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Marc Ulrich

Chief Safety Officer and Vice President of Environmental, Health, Safety, and Quality

Southern California Edison Company

2244 Walnut Grove Ave.

Rosemead, CA 91770

Marc.Ulrich@sce.com

Subject: 2024 Safety Culture Assessment for Southern California Edison Company

Mr. Ulrich:

Enclosed is the 2024 Safety Culture Assessment (SCA) for Southern California Edison Company (SCE) 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).

SCE 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 SCE 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 SOUTHERN CALIFORNIA

EDISON

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 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 Southern California Edison Company's (SCE'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 SCE'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 to 2024, SCE reported growth in its electric operations' safety culture maturity. Overall, there is an upward trend in SCE's own general perception of safety culture at SCE. From 2023 to 2024, SCE's workforce survey scores improved for all 30 statements, with the largest increase in the wildfire safety category (average response score of 4.31 in 2024, 4.18 in 2023). In addition, SCE's inputs to its 2024 SCA suggest that it is successfully integrating contractors into its safety culture. This is evidenced by the favorable response scores submitted by contractors on the workforce survey. SCE contractor employees provided an average total response score of 4.43 in the 2024 survey compared to 4.15 in 2023.

Participants in SCE's 2024 workforce survey gave relatively high scores, with an overall average of 4.28 out of a possible 5— indicating a mature safety culture. This is an improvement from 2023 overall average of 4.17. In addition, every survey statement received higher average scores compared to the previous year and all statements were either consistent with or showed improvement from the baseline year of 2021.

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 SCE's Workforce Survey Results and Appendix B Management Self-Assessment, Safety Culture Objectives, Lessons Learned, and Progress on Previous Year's Recommendations.

SCE's 2024 Management Self-Assessment (MSA) demonstrates an organization that considers itself at the highest level of maturity for 19 of the 22 questions. SCE stated the statement "Wildfire safety integrated into frontline supervisors' goals and objectives," under the organizational sustaining systems category, is targeted for improvement in the next year.

The MSA follow-up interview included discussions with SCE management and leadership. Attendees held generally positive views regarding SCE's safety culture improvement. Focus group participants described SCE as continuing to have opportunities to improve but moving in the right direction.

Although there is continued evidence of improvement in SCE's safety culture from 2021 to 2024, key opportunities for further progress remain. While SCE's workforce survey results and MSA indicated progress in safety culture development, there are areas of misalignment when compared with focus group feedback, particularly in organizational leadership, employee working standards, and frontline engagement and input. SCE lacked detailed and goal-oriented safety culture objectives. Energy Safety is concerned that SCE's lack of focus, insufficient seriousness, and insufficient commitment to Energy Safety's safety culture assessment process undermines SCE's responsibility to promote and sustain a proactive, positive safety culture.

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

Recommendations

Recommendation 1: Provide Measurable Safety Culture Objectives

SCE must refine its safety culture objectives to ensure they reflect meaningful analysis, clearly defined actions, and measurable progress. SCE's objective goals should be tied to genuine organizational goals that advance the maturation of specific aspects of its safety culture rather than broad or generic intentions.

Recommendation 2: Improve Leadership Ownership of Safety

SCE should develop trackable and measurable safety culture objectives to promote executive leadership presence with frontline workers, field and non-field, to better understand their challenges and how those challenges affect their ability to contribute to the organization's safety mission.

Recommendation 3: Improve Information Sharing and Feedback Mechanisms

SCE should better understand the gap between its existing real-time wildfire and hazard communications and the needs of its workforce. SCE should develop the necessary methods and actions to expand the prompt communication of real-time wildfire and hazard

³ See Section 5 for complete recommendations.

information beyond traditional channels. These methods and actions should align with how frontline employees actually work.

SCE should develop redundant and adaptable information sharing pathways that ensure critical information and employee feedback flow reliably during disruptions, emergencies, and routine non-emergency contexts

Recommendation 4: Better Understand Safety Risks Associated with Performance Pressures and Distractions

SCE should better understand the potential that production pressures could inadvertently encourage risk-taking or unsafe behaviors that could affect employee and public safety.

Recommendation 5: Continued Progress on Addressing Public Interaction Risks

SCE should continue to enhance strategies to mitigate risks resulting from interactions with the public. The enhanced strategies should include an adaptive capacity and should demonstrate ongoing vigilance to mitigate these high-variability situations.

Recommendation 6: Improve Workforce Engagement

SCE should strengthen employee engagement in the workforce survey and share high-level survey results, themes, and planned improvement actions with its workforce to reinforce its commitment as a learning organization.

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."

2.2.1 Workforce Survey

The workforce survey is a survey comprised of 30 statements that respondents anonymously evaluate on a five-point scale ranging from “strongly disagree” to “strongly agree.”¹³ Survey statement categories include wildfire safety, personal safety and overall culture. The workforce survey assesses key workforce perceptions and behaviors. The target workforce survey populations are employees and contractors who spend greater than ten percent of their time on wildfire mitigation activities. The workforce survey is administered to each large electrical corporation and SMJU, but not to any ITO.

2.2.2 Management Self-Assessment

The management self-assessment consists of 22 questions across three categories: organizational sustaining systems, governance, and safety-enabling systems. Electrical corporations use a maturity model scale to self-rate and provide reasoning to support each self-rating. The management self-assessment questions are rated using a four-level behaviorally anchored rating scale that is customized for each question. The four levels (I. Public Compliance, II. Private Compliance, III. Stewardship, and IV. Citizenship) indicate how safety is viewed within the organization. Public Compliance represents the lowest self-rating and a more negative view of safety culture, while Citizenship represents the highest self-rating and a more positive view of safety culture. Electrical corporations must also provide the expected self-rating for each question for the next year, along with a summary plan for the coming 12-month period to achieve targets for the next year’s expected self-rating. The management self-assessment is completed by each large electrical corporation, but not by any SMJU or ITO.

2.2.3 Safety Culture Objectives, Lessons Learned, and Progress on the Previous Year’s SCA Recommendations

Safety culture objectives consist of 12-month and 3-year objectives that should enhance an electrical corporation’s wildfire safety culture. The safety culture objectives must include supporting metrics, and a description of how the objectives will reduce wildfire risk.

The lessons learned section consists of descriptions of how an electrical corporation’s safety culture has evolved over the past year, the major safety lessons learned, and the actions taken in response to the lessons learned.

¹³ The survey used a Likert scale going from “Strongly Agree” (5) to “Strongly Disagree” (1). NSC calculated average response scores based on the answers of the respondents. For more information on Likert scales, see “What is a Likert Scale – Definition, example, characteristics, & advantages” by Question Pro (<https://www.questionpro.com/blog/what-is-likert-scale/>, accessed Oct. 27, 2025).

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.

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. Assessment Inputs

As a large electrical corporation, SCE 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 a workforce survey focus group for its 2024 SCA.

3.1 Workforce Survey

The workforce survey was administered by NSC (via the electrical corporations) during the period of January 6 and February 28, 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 SCE to include as many individuals as possible within the target audience.

A total of 2,322 SCE employees and contractors responded to the workforce survey. Of these, 1,384 identified as employees, 829 identified as contractors, and 109 did not identify their employee status. SCE reported a base number of 3,907 employees and 3,315 contractors working on wildfire mitigation.¹⁶ With these base numbers, SCE achieved 31 percent overall response rate for its wildfire mitigation workforce compared to 15 percent in 2023, and 37 percent in 2022. A reliable response rate cannot be confirmed for 2021.¹⁷

SCE's employee response rate (excluding contractors) was 35 percent in the 2024 survey, compared to 25 percent in 2023, 37 percent 2022, and 38 percent in 2021. SCE's contractor response rate was 25 percent in the 2024 survey, compared to three percent in 2023, and 36 percent in 2022.¹⁸ A reliable response rate cannot be confirmed for 2021.¹⁹

3.2 Management Self-Assessment

On January 24, 2025, SCE submitted its management self-assessment. SCE rated itself Citizenship status for 19 questions and Stewardship status for three questions.²⁰ SCE reported that one question improved from last year, moving from Stewardship to Citizenship: What

¹⁶ See Appendix A for SCE's Workforce Survey Results.

¹⁷ SCE did not provide an estimated base number of wildfire mitigation contractors in 2021.

¹⁸ See SCE's 2021, 2022 and 2023 Workforce Survey Results in related reports from 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).

¹⁹ SCE did not provide an estimated base number of wildfire mitigation contractors in 2021.

²⁰ 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).

happens with investigation results? This progress was supported by SCE providing updates on the documentation and tracking of safety incidents through the Incident Management System. SCE expects to improve in one question for 2025, moving from Stewardship to Citizenship: To what extent is wildfire safety performance integrated into leadership selection/promotion decisions?

As part of its management self-assessment, SCE submitted its summary plan for 2025. SCE's summary plan included one action/activity, to integrate mandatory safety questions into all hiring interviews.

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

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

3.3.1 12-Month Objectives

SCE provided two 12-month objectives, with progress metrics and target goals in the following areas: improving leader ownership of safety focusing on safety culture engagement and safety work plans (1 objective) and increasing intrinsically motivated safe worker behaviors (1 objective).²¹

3.3.2 3-Year Objectives

SCE provided two 3-year objectives, with progress metrics and general target goals in the following areas: Safety culture maturity in leadership accountability and demonstrated employee safe behaviors (1 objective) and evolve its safety culture mindset to reinforce safe choices and consistently demonstrate safe behaviors (1 objective).²²

3.3.3 Lessons Learned

SCE provided five major themes for its lessons learned, including: 1) Deepen leadership safety ownership and accountability, 2) Increase leader visibility and time in field, 3) Improve safety recognition quantity & quality, 4) Increase psychological safety, and 5) Improve employee safety participation.

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

²² See Appendix B for SCE's Safety Culture Objectives, Lessons Learned, and Progress on the Previous Year's Recommendations.

To deepen its leadership safety ownership and accountability, SCE expanded leader safety leadership coaching, refined high hazard leader performance development plans, and held leader-led safety stand-ups to address themes of its last internal safety culture assessment.

To increase leader visibility and time in field, SCE expanded its targeted safety culture interventions to improve hazard identification, mitigation, and leader field safety engagement. SCE used information collected from its safety pulse survey to inform areas of improvement and recognition, including leadership time in field.

SCE improved the quantity and quality of its safety recognition by deploying safety culture training for high-hazard team leaders to improve safety leadership competencies, sustained its safety observational goals and implemented leadership huddles to recognize desired safety behaviors

To increase psychological safety, SCE provided frontline leaders with real-time coaching, peer discussions and held leader-led safety stand-ups addressing themes from a recent safety culture assessment, including a speak-up culture.

Lastly, to improve employee participation, SCE launched a company-wide grassroots safety project competition and conducted safety Kaizen events with frontline employees to collaboratively address high-hazard risks.

3.3.4 Progress on the Previous Year's Recommendations

In 2023, SCE received five recommendations in its 2023 SCA report: 1. Continue to build SCE's capacity as a learning organization; 2. Strengthen safety communications; 3. Mitigate risk exposure posed by interactions with the public; 4. Improve training for frontline workers on wildfire suppression & mitigation technology; 5. Optimize safety communications between leadership and frontline workers.

For progress on Recommendation 1. Continue to build SCE's capacity as a learning organization, SCE stated it advanced its Environmental, Health, Safety, and Quality (EHSQ) which provides a safety observation system for users to submit observations; continued to share lessons learned in its weekly incident report; and expanded its Human and Organizational Performance (HOP) training to its transmission organization.

For progress on Recommendation 2. Strengthen safety communication, SCE reported its Incident Management Team (IMT) maintained active communication with field and switching personnel during incidents; and senior leaders engaged with and elicited feedback from personnel in the field during PSPS incidents.

For progress on Recommendation 3. Mitigate risk exposure posed by interactions with the public, SCE stated it improved inspector and vendor customer contact to schedule inspections, shared customer contact GIS information for job planning; communicated drone inspection contractor information to the public using social media outreach; and offered safety resources to employees and contractors.

