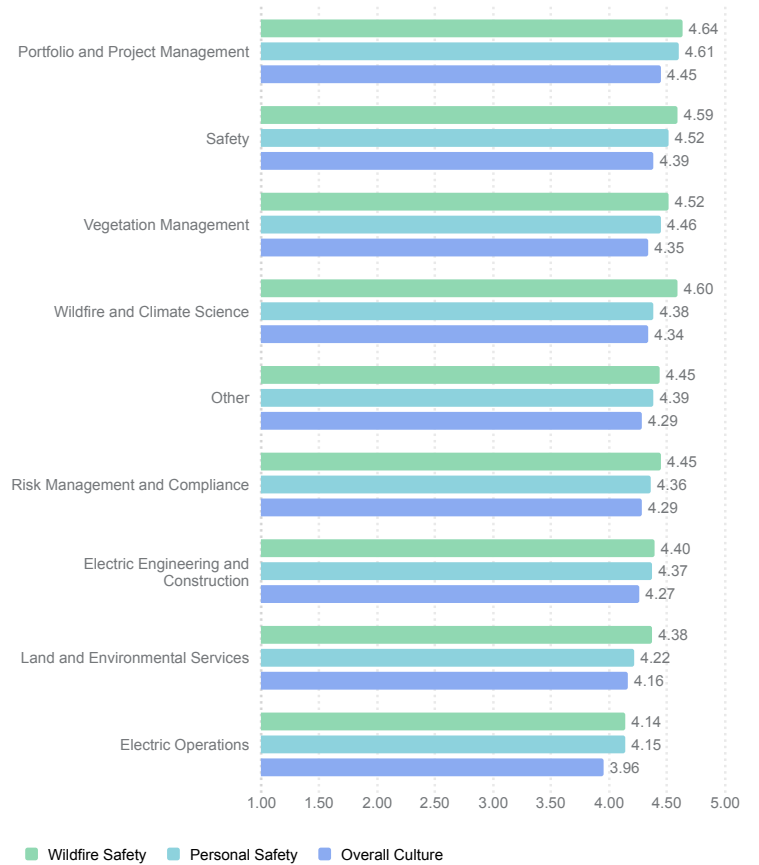


■ Electric Operations
 ■ Electric Engineering and Construction
 ■ Other Please Specify
 ■ Vegetation Management
 ■ Wildfire and Climate Science
 ■ Portfolio and Project Management
 ■ Risk Management and Compliance
 ■ Safety
 ■ Land and Environmental Services

Overall Average Response Score



Average Response Scores by Statement Category



Comparisons were not computed for groups with fewer than five respondents.
Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)

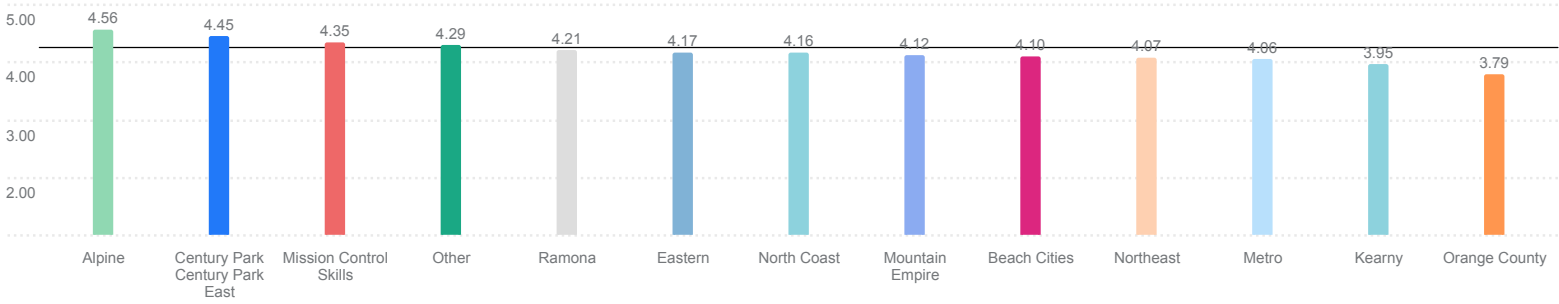
Average Response Scores by Statement									
Wildfire Safety	Electric Engineering and Construction	Electric Operations	Land and Environmental Services	Other Please Specify	Portfolio and Project Management	Risk Management and Compliance	Safety	Vegetation Management	Wildfire and Climate Science
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.70	3.49	3.53	3.79	3.83	3.80	4.00	3.83	4.07
I feel comfortable discussing wildfire hazards with my supervisor	4.54	4.26	4.55	4.58	4.78	4.65	4.76	4.69	4.79
Leaders actively seek out signs of potential wildfire hazards	4.34	4.13	4.29	4.43	4.75	4.40	4.60	4.55	4.55
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.48	4.25	4.51	4.50	4.77	4.55	4.73	4.55	4.75
Our management acts quickly to address wildfire hazards	4.58	4.27	4.55	4.58	4.75	4.55	4.67	4.61	4.69
People in my work group report all wildfire hazards, no matter how minor	4.41	4.14	4.39	4.43	4.58	4.38	4.61	4.54	4.56
People look for wildfire hazards and risks as work progresses	4.37	4.14	4.26	4.39	4.66	4.36	4.54	4.51	4.47
Protecting the community from wildfire hazards is clearly a high priority with management	4.65	4.39	4.71	4.72	4.88	4.78	4.83	4.70	4.81
Wildfire and personal safety concerns are communicated openly	4.53	4.22	4.58	4.57	4.78	4.58	4.60	4.67	4.73

Average Response Scores by Statement									
Personal Safety	Electric Engineering and Construction	Electric Operations	Land and Environmental Services	Other Please Specify	Portfolio and Project Management	Risk Management and Compliance	Safety	Vegetation Management	Wildfire and Climate Science
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.41	4.10	4.13	4.49	4.70	4.55	4.59	4.49	4.42
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.32	4.15	4.18	4.28	4.51	4.35	4.50	4.30	4.34
I take responsibility for the safety of myself and others in my work area	4.68	4.54	4.63	4.68	4.82	4.75	4.81	4.72	4.75
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.52	4.28	4.61	4.49	4.73	4.47	4.69	4.61	4.63
Leaders keep people prepared to intervene when an emergency occurs	4.34	4.13	4.13	4.43	4.60	4.44	4.59	4.49	4.42
Leaders use mistakes and incidents as learning opportunities	4.40	4.11	4.37	4.40	4.68	4.36	4.62	4.55	4.42
Pausing work for hazards and safety concerns is viewed positively	4.58	4.23	4.47	4.59	4.83	4.47	4.60	4.63	4.67
People focus on one task at a time and avoid distractions	3.79	3.83	3.24	3.88	4.08	3.65	3.81	4.13	3.62
People have the ability to respond to and correct problems and errors before they get out of control	4.38	4.13	4.32	4.37	4.58	4.31	4.56	4.44	4.33
People have the skills they need to resolve workplace safety issues	4.35	4.10	4.13	4.34	4.62	4.40	4.40	4.32	4.35
We have the right tools for the job	4.36	4.05	4.24	4.35	4.57	4.24	4.60	4.32	4.27

Average Response Scores by Statement									
Overall Culture	Electric Engineering and Construction	Electric Operations	Land and Environmental Services	Other Please Specify	Portfolio and Project Management	Risk Management and Compliance	Safety	Vegetation Management	Wildfire and Climate Science
I believe managers apply the same rules for all workers	4.17	3.78	4.08	4.16	4.27	4.15	4.33	4.32	4.27
Information about important events and lessons learned is shared within my work group	4.36	4.11	4.24	4.42	4.62	4.35	4.50	4.52	4.60
Leaders encourage people to ask questions	4.41	4.11	4.29	4.42	4.58	4.55	4.61	4.54	4.43
Managers treat workers with respect	4.40	4.09	4.32	4.43	4.62	4.40	4.62	4.56	4.49
My supervisor makes sure all employee concerns are heard before job decisions are made	4.32	4.03	4.18	4.34	4.35	4.24	4.52	4.30	4.33
My supervisor would use whatever power they have to help me out	4.46	4.16	4.32	4.39	4.47	4.42	4.60	4.51	4.63
People in my work group treat each other with respect	4.46	4.05	4.42	4.42	4.68	4.55	4.48	4.47	4.52
People listen to one another; it is rare that someone's views go unheard	4.16	3.90	3.97	4.23	4.37	4.15	4.21	4.28	4.08
People report mistakes they make, even if others do not notice them	3.94	3.76	3.84	4.01	4.25	3.96	3.76	3.97	3.92
The company cares about my opinions	4.01	3.62	3.97	4.10	4.33	4.13	4.24	4.02	4.14

4. Comparison by Location

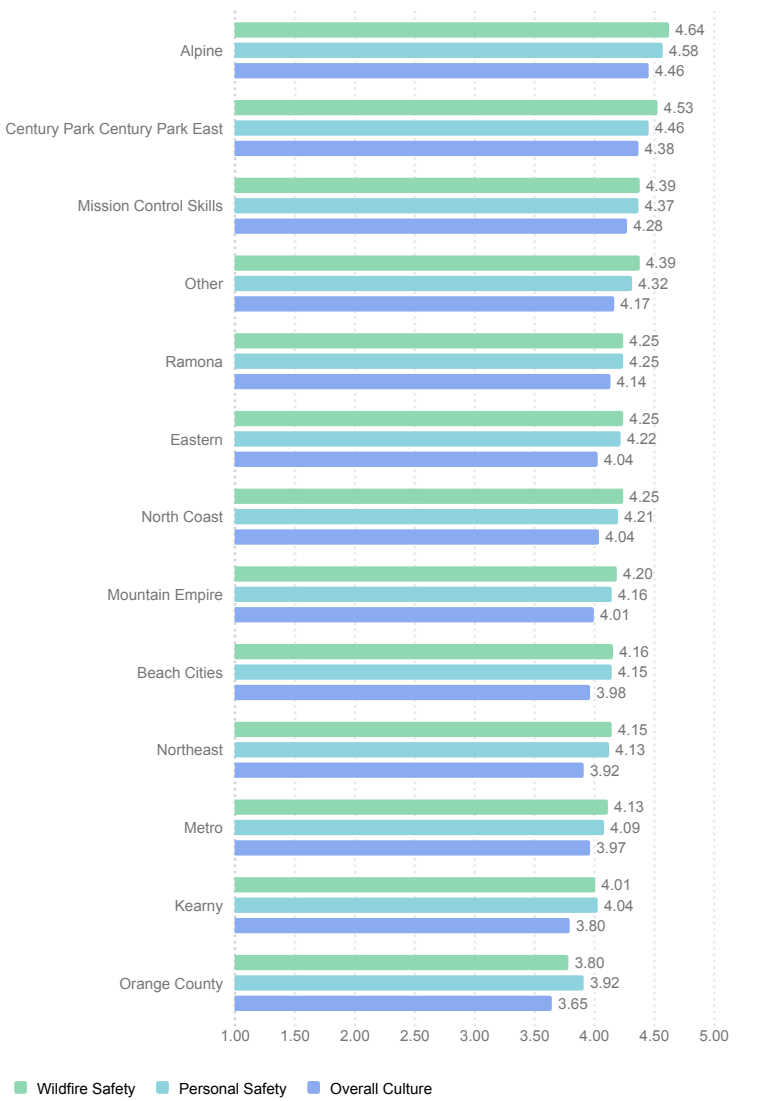
Overall Average Response Score



Number of Responses

Location	Count	Percent
Alpine	54	4%
Beach Cities	57	4%
Century Park Century Park East	495	35%
Eastern	48	3%
Kearny	190	14%
Metro	58	4%
Mission Control Skills	104	7%
Mountain Empire	20	1%
North Coast	67	5%
Northeast	131	9%
Orange County	33	2%
Other	129	9%
Ramona	19	1%