For progress on Recommendation 4. Improve training for frontline workers on wildfire suppression and mitigation technology, SCE reported it delivered enhanced trainings for impacted job classifications; conducted a comprehensive review of training materials for technical suppression content; enhanced interactive training methods; and developed a training plan for advanced cognitive application, integration of active learning and metrics for evaluating training effectiveness.

For progress on Recommendation 5. Optimize safety communications between leadership and frontline workers, SCE stated it initiated a communication plan to ensure leaders are equipped to promote workforce survey employee engagement and provided field staff with smart devices to support workforce survey participation.

3.4 Interviews

As a large electrical corporation, SCE was required to complete a management self-assessment interview, and a workforce survey focus group for its 2024 SCA.

3.4.1 Management Self-Assessment Follow-up Interview

On March 5, 2024, NSC conducted a 60-minute follow-up interview with SCE's contributors to its MSA, including several members of its management and senior leadership teams. In the interview, NSC asked questions to better understand SCE's practices regarding; leadership selection and promotion; efforts to create a safe environment for employees to speak-up; training and support resources for frontline workers; accountability for wildfire safety; fatigue and pain management; wildfire safety measures; and protocols around hazard identification and control.

3.4.2 Workforce Survey Focus Group

Following the analysis of workforce survey data, NSC conducted a focus group for SCE frontline workers, 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. The focus group session was held on March 18, 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?
- What changes have you seen in safety culture in your organization or work group?
- How does the organization address safety issues (including wildfire hazards) that are reported by frontline workers?
- How does the organization incentivize the reporting of near misses?²³
- 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 13 individuals participated in the focus group, representing different employment levels and SCE business units, including frontline workers and supervisors.

Focus group participants made observations that described SCE's safety culture as communicative and positive. Open communication was a highlight of the conversation among the participants, as well as the perception that frontline workers are supported by leadership. One participant mentioned that delays caused by environmental permitting mistakes should be addressed and mentioned that SCE should find ways to expedite the process for critical wildfire mitigation projects.

The consensus during the focus group was that a positive safety culture is maintained at SCE through open communication and empowerment from leadership.

3.5 Observational Visits

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

3.6 Supporting Documentation

SCE did not append any supporting documentation.

²³ 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).

4. Assessment Findings

The findings below are based on information from SCE’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 SCE’s positive attributes, and areas where existing efforts support a healthy and resilient safety culture as well as challenges and areas where attention can further enhance safety performance outcomes and maturity. Together, these themes provide a foundation for understanding SCE’s safety culture and inform its future growth.

4.1 Need for Safety Culture Objectives

A positive safety culture relies on safety goals and objectives that directly address gaps, contain a mix of leading and lagging indicators, and demonstrate a roadmap for continued improvement.²⁵ Clear and measurable objectives with explicit metrics ensure an organization can monitor early signs of progress and potential breakdown. Measurable outcomes create accountability and support transparent tracking of improvement over time. Lack of clear and measurable objectives can dilute the focus on long-term goals, objectives and hinder organizational improvement.

4.1.1 Areas for Improvement

While SCE completed its Safety Culture Objectives and Lessons Learned submission, SCE’s stated objectives lack sufficient details and rigor, do not reflect substantive analysis, and do not define concrete, measurable actions. The objectives fail to identify outcome-based quantifiable metrics that would demonstrably advance specific elements of safety culture. For example, a 3-year objective is to “[a]nchor safety culture maturity in Private Compliance—where leaders are accountable for safety culture/outcomes, and employees consistently demonstrate safe behaviors.” Instead of providing metrics for this objective, SCE identifies under “Progress Metrics” that “SCE uses a 25-dimension safety culture maturity model that evaluates safety environment within the company, safety practices, personal accountability, and leadership.” The 3-year target for this objective is “[c]ontinued measurement of safety culture progress and impact through regular safety culture pulse surveys.” The description of this objective is:

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

²⁵ Safety Culture Assessment Guidelines for Electrical Corporations: <https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=57736&shareable=true>, (accessed Dec. 18, 2024).

“A private compliance mindset sets the foundation for employee discretionary effort and leadership safety ownership and accountability to execute on all safety goals including Wildfire Mitigation and SIF prevention programs currently implemented to systematically identify and reduce risk exposure. SCE's Wildfire Mitigation and Safety Programs drive improved work practices, risk identification and mitigation; employee intrinsic motivation and leadership safety ownership drives acceptance, adoption, and accountability; this integrated approach holistically addresses wildfire and safety risks to the public and our workers.”

The general policy statement does not provide information that meets the guidelines requirement.

The 12-month objective of “[i]ncrease frequency of intrinsically motivated Safe Worker Behaviors (Safety Ownership)” hints of quantitative measurement that is not provided. SCE’s Progress Metrics are:

- “1. Worker willingness to implement safety culture changes
2. Workers observing peers speaking positively about safety culture
3. Worker comfort in speaking up when experiencing a safety concern
4. Worker comfort in speaking up when experiencing a safety concern”

The 12-Month Target is to “increase” the number and proportion of workers who do this. Without information on how worker willingness and comfort will be ascertained, it is difficult to see a plan to measure, let alone increase, these “metrics”. Instead, these “metrics” read more like a general policy statement.

This trend continues throughout its other objectives. SCE, like the other two large electrical corporations, has generally high management self-assessment and workforce survey scores. Unlike the other two, however, SCE does not have objectives with measurable outcomes.

Furthermore, unlike the other two large electrical corporations, SCE has provided the same response to this requirement since 2021 with little to no change, indicating a lack of continued evolution and engagement in safety culture issues. The period from 2021 through 2024 has brought significant changes in the ways that electrical corporations manage wildfire risk and has greatly increased the funds provided to electric corporations to accomplish this work. It is therefore unreasonable for SCE to not have re-examined its approach to safety culture during this period given all these operational changes. Given the vagueness and stagnation of these objectives, Energy Safety is concerned that SCE’s lack of focus, insufficient seriousness, and insufficient commitment to Energy Safety’s safety culture assessment process undermine SCE’s responsibility to promote and sustain a proactive, positive safety culture.

4.2 Leadership Commitment to Safety

Leaders who demonstrate a commitment to safety in their behaviors and actions signal to the organization that safety is a core operational value. Leaders committed to safety are critical for organizations striving for high reliability. When leadership actively endorses safe practices, it becomes the normal way of doing things and safety is recognized to be of value in the organization.²⁶ Leaders who consistently demonstrate safety-committed behaviors create a culture where safety is continuously reinforced, employees feel trusted and obligated to act safely, and the organization is better equipped to anticipate, prevent, and respond to emerging risks.

4.2.1 Positive Observations

According to its SCA inputs, SCE has demonstrated progress in improvement on workforce survey statements related to leadership commitment to safety from 2021 to 2024. These statements include “Leaders actively seek out signs of potential wildfire hazards” (4.06 in the 2021 survey compared to 4.22 in the 2024 survey), “Leaders keep people prepared to intervene when an emergency occurs” (4.19 in the 2021 survey compared to 4.30 in the 2024 survey), “Leaders use mistakes and incidents as learning opportunities” (4.30 in the 2021 survey compared to 4.34 in the 2024 survey), and “Leaders encourage people to ask questions” (4.24 in the 2021 survey compared to 4.35 in the 2024 survey). Additionally, the statement “I feel comfortable discussing wildfire hazards with my supervisor” was the third highest scoring statement from the 2024 workforce survey (4.51).

In SCE’s 2024 MSA, SCE rated itself at the highest level of maturity for 19 of the 22 questions. In its progress of previous years’ SCA recommendations, SCE reported that senior leaders from Public Safety Power Shutoff (PSPS) and Operations traveled to the field during PSPS incidents to communicate and elicit feedback from field and customer support personnel.

4.2.2 Areas for Improvement

SCE has reported leadership efforts to focus on safety, but its SCA inputs do not indicate substantial improvement, highlighting the need for a continued focus in this area. While SCE has a safety culture objective nominally directed to its leadership team, the associated outcome-based metrics focus on surface-level perceptions of safety leadership and lack meaningful connection to deeper drivers that influence safety culture improvement, underscoring the need to explicitly couple these objectives with clear leadership accountability. SCE’s management ranked itself at the highest level of maturity for 19 of the

²⁶ International Civil Aviation Organization (ICAO), Safety Management Manual, 4th Edition, https://omnisms.aero/wp-content/uploads/2019/08/ICAO-Doc-9859-SMM_Edition-4.pdf, (accessed Nov. 21, 2025).

22 MSA questions, yet its safety culture objectives do not include any measurable objectives assigned to its leadership team to further continuous improvement of its safety culture.

SCE's summary plan for 2025 does not include actions to support continued maturation in dimensions of its MSA where it ranked itself as Stewardship and does not expect to advance to Citizenship by next year, nor does it address how it will further develop dimensions it ranked itself as Citizenship rather than sustaining its current ranking. This absence of planned actions reflects a lack of focus on maturing SCE as a learning organization.

Additionally, there is a notable trend in the workforce survey responses for SCE for all four years (2021, 2022, 2023, and 2024) wherein the lower the ranking of the employee, the lower the average score response. This reflects an apparent gap in the perception of safety between what was stated by SCE's leadership team in its MSA and its focus group feedback when compared to its workforce survey results. This indicates that a lack of understanding around frontline safety culture challenges may remain at the top of the organization, supporting an opportunity to improve leadership involvement and continue building SCE's capacity as a learning organization.

4.3 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 the effectiveness of information sharing, such as meetings, are associated with improved organizational maturity 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.

4.3.1 Positive Observations

SCE's focus group participants had positive feedback regarding safety information sharing and safety discussions, and participants also positively described the use of safety meetings and systems such as the "good catch" program that rewards safe practices. There was consensus among focus group participants that both daily and broader safety meetings aid overall safety efforts. The focus group also mentioned that the safety department, which is accountable for wildfire and personal safety outcomes along with the executive team, positively supports frontline workers through effective safety meetings. SCE identified that it organizes roadshows and roundtables that meet directly with the frontline workforce and

serve as a platform to share critical updates, address region-specific concerns, and gather valuable feedback. The workforce survey statement “Information about important events and lessons learned is shared within my workgroup” was rated 4.37 and has increased in score compared to 2023 (4.30) and 2021 (4.15).

SCE has made efforts to support frontline workers in the field and expand engagement with them. In its progress on the previous year’s recommendations, SCE reported that its Incident Management Team (IMT) maintains constant contact with field personnel during incidents, and certain IMT personnel have roles dedicated to direct communication.

Further, steps have been taken to encourage incident reporting and share hazard information. SCE mentioned that incident trends are continuously monitored, and Common Cause Evaluations (CCE) are conducted to address recurring issues. SCE stated that its safety culture efforts reinforce ownership and discretionary effort to address safety hazards, even when not explicitly performing an assigned job function, and evidenced this by explaining how its high-fire inspection forms allow inspectors to provide feedback on the risk of the structure they inspect. SCE also described its Environmental, Health, Safety, and Quality (EHSQ) Information Management System and how it assisted with safety observation recordings. These efforts should be continued and expanded to increase engagement with frontline workers. Additionally, the average response score for the workforce survey statement “People in my work group report all wildfire hazards, no matter how minor” increased from 4.12 to 4.33 from 2023 to 2024.