Average Response Scores by Safety Components



Comparisons were not computed for groups with fewer than five respondents.
Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)

Average Response Scores by Statement:

Wildfire Safety	Alpine	Beach Cities	Century Park Century Park East	Eastern	Kearny	Metro	Mission Control Skills	Mountain Empire	North Coast	Northeast	Orange County	Other	Ramona
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.15	3.43	3.81	3.63	3.32	3.60	3.75	3.47	3.60	3.54	3.13	3.78	3.42
I feel comfortable discussing wildfire hazards with my supervisor	4.76	4.32	4.68	4.29	4.17	4.25	4.49	4.35	4.33	4.27	3.82	4.58	4.53
Leaders actively seek out signs of potential wildfire hazards	4.59	4.19	4.52	4.23	3.95	4.05	4.41	4.25	4.22	4.17	3.85	4.37	4.21
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.57	4.30	4.61	4.32	4.14	4.29	4.48	4.10	4.42	4.24	4.00	4.49	4.21
Our management acts quickly to address wildfire hazards	4.76	4.25	4.68	4.33	4.13	4.25	4.56	4.35	4.30	4.23	3.91	4.49	4.42
People in my work group report all wildfire hazards, no matter how minor	4.67	4.12	4.51	4.33	4.06	4.04	4.38	4.20	4.25	4.17	3.85	4.34	4.21
People look for wildfire hazards and risks as work progresses	4.69	4.18	4.48	4.35	3.98	3.98	4.29	4.30	4.33	4.12	3.78	4.32	4.32
Protecting the community from wildfire hazards is clearly a high priority with management	4.85	4.39	4.81	4.35	4.24	4.37	4.70	4.50	4.43	4.38	3.97	4.62	4.58
Wildfire and personal safety concerns are communicated openly	4.69	4.28	4.68	4.38	4.08	4.32	4.47	4.20	4.33	4.23	3.79	4.47	4.32

Comparisons were not computed for groups with fewer than five respondents.
Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)

Average Response Scores by Statement

Personal Safety	Alpine	Beach Cities	Century Park Century Park East	Eastern	Kearny	Metro	Mission Control Skills	Mountain Empire	North Coast	Northeast	Orange County	Other	Ramona
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.51	4.16	4.56	4.17	3.94	4.05	4.30	4.05	4.16	4.12	4.03	4.34	4.21
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.57	3.93	4.34	4.23	4.13	3.95	4.36	4.15	4.28	4.12	4.00	4.31	4.00
I take responsibility for the safety of myself and others in my work area	4.81	4.49	4.76	4.52	4.51	4.43	4.73	4.40	4.58	4.50	4.24	4.64	4.42
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.70	4.32	4.65	4.40	4.15	4.10	4.54	4.30	4.30	4.18	4.13	4.51	4.32
Leaders keep people prepared to intervene when an emergency occurs	4.63	4.14	4.49	4.23	3.99	4.12	4.38	4.05	4.20	4.13	3.79	4.27	4.33
Leaders use mistakes and incidents as learning opportunities	4.57	4.25	4.51	4.19	3.96	4.16	4.34	4.15	4.13	4.15	3.76	4.35	4.21
Pausing work for hazards and safety concerns is viewed positively	4.70	4.32	4.67	4.31	4.11	4.17	4.52	4.25	4.30	4.20	4.06	4.44	4.17
People focus on one task at a time and avoid distractions	4.26	3.84	3.78	3.90	3.71	3.68	3.92	3.85	3.97	3.81	3.73	3.89	4.21
People have the ability to respond to and correct problems and errors before they get out of control	4.58	4.16	4.45	4.17	4.00	4.19	4.36	4.15	4.16	4.12	3.76	4.28	4.32
People have the skills they need to resolve workplace safety issues	4.50	4.05	4.44	4.19	3.98	4.13	4.38	4.05	4.06	4.05	3.76	4.20	4.21
We have the right tools for the job	4.52	4.04	4.40	4.17	3.96	3.96	4.28	4.32	4.15	3.99	3.88	4.26	4.32

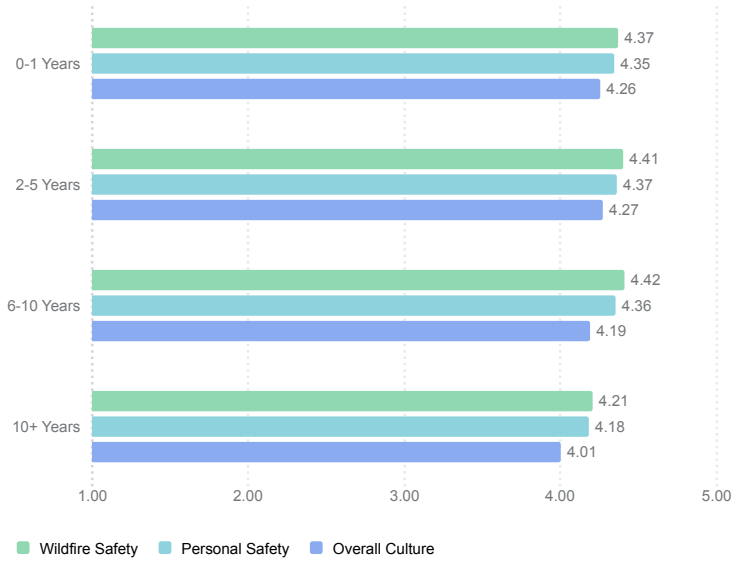
Comparisons were not computed for groups with fewer than five respondents.
Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)

Average Response Scores by Statement:

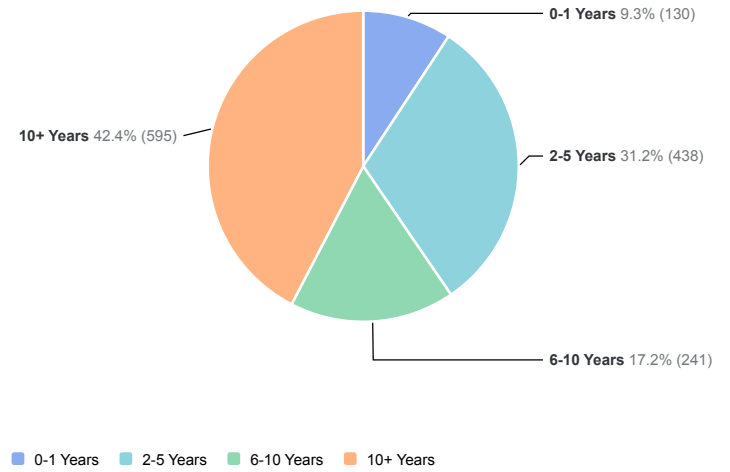
Overall Culture	Alpine	Beach Cities	Century Park Century Park East	Eastern	Kearny	Metro	Mission Control Skills	Mountain Empire	North Coast	Northeast	Orange County	Other	Ramona
I believe managers apply the same rules for all workers	4.41	3.79	4.26	3.94	3.53	3.91	4.23	3.85	3.94	3.74	3.52	4.10	4.11
Information about important events and lessons learned is shared within my work group	4.44	4.25	4.49	4.21	3.97	4.22	4.38	4.15	4.09	4.13	3.91	4.33	4.21
Leaders encourage people to ask questions	4.67	4.26	4.53	4.21	3.97	4.16	4.40	4.15	4.10	4.06	3.73	4.32	4.11
Managers treat workers with respect	4.61	4.12	4.57	4.35	3.89	4.25	4.41	4.10	4.09	3.98	3.52	4.27	4.42
My supervisor makes sure all employee concerns are heard before job decisions are made	4.54	4.02	4.36	4.13	3.92	3.97	4.28	4.15	4.06	4.02	3.67	4.22	4.16
My supervisor would use whatever power they have to help me out	4.65	4.14	4.53	4.31	3.95	4.23	4.40	4.25	4.19	4.08	3.97	4.35	4.53
People in my work group treat each other with respect	4.56	4.02	4.58	3.98	3.92	4.05	4.41	4.05	4.10	4.03	3.76	4.27	4.33
People listen to one another: it is rare that someone's views go unheard	4.43	3.88	4.24	4.00	3.69	3.79	4.16	3.90	4.06	3.92	3.76	4.12	4.21
People report mistakes they make, even if others do not notice them	4.17	3.75	4.04	3.81	3.66	3.45	4.12	3.75	3.98	3.66	3.30	3.81	3.95
The company cares about my opinions	4.19	3.53	4.21	3.46	3.51	3.67	3.99	3.70	3.77	3.58	3.36	3.90	3.42

5. Comparison by Tenure

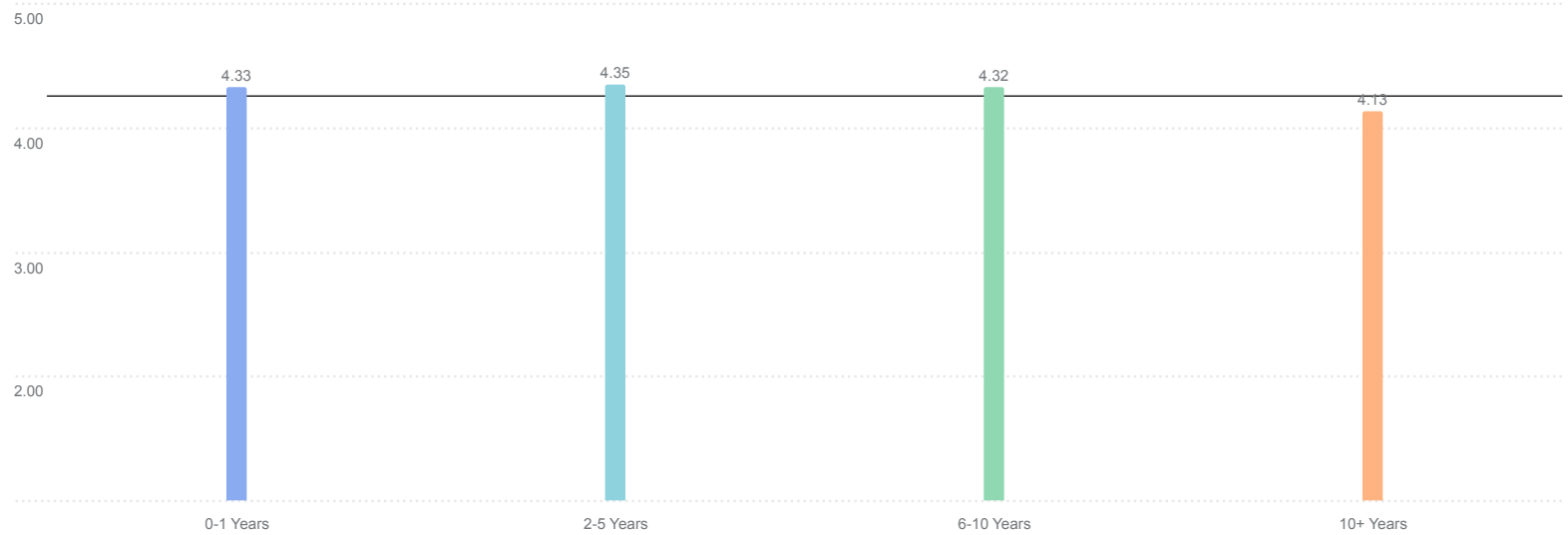
Performance Category Average Response Scores



Number of Responses



Overall Average Response Score



Comparisons were not computed for groups with fewer than five respondents.
Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)

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	3.75	3.78	3.76	3.51
I feel comfortable discussing wildfire hazards with my supervisor	4.52	4.54	4.54	4.37
Leaders actively seek out signs of potential wildfire hazards	4.35	4.42	4.44	4.16
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.46	4.50	4.49	4.32
Our management acts quickly to address wildfire hazards	4.54	4.53	4.51	4.34
People in my work group report all wildfire hazards, no matter how minor	4.35	4.38	4.45	4.21
People look for wildfire hazards and risks as work progresses	4.28	4.40	4.40	4.17
Protecting the community from wildfire hazards is clearly a high priority with management	4.60	4.63	4.63	4.50
Wildfire and personal safety concerns are communicated openly	4.48	4.49	4.52	4.33

Average Response Scores by Statement

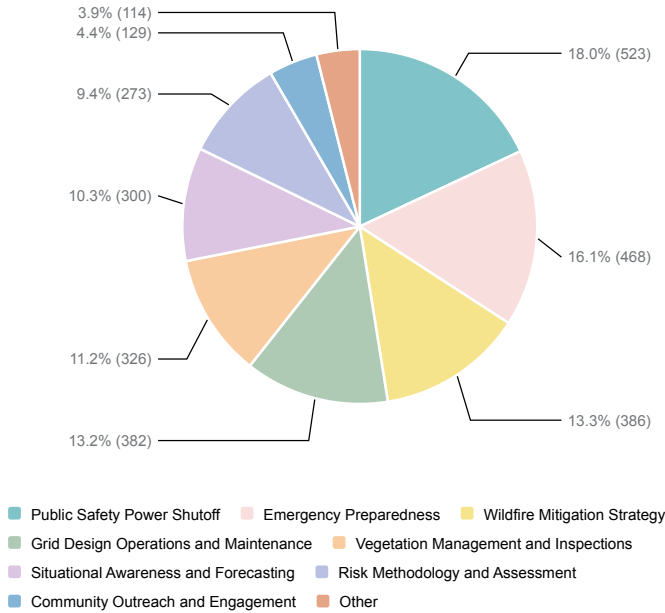
Personal Safety	0-1 Years	2-5 Years	6-10 Years	10+ Years
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.34	4.41	4.41	4.16
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.28	4.27	4.31	4.19
I take responsibility for the safety of myself and others in my work area	4.68	4.64	4.67	4.59
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.45	4.54	4.48	4.33
Leaders keep people prepared to intervene when an emergency occurs	4.36	4.37	4.35	4.18
Leaders use mistakes and incidents as learning opportunities	4.39	4.42	4.38	4.15
Pausing work for hazards and safety concerns is viewed positively	4.44	4.51	4.50	4.33
People focus on one task at a time and avoid distractions	4.02	3.93	3.85	3.70
People have the ability to respond to and correct problems and errors before they get out of control	4.33	4.38	4.37	4.13
People have the skills they need to resolve workplace safety issues	4.33	4.32	4.32	4.11
We have the right tools for the job	4.23	4.27	4.29	4.13

Average Response Scores by Statement

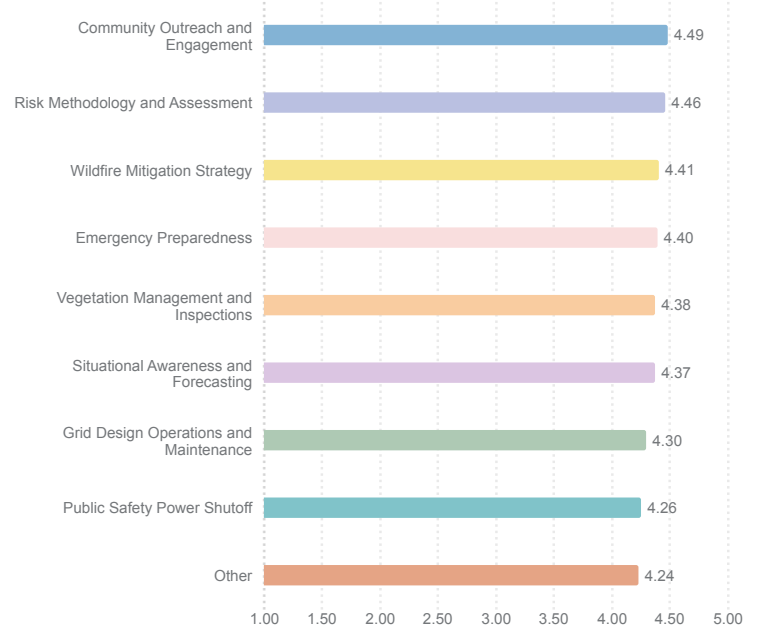
Overall Culture	0-1 Years	2-5 Years	6-10 Years	10+ Years
I believe managers apply the same rules for all workers	4.17	4.18	4.11	3.81
Information about important events and lessons learned is shared within my work group	4.39	4.43	4.37	4.13
Leaders encourage people to ask questions	4.40	4.44	4.35	4.15
Managers treat workers with respect	4.45	4.44	4.28	4.14
My supervisor makes sure all employee concerns are heard before job decisions are made	4.28	4.25	4.22	4.09
My supervisor would use whatever power they have to help me out	4.47	4.39	4.35	4.22
People in my work group treat each other with respect	4.39	4.34	4.34	4.18
People listen to one another: it is rare that someone's views go unheard	4.17	4.20	4.08	3.92
People report mistakes they make, even if others do not notice them	3.88	4.02	3.95	3.73
The company cares about my opinions	3.97	4.03	3.89	3.73

6. Comparison by Wildfire Activities

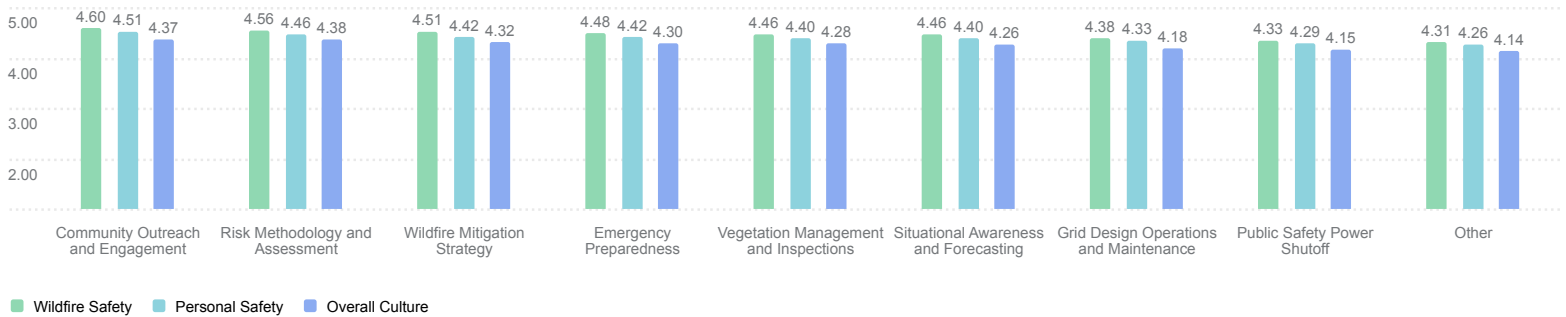
Number of Responses



Overall Average Response Score



Performance Category Average Response Scores



Average response scores by dimension are provided for wildfire activities across two groups. Activities are listed in alphabetical order.

Comparisons were not computed for groups with fewer than five respondents.
Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)

Average Response Scores by Statement (Group 1)

Wildfire Safety	Community Outreach and Engagement	Emergency Preparedness	Grid Design, Operations, and Maintenance	Public Safety Power Shutoff	Other
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.09	3.88	3.78	3.75	3.60
I feel comfortable discussing wildfire hazards with my supervisor	4.74	4.60	4.51	4.45	4.46
Leaders actively seek out signs of potential wildfire hazards	4.64	4.50	4.37	4.32	4.33
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.60	4.53	4.47	4.38	4.42
Our management acts quickly to address wildfire hazards	4.74	4.62	4.51	4.46	4.39
People in my work group report all wildfire hazards, no matter how minor	4.61	4.47	4.39	4.34	4.29
People look for wildfire hazards and risks as work progresses	4.56	4.44	4.32	4.31	4.27
Protecting the community from wildfire hazards is clearly a high priority with management	4.80	4.71	4.62	4.59	4.58
Wildfire and personal safety concerns are communicated openly	4.69	4.58	4.49	4.41	4.43

Average Response Scores by Statement (Group 1)

Personal Safety	Community Outreach and Engagement	Emergency Preparedness	Grid Design, Operations, and Maintenance	Public Safety Power Shutoff	Other
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.54	4.46	4.29	4.30	4.30
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.47	4.37	4.35	4.25	4.24
I take responsibility for the safety of myself and others in my work area	4.75	4.72	4.66	4.64	4.63
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.70	4.57	4.51	4.42	4.36
Leaders keep people prepared to intervene when an emergency occurs	4.54	4.45	4.38	4.31	4.22
Leaders use mistakes and incidents as learning opportunities	4.59	4.43	4.32	4.28	4.29
Pausing work for hazards and safety concerns is viewed positively	4.71	4.57	4.47	4.43	4.43
People focus on one task at a time and avoid distractions	3.91	3.91	3.82	3.84	3.75
People have the ability to respond to and correct problems and errors before they get out of control	4.50	4.41	4.30	4.27	4.24
People have the skills they need to resolve workplace safety issues	4.45	4.35	4.33	4.25	4.20
We have the right tools for the job	4.41	4.34	4.26	4.23	4.23

Average Response Scores by Statement (Group 1)

Overall Culture	Community Outreach and Engagement	Emergency Preparedness	Grid Design, Operations, and Maintenance	Public Safety Power Shutoff	Other
I believe managers apply the same rules for all workers	4.32	4.21	4.05	4.02	3.90
Information about important events and lessons learned is shared within my work group	4.55	4.45	4.34	4.30	4.28
Leaders encourage people to ask questions	4.50	4.44	4.35	4.29	4.24
Managers treat workers with respect	4.55	4.45	4.33	4.30	4.25
My supervisor makes sure all employee concerns are heard before job decisions are made	4.33	4.35	4.19	4.21	4.21
My supervisor would use whatever power they have to help me out	4.51	4.47	4.36	4.32	4.25
People in my work group treat each other with respect	4.53	4.38	4.33	4.27	4.32
People listen to one another: it is rare that someone's views go unheard	4.18	4.16	4.06	4.03	4.11
People report mistakes they make, even if others do not notice them	4.09	4.00	3.93	3.92	3.84
The company cares about my opinions	4.16	4.10	3.89	3.88	3.97

Comparisons were not computed for groups with fewer than five respondents.
Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)

Average Response Scores by Statement (Group 2)

Wildfire Safety	Risk Methodology & Assessment	Situational Awareness and Forecasting	Vegetation Management and Inspections	Wildfire Mitigation Strategy
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.10	3.88	3.82	3.99
I feel comfortable discussing wildfire hazards with my supervisor	4.66	4.62	4.61	4.64
Leaders actively seek out signs of potential wildfire hazards	4.53	4.44	4.46	4.49
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.63	4.54	4.51	4.56
Our management acts quickly to address wildfire hazards	4.66	4.57	4.52	4.62
People in my work group report all wildfire hazards, no matter how minor	4.51	4.44	4.49	4.48
People look for wildfire hazards and risks as work progresses	4.54	4.43	4.45	4.48
Protecting the community from wildfire hazards is clearly a high priority with management	4.72	4.67	4.67	4.72
Wildfire and personal safety concerns are communicated openly	4.65	4.55	4.58	4.61