4.3.2 Areas for Improvement

SCE made efforts to improve safety meetings, feedback mechanisms, and information sharing, but there remains an opportunity for them to better engage with employees and open dialogue around safety. SCE stated that, due to the heightened demand of PSPS activations during Q4 2024, its safety culture roundtable sessions did not take place. This represents a shortcoming in gathering employee feedback, especially when coupled with the lack of specifics from SCE about how many roundtables took place during the rest of the year. The focus group indicated that real-time fire and hazard communication were also areas that could be improved. Focus group participants noted that hazards could be communicated more effectively and noted limited options for communication. The focus group stated that there is room for improvement in providing a more direct line of communication for SCE employees to suggest new ideas and improve communication around existing systems. This is also supported by workforce survey results, where two of the lowest-scoring workforce survey statements in 2024 were “I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them” and “The company cares about my opinions,” which were rated 3.65 and 3.84, respectively. These statements have consistently been among the lowest scoring from 2022 to 2024 workforce surveys. Additionally, these two statements had significantly lower scores across the employee, manager and supervisor demographic categories when compared to the executive category.

Furthermore, despite SCE senior leaders from Public Safety Power Shutoff (PSPS) and Operations traveling to the field during PSPS incidents to communicate and elicit feedback from field and customer support personnel, the lowest ratings in these two statements came from workers performing PSPS initiation and re-energization activities. While SCE's MSA identifies that "candidates in critical field roles are evaluated on safety values for selection,"²⁷ it seems that safety would be a relevant selection criterion for more than just field roles. While SCE's response to the 2023 SCA recommendation on deepening leadership safety ownership and accountability discussed actions taken to empower leaders deep within the organization, including front line leaders, it did not identify actions taken by executive leaders to engage with workers on safety issues.²⁸ SCE also identifies that cultural indicators are assessed through Safety Culture Pulse Surveys, but hasn't identified any actions or objectives it has taken based on the results.

While SCE's Incident Management Team (IMT) engages with field personnel during incidents, this does not sufficiently support a maturation of its workplace system non-emergency training, routine communications, or day-to-day safety awareness, indicating a possible gap in the broader workforce preparedness outside of emergency contexts.

4.4 Managing Risks 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.²⁹ 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.³⁰

²⁷ See Appendix B for SCE's Management Self-Assessment

²⁸ See Appendix B for SCE's Management Self-Assessment

²⁹ International Civil Aviation Organization (ICAO), Doc 9859: Safety Management Manual, 4th Ed., 2018, p. 3-2.

³⁰ 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).

4.4.1 Positive Observations

SCE has made efforts to address worker safety concerns on risks and shortcuts. Specifically, SCE has made strides to address fatigue and pain management, as indicated by focus group participants praise of personal safety policies. The workforce survey results corroborate the focus group participants' positive perception of fatigue and pain management policies, with higher survey scores on statements such as "Pausing work for hazards and safety concerns is viewed positively" (4.49), "I take responsibility for the safety of myself and others in my work area" (4.71), and "I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment" (4.36). Further, focus group participants stated that workers are allowed to address fatigue and pain concerns and stop work whenever necessary if unsafe conditions exist or a worker cannot safely perform a task.

4.4.2 Areas for Improvement:

Focus group participants provided mixed feedback regarding shortcuts being taken with some participants noting how it can be difficult to deal with the pressures associated with job tasks. Workforce survey results also supported this gap related to the potential of shortcuts and risks associated with getting a job done. "People focus on one task at a time and avoid distraction" was rated 3.90 and while the workforce survey shows improvement on this statement, this has been one of the lowest scoring statements since 2021. Additionally, this statement had significantly lower scores across the employee, manager, and supervisor demographic categories when compared to the executive category. Difficulty focusing on one task at a time and avoiding distractions can increase the likelihood of errors and unsafe conditions.

4.5 Addressing Public Interaction Risks

Understanding potential risks and hazards that employees themselves face is another crucial component of safety culture development. When an outside risk or threat is introduced in a workplace system, performance variability is less manageable and unintended consequences can occur.³¹ Public interaction risks pose such a threat to workforce safety and organizational resilience.

4.5.1 Positive Observations

SCE shared existing customer contact information GIS map layers with inspectors and vendors in order for customer contact information to be available as part of their job planning prior to starting in the field. SCE also reported that it conducted social media outreach to

³¹ 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).

share the names of drone vendors conducting inspection in High Fire Risk Areas in efforts to improve public awareness.

4.5.2 Areas for Improvement

As in 2021, 2022, and 2023, SCE's 2024 focus group participants discussed risks posed by interactions with the public, mentioning property hazards including dogs, access to property, and angry customers due to power outages. Frontline employee safety should continue to be a priority, and SCE should further investigate ways to address this issue. Employees from all three large electrical corporations face this risk. SCE should coordinate with PG&E and SDG&E on strategies to address this risk, and SCE should review the actions PG&E has taken to support employees and determine the applicability of those actions to SCE's own operations.

4.6 Workforce Survey Engagement

Safety culture within a utility relies on the involvement and engagement of employees. Valuing and respecting the knowledge and judgment of individuals within a specific field builds trust and community. Further, active and thorough employee engagement is a key component of an inclusive safety culture environment and will normally improve the way the change is perceived and implemented.³²

Employee engagement is foundational for a healthy safety culture. It allows employees closest to the work to feel empowered and contribute actively to organizational learnings and continuous improvement. Engaged employees are active stewards of safety, ensuring risks are identified early, lessons learned are internalized, and safe performance is sustained.

4.6.1 Positive Observations

SCE has continued to engage with employees and increase involvement in the workforce survey, with respondents increasing from 1,101 in 2023 to 2,213 in 2024. To specifically increase Safety Worker Behaviors (Safety Ownership), SCE reported that it aims to increase employee willingness to adopt safety changes, boost positive safety culture perceptions, and ensure more workers feel comfortable voicing safety concerns. To track progress on this metric, SCE reported it will use regular safety culture pulse surveys to assess safety ownership improvement.

³² International Civil Aviation Organization (ICAO), Safety Management Manual, 4th Edition, https://omnisms.aero/wp-content/uploads/2019/08/ICAO-Doc-9859-SMM_Edition-4.pdf, (accessed Nov. 21, 2025).

4.6.2 Areas for Improvement

While SCE has demonstrated actions to better engage with employees, there are still areas for improvement, particularly in workforce survey engagement.

While workforce survey scores increased overall, inconsistencies in employee engagement with the survey need to be addressed. SCE experienced fluctuations in response counts between 2022 and 2024 due to inaccurate validation of wildfire mitigation personnel, and internal errors in 2023 also affected the number of respondents the survey was distributed to. These are solvable problems that should be addressed to ensure accuracy and representation within the workforce survey.

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.

Recommendations for SCE are outlined below and structured as follows: overall theme of the recommendation; goals of the recommendation; and verification method(s). The recommendations below build upon the recommendations from Energy Safety's 2023 SCA for SCE.³³

5.1 Provide Measurable Safety Culture Objectives

SCE must refine its safety culture objectives to ensure they reflect meaningful analysis, clearly defined actions, and measurable progress. SCE's objectives must be tied to genuine organizational goals that advance the maturation of specific aspects of its safety culture rather than broad or generic intentions. Safety culture objectives must demonstrate intentional design, operational relevance, and a commitment to learning and continuous improvement.

5.1.1 Goal of Recommendation

The goal of this recommendation is to develop safety culture objectives that reflect rigorous analysis, actional steps, and measurable outcomes to demonstrate intentional leadership, strengthen trust, and drive meaningful safety cultural improvement across the wildfire mitigation workforce.

³³ Energy Safety's 2023 SCA Report for SCE:

<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=56372&shareable=true>, (accessed Dec. 18, 2024).

5.1.2 Verification Method

In its next Safety Culture Objectives and Lessons Learned, SCE must provide safety culture objectives that are deliberate, specific, actionable, and measurable. Each objective should outline the specific actions to be taken to achieve the desired outcome. These actions should be practical, time-bound, and clearly assigned to responsible and accountable owners.

SCE's ongoing progress should be evident its next Safety Culture and Lessons Learned with objectives that meet these criteria.

5.2 Improve Executive Leadership Ownership of Safety

SCE should develop trackable and measurable safety culture objectives to promote executive leadership presence with frontline workers, field and non-field, to better understand their challenges and how those challenges affect their ability to contribute to the organization's safety mission.

SCE should identify leadership actions that progress the maturation of the dimensions of its MSA where it rated itself as Stewardship and does not expect to advance to Citizenship by next year, and leadership actions that further advance the maturation of the dimensions where SCE rated itself as Citizenship.

5.2.1 Goal of Recommendation

The goal of this recommendation is to strengthen trust, comprehensively examine safety performance, and demonstrate authentic leadership ownership of safety to advance a safer, reliable, and resilient organization that is committed to continually maturing its stature as a learning organization.

5.2.2 Verification Method:

SCE leadership should have specific responsibilities and tasks within its next MSA and Safety Culture Objectives submission, highlighting their specific areas of responsibility and measurable performance metrics for executive engagement.

SCE's progress towards meeting this goal should be evident in measurable MSA elements that reflect increased leadership ownership of safety, support the maturation of SCE's current MSA safety culture standing, and result in a reduction in the gap of average survey scores between the lowest and highest level of employee levels.

5.3 Improve Information Sharing and Feedback Mechanisms

SCE should better understand the gap between its existing real-time wildfire and hazard communications and the needs of its workforce as identified in Section 4.3.2. SCE should use multiple methods to solicit feedback from frontline employees and contractors as well as supervisory staff to better understand the gap. SCE should analyze the collected feedback, assess improvement opportunities, and develop necessary methods and actions to expand the prompt communication of real-time wildfire and hazard information beyond traditional channels. These methods and actions should align with how frontline employees actually work.

SCE should investigate the root cause(s) of why its employees, managers, and supervisors have lower than average perceptions as identified in Section 4.3.2, why its leadership engagement activities have not effectively resulted in improvement, and develop necessary actions to advance improvement based on that assessment. This should include the development of redundant and adaptable information sharing pathways that ensure critical information and employee feedback flow reliably during disruptions, emergencies, and routine non-emergency contexts

5.3.1 Goals of Recommendation

The goals of this recommendation are to strengthen safety dialogue across the organization and to improve the consistency of safety information flow. These goals are intended to elevate frontline safety expertise and further mature SCE as a learning organization.

5.3.2 Verification Method

In its next management self-assessment submission, SCE should provide its analysis of the gap between its existing real-time wildfire and hazard communications and the needs of its workforce, including workforce engagement performed and other methods used to inform the analysis. SCE should also include documentation of the actions planned and taken to expand the prompt communication of real-time wildfire and hazard information beyond traditional channels that align with how frontline employees actually work.

SCE should also provide its analysis of the root cause(s) of its lower than average workforce perceptions identified in Section 4.3.2, why its leadership engagement activities have not effectively resulted in improvement, and the targeted action its leadership will take to improve the workforce perceptions.

SCE's ongoing progress to achieve this goal should be evident with improved future workforce survey scores for the statements "I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them", and "The company cares

about my opinions.” Progress should also be reflected by improved focus group feedback regarding safety communications and information access.

5.4 Better Understand Safety Risks Associated with Performance Pressures and Distractions

SCE should better understand the potential that production pressures could inadvertently encourage risk-taking or unsafe behaviors that could affect employee and public safety. SCE should use multiple methods to solicit feedback from frontline employees and contractors, as well as supervisory and managerial staff, to better understand this risk. SCE should analyze this feedback, assess the risks, and develop necessary actions to address the risks based on that assessment.

5.4.1 Goal of Recommendation

The goal of this recommendation is to reduce operational pressure points and promote disciplined attention to tasks to strengthen SCE’s workplace system environment and make employees feel supported to perform work safely, reliably, and consistently; without feeling compelled to divide focus or rush work.

5.4.2 Verification Method

In its next MSA and safety culture objectives and lessons learned submission, SCE should provide a detailed description of actions SCE 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. SCE should provide its solicitations to multiple levels of employees, contractors, supervisors, and managers 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. SCE should also include a detailed description of planned actions based on analysis of that feedback.

SCE’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 SCE’s safety culture. There should also be alignment between the workforce survey responses and the focus group insights collected in its next SCA.

5.5 Continued Progress on Addressing Public Interaction Risks

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

5.5.1 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. These strategies should support frontline employees in responding effectively to unexpected behaviors or unsafe conditions caused by public interactions.