Average Response Scores by Statement (Group 2)

Personal Safety	Risk Methodology & Assessment	Situational Awareness and Forecasting	Vegetation Management and Inspections	Wildfire Mitigation Strategy
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.50	4.40	4.43	4.46
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.48	4.39	4.36	4.39
I take responsibility for the safety of myself and others in my work area	4.74	4.73	4.71	4.72
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.64	4.57	4.55	4.58
Leaders keep people prepared to intervene when an emergency occurs	4.52	4.44	4.42	4.45
Leaders use mistakes and incidents as learning opportunities	4.52	4.42	4.43	4.47
Pausing work for hazards and safety concerns is viewed positively	4.57	4.55	4.55	4.56
People focus on one task at a time and avoid distractions	3.90	3.85	3.96	3.88
People have the ability to respond to and correct problems and errors before they get out of control	4.42	4.36	4.41	4.41
People have the skills they need to resolve workplace safety issues	4.39	4.33	4.32	4.34
We have the right tools for the job	4.39	4.37	4.31	4.36

Average Response Scores by Statement (Group 2)

Overall Culture	Risk Methodology & Assessment	Situational Awareness and Forecasting	Vegetation Management and Inspections	Wildfire Mitigation Strategy
I believe managers apply the same rules for all workers	4.31	4.17	4.22	4.23
Information about important events and lessons learned is shared within my work group	4.48	4.43	4.43	4.43
Leaders encourage people to ask questions	4.51	4.39	4.44	4.42
Managers treat workers with respect	4.59	4.46	4.47	4.48
My supervisor makes sure all employee concerns are heard before job decisions are made	4.40	4.30	4.28	4.35
My supervisor would use whatever power they have to help me out	4.52	4.44	4.45	4.46
People in my work group treat each other with respect	4.54	4.38	4.41	4.46
People listen to one another: it is rare that someone's views go unheard	4.21	4.08	4.16	4.18
People report mistakes they make, even if others do not notice them	4.06	3.95	4.00	4.03
The company cares about my opinions	4.15	3.99	3.98	4.12

7. Comparison by Position and Tenure

Comparisons were not computed for groups with fewer than five respondents.
Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)

Wildfire Safety Statement Average Response Scores

	Director Executive			Individual Contributor				Manager			Supervisor			
	2-5 Years	6-10 Years	10+ Years	0-1 Years	2-5 Years	6-10 Years	10+ Years	2-5 Years	6-10 Years	10+ Years	0-1 Years	2-5 Years	6-10 Years	10+ Years
	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.25	4.40	4.06	3.81	3.71	3.62	3.36	4.15	4.39	4.03	3.00	3.93	4.03	3.63
I feel comfortable discussing wildfire hazards with my supervisor	4.88	5.00	4.68	4.54	4.49	4.44	4.26	4.85	4.83	4.76	4.36	4.67	4.84	4.46
Leaders actively seek out signs of potential wildfire hazards	4.63	5.00	4.47	4.36	4.38	4.36	4.02	4.71	4.78	4.60	4.09	4.53	4.58	4.35
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.38	5.00	4.79	4.48	4.48	4.42	4.23	4.74	4.74	4.65	4.18	4.56	4.65	4.35
Our management acts quickly to address wildfire hazards	4.63	5.00	4.68	4.56	4.48	4.41	4.23	4.85	4.74	4.69	4.27	4.69	4.84	4.54
People in my work group report all wildfire hazards, no matter how minor	4.50	5.00	4.68	4.40	4.35	4.38	4.13	4.65	4.70	4.49	3.91	4.49	4.70	4.27
People look for wildfire hazards and risks as work progresses	4.38	4.80	4.47	4.29	4.36	4.34	4.07	4.71	4.61	4.59	4.09	4.49	4.67	4.23
Protecting the community from wildfire hazards is clearly a high priority with management	4.50	5.00	4.74	4.59	4.61	4.54	4.38	4.88	4.91	4.84	4.64	4.71	4.90	4.73
Wildfire and personal safety concerns are communicated openly	4.63	5.00	4.68	4.50	4.45	4.43	4.21	4.82	4.74	4.75	4.27	4.60	4.81	4.44

Personal Safety Statement Average Response Scores

	Director Executive			Individual Contributor				Manager			Supervisor			
	2-5 Years	6-10 Years	10+ Years	0-1 Years	2-5 Years	6-10 Years	10+ Years	2-5 Years	6-10 Years	10+ Years	0-1 Years	2-5 Years	6-10 Years	10+ Years
	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.50	5.00	4.61	4.35	4.36	4.31	4.04	4.76	4.65	4.51	4.09	4.56	4.68	4.32
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.38	4.60	4.21	4.28	4.21	4.28	4.14	4.50	4.35	4.41	4.27	4.55	4.39	4.21
I take responsibility for the safety of myself and others in my work area	4.63	5.00	4.74	4.68	4.62	4.62	4.56	4.85	4.78	4.77	4.73	4.71	4.84	4.58
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.63	4.80	4.68	4.50	4.50	4.38	4.23	4.85	4.87	4.70	4.09	4.62	4.74	4.46
Leaders keep people prepared to intervene when an emergency occurs	4.50	5.00	4.58	4.39	4.35	4.26	4.06	4.62	4.52	4.61	4.09	4.36	4.61	4.29
Leaders use mistakes and incidents as learning opportunities	4.50	5.00	4.58	4.42	4.39	4.28	4.02	4.62	4.61	4.57	4.09	4.51	4.71	4.29
Pausing work for hazards and safety concerns is viewed positively	4.63	4.80	4.72	4.44	4.48	4.43	4.22	4.79	4.74	4.77	4.36	4.51	4.74	4.42
People focus on one task at a time and avoid distractions	4.38	4.40	3.95	4.11	3.90	3.88	3.62	4.26	3.87	3.89	3.55	3.91	3.61	3.77
People have the ability to respond to and correct problems and errors before they get out of control	4.50	4.80	4.63	4.35	4.35	4.31	4.02	4.56	4.61	4.45	4.18	4.47	4.52	4.24
People have the skills they need to resolve workplace safety issues	4.50	4.80	4.58	4.36	4.29	4.25	4.03	4.50	4.57	4.40	4.00	4.42	4.48	4.18
We have the right tools for the job	4.50	4.80	4.58	4.26	4.24	4.20	4.01	4.53	4.48	4.45	3.82	4.36	4.60	4.33

Overall Culture Statement Average Response Scores

	Director Executive			Individual Contributor				Manager			Supervisor			
	2-5 Years	6-10 Years	10+ Years	0-1 Years	2-5 Years	6-10 Years	10+ Years	2-5 Years	6-10 Years	10+ Years	0-1 Years	2-5 Years	6-10 Years	10+ Years
	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average
I believe managers apply the same rules for all workers	4.50	5.00	4.42	4.20	4.13	3.98	3.63	4.47	4.30	4.33	3.73	4.38	4.58	4.07
Information about important events and lessons learned is shared within my work group	4.63	4.80	4.58	4.40	4.38	4.32	4.01	4.74	4.43	4.53	4.27	4.58	4.55	4.29
Leaders encourage people to ask questions	4.63	5.00	4.63	4.42	4.41	4.24	4.03	4.74	4.65	4.48	4.09	4.56	4.68	4.27
Managers treat workers with respect	4.50	4.80	4.53	4.51	4.41	4.13	4.00	4.74	4.70	4.55	3.91	4.60	4.81	4.35
My supervisor makes sure all employee concerns are heard before job decisions are made	4.50	5.00	4.42	4.30	4.24	4.13	3.98	4.38	4.35	4.41	4.00	4.24	4.55	4.27
My supervisor would use whatever power they have to help me out	4.63	5.00	4.58	4.50	4.35	4.23	4.11	4.62	4.61	4.52	4.18	4.56	4.77	4.38
People in my work group treat each other with respect	4.63	4.60	4.74	4.45	4.30	4.24	4.05	4.68	4.70	4.60	3.82	4.42	4.65	4.35
People listen to one another: it is rare that someone's views go unheard	4.38	4.80	4.47	4.23	4.18	3.98	3.82	4.35	4.39	4.17	3.64	4.22	4.32	4.05
People report mistakes they make, even if others do not notice them	3.75	4.60	4.22	3.92	3.98	3.90	3.63	4.26	4.09	4.04	3.64	4.18	4.03	3.82
The company cares about my opinions	4.50	5.00	4.32	4.00	3.96	3.72	3.55	4.38	4.30	4.20	3.64	4.18	4.39	3.99

8. Comparison by Employment Status and Tenure

Comparisons were not computed for groups with fewer than five respondents.

Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)

Wildfire Safety Statement Average Response Scores

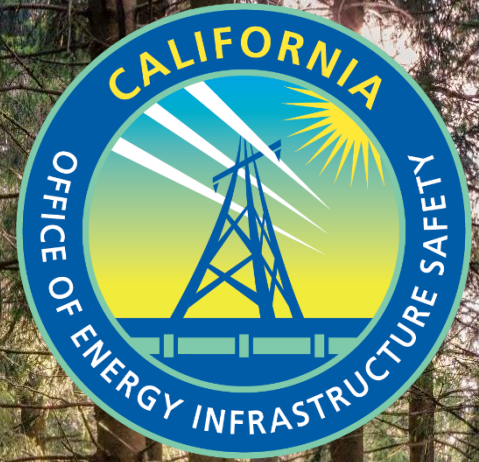
	0-1 Years		2-5 Years		6-10 Years		10+ Years	
	Contractor	Full Time Employee	Contractor	Full Time Employee	Contractor	Full Time Employee	Contractor	Full Time Employee
	Average	Average	Average	Average	Average	Average	Average	Average
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.94	3.67	3.93	3.75	4.19	3.71	3.40	3.51
I feel comfortable discussing wildfire hazards with my supervisor	4.79	4.43	4.73	4.51	4.85	4.51	4.80	4.36
Leaders actively seek out signs of potential wildfire hazards	4.53	4.28	4.52	4.40	4.69	4.42	4.13	4.16
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.82	4.34	4.54	4.50	4.65	4.47	4.73	4.31
Our management acts quickly to address wildfire hazards	4.74	4.46	4.60	4.52	4.85	4.47	4.67	4.34
People in my work group report all wildfire hazards, no matter how minor	4.65	4.24	4.43	4.38	4.81	4.42	4.53	4.21
People look for wildfire hazards and risks as work progresses	4.41	4.23	4.51	4.38	4.58	4.40	4.47	4.16
Protecting the community from wildfire hazards is clearly a high priority with management	4.82	4.52	4.75	4.61	4.85	4.61	4.60	4.50
Wildfire and personal safety concerns are communicated openly	4.65	4.43	4.63	4.48	4.77	4.49	4.73	4.32

Personal Safety Statement Average Response Scores

	0-1 Years		2-5 Years		6-10 Years		10+ Years	
	Contractor	Full Time Employee	Contractor	Full Time Employee	Contractor	Full Time Employee	Contractor	Full Time Employee
	Average	Average	Average	Average	Average	Average	Average	Average
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.64	4.24	4.45	4.41	4.65	4.38	4.33	4.16
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.47	4.22	4.31	4.27	4.46	4.29	4.53	4.18
I take responsibility for the safety of myself and others in my work area	4.91	4.61	4.64	4.65	4.85	4.65	5.00	4.58
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.70	4.37	4.52	4.55	4.69	4.46	4.67	4.33
Leaders keep people prepared to intervene when an emergency occurs	4.68	4.26	4.46	4.35	4.65	4.31	4.53	4.17
Leaders use mistakes and incidents as learning opportunities	4.71	4.28	4.40	4.43	4.58	4.36	4.47	4.15
Pausing work for hazards and safety concerns is viewed positively	4.65	4.37	4.52	4.51	4.77	4.48	4.73	4.33
People focus on one task at a time and avoid distractions	4.18	3.97	3.90	3.94	4.15	3.82	3.60	3.70
People have the ability to respond to and correct problems and errors before they get out of control	4.53	4.26	4.42	4.38	4.69	4.34	4.40	4.12
People have the skills they need to resolve workplace safety issues	4.59	4.24	4.40	4.31	4.56	4.29	4.60	4.10
We have the right tools for the job	4.38	4.17	4.40	4.25	4.58	4.26	4.47	4.13

Overall Culture Statement Average Response Scores

	0-1 Years		2-5 Years		6-10 Years		10+ Years	
	Contractor	Full Time Employee	Contractor	Full Time Employee	Contractor	Full Time Employee	Contractor	Full Time Employee
	Average	Average	Average	Average	Average	Average	Average	Average
I believe managers apply the same rules for all workers	4.48	4.05	4.27	4.17	4.42	4.08	4.20	3.80
Information about important events and lessons learned is shared within my work group	4.67	4.29	4.51	4.42	4.54	4.35	4.53	4.12
Leaders encourage people to ask questions	4.82	4.26	4.57	4.43	4.50	4.34	4.47	4.14
Managers treat workers with respect	4.68	4.38	4.60	4.43	4.58	4.25	4.47	4.13
My supervisor makes sure all employee concerns are heard before job decisions are made	4.64	4.16	4.30	4.24	4.46	4.19	4.07	4.10
My supervisor would use whatever power they have to help me out	4.82	4.35	4.52	4.37	4.50	4.33	4.27	4.22
People in my work group treat each other with respect	4.74	4.27	4.46	4.32	4.69	4.31	4.47	4.18
People listen to one another: it is rare that someone's views go unheard	4.56	4.03	4.31	4.18	4.42	4.04	4.13	3.92
People report mistakes they make, even if others do not notice them	3.91	3.88	3.96	4.03	4.19	3.92	3.73	3.73
The company cares about my opinions	4.32	3.84	4.16	4.01	4.31	3.84	4.19	3.72



APPENDIX B: Management Self-Assessment, Safety Culture Objectives, Lessons Learned, and Progress on the Previous Year's Recommendations



OFFICE OF ENERGY
INFRASTRUCTURE
SAFETY



**Management Self-Assessment,
Safety Culture Objectives, Lessons
Learned, and Progress on the
Previous Year's Recommendations**
January 2025

San Diego Gas & Electric

Section 1. Management Self-Assessment Results - 2021, 2022, 2023, 2024 to 2025 Goal

The questions on the management self-assessment are rated using a four-level behaviorally anchored rating scale (Public Compliance, Private Compliance, Stewardship, and Citizenship). The color-coded table below presents the electrical corporation's self-ranking in May 2021, August 2022, July 2023, January 2025 and where the electrical corporation expects to be at the end of 2025.

Organizational Sustaining Systems

	2021	2022	2023	2024	2025 Goal
1.1.1 Wildfire safety integrated into leader selection and promotion	Citizenship	Citizenship	Citizenship	Citizenship	Citizenship
1.1.2 Wildfire safety integrated into frontline supervisors' goals and objectives	Citizenship	Citizenship	Citizenship	Citizenship	Citizenship
1.1.3 Safety incorporated into position descriptions	Stewardship	Citizenship	Citizenship	Citizenship	Citizenship
1.2.1 Training available to frontline supervisors	Stewardship	Citizenship	Citizenship	Citizenship	Citizenship
1.2.2 Training available to frontline workers	Stewardship	Citizenship	Citizenship	Citizenship	Citizenship
1.2.3 Training requirements for contractors	Stewardship	Citizenship	Citizenship	Citizenship	Citizenship
1.3.1 Rewards and incentives to support safety	Stewardship	Stewardship	Citizenship	Citizenship	Citizenship

Governance

	2021	2022	2023	2024	2025 Goal
2.1.1 Accountable for wildfire safety outcomes	Citizenship	Citizenship	Citizenship	Citizenship	Citizenship
2.1.2 Accountable for personal safety outcomes	Citizenship	Citizenship	Citizenship	Citizenship	Citizenship
2.1.3 Wildfire measures tracked by senior leadership	Stewardship	Stewardship	Citizenship	Citizenship	Citizenship
2.2.1 Effectiveness of wildfire safety metrics	Citizenship	Citizenship	Citizenship	Citizenship	Citizenship
2.2.2 Monitor and adjust strategies to wildfire safety	Citizenship	Citizenship	Citizenship	Citizenship	Citizenship
2.2.3 Communication of wildfire safety metrics	Citizenship	Citizenship	Citizenship	Citizenship	Citizenship

Safety Enabling Systems

	2021	2022	2023	2024	2025 Goal
3.1.1 Investigations using root cause analysis	Stewardship	Stewardship	Citizenship	Citizenship	Citizenship
3.1.2 Quality of event investigations	Stewardship	Stewardship	Citizenship	Citizenship	Citizenship
3.1.3 Results of investigations	Stewardship	Stewardship	Citizenship	Citizenship	Citizenship
3.2.1 Process of reporting wildfire hazards	Citizenship	Citizenship	Citizenship	Citizenship	Citizenship
3.3.1 Systems to encourage sensitivity to weak signals	Citizenship	Citizenship	Citizenship	Citizenship	Citizenship
3.3.2 Responding to upset conditions	Stewardship	Citizenship	Citizenship	Citizenship	Citizenship
3.3.3 Process/structures to create a learning organization	Private Compliance	Stewardship	Citizenship	Citizenship	Citizenship
3.4.1 Audits of wildfire hazard activities	Stewardship	Citizenship	Citizenship	Citizenship	Citizenship
3.4.2 Use of audit findings and tracking to closure	Stewardship	Stewardship	Stewardship	Citizenship	Citizenship

The four levels of safety culture maturity (Public Compliance, Private Compliance, Stewardship, and Citizenship) are based on research by Burke et al. (2002), (<https://psycnet.apa.org/record/2002-15213-006>, accessed Dec. 16, 2024) and Hofmann, Morgeson, and Gerrass (2003), (<https://psycnet.apa.org/record/2003-04931-017>, accessed Dec. 16, 2024) and the work of Sentis Pty Ltd (<https://sentis.com.au/articles/safety- citizenship>, accessed Dec. 16, 2024).

Section 1. Management Self-Assessment and Justification

The electrical corporation reported the current status of 22 safety culture elements of its organizational culture and projected their state at the end of 2025. The response options for each element are provided in this section along with the electrical corporation's self-ranking in May 2021, August 2022, July 2023, January 2025, and where the electrical corporation expects to be at the end of 2025.

Dimension 1: Organizational Sustaining Systems

The **blue and bolded** descriptions represent the corporation's self-ranking at the time of the self-assessment (January 2025), and the **green and bolded** descriptions represent where the corporation expects to be at the end of 2025, if a change in status is expected. The text in the "Justification" fields below is at 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?

Safety Culture Maturity Scale

Public Compliance	Private Compliance	Stewardship	Citizenship
Not considered	Personal and wildfire safety performance are considered in selection/promotion decisions but are not the primary factors	Personal and wildfire safety performance are heavily weighted and are primary factors in selection / promotion decisions	Excellent personal and wildfire safety performance are necessary for advancement; poor safety performance eliminates leader from selection/promotion

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
1.1.1 Wildfire safety integrated into leader selection and promotion	Citizenship	Citizenship	Citizenship	Citizenship	Citizenship

Justification

Wildfire safety is the highest priority at SDG&E. Having wildfire prevention knowledge, safety experience, and prior safety performance is a significant factor during interviews for leadership positions and weighs heavily in

the selection process. Individuals with a record of poor safety performance especially in the operational and wildfire area will not be selected for a leadership role. In SDG&E's 2022 Safety Barometer Survey, 95.2% of employee respondents felt that "Management includ[ed] safety in job promotion reviews."

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

Safety Culture Maturity Scale

Public Compliance	Private Compliance	Stewardship	Citizenship
No annual goals or objectives related to wildfire safety	Goals and objectives focus only on lagging indicators for wildfire or personal safety related to wildfire mitigation work	Goals and objectives contain a mix of leading and lagging indicators for wildfire and personal safety related to wildfire mitigation work	Goals and objectives contain a mix of 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

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
1.1.2 Wildfire safety integrated into frontline supervisors' goals and objectives	Citizenship	Citizenship	Citizenship	Citizenship	Citizenship

Justification

Fontline leaders’ operational goals for safety, inspection and construction include a mix of leading and lagging indicators. Some examples of leading indicators are near misses and field observations. SDG&E ties frontline leader goals and objectives to various metrics that track wildfire safety. For example, frontline leaders prioritize clearing infractions in HFTD-Tier 3 in 3 months, which is before the 6 month due date. Additionally, all employees and contractors, that conduct activities in wildland areas of the service territory receive the Electric Standard Practice (ESP) 113.1 training on an annual basis which specifically addresses wildland prevention and fire safety.

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

Safety Culture Maturity Scale

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

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
1.1.3 Safety incorporated into position descriptions	Stewardship	Citizenship	Citizenship	Citizenship	Citizenship

Justification

Each person at SDG&E is accountable to work safely and has both the authority and responsibility to speak up and intervene by stopping the job if unsafe conditions exist, both for wildfire and personal safety. Some examples include, stop work authority, near-miss reporting, Behavioral Based Safety (BBS) and recently launched Serious Injury & Fatality (SIF) program. At the operational level as jobs are bid profiles are being updated with expectations of after hour response during inclement events.

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

Safety Culture Maturity Scale

Public Compliance	Private Compliance	Stewardship	Citizenship
No training available	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)	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.)	All criteria in “Stewardship” option are met; in addition, training includes advanced safety topics such as exposure management, and human performance reliability

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
1.2.1 Training available to frontline supervisors	Stewardship	Citizenship	Citizenship	Citizenship	Citizenship

Justification

Frontline leaders get job specific wildfire safety training and support resources are readily available to them to improve their safety leadership skills. The Supervisor Academy leadership training program, electric safety center, Essentials of Supervision Training, human performance, effective communications, accountability, Just Culture Training, Respectful Workplace Overview Training, and crew field safety visits are some examples of training offerings provided to frontline leaders to develop their safety leadership skills. These trainings also touch on giving feedback and coaching behaviors. Wildfire mitigation safety is a key component of frontline leader and employee safety goals and ICP metrics.

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

Safety Culture Maturity Scale

Public Compliance	Private Compliance	Stewardship	Citizenship
No training available	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)	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.)	All criteria in “Stewardship” option are met; in addition, training includes advanced safety topics such as human performance reliability

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
1.2.2 Training available to frontline workers	Stewardship	Citizenship	Citizenship	Citizenship	Citizenship

Justification

Frontline workers get job specific wildfire safety training and support resources are made available to them to improve their wildfire safety skills. Annually employees are trained on Wildfire Mitigation practices and processes. Some examples of training provided to frontline workers to improve their wildfire safety awareness and knowledge include annual PSPS tabletop exercises, Virtual Reality training around PSPS process and roles, and Electric Standard Practice No. 113.1 (ESP 113.1) which specifically addresses wildland prevention. Fire Coordination staff conduct annual safety trainings are also provided for all electric field employees. Periodic joint inspections between SDG&E and Cal Fire and SED are performed for regulatory compliance and adherence to wildfire safety standards.