5.5.2 Verification Method

In its next MSA and safety culture objectives and lessons learned submission, SCE should provide in its supplementary materials evidence of meetings with SDG&E and PG&E to discuss strategies to address this risk and a discussion of its assessment of PG&E's actions to support employees, including SCE's determination of the applicability of those actions to SCE's own operations.

5.6 Improve Workforce Engagement

SCE should strengthen employee engagement in the workforce survey and clearly communicate the purpose and impact of the survey. The workforce survey is a critical tool for understanding how the organization functions, identifying emerging risks, and shaping improvements that directly affect operational performance.

SCE should normalize participation and the shared responsibility for shaping its safety culture by acknowledging teams and departments that demonstrate high engagement and reinforce the collective value of broad organizational input.

SCE should promptly share high-level survey results, themes, and planned improvement actions with its workforce to reinforce its commitment as a learning organization.

5.6.1 Goal of Recommendation

The goal of this recommendation is to strengthen employee engagement and improve workforce survey participation to ensure the survey results reflect the experiences, perceptions and the needs of the entire wildfire mitigation workforce.

5.6.2 Verification Method

SCE should develop and implement a strategy to increase employee participation in the workforce survey that includes a process to accurately validate its wildfire mitigation workforce population (including contractors) numbers and ensure leadership engagement with frontline workers to reinforce how their survey feedback will be used to inform operational improvement and real-time operational awareness. In its next MSA, SCE should provide documentation of the actions taken to implement the strategy, along with achieved outcomes.

SCE should implement a strategy to share high-level workforce survey results, themes, and improvement actions with its workforce, along with recognition of teams and departments that demonstrate high workforce survey engagement to reinforce the collective value of broad organizational input. In its next MSA, SCE should provide documentation of the actions taken to implement the strategy, along with achieved outcomes.

SCE's ongoing progress towards achieving this goal should be evident in an increased workforce survey response rate, as compared to its historical high, in its next workforce survey.

6. Conclusion

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

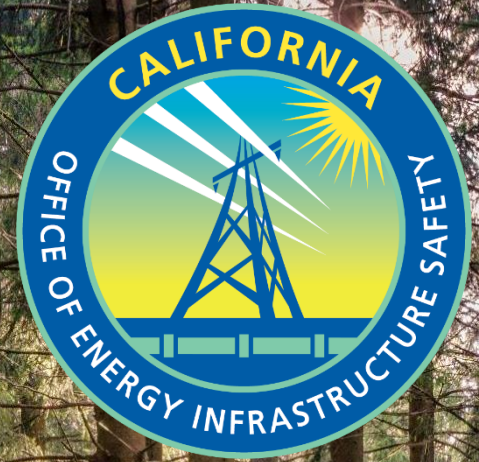


OFFICE OF ENERGY INFRASTRUCTURE SAFETY
A California Natural Resources Agency
www.energysafety.ca.gov
715 P Street, 15th Floor
Sacramento, CA 95814
916.902.6000





APPENDICES



APPENDIX A: Workforce Survey Results



OFFICE OF ENERGY
INFRASTRUCTURE
SAFETY



Workforce Survey Results

January 2025

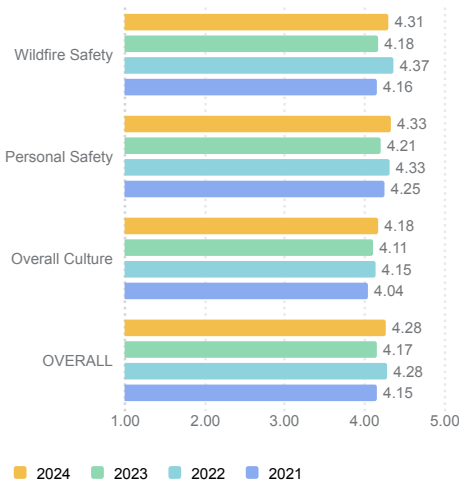
Southern California Edison

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

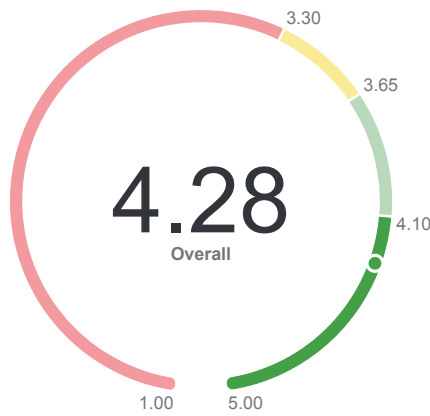
This page contains average response scores and percent distributions of response categories for the overall survey.

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)

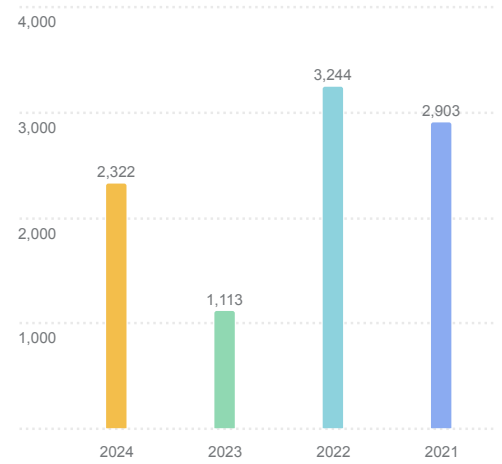
Average Response Scores



Average Response Score 2024



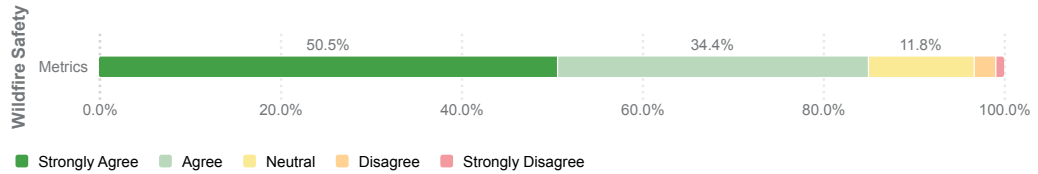
Response Count



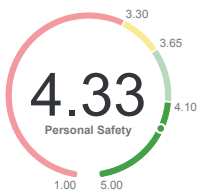
Wildfire Safety 2024



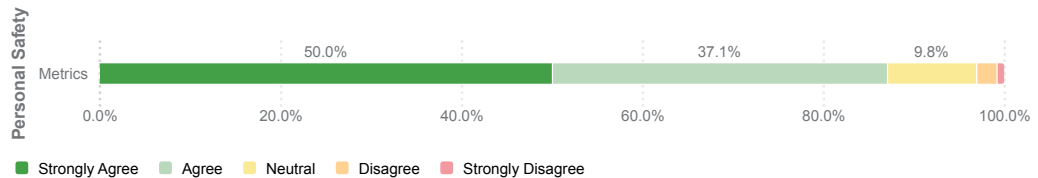
Percent Distributions 2024



Personal Safety 2024



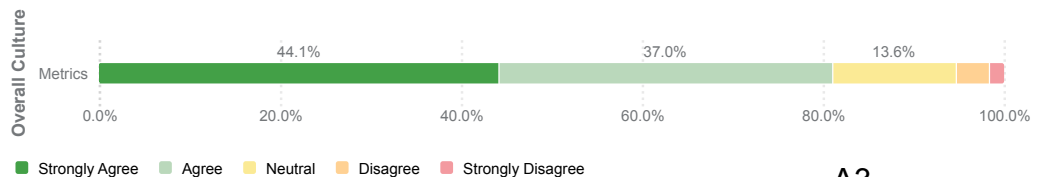
Percent Distributions 2024



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 | 4.33 | 4.12 | 4.34 | 4.10 | 0.215 | 50% | 35% | 13% | 1% | 0% |
| I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them | 3.65 | 3.45 | 3.74 | 3.37 | 0.206 | 27% | 29% | 29% | 10% | 4% |
| People look for wildfire hazards and risks as work progresses | 4.28 | 4.11 | 4.36 | 4.17 | 0.166 | 46% | 39% | 12% | 2% | 1% |
| Leaders actively seek out signs of potential wildfire hazards | 4.22 | 4.08 | 4.31 | 4.06 | 0.145 | 44% | 38% | 14% | 2% | 1% |
| Our management acts quickly to address wildfire hazards | 4.38 | 4.24 | 4.40 | 4.30 | 0.142 | 54% | 33% | 10% | 2% | 1% |
| My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.47 | 4.34 | 4.53 | 4.25 | 0.129 | 55% | 37% | 7% | 1% | 0% |
| Wildfire and personal safety concerns are communicated openly | 4.41 | 4.33 | 4.52 | 4.35 | 0.077 | 53% | 37% | 7% | 2% | 0% |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.51 | 4.43 | 4.56 | 4.28 | 0.071 | 60% | 33% | 7% | 1% | 0% |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.54 | 4.52 | 4.56 | 4.52 | 0.022 | 65% | 27% | 7% | 1% | 1% |

Overall Average Response Scores by Statement

| Personal Safety | 2024 | 2023 | 2022 | 2021 | Change 2023-2024 ▼ | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|-----------------------------------------------------------------------------------------------------------------|------|------|------|------|--------------------|----------------|-------|---------|----------|-------------------|
| People focus on one task at a time and avoid distractions | 3.90 | 3.52 | 3.98 | 3.66 | 0.378 | 31% | 38% | 21% | 7% | 2% |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.27 | 4.13 | 4.31 | 4.14 | 0.137 | 45% | 41% | 11% | 2% | 1% |
| We have the right tools for the job | 4.13 | 4.00 | 4.15 | 4.04 | 0.132 | 41% | 39% | 13% | 5% | 1% |
| Leaders keep people prepared to intervene when an emergency occurs | 4.30 | 4.18 | 4.29 | 4.19 | 0.116 | 47% | 39% | 11% | 2% | 1% |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.36 | 4.25 | 4.37 | 4.31 | 0.114 | 48% | 42% | 9% | 1% | 0% |
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.37 | 4.26 | 4.35 | 4.34 | 0.108 | 53% | 35% | 9% | 2% | 1% |
| People have the skills they need to resolve workplace safety issues | 4.28 | 4.18 | 4.26 | 4.24 | 0.102 | 43% | 45% | 9% | 2% | 1% |
| Leaders use mistakes and incidents as learning opportunities | 4.34 | 4.25 | 4.31 | 4.30 | 0.088 | 49% | 39% | 9% | 2% | 1% |
| Pausing work for hazards and safety concerns is viewed positively | 4.49 | 4.43 | 4.46 | 4.46 | 0.066 | 59% | 34% | 6% | 1% | 1% |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.50 | 4.44 | 4.44 | 4.45 | 0.064 | 60% | 32% | 6% | 1% | 1% |
| I take responsibility for the safety of myself and others in my work area | 4.71 | 4.66 | 4.66 | 4.68 | 0.050 | 74% | 23% | 2% | 0% | 0% |