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

Safety Culture Maturity Scale

Public Compliance No safety training required	Private Compliance Site or location-specific general safety introduction and orientation	Stewardship Electrical corporation-wide standardized safety training in addition to site-specific orientation	Citizenship Electrical corporation-wide standardized safety training in addition to site-specific orientation and wildfire hazard awareness training
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Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
1.2.3 Training requirements for contractors	Stewardship	Citizenship	Citizenship	Citizenship	Citizenship

Justification

All contractors are required to meet minimum personal safety and wildfire-specific training requirements. These requirements are in addition to site-specific orientation. Examples of such training include hazard awareness training, fire prevention and preparedness, identifying infractions, environmental regulations, review of written safety programs, patrol process etc. In addition, SDG&E requires that contractors and consultants develop internal company fire plans, undergo annual wildland fire prevention training, and that they follow SDG&E’s ESP 113.1.

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

Safety Culture Maturity Scale

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	Rewards and incentives emphasize lagging indicators for personal and wildfire safety and some leading indicators related to wildfire mitigation activities	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

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
1.3.1 Rewards and incentives to support safety	Stewardship	Stewardship	Citizenship	Citizenship	Citizenship

Justification

Rewards and incentives for operational leaders and workers support safety and mitigating wildfire hazards. The incentive compensation plan (ICP) emphasizes lagging goals such as number of ignitions, vegetation contacts, wildfires caused by the utility, etc. The ICP structure also emphasizes leading goals such near misses, field safety observations, and resolving infractions.

Section 1. Management Self-Assessment and Justification

Dimension 2: Governance

The **blue and bolded** descriptions represent the corporation's self-ranking at the time of the self-assessment (January 2025), and the **green and bolded** descriptions represent where the corporation expects to be at the end of 2025, 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?

Safety Culture Maturity Scale

Public Compliance	Private Compliance	Stewardship	Citizenship
Not defined	Safety Department	Operational leadership and Safety Department	Executive leadership with Safety Department as trusted advisor

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
2.1.1 Accountable for wildfire safety outcomes	Citizenship	Citizenship	Citizenship	Citizenship	Citizenship

Justification

Every employee, all the way up to and including executive leadership, is responsible for their personal safety and the safety of others. Executive leadership, including SDG&E's Chief Safety Officer, with input from the safety department as trusted advisor, are accountable for safety outcomes. Safety metrics, including both leading and lagging safety indicators are key components of every executive's compensation and incentive structure. Additionally, leadership and employees are able to discuss and share wildfire safety and overall safety culture through the Executive Safety Council and Wildfire Safety Council.

2.1.2 Who is accountable for personal safety outcomes?

Safety Culture Maturity Scale

Public Compliance Not defined	Private Compliance Safety Department	Stewardship Operational leadership and Safety Department	Citizenship Executive leadership with Safety Department as trusted advisor
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Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
2.1.2 Accountable for personal safety outcomes	Citizenship	Citizenship	Citizenship	Citizenship	Citizenship

Justification

Every employee, all the way up to and including executive leadership, is responsible for their personal safety and the safety of others. Executive leadership, including SDG&E’s Chief Safety Officer, with input from the safety department as trusted advisor, are accountable for safety outcomes. Safety metrics, including both leading and lagging safety indicators are key components of every executive’s compensation and incentive structure. Additionally, leadership and employees are able to discuss and share wildfire safety and overall safety culture through the Executive Safety Council and Wildfire Safety Council.

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

Safety Culture Maturity Scale

Public Compliance	Private Compliance	Stewardship	Citizenship
No wildfire safety objectives	Leading and lagging wildfire safety indicators required to be reported for regulatory purposes	Required safety measures for regulatory purposes; additional leading indicators used for wildfire mitigation work that are aligned with actionable initiatives	Required safety indicators; additional leading indicators used for wildfire mitigation work that are aligned with actionable initiatives at each level of the organization

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
2.1.3 Wildfire measures tracked by senior leadership	Stewardship	Stewardship	Citizenship	Citizenship	Citizenship

Justification

Leading measures for wildfire mitigation work are aligned to actionable initiatives and tracked by senior operational leadership. A dedicated patrol person focused in the HFTD to do continuous patrols effectively, which has reduced the number of vegetation-related outages. Another example is SDG&E’s employee Safety Barometer Survey which includes 4 questions specific to wildfire mitigation that measure how employees throughout the company feel about how SDG&E is prioritizing safety and mitigating risk. Other examples include safety observations, drone inspections (DIAR), ESP 113.1 and pre-patrols. Vegetation Management performs a minimum of two separate regulatory compliance and hazard tree inspections annually throughout the entire HFTD. Patrols are scheduled, tracked, documented, and reported through this activity. Additional ongoing inspection activities within the HFTD (e.g., DiAR, District, CMP inspections) inform the respective departments where mitigation action is required for regulatory and fire prevention response. Outage incidents are investigated, tracked, and reported to senior operational leadership for regulatory reporting, and as a measure of safety and ICP goals.

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

Safety Culture Maturity Scale

Public Compliance	Private Compliance	Stewardship	Citizenship
Not effective	Reasonably effective in providing data and trends across company	Highly effective in providing data and trends in critical exposure areas	Highly effective in providing data, critical exposure area trends, and actionable insights

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
2.2.1 Effectiveness of wildfire safety metrics	Citizenship	Citizenship	Citizenship	Citizenship	Citizenship

Justification

Wildfire safety measures are highly effective in providing data and critical exposure area trends, and actionable insight. For example, with enhanced vegetation management (EVM) program, based on the outages caused by vegetation, specific species are identified to target with enhanced clearances as an actionable insight. We have used data such as wildfire risk components like outages or tree data to develop a Vegetation Risk Index and Circuit Risk Index which identifies risk areas and is used in PSPS decision making. Other examples include specific equipment replacement programs identified by trends such as expulsion fuse replacement, lightening arrestors, conductor replacement under FIRM project, strategic undergrounding (SUG), applying covered conductor. We also have focused our drone and infrared inspections on HFTD to identify risk and provide insight on trends. In addition, our system protection advancement allows for detection of failing equipment prior to an outage as part of iProtect.

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

Safety Culture Maturity Scale

Public Compliance	Private Compliance	Stewardship	Citizenship
Never	Periodically (at even or uneven intervals; for example, once or twice a year as wildfire season approaches)	Often (at even or uneven intervals; for example, 3-5 times per year) monitors action plans and responds to emerging issues and developments	Regularly (at even intervals; for example, monthly) monitors action plans and strategies; conducts real time strategic problem solving focused on systemic risks

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
2.2.2 Monitor and adjust strategies to wildfire safety	Citizenship	Citizenship	Citizenship	Citizenship	Citizenship

Justification

At SDG&E, senior leadership reviews an operational dashboard on weekly basis that includes fire weather conditions and fire potential index. SDG&E’s leadership uses SDG&E’s mobile application, which can be viewed any time. Additionally, there are multiple meetings held on regular basis, such as, Fire Director Steering Committee, Executive Safety Board and Wildfire Safety Council meetings where leaders are held accountable wildfire safety, mitigation action items, follow-ups on fire events or leading indicators etc. SDG&E emphasizes outreach, interaction, input from community at quarterly Community Advisory Council, meetings with community safety partners to continue adjustments to wildfire safety strategies where deemed necessary.

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

Safety Culture Maturity Scale

Public Compliance

Safety metrics are not shared

Private Compliance

Lagging indicators for wildfire outcomes are posted at local/site operations

Stewardship

Lagging and leading indicators for wildfire safety are posted and discussed in regular management and supervisor meetings

Citizenship

Lagging and leading indicators for wildfire safety are discussed; individual / team contributions to leading indicators are highlighted and recognized publicly

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
2.2.3 Communication of wildfire safety metrics	Citizenship	Citizenship	Citizenship	Citizenship	Citizenship

Justification

Leading and lagging safety and risk indicators for wildfire safety are broadly communicated, reviewed and discussed on a regular basis. Wildfire safety metrics, including fire ignitions and wires down, are reported to the SDG&E Board Safety Committee in each Chief Safety Officer report out. These metrics are shared company-wide via a SharePoint repository. Further, leading wildfire safety metrics and communicated and recognized in a quarterly Vegetation Management newsletter.

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 (January 2025), and the **green and bolded** descriptions represent where the corporation expects to be at the end of 2025, if a change in status is expected. The text in the "Justification" fields below is at it was received from the corporation, presented without revision.

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

Safety Culture Maturity Scale

Public Compliance	Private Compliance	Stewardship	Citizenship
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)	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	All incidents with the potential to be serious or fatal, including near misses	All high potential events and near misses; also, event learning teams evaluate high risk situations for proactive opportunities to reduce exposure

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
3.1.1 Investigations using root cause analysis	Stewardship	Stewardship	Citizenship	Citizenship	Citizenship

Justification

All incidents with the potential to be serious or fatal, including near misses, are assessed. SDG&E's Serious Injury & Fatality (SIF) program investigates incidents and near misses. Some near miss reports may be anonymous or information is not available, so there are times when a root cause analysis (RCA) can't be performed. Additionally, the Ignition Management Program tracks ignitions and potential ignitions, works with internal SME's to perform RCA on each ignition and near miss event to detect correlations.

3.1.2 Rate the quality of event investigations.

Safety Culture Maturity Scale

Public Compliance	Private Compliance	Stewardship	Citizenship
A “fix the employee” mentality is commonplace when addressing incidents or other adverse events	Investigations primarily focus on identifying exposure and the root cause of the exposure	Investigations focus on identifying the root cause of the exposure and describing actions to control the exposure	Incidents are regarded as learning events that spur a comprehensive look at culture, processes, and safety systems that led to the event

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
3.1.2 Quality of event investigations	Stewardship	Stewardship	Citizenship	Citizenship	Citizenship

Justification

Investigations focus on identifying the root cause of the exposure and describing actions to control the exposure. As part of improving its safety culture, SDG&E’s Safety department has established a comprehensive and robust incident investigation standard and reporting process, with monthly investigation review meetings to learn and share the incidents. Also, the incident learnings are shared at larger sub-committees with SoCal Gas. Details of the incidents and lesson learned from each of the monthly meetings are uploaded and made available in SharePoint. Gaps in the Ignition Management Program (IMP) have been reviewed thoroughly in 2024 in efforts to improve notifications in regards to potential fire ignitions. A process to gather data and submit to Office of Energy Infrastructure Safety has been developed IAW California Code of Regulations Title 14 § 29300. Fire Coordination staff now receive notification from Service Dispatch on all SDG&E resource requests related to emergency response. Efforts to improve Evidence of Heat notifications are still underway, with additional training to SORT reporting beginning January 2025.

3.1.3 What happens with investigation results?

Safety Culture Maturity Scale

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	Corrective actions are tracked to closure and include more focus on high value controls; lessons learned are shared throughout the organization	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)

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
3.1.3 Results of investigations	Stewardship	Stewardship	Citizenship	Citizenship	Citizenship

Justification

SDG&E's After Action Review (AAR) program takes a systematic approach to reviewing significant incidents and emergency activations to identify potential improvements & establish comprehensive and measurable AAR Report. SDG&E's AAR program is aligned and integrated within its Safety Management System continuous improvement framework and processes. AAR findings are tracked and communicated broadly from SDG&E's Operational Field and Emergency Readiness (OFER) team. Another example is SDG&E's Electric Citation Program Self Reporting. Incident investigation results, corrective actions, learnings are shared now regularly at the larger sub-committee meetings including gas operations.