Overall Average Response Scores by Statement

| Overall Culture | 2024 | 2023 | 2022 | 2021 | Change 2023-2024 ▼ | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|----------------------------------------------------------------------------------------|------|------|------|------|--------------------|----------------|-------|---------|----------|-------------------|
| People report mistakes they make, even if others do not notice them | 3.92 | 3.73 | 3.93 | 3.72 | 0.192 | 30% | 41% | 23% | 6% | 1% |
| I believe managers apply the same rules for all workers | 4.05 | 3.92 | 3.97 | 3.79 | 0.123 | 42% | 34% | 14% | 6% | 3% |
| People listen to one another: it is rare that someone's views go unheard | 4.05 | 3.96 | 4.08 | 3.96 | 0.082 | 35% | 43% | 16% | 5% | 1% |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.22 | 4.14 | 4.20 | 4.04 | 0.076 | 46% | 36% | 14% | 4% | 1% |
| Information about important events and lessons learned is shared within my work group | 4.37 | 4.30 | 4.34 | 4.15 | 0.065 | 51% | 39% | 7% | 2% | 1% |
| Managers treat workers with respect | 4.31 | 4.25 | 4.24 | 4.18 | 0.062 | 50% | 36% | 10% | 2% | 1% |
| The company cares about my opinions | 3.84 | 3.79 | 3.81 | 3.65 | 0.051 | 32% | 35% | 23% | 6% | 4% |
| My supervisor would use whatever power they have to help me out | 4.35 | 4.31 | 4.32 | 4.33 | 0.036 | 53% | 33% | 11% | 2% | 1% |
| Leaders encourage people to ask questions | 4.35 | 4.31 | 4.34 | 4.24 | 0.035 | 51% | 37% | 9% | 2% | 1% |
| People in my work group treat each other with respect | 4.36 | 4.36 | 4.26 | 4.36 | 0.003 | 52% | 37% | 8% | 2% | 1% |

Energy Safety Workforce Survey 2024: Demographic Comparisons

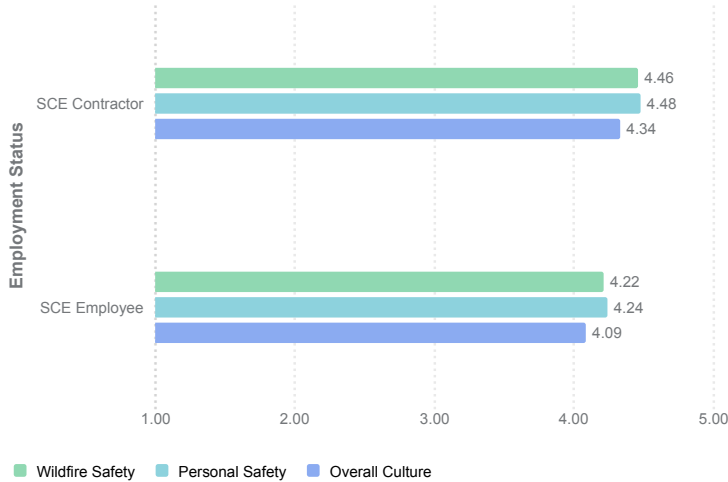
Survey respondents were asked to provide demographic information at the conclusion of the **Energy Safety Workforce Survey**. These responses were used to conduct analyses and provide these subgroup comparisons.

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

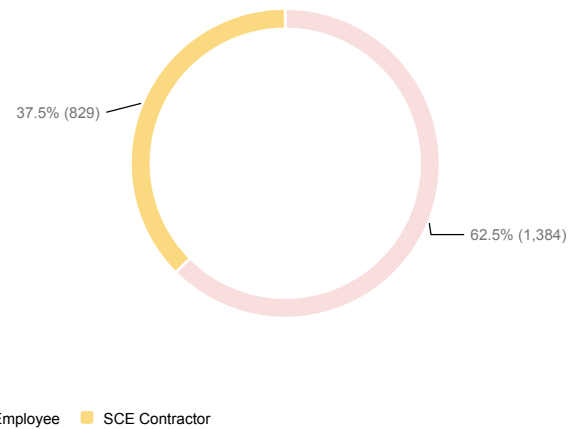
Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

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 | SCE Contractor | SCE Employee |
|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------|
| I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them | 3.94 | 3.49 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.59 | 4.46 |
| Leaders actively seek out signs of potential wildfire hazards | 4.41 | 4.11 |
| My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.57 | 4.40 |
| Our management acts quickly to address wildfire hazards | 4.53 | 4.30 |
| People in my work group report all wildfire hazards, no matter how minor | 4.48 | 4.24 |
| People look for wildfire hazards and risks as work progresses | 4.43 | 4.18 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.64 | 4.48 |
| Wildfire and personal safety concerns are communicated openly | 4.55 | 4.33 |

Average Response Scores by Statement

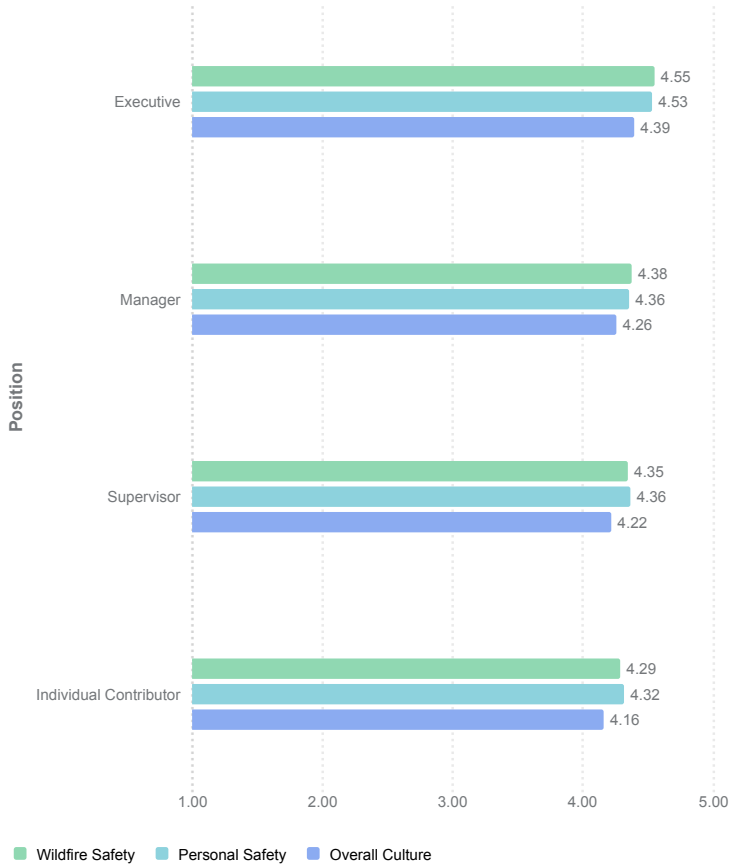
| Personal Safety | SCE Contractor | SCE Employee |
|-----------------------------------------------------------------------------------------------------------------|----------------|--------------|
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.52 | 4.28 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.44 | 4.32 |
| I take responsibility for the safety of myself and others in my work area | 4.72 | 4.69 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.53 | 4.48 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.47 | 4.19 |
| Leaders use mistakes and incidents as learning opportunities | 4.51 | 4.23 |
| Pausing work for hazards and safety concerns is viewed positively | 4.57 | 4.44 |
| People focus on one task at a time and avoid distractions | 4.24 | 3.70 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.44 | 4.16 |
| People have the skills they need to resolve workplace safety issues | 4.43 | 4.19 |
| We have the right tools for the job | 4.40 | 3.97 |

Average Response Scores by Statement

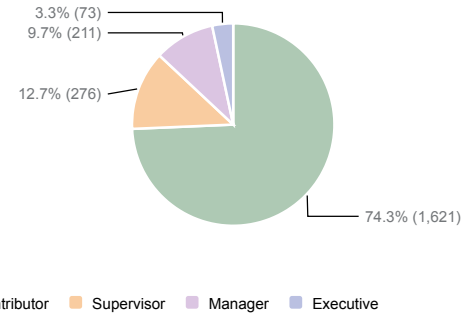
| Overall Culture | SCE Contractor | SCE Employee |
|----------------------------------------------------------------------------------------|----------------|--------------|
| I believe managers apply the same rules for all workers | 4.25 | 3.92 |
| Information about important events and lessons learned is shared within my work group | 4.50 | 4.29 |
| Leaders encourage people to ask questions | 4.50 | 4.26 |
| Managers treat workers with respect | 4.42 | 4.23 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.38 | 4.12 |
| My supervisor would use whatever power they have to help me out | 4.44 | 4.29 |
| People in my work group treat each other with respect | 4.43 | 4.32 |
| People listen to one another: it is rare that someone's views go unheard | 4.21 | 3.95 |
| People report mistakes they make, even if others do not notice them | 4.09 | 3.83 |
| The company cares about my opinions | 4.14 | 3.65 |

2. Comparison by Position

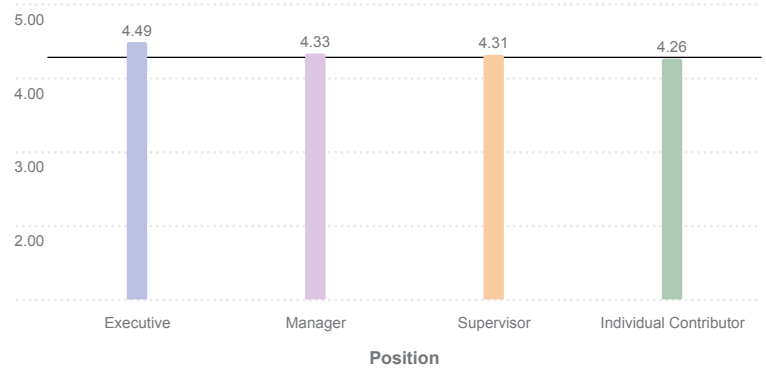
Average Response Scores by Statement Category



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 | Executive | Individual Contributor | Manager | Supervisor |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------------------|---------|------------|
| I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them | 4.23 | 3.61 | 3.67 | 3.80 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.62 | 4.49 | 4.65 | 4.53 |
| Leaders actively seek out signs of potential wildfire hazards | 4.51 | 4.21 | 4.25 | 4.26 |
| My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.59 | 4.46 | 4.47 | 4.47 |
| Our management acts quickly to address wildfire hazards | 4.64 | 4.35 | 4.52 | 4.45 |
| People in my work group report all wildfire hazards, no matter how minor | 4.57 | 4.32 | 4.35 | 4.33 |
| People look for wildfire hazards and risks as work progresses | 4.44 | 4.27 | 4.29 | 4.29 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.74 | 4.51 | 4.69 | 4.59 |
| Wildfire and personal safety concerns are communicated openly | 4.63 | 4.39 | 4.51 | 4.43 |

Average Response Scores by Statement

| Personal Safety | Executive | Individual Contributor | Manager | Supervisor |
|-----------------------------------------------------------------------------------------------------------------|-----------|------------------------|---------|------------|
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.70 | 4.34 | 4.47 | 4.41 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.47 | 4.35 | 4.39 | 4.39 |
| I take responsibility for the safety of myself and others in my work area | 4.75 | 4.69 | 4.79 | 4.73 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.59 | 4.47 | 4.67 | 4.56 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.53 | 4.27 | 4.39 | 4.29 |
| Leaders use mistakes and incidents as learning opportunities | 4.53 | 4.32 | 4.40 | 4.37 |
| Pausing work for hazards and safety concerns is viewed positively | 4.62 | 4.49 | 4.51 | 4.51 |
| People focus on one task at a time and avoid distractions | 4.18 | 3.92 | 3.62 | 3.93 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.48 | 4.26 | 4.25 | 4.29 |
| People have the skills they need to resolve workplace safety issues | 4.51 | 4.26 | 4.36 | 4.30 |
| We have the right tools for the job | 4.48 | 4.12 | 4.08 | 4.21 |