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

Safety Culture Maturity Scale

Public Compliance	Private Compliance	Stewardship	Citizenship
No formal process	Process exists to report wildfire hazards but no training or feedback	Process established, workforce is trained in the process, and it is communicated widely; there is consistent follow-up to reduce exposure	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

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
3.2.1 Process of reporting wildfire hazards	Citizenship	Citizenship	Citizenship	Citizenship	Citizenship

Justification

Various programs for frontline workers to recognize and report wildfire hazards are implimented including, stablished inspection and maintenance programs, which promote safety for personnel, the public and contractors, by providing a safe operating and construction environment. These programs also enable personnel to identify and repair conditions to reduce potentially defective electric system equipment to minimize hazards. Other examples include use of drone technology, Tier 2 & 3 DIAR program, patrols prior to RFW days, and post-PSPS patrols prior to restoration of outages. Annual ESP 113.1 training and monthly newsletter are some of the ways SDG&E communicates and shares takeaways across the organization.

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

Safety Culture Maturity Scale

Public Compliance	Private Compliance	Stewardship	Citizenship
No formal process or structure	Workforce is encouraged to report wildfire hazards as it sees them	System established for reporting and mitigating wildfire hazards; leaders encourage reporting of weak signals	A cross-functional team is established to proactively look for, track, and mitigate wildfire hazards and potential black swan situations

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
3.3.1 Systems to encourage sensitivity to weak signals	Citizenship	Citizenship	Citizenship	Citizenship	Citizenship

Justification

SDG&E has a team in concert with supporting systems and processes established to proactively make observations, report, and mitigate wildfire hazards. For example, programs such as the Ignition Management Program where electric troubleshooters (ETS) patrol to identify fire-related issues, report and mitigate wildfire hazards. Additionally, the Electric Risk Analysis (ERA)Team, PSPS pre-patrols, Drone Investigation Assessment Repair (DIAR) program, and vegetation patrols are all examples of process/programs to help identify fraying, strain or abrasion on wires or wind contact.

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

Safety Culture Maturity Scale

Public Compliance	Private Compliance	Stewardship	Citizenship
No formal training or preparation	Common upset conditions have been identified and response protocols are reviewed regularly	Simulations and drills are conducted regularly to prepare the workforce	Simulations and drills are conducted regularly to practice responses to upset conditions and leaders have instilled a “what could go wrong?” mentality

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
3.3.2 Responding to upset conditions	Stewardship	Citizenship	Citizenship	Citizenship	Citizenship

Justification

SDG&E uses a utility-compatible Incident Command System (ICS) structure as an all-hazards framework to manage emergency incidents and events. This includes integration of ICS training and simulation exercises for leaders and the workforce, participation of field responders in Utility ICS training and After-Action Review (AAR) process to continue building and improving our capabilities in operational planning, and in response to wildfire, PSPS incidents, and all-hazards emergencies. Operating within the Incident Command System (ICS) framework, SDG&E's Emergency Management department created a Training and Exercise division to design and deliver capability-based training. The continued expansion and maturation of this division, along with the After-Action Review (AAR) counterpart process, has been instrumental to prepare our Operations workforce for an all-risk, all-hazard approach to emergency and wildfire response.

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

Safety Culture Maturity Scale

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

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
3.3.3 Process/structures to create a learning organization	Private Compliance	Stewardship	Citizenship	Citizenship	Citizenship

Justification

SDG&E operates within a Company-wide SMS focused on fostering a learning environment for continuous safety improvement. SDG&E has implemented several programs and processes to enhance SDG&E’s commitment to being learning organization and sharing safety-related best practices and lessons learned throughout the organization. For example, SDG&E's Serious Injury & Fatality prevention, Behavior Based Safety, After Action Review program and the Safety Barometer Survey, are all programs that are committed to implementing safety-related best practices company-wide to create a strong safety culture and place the highest priority on employee, customer, public safety and continuous learning and improvement. SDG&E leadership and management hold regular safety Incident Review Meetings where safety incidents and near misses that had the potential to cause serious injury or fatality are reviewed for lessons learned, corrective actions and safety improvements. These meetings focus on improvements and do not place any blame. Following the meeting, key takeaways, lessons learned and safety improvements are shared with cross-functional teams and also posted to a Company-wide SharePoint page accessible to all employees.

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

Safety Culture Maturity Scale

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

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
3.4.1 Audits of wildfire hazard activities	Stewardship	Citizenship	Citizenship	Citizenship	Citizenship

Justification

Sempra Audit Services takes a risk informed approach in development of its annual Audit Plan. SDG&E Enterprise Risk Registries, currently indicating wildfire safety as the Company's top risk, are provided to Audit Services. Findings are systematically tracked through timely resolution and communciated to SDG&E leadership. Further, SDG&E's Board Safety Committee makes recommendations that are tracked through completion. For example, SDG&E was directed to report on its 2023 internal wildfire challenge sessions and any actions taken by SDG&E in response to prepare for the fall Santa Ana season. SDG&E's Board Safety Committee also performed a wildfire hardening site visit. SDG&E has established programs in place such as its Executive Safety Council and Electric Safety Subcommittee to hear directly from employees. Identified actions are tracked through completion.

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

Safety Culture Maturity Scale

Public Compliance	Private Compliance	Stewardship	Citizenship
No formal tracking mechanism	Self-tracking of closures; no verification	Audit findings tracked and verified to closure	Audits tracked, implementation verified to closure, and effectiveness validated

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
3.4.2 Use of audit findings and tracking to closure	Stewardship	Stewardship	Stewardship	Citizenship	Citizenship

Justification

At SDG&E, internal safety audit findings are tracked to completion and corrective actions are put in place and verified. For regulatory audit findings, there is a follow up process ensuring that corrective actions have been completed. Additionally, Behavioral Based Safety (BBS) observation findings are tracked to closure and discussed at the monthly management meetings. Issues or findings brought up at Electric Safety Committee are also followed up and tracked through closure. Moreover, SDG&E has an After-Action Review program that identifies, tracks and assists groups to bring issues to closure. In 2023, SDG&E adopted and published a "Process for Completing Audit Plans of the Safety Management System" outlining the systematic, risk-informed approach to safety audits.



Section 2. Summary Plan for 2025

The electrical corporation submitted a summary action plan for the work that is planned for the coming 12-month period to achieve the targets for the end of 2025 indicated in its management self-assessment. All responses submitted by the electrical corporation are presented as submitted, without revision.

A1. Action/Activity 1

Continue to demonstrate SDG&E's Safety Management System in action with demonstrated leadership commitment, increased stakeholder engagement and feedback, and proactive risk identification and mitigation to continually advance and sustain our culture of safety

B1. Deadline

12/31/2025

C1. Management Self-Assessment Reference(s)

All



Section 3. Safety Culture Objectives, Lessons Learned, and 2023 Recommendations

The electrical corporation provided a description of their 12 month and 3-year safety culture objectives along with a summary of lessons learned, and a report on the implementation of recommendations from the previous year's SCA report. All responses submitted by the electrical corporation are presented as submitted, without revision.

3.1 Objectives for the Next 12 Months

A1. Objective

Continuously improving the safety culture by focusing on management leadership, worker participation, and a proactive approach to finding and fixing hazards

B1. Progress Metrics

Number of near misses

C1. 12-Month Target

350

D1. Description of Objective

Near Miss reports are leading indicators that allow SDG&E to communicate and follow-up on reported hazards and incidents, including those that pose wildfire risk, to proactively reduce exposure or prevent future incidents. Near miss reports also indicate employees' comfort level in raising risks and trusting management to share and follow up to improve awareness and prevention. SDG&E is focusing not only on the number of near miss report submissions, but the quality, type and follow-up of submitted reports.

B2. Progress Metrics

Environment and safety compliance management program (ESCMP) Findings Mediated

C2. 12-Month Target

100%

D2. Description of Objective

SDG&E's ESCMP allows SDG&E to document safety incidents (including wildfire safety incidents) in the system of record and an action plan is identified and tracked through completion in a timely manner.

B3. Progress Metrics

Number of Employee Safety Observations

C3. 12-Month Target

17,178

D3. Description of Objective

Safety observations, supervisors/leaders observing field crews, and peer-to-peer observations of employees performing wildfire mitigation (e.g., pole hardening and undergrounding) and other work, provide additional safety assurances and lead to positive engagement with employees. Safety observations identify and communicate safe and at-risk behaviors and provide employees an opportunity to discuss safety issues with field leadership. This engagement shows up in many ways, with the key being increased trust and transparency and constant improvement of SDG&E's workplace safety culture and safety performance in all areas.

B4. Progress Metrics

Number of Contractor Safety Observations

C4. 12-Month Target

12,000

D4. Description of Objective

Safety observations of third-party contractors (including those performing wildfire mitigation (e.g., vegetation management) work) provide additional safety assurances that the work is being performed in a safe manner. Safety observations identify and communicate safe and at-risk behaviors. This collaboration between SDG&E and its contractors help move the safety culture forward and ultimately improve safety performance of contractors working on behalf of SDG&E.

B5. Progress Metrics

Annual PSPS Training for Electric Regional Operations

C5. 12-Month Target

100% ERO Personnel

D5. Description of Objective

Electric Regional Operations is required to complete an annual PSPS training course to assist in preparedness for fire season and PSPS protocols. The training objectives of this course are to: define roles/responsibilities of patroller and observer, identify types of required fire equipment for the FPI, describe pre- and post-patrols structure and responsibilities, outline damage reporting requirements, explain damage submittal process and required documentation, identify 2024 staging areas, and promote safe work practices.

B6. Progress Metrics

Annual Wildfire Safety Double Down Sessions

C6. 12-Month Target

ERO locations and Kearny Transmission and Substation Construction and Maintenance

D6. Description of Objective

In a continuous effort to improve SDG&E safety culture, staff from the Wildfire Mitigation team support District safety meetings and safety standdowns in the summer months, by presenting and hosting booths to provide information of current wildfire mitigation status and activities and to solicit feedback from those that work, maintain, and operate the electrical system. Double Down Session ideas and items are reviewed by WM leadership to understand what items are feasible to manage in the near term, and what ideas can be developed as an objective to the longer term.

Section 3. Safety Culture Objectives, Lessons Learned, and 2023 Recommendations

The electrical corporation provided a description of their 12 month and 3-year safety culture objectives along with a summary of lessons learned, and a report on the implementation of recommendations from the previous year's SCA report. All responses submitted by the electrical corporation are presented as submitted, without revision.

3.2 Objectives for the Next 3 Years

A1. Objective

Continuously improving the safety culture by focusing on management leadership, worker participation, and a proactive approach to finding and fixing hazards

B1. Progress Metrics

Number of Stop the Job/Stop the Task

C1. 3-Year Target

20/year

D1. Description of Objective

Encouraging and tracking Stop the Job/Stop the Task indicates employees' comfort levels in speaking up, risk awareness, and trust. Employees are empowered and encouraged to Stop the Job/Stop the Task when performing all work, including wildfire mitigation work, if the task is perceived to be unsafe.

B2. Progress Metrics

Number of Serious Injury or Fatality (SIF) potential assessments completed

C2. 3-Year Target

Review all incidents (near misses/injuries/motor vehicle incidents) and determine all which have SIF potential; for those that do and for which adequate information is available, 100% will be investigated and analyzed, and preventative actions generated where necessary (excluding incidents that are out of employer's control)

D2. Description of Objective

Assessing Near Miss incidents and Safety Incidents for the potential to have caused serious injury or fatality. Of those incidents assessed and determined to have SIF-potential, including wildfire-related incidents, perform a root cause analysis/in-depth investigation to allow for identification of corrective actions and/or preventative actions to reduce risk and exposure, and broad sharing of lessons learned.