Average Response Scores by Statement

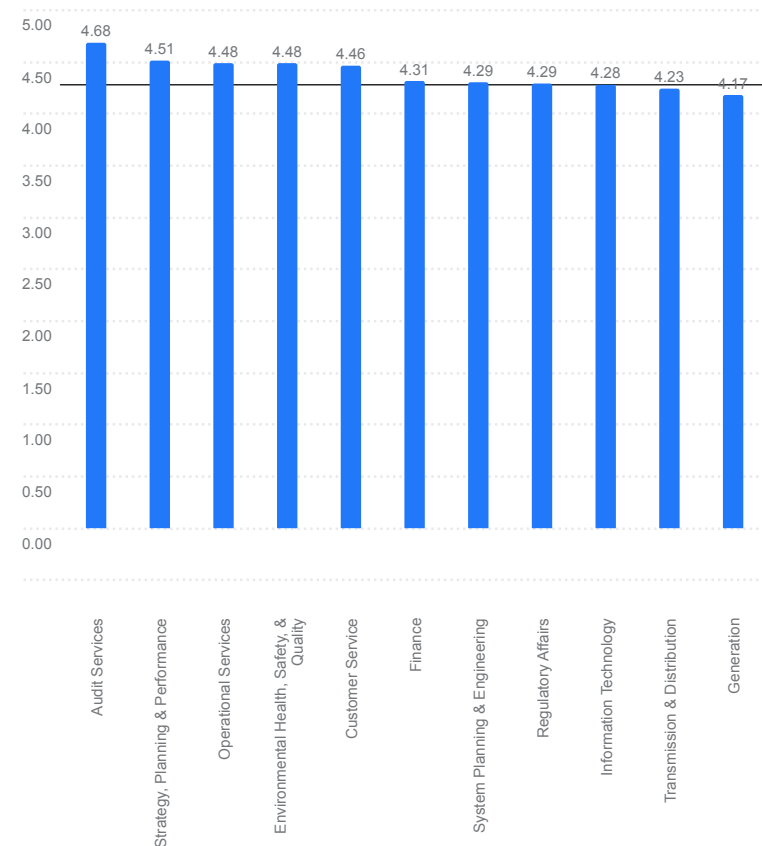
| Overall Culture | Executive | Individual Contributor | Manager | Supervisor |
|----------------------------------------------------------------------------------------|-----------|------------------------|---------|------------|
| I believe managers apply the same rules for all workers | 4.32 | 4.00 | 4.20 | 4.15 |
| Information about important events and lessons learned is shared within my work group | 4.44 | 4.36 | 4.39 | 4.43 |
| Leaders encourage people to ask questions | 4.50 | 4.32 | 4.46 | 4.41 |
| Managers treat workers with respect | 4.53 | 4.28 | 4.44 | 4.34 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.45 | 4.20 | 4.23 | 4.26 |
| My supervisor would use whatever power they have to help me out | 4.56 | 4.33 | 4.35 | 4.38 |
| People in my work group treat each other with respect | 4.48 | 4.35 | 4.52 | 4.32 |
| People listen to one another: it is rare that someone's views go unheard | 4.12 | 4.03 | 4.05 | 4.12 |
| People report mistakes they make, even if others do not notice them | 4.21 | 3.93 | 3.90 | 3.85 |
| The company cares about my opinions | 4.32 | 3.77 | 4.03 | 3.96 |

3. Comparison by Business Unit

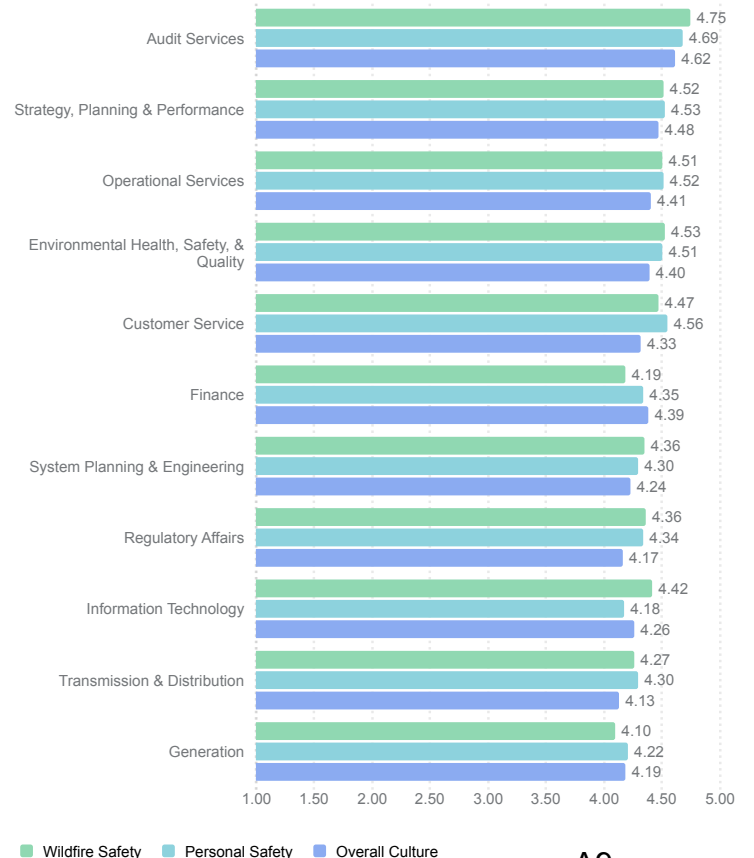
Number of Responses

| Business Unit | Count | Percent |
|-----------------------------------------|-------|---------|
| Transmission & Distribution | 1,694 | 80% |
| Operational Services | 118 | 6% |
| Environmental Health, Safety, & Quality | 90 | 4% |
| System Planning & Engineering | 72 | 3% |
| Customer Service | 46 | 2% |
| Strategy, Planning & Performance | 29 | 1% |
| Audit Services | 21 | 1% |
| Information Technology | 16 | 1% |
| Regulatory Affairs | 11 | 1% |
| Finance | 10 | 0% |
| Generation | 8 | 0% |
| Corporate Affairs | 4 | 0% |

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 | Audit Services | Customer Service | Environmental Health, Safety, & Quality | Finance | Generation | Information Technology | Operational Services | Regulatory Affairs | Strategy, Planning & Performance | System Planning & Engineering | Transmission & Distribution |
|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------|------------------|-----------------------------------------|---------|------------|------------------------|----------------------|--------------------|----------------------------------|-------------------------------|-----------------------------|
| I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them | 4.48 | 3.72 | 4.01 | 3.33 | 3.38 | 3.80 | 4.01 | 3.45 | 3.79 | 3.69 | 3.59 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.90 | 4.59 | 4.68 | 4.40 | 4.25 | 4.69 | 4.66 | 4.82 | 4.72 | 4.65 | 4.47 |
| Leaders actively seek out signs of potential wildfire hazards | 4.76 | 4.50 | 4.48 | 4.22 | 4.13 | 4.47 | 4.43 | 4.18 | 4.38 | 4.28 | 4.17 |
| My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.71 | 4.50 | 4.62 | 4.33 | 4.25 | 4.38 | 4.60 | 4.45 | 4.68 | 4.54 | 4.44 |
| Our management acts quickly to address wildfire hazards | 4.86 | 4.59 | 4.69 | 4.30 | 4.25 | 4.50 | 4.55 | 4.64 | 4.64 | 4.40 | 4.34 |
| People in my work group report all wildfire hazards, no matter how minor | 4.90 | 4.52 | 4.54 | 3.89 | 4.25 | 4.33 | 4.50 | 4.18 | 4.55 | 4.25 | 4.30 |
| People look for wildfire hazards and risks as work progresses | 4.48 | 4.48 | 4.43 | 4.00 | 3.75 | 4.33 | 4.49 | 4.18 | 4.59 | 4.29 | 4.25 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.90 | 4.72 | 4.73 | 4.60 | 4.25 | 4.81 | 4.75 | 4.91 | 4.72 | 4.61 | 4.49 |
| Wildfire and personal safety concerns are communicated openly | 4.76 | 4.65 | 4.60 | 4.50 | 4.38 | 4.44 | 4.64 | 4.45 | 4.62 | 4.49 | 4.36 |

Average Response Scores by Statement

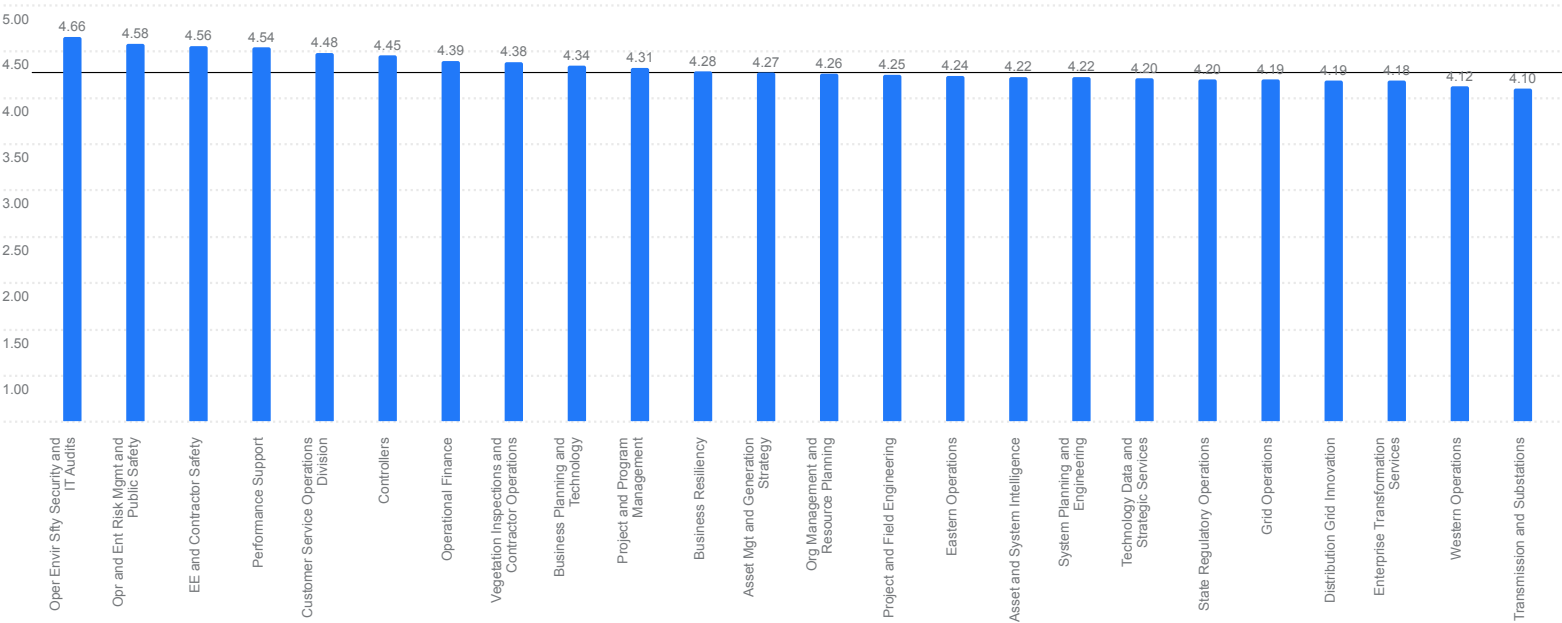
| Personal Safety | Audit Services | Customer Service | Environmental Health, Safety, & Quality | Finance | Generation | Information Technology | Operational Services | Regulatory Affairs | Strategy, Planning & Performance | System Planning & Engineering | Transmission & Distribution |
|-----------------------------------------------------------------------------------------------------------------|----------------|------------------|-----------------------------------------|---------|------------|------------------------|----------------------|--------------------|----------------------------------|-------------------------------|-----------------------------|
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.81 | 4.63 | 4.54 | 4.33 | 4.25 | 4.33 | 4.64 | 4.73 | 4.41 | 4.43 | 4.33 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.62 | 4.59 | 4.50 | 4.40 | 4.13 | 3.88 | 4.55 | 3.91 | 4.62 | 4.26 | 4.34 |
| I take responsibility for the safety of myself and others in my work area | 4.95 | 4.83 | 4.73 | 4.60 | 4.25 | 4.56 | 4.75 | 4.73 | 4.79 | 4.71 | 4.70 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.86 | 4.52 | 4.53 | 4.50 | 4.25 | 4.44 | 4.64 | 4.64 | 4.54 | 4.65 | 4.48 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.76 | 4.67 | 4.54 | 4.22 | 4.13 | 4.06 | 4.57 | 4.36 | 4.62 | 4.39 | 4.23 |
| Leaders use mistakes and incidents as learning opportunities | 4.76 | 4.57 | 4.52 | 4.30 | 4.00 | 4.44 | 4.57 | 4.27 | 4.62 | 4.27 | 4.30 |
| Pausing work for hazards and safety concerns is viewed positively | 4.76 | 4.67 | 4.59 | 4.40 | 4.25 | 4.40 | 4.63 | 4.64 | 4.72 | 4.51 | 4.47 |
| People focus on one task at a time and avoid distractions | 4.19 | 4.26 | 4.30 | 4.00 | 4.13 | 3.13 | 4.17 | 3.64 | 4.17 | 3.63 | 3.85 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.38 | 4.57 | 4.52 | 4.33 | 4.38 | 4.31 | 4.42 | 4.09 | 4.57 | 4.25 | 4.22 |
| People have the skills they need to resolve workplace safety issues | 4.76 | 4.52 | 4.41 | 4.33 | 4.13 | 4.31 | 4.42 | 4.55 | 4.48 | 4.18 | 4.25 |
| We have the right tools for the job | 4.71 | 4.30 | 4.43 | 4.33 | 4.50 | 4.13 | 4.39 | 4.18 | 4.24 | 4.00 | 4.08 |