B3. Progress Metrics

Number of near misses

C3. 3-Year Target

300-400/year

D3. Description of Objective

Near miss reports allow SDG&E to communicate, assess, and follow-up on reported hazards and incidents, including those that pose wildfire risk, to proactively reduce exposure or prevent future incident. Near miss reports also indicate employees' comfort level in raising risk issues and trusting management to share and follow up to improve awareness and prevention. Near miss reports allow SDG&E to communicate, assess, and follow-up on reported hazards and incidents, including those that pose wildfire risk, to proactively reduce exposure or prevent future incident. Near miss reports also indicate employees' comfort level in raising risk issues and trusting management to share and follow up to improve awareness and prevention.

B4. Progress Metrics

Number of Safety Observations

C4. 3-Year Target

18,000-20,000/year

D4. Description of Objective

Safety observations of employees performing wildfire mitigation (e.g., pole hardening, undergrounding) and other work provide additional safety assurances and lead to positive engagement with employees. This engagement shows up in many ways, including building trust and transparency to improving SDG&E's workplace safety culture and ultimately safety performance in all areas.

B5. Progress Metrics

Number of Contractor Safety Observations

C5. 3-Year Target

15,500-17,000/year

D5. Description of Objective

Safety observations of third-party contractors performing wildfire mitigation (e.g., vegetation management) or other work provide additional safety assurances that the work is being performed in a safe manner. Safety observations identify and communicate safe and at-risk behaviors. Coaching regarding observation of at-risk behaviors and recognition of safe behaviors help move safety culture forward and ultimately improve safety performance for contractors performing work on behalf of SDG&E.

B6. Progress Metrics

Environment and safety compliance management program (ESCMP) Findings Mediated

C6. 3-Year Target

100%

D6. Description of Objective

SDG&E's ESCMP allows SDG&E to document safety incidents (including wildfire safety incidents) in the system of record and an action plan is identified and tracked through completion in a timely manner.

B7. Progress Metrics

After Action Review (AAR) performed

C7. 3-Year Target

100%

D7. Description of Objective

SDG&E performs incident review and de-brief to identify best practices, lessons learned and opportunities for improvement following all emergency operations center activations.

Section 3. Safety Culture Objectives, Lessons Learned, and 2023 Recommendations

The electrical corporation provided a description of their 12 month and 3-year safety culture objectives along with a summary of lessons learned, and a report on the implementation of recommendations from the previous year's SCA report. All responses submitted by the electrical corporation are presented as submitted, without revision.

3.3 Lessons Learned

A1. Major Theme/ Lesson Learned 1

Key teachings from 2024 Boeing Safety Culture Investigation Report and SoCalGas CPUC Safety Culture Investigation Proceeding reinforce 10 traits of SDG&E's Safety Management System.

B1. Actions Taken

Findings reviewed and communicated with SDG&E leadership to identify opportunity for improvement. SDG&E continues to socialize and demonstrate the 10 traits of its Safety Management System in action. Focused safety culture initiatives, starting with leadership safety culture training in February 2025, planned in 2025.

A2. Major Theme/ Lesson Learned 2

IOU presentations, OEIS Director and CPUC Commissioner remarks and feedback provided during 2024 Public Safety Briefing provide key teachings, best practices, areas of focus and opportunities for improvement.

B2. Actions Taken

Questions, comments and feedback provided to SDG&E and other IOUs provide insights into key areas of focus and ongoing opportunity for improvement. Overview of 2024 Public Safety Briefing provided to SDG&E leadership. Focused safety culture initiatives, starting with leadership safety culture training in February 2025, planned in 2025.

Section 3. Safety Culture Objectives, Lessons Learned, and 2023 Recommendations

The electrical corporation provided a description of their 12 month and 3-year safety culture objectives along with a summary of lessons learned, and a report on the implementation of recommendations from the previous year's SCA report. All responses submitted by the electrical corporation are presented as submitted, without revision.

3.4 2023 Recommendations

A1. Recommendation 1

3.1 Reduce Perceived Pressure to Perform and Distractions:

SDG&E should develop and implement actions to reduce perceived performance pressure and distractions. Leaders at SDG&E should consistently demonstrate to workers that safety is the top priority through words, decision making, and actions, especially as it pertains to distractions and perceived pressures to perform.

B1. Actions Taken

- Executive Safety Council dialogue sessions - SDG&E's Executive Safety Council serves as the centralized governing body for all safety committees, programs, and processes. Comprised of cross-functional leadership, the Council meets regularly to hear directly from employees on their safety experiences to identify opportunities for continued safety improvement by supporting safety initiatives, dedicating resources, and removing barriers to continually advance as a learning organization and reinforce SDG&E's culture of safety.
- Weekly leadership safety messages - SDG&E's Chief Safety Officer and rotating Executive Officers issue weekly safety messages to all employees via e-mail. These messages highlight key safety messages, weekly safety performance, teachings and reminders from recent safety incidents, and reinforce SDG&E leadership's safety commitment.
- Quarterly Business Updates – SDG&E hosts Quarterly Business Updates where executives provide information and updates on Company initiatives and answer questions from attendees. All employees are invited to attend these town hall style events with both in-person and virtual attendance options provided.
- Annual Safety Congress and Award Ceremony - This annual event recognizes SDG&E's numerous Safety Committees for their efforts to advance safety throughout the year. For SDG&E's 2024 Safety Congress, there was an executive panel dialog session, facilitated by SDG&E's Chief Risk Officer, that asked how the panelists were advancing safety culture within their organization. This event also included an award ceremony where an individual and team safety award was given to recognize employees who best exemplify the company's safety vision and values.
- Annual Start Strong Safety Event – Historically, we saw an uptick in safety incidents at the start of the year. To address this, starting in 2023, SDG&E established an annual Start Strong offsite safety event that gathers over 80% of our field labor workforce to reinforce key safety messaging and spread awareness of available resources. On January 9, 2024, approximately 1,300 field and represented workforce were transported to an offsite conference facility for a half day event. SDG&E executives demonstrated their leadership commitment to continually advancing our safety performance and safety culture by identifying available resources to help employees be mentally and physically fit to safely perform work.

C1. Results

In 2024, approximately 1,300 field and represented workforce (~75% of Union-represented employees) attended offite Start Strong safety event to hear clear, consistent safety goals and messaging.

A2. Recommendation 2

3.2 Build on Efforts to Track Trends in Safety Event Reporting:

SDG&E should continue to build on its efforts to track trends in safety event-related reporting, specifically tracking the quality of near-miss investigations and continuing to improve its Ignition Management Program.

B2. Actions Taken

- Safety Dashboard - SDG&E continually deploys enhancements to its company-wide Safety Dashboard, accessible to all SDG&E employees, to increase data analytic functionality of leading and lagging safety metrics.
- Near Miss Reports - SDG&E tracks several qualitative and quantitative metrics related to Near Miss reporting, including percentage of anonymous and named reports, status of submitted reports with actionable follow-up, serious injury or fatality (SIF) potential, and category of reports. Starting in Q2 2023, SDG&E developed and began issuance of a Weekly Near Miss Summary Report. This Report is sent to all SDG&E employees and provides high level data analysis to identify trends and highlights follow-up action items, safety reminders and key teachings. This Weekly Near Miss Summary Report aims to recognize employees for speaking-up and highlight resulting safety improvements to encourage reporting.
- SDG&E's Ignition Management Program (IMP) has continued to improve and evolve. Training has been completed and follow-up continues to be conducted in the field with critical field personnel to ensure the efficiency and accuracy of data. Incorporating the Energy Safety Reg 29300 reporting requirement process into the IMP has also enabled a single path for information to flow from the field to Energy Safety, the CPUC, and internal data sources. Compiling various data types within an existing database has enabled enhanced analytics capabilities as well as the ability to incorporate not only actual ignitions but also evidence of heat events into the process of determining the overall ignition risk of various areas and assets in the service territory. Training and communicating with mitigation owners will always be critical pieces of the program but additional next steps include working to incorporate findings into existing operational and planning models.

C2. Results

447 Near Misses submitted in 2024. Of those, 57.5% were submitted anonymously.

A3. Recommendation 3

3.3 Mitigate Risk Exposure Posed by Interactions with the Public:

SDG&E should continue to recognize and take action to mitigate the risk exposure posed by interactions with the public.

B3. Actions Taken

- Stop Work Authority - SDG&E leadership continues to emphasize that all employees are empowered to "Stop the Job" if ever an unsafe situation is perceived. Instances of stopped work are often recognized and shared in monthly safety subcommittee meetings and weekly near miss summary reports.
- Customer Awareness and Notification - SDG&E operational teams continue to deploy training and messaging regarding safe interactions with members of the public. SDG&E external communication teams continue to deliver public educational messaging leveraging numerous communication platforms to raise greater awareness and remind members of the public that SDG&E employees may be on their property performing work to maintain safety and reliability. In Q2 2024, SDG&E launched its Advance Customer Notification Process to a piloted group to notify customers of planned work on or around their property. SDG&E plans to continue to roll-out this process company-wide.
- Outage Notification - In Q1 2024, SDG&E deployed an Electric & Gas Outage Notification Optimization program where operational teams are partnering with the Customer Experience team to optimize outage

notification experience based on customer feedback and insights. Current focus areas include unplanned electric outages, estimated restoration times and gas outages. The objective is to increase the accuracy, frequency, and transparency of outage notifications to help reduce the risk of hostile customer interactions.

- Field Technology - SDG&E continues to advance deployment of its Geocall Electric Pre-Construction Mobile Fielding Application launched. The Geocall application is a leading-edge technology solution used to coordinate and optimize end-to-end field service processes, activities, and resources. The application integrates with GIS maps to include customer warning notifications (e.g., aggressive dogs, access codes, hostile persons) and includes opportunities for crews to include prerequisite and post completion notes. The primary objective is to provide a safe and easy field service experience for customers and employees.

C3. Results

In 2024, six (1.34%) employee-submitted Near Miss reports were related to an aggressive or hostile member of the public.

A4. Recommendation 4

3.4 Increase Engagement in Workforce Survey:

SDG&E should increase engagement on the safety culture assessment within the workforce supporting wildfire mitigation initiatives.

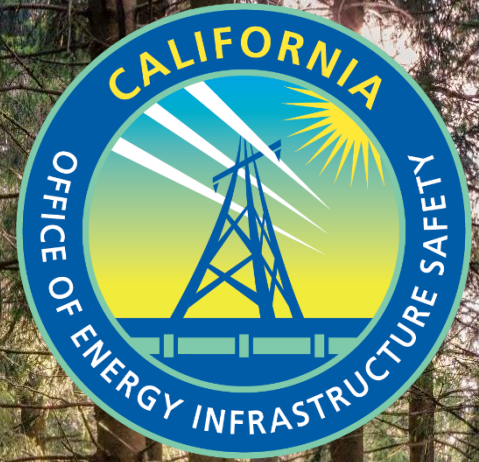
B4. Actions Taken

Employee Outreach - A VP sponsored employee communication campaign leading up to, and upon release of, the workforce survey link was distributed to staff participating in Wildfire Mitigation activities. Wildfire Mitigation Compliance Team communicated with Directors and District Managers on the importance of survey participation. Districts were visited during standing safety meetings to discuss the importance with teams and iPads were provided to staff, for ease of taking the survey.

Contractor Outreach – SDG&E is increasing awareness of safety culture initiatives and continuing to promote alignment during Contractor Safety Quarterly Meetings and Annual Contractor Safety Summits.

C4. Results

Results of the additional effort will be made known, at the release of survey results by the NSC.



APPENDIX C: Supporting Documentation



OFFICE OF ENERGY
INFRASTRUCTURE
SAFETY



Supporting Documentation

January 2025

San Diego Gas & Electric



OFFICE OF ENERGY
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SAFETY



SDG&E
2024 Safety Culture Assessment

Section 4. Supporting Documentation

The supporting documentation submitted by SDG&E will be published at a later date.