Average Response Scores by Statement

| Overall Culture | Audit Services | Customer Service | Environmental Health, Safety, & Quality | Finance | Generation | Information Technology | Operational Services | Regulatory Affairs | Strategy, Planning & Performance | System Planning & Engineering | Transmission & Distribution |
|----------------------------------------------------------------------------------------|----------------|------------------|-----------------------------------------|---------|------------|------------------------|----------------------|--------------------|----------------------------------|-------------------------------|-----------------------------|
| I believe managers apply the same rules for all workers | 4.62 | 4.24 | 4.30 | 4.44 | 4.00 | 4.25 | 4.32 | 4.18 | 4.32 | 4.10 | 3.99 |
| Information about important events and lessons learned is shared within my work group | 4.71 | 4.50 | 4.49 | 4.33 | 4.50 | 4.31 | 4.53 | 4.45 | 4.59 | 4.31 | 4.34 |
| Leaders encourage people to ask questions | 4.76 | 4.57 | 4.57 | 4.56 | 4.38 | 4.50 | 4.61 | 4.55 | 4.57 | 4.42 | 4.30 |
| Managers treat workers with respect | 4.67 | 4.48 | 4.49 | 4.40 | 4.13 | 4.31 | 4.43 | 4.36 | 4.62 | 4.39 | 4.26 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.86 | 4.37 | 4.56 | 4.30 | 4.13 | 4.27 | 4.51 | 3.91 | 4.55 | 4.35 | 4.16 |
| My supervisor would use whatever power they have to help me out | 4.81 | 4.33 | 4.52 | 4.50 | 4.13 | 4.25 | 4.56 | 4.18 | 4.66 | 4.42 | 4.31 |
| People in my work group treat each other with respect | 4.76 | 4.52 | 4.46 | 4.50 | 4.38 | 4.56 | 4.49 | 4.73 | 4.69 | 4.57 | 4.32 |
| People listen to one another: it is rare that someone's views go unheard | 4.33 | 4.04 | 4.19 | 4.40 | 4.00 | 4.00 | 4.26 | 3.82 | 4.34 | 4.00 | 4.01 |
| People report mistakes they make, even if others do not notice them | 4.24 | 4.17 | 4.13 | 4.20 | 4.00 | 3.94 | 4.19 | 3.36 | 4.17 | 3.92 | 3.88 |
| The company cares about my opinions | 4.43 | 4.04 | 4.27 | 4.30 | 4.25 | 4.25 | 4.18 | 4.18 | 4.24 | 3.89 | 3.75 |

4. Comparison by Operating Unit

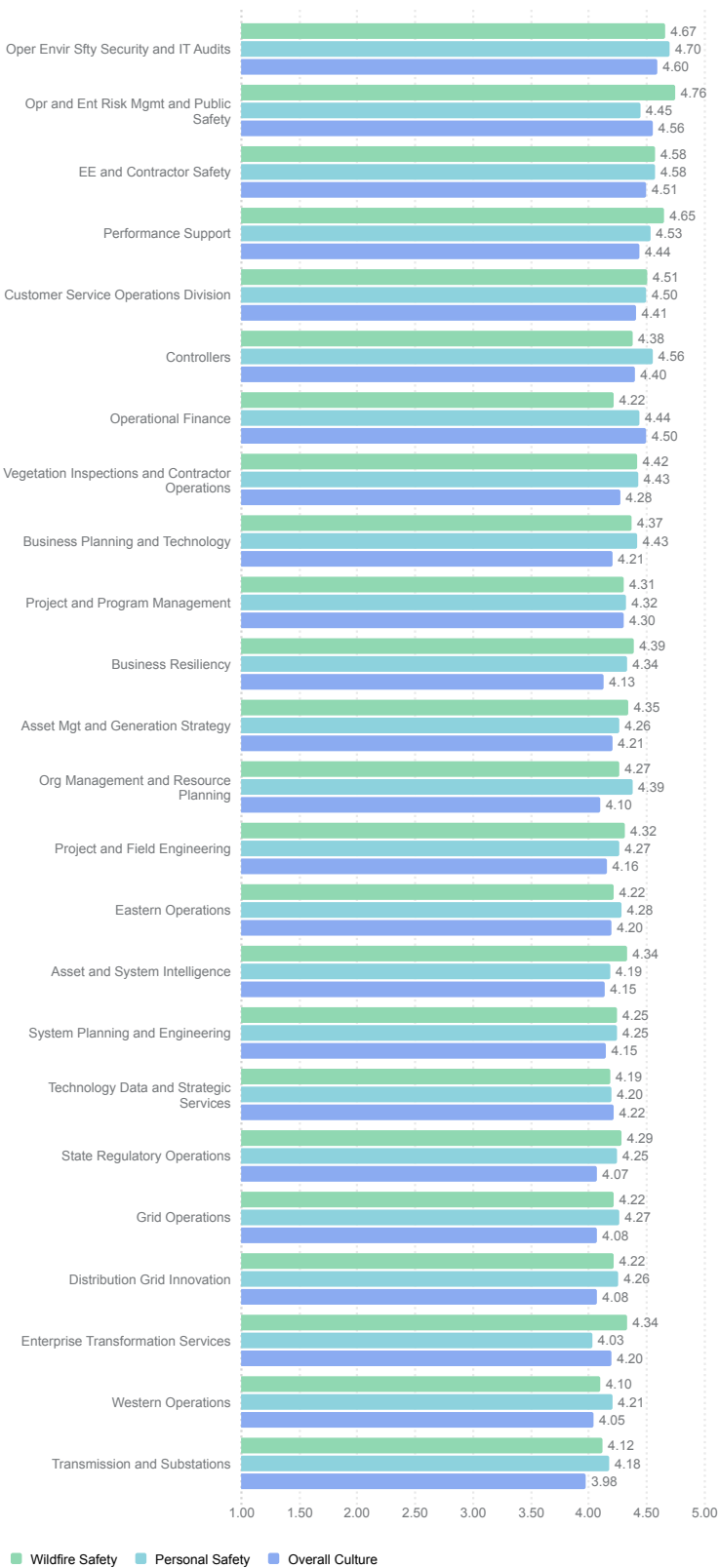
Overall Average Response Score



Number of Responses

| SCE Location | Count |
|--------------------------------------------------|-------|
| Vegetation Inspections and Contractor Operations | 742 |
| Distribution Grid Innovation | 581 |
| Transmission and Substations | 185 |
| System Planning and Engineering | 96 |
| Project and Program Management | 94 |
| Grid Operations | 68 |
| Project and Field Engineering | 31 |
| Asset Mgt and Generation Strategy | 26 |
| Western Operations | 22 |
| Performance Support | 21 |
| EE and Contractor Safety | 20 |
| Business Resiliency | 19 |
| Technology Data and Strategic Services | 17 |
| Business Planning and Technology | 17 |
| Asset and System Intelligence | 15 |
| Eastern Operations | 8 |
| Customer Service Operations Division | 8 |
| State Regulatory Operations | 7 |
| Oper Envir Sfty Security and IT Audits | 7 |
| Controllers | 7 |
| Operational Finance | 6 |
| Enterprise Transformation Services | 6 |
| Org Management and Resource Planning | 5 |
| Opr and Ent Risk Mgmt and Public Safety | 5 |
| Local Public Affairs | 4 |
| Customer Engagement Division | 4 |
| Digital Grid Services | 3 |
| Customer Programs and Services | 3 |
| Corporate Security | 3 |
| Catalina Operations and Strategy | 3 |
| Financial and Corporate Audits | 1 |

Average Response Scores by Safety Components



Average response scores by dimension are provided for operating unit across three groups. Operating units 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 | Asset and System Intelligence | Asset Mgt and Generation Strategy | Business Planning and Technology | Business Resiliency | Controllers | Customer Service Operations Division | Distribution Grid Innovation | Eastern Operations |
| I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them | 3.87 | 3.85 | 3.47 | 3.84 | 3.71 | 3.88 | 3.54 | 3.63 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.67 | 4.46 | 4.65 | 4.47 | 4.71 | 4.88 | 4.43 | 4.50 |
| Leaders actively seek out signs of potential wildfire hazards | 4.40 | 4.27 | 4.12 | 4.32 | 4.43 | 4.50 | 4.10 | 4.25 |
| My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.40 | 4.50 | 4.65 | 4.37 | 4.57 | 4.75 | 4.40 | 4.25 |
| Our management acts quickly to address wildfire hazards | 4.40 | 4.35 | 4.35 | 4.42 | 4.57 | 4.38 | 4.34 | 4.13 |
| People in my work group report all wildfire hazards, no matter how minor | 4.00 | 4.36 | 4.53 | 4.37 | 4.14 | 4.50 | 4.25 | 4.38 |
| People look for wildfire hazards and risks as work progresses | 4.40 | 4.35 | 4.41 | 4.37 | 4.00 | 4.50 | 4.17 | 4.13 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.53 | 4.65 | 4.53 | 4.79 | 4.71 | 4.63 | 4.45 | 4.38 |
| Wildfire and personal safety concerns are communicated openly | 4.40 | 4.35 | 4.65 | 4.58 | 4.57 | 4.63 | 4.32 | 4.38 |

| Average Response Scores by Statement (Group 1) | | | | | | | | |
|-----------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------------------------|----------------------------------|---------------------|-------------|--------------------------------------|------------------------------|--------------------|
| Personal Safety | Asset and System Intelligence | Asset Mgt and Generation Strategy | Business Planning and Technology | Business Resiliency | Controllers | Customer Service Operations Division | Distribution Grid Innovation | Eastern Operations |
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.27 | 4.35 | 4.59 | 4.53 | 4.57 | 4.75 | 4.29 | 4.13 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.13 | 4.38 | 4.47 | 4.58 | 4.57 | 4.75 | 4.33 | 4.38 |
| I take responsibility for the safety of myself and others in my work area | 4.67 | 4.77 | 4.65 | 4.68 | 4.57 | 5.00 | 4.69 | 4.63 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.47 | 4.54 | 4.65 | 4.63 | 4.71 | 4.88 | 4.42 | 4.50 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.40 | 4.38 | 4.41 | 4.53 | 4.57 | 4.25 | 4.21 | 4.25 |
| Leaders use mistakes and incidents as learning opportunities | 4.13 | 4.16 | 4.59 | 4.32 | 4.57 | 4.38 | 4.25 | 4.25 |
| Pausing work for hazards and safety concerns is viewed positively | 4.27 | 4.50 | 4.59 | 4.50 | 4.57 | 4.38 | 4.43 | 4.25 |
| People focus on one task at a time and avoid distractions | 3.60 | 3.56 | 3.76 | 3.42 | 4.14 | 4.13 | 3.83 | 4.25 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.13 | 4.12 | 4.35 | 4.32 | 4.57 | 4.38 | 4.17 | 4.13 |
| People have the skills they need to resolve workplace safety issues | 4.13 | 4.12 | 4.35 | 4.11 | 4.57 | 4.50 | 4.20 | 4.25 |
| We have the right tools for the job | 3.87 | 4.00 | 4.29 | 4.11 | 4.71 | 4.13 | 4.03 | 4.13 |

| Average Response Scores by Statement (Group 1) | | | | | | | | |
|----------------------------------------------------------------------------------------|-------------------------------|-----------------------------------|----------------------------------|---------------------|-------------|--------------------------------------|------------------------------|--------------------|
| Overall Culture | Asset and System Intelligence | Asset Mgt and Generation Strategy | Business Planning and Technology | Business Resiliency | Controllers | Customer Service Operations Division | Distribution Grid Innovation | Eastern Operations |
| I believe managers apply the same rules for all workers | 3.87 | 4.12 | 4.29 | 3.84 | 4.57 | 4.25 | 3.90 | 4.13 |
| Information about important events and lessons learned is shared within my work group | 4.20 | 4.35 | 4.29 | 4.32 | 4.29 | 4.63 | 4.31 | 4.25 |
| Leaders encourage people to ask questions | 4.20 | 4.65 | 4.63 | 4.37 | 4.57 | 4.38 | 4.24 | 4.38 |
| Managers treat workers with respect | 4.13 | 4.35 | 4.53 | 4.00 | 4.57 | 4.00 | 4.18 | 4.38 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.33 | 4.15 | 4.12 | 4.05 | 4.71 | 4.50 | 4.11 | 4.38 |
| My supervisor would use whatever power they have to help me out | 4.47 | 4.50 | 4.35 | 4.26 | 4.57 | 4.75 | 4.30 | 4.13 |
| People in my work group treat each other with respect | 4.33 | 4.35 | 4.24 | 4.42 | 4.29 | 4.88 | 4.25 | 4.38 |
| People listen to one another; it is rare that someone's views go unheard | 3.93 | 3.92 | 4.00 | 3.95 | 4.00 | 4.25 | 3.99 | 4.25 |
| People report mistakes they make, even if others do not notice them | 3.87 | 3.85 | 4.00 | 4.00 | 4.29 | 4.25 | 3.85 | 4.00 |
| The company cares about my opinions | 4.13 | 3.85 | 3.71 | 4.11 | 4.14 | 4.25 | 3.65 | 3.75 |

| 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 | EE and Contractor Safety | Enterprise Transformation Services | Grid Operations | Oper Envir Sfty Security and IT Audits | Operational Finance | Opr and Ent Risk Mgmt and Public Safety | Org Management and Resource Planning | Performance Support |
| I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them | 4.05 | 3.80 | 3.57 | 4.14 | 3.50 | 4.60 | 2.80 | 4.10 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.65 | 4.50 | 4.54 | 5.00 | 4.33 | 4.80 | 4.60 | 4.62 |
| Leaders actively seek out signs of potential wildfire hazards | 4.55 | 4.20 | 4.00 | 4.57 | 4.17 | 4.60 | 4.20 | 4.57 |
| My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.50 | 4.17 | 4.43 | 4.71 | 4.33 | 5.00 | 4.60 | 4.80 |
| Our management acts quickly to address wildfire hazards | 4.80 | 4.50 | 4.19 | 4.86 | 4.33 | 5.00 | 4.60 | 4.75 |
| People in my work group report all wildfire hazards, no matter how minor | 4.50 | 4.20 | 4.25 | 4.57 | 4.00 | 4.80 | 4.60 | 4.76 |
| People look for wildfire hazards and risks as work progresses | 4.60 | 4.00 | 4.18 | 4.43 | 4.17 | 4.60 | 4.40 | 4.62 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.85 | 5.00 | 4.50 | 5.00 | 4.67 | 4.80 | 4.40 | 4.90 |
| Wildfire and personal safety concerns are communicated openly | 4.70 | 4.50 | 4.31 | 4.71 | 4.50 | 4.60 | 4.20 | 4.76 |

Average Response Scores by Statement (Group 2)

| Personal Safety | EE and Contractor Safety | Enterprise Transformation Services | Grid Operations | Oper Envir Sfty Security and IT Audits | Operational Finance | Opr and Ent Risk Mgmt and Public Safety | Org Management and Resource Planning | Performance Support |
|-----------------------------------------------------------------------------------------------------------------|--------------------------|------------------------------------|-----------------|----------------------------------------|---------------------|-----------------------------------------|--------------------------------------|---------------------|
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.50 | 4.60 | 4.19 | 5.00 | 4.50 | 4.80 | 4.60 | 4.52 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.40 | 3.67 | 4.38 | 5.00 | 4.50 | 4.40 | 4.60 | 4.52 |
| I take responsibility for the safety of myself and others in my work area | 5.00 | 4.33 | 4.78 | 5.00 | 4.67 | 5.00 | 5.00 | 4.86 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.75 | 4.33 | 4.55 | 4.71 | 4.50 | 4.80 | 4.60 | 4.62 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.60 | 3.83 | 4.12 | 4.71 | 4.17 | 4.80 | - | 4.67 |
| Leaders use mistakes and incidents as learning opportunities | 4.65 | 3.83 | 4.13 | 5.00 | 4.50 | 4.00 | 4.40 | 4.57 |
| Pausing work for hazards and safety concerns is viewed positively | 4.85 | 4.40 | 4.47 | 4.57 | 4.50 | 4.20 | 4.40 | 4.67 |
| People focus on one task at a time and avoid distractions | 4.15 | 2.67 | 3.87 | 3.71 | 4.17 | 3.80 | 4.00 | 4.14 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.55 | 4.50 | 4.31 | 4.43 | 4.33 | 4.00 | 4.00 | 4.60 |
| People have the skills they need to resolve workplace safety issues | 4.35 | 4.17 | 4.21 | 4.86 | 4.50 | 4.60 | 4.20 | 4.48 |
| We have the right tools for the job | 4.60 | 4.20 | 3.97 | 4.71 | 4.50 | 4.60 | 4.00 | 4.24 |

Average Response Scores by Statement (Group 2)

| Overall Culture | EE and Contractor Safety | Enterprise Transformation Services | Grid Operations | Oper Envir Sfty Security and IT Audits | Operational Finance | Opr and Ent Risk Mgmt and Public Safety | Org Management and Resource Planning | Performance Support |
|----------------------------------------------------------------------------------------|--------------------------|------------------------------------|-----------------|----------------------------------------|---------------------|-----------------------------------------|--------------------------------------|---------------------|
| I believe managers apply the same rules for all workers | 4.40 | 4.50 | 4.00 | 4.29 | 4.50 | 4.80 | 3.40 | 4.35 |
| Information about important events and lessons learned is shared within my work group | 4.65 | 4.33 | 4.22 | 4.57 | 4.50 | 4.60 | 4.80 | 4.52 |
| Leaders encourage people to ask questions | 4.70 | 4.50 | 4.28 | 4.86 | 4.67 | 4.80 | 4.40 | 4.52 |
| Managers treat workers with respect | 4.60 | 4.17 | 4.25 | 4.71 | 4.50 | 4.60 | 4.20 | 4.48 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.65 | 4.20 | 4.12 | 4.86 | 4.33 | 5.00 | 4.00 | 4.43 |
| My supervisor would use whatever power they have to help me out | 4.65 | 4.17 | 4.21 | 4.71 | 4.50 | 4.80 | 4.00 | 4.57 |
| People in my work group treat each other with respect | 4.55 | 4.50 | 4.24 | 4.71 | 4.67 | 4.60 | 4.60 | 4.62 |
| People listen to one another: it is rare that someone's views go unheard | 4.20 | 4.00 | 3.97 | 4.57 | 4.50 | 3.60 | 4.00 | 4.43 |
| People report mistakes they make, even if others do not notice them | 4.05 | 3.67 | 3.81 | 3.86 | 4.33 | 4.00 | 4.20 | 4.29 |
| The company cares about my opinions | 4.60 | 4.00 | 3.68 | 4.86 | 4.50 | 4.80 | 3.40 | 4.19 |

| Comparisons were not computed for groups with fewer than five respondents. <i>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)</i> | | | | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------------------|-----------------------------|---------------------------------|----------------------------------------|------------------------------|--------------------------------------------------|--------------------|
| Average Response Scores by Statement (Group 3) | | | | | | | | |
| Wildfire Safety | Project and Field Engineering | Project and Program Management | State Regulatory Operations | System Planning and Engineering | Technology Data and Strategic Services | Transmission and Substations | Vegetation Inspections and Contractor Operations | Western Operations |
| I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them | 3.58 | 3.47 | 3.43 | 3.31 | 3.35 | 3.52 | 3.84 | 3.32 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.58 | 4.63 | 4.71 | 4.63 | 4.35 | 4.34 | 4.57 | 4.05 |
| Leaders actively seek out signs of potential wildfire hazards | 4.10 | 4.16 | 4.00 | 4.09 | 4.24 | 4.04 | 4.37 | 4.00 |
| My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.55 | 4.41 | 4.43 | 4.45 | 4.41 | 4.32 | 4.54 | 4.36 |
| Our management acts quickly to address wildfire hazards | 4.45 | 4.41 | 4.57 | 4.36 | 4.29 | 4.16 | 4.47 | 4.14 |
| People in my work group report all wildfire hazards, no matter how minor | 4.32 | 4.24 | 4.00 | 4.24 | 4.12 | 4.19 | 4.45 | 4.14 |
| People look for wildfire hazards and risks as work progresses | 4.23 | 4.26 | 4.14 | 4.21 | 4.18 | 4.14 | 4.41 | 4.23 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.61 | 4.67 | 4.86 | 4.54 | 4.53 | 4.28 | 4.62 | 4.45 |
| Wildfire and personal safety concerns are communicated openly | 4.42 | 4.53 | 4.43 | 4.41 | 4.24 | 4.12 | 4.51 | 4.23 |

| Average Response Scores by Statement (Group 3) | | | | | | | | |
|-----------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------------------|-----------------------------|---------------------------------|----------------------------------------|------------------------------|--------------------------------------------------|--------------------|
| Personal Safety | Project and Field Engineering | Project and Program Management | State Regulatory Operations | System Planning and Engineering | Technology Data and Strategic Services | Transmission and Substations | Vegetation Inspections and Contractor Operations | Western Operations |
| People focus on one task at a time and avoid distractions | 3.29 | 3.65 | 3.43 | 3.56 | 3.65 | 3.78 | 4.11 | 4.00 |
| We have the right tools for the job | 4.10 | 4.06 | 4.00 | 3.85 | 3.82 | 3.90 | 4.32 | 4.14 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.23 | 4.26 | 4.00 | 4.18 | 4.06 | 4.14 | 4.36 | 4.14 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.26 | 4.35 | 4.14 | 4.25 | 4.24 | 4.06 | 4.38 | 4.14 |
| People have the skills they need to resolve workplace safety issues | 4.23 | 4.33 | 4.43 | 4.17 | 4.24 | 4.12 | 4.38 | 4.18 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.29 | 4.20 | 3.86 | 4.20 | 4.00 | 4.31 | 4.44 | 4.27 |
| Leaders use mistakes and incidents as learning opportunities | 4.32 | 4.37 | 4.14 | 4.28 | 4.41 | 4.13 | 4.46 | 4.05 |
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.23 | 4.51 | 4.71 | 4.33 | 4.29 | 4.13 | 4.48 | 4.25 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.74 | 4.63 | 4.57 | 4.64 | 4.47 | 4.41 | 4.52 | 4.29 |
| Pausing work for hazards and safety concerns is viewed positively | 4.65 | 4.52 | 4.71 | 4.58 | 4.41 | 4.34 | 4.57 | 4.23 |
| I take responsibility for the safety of myself and others in my work area | 4.68 | 4.67 | 4.71 | 4.70 | 4.59 | 4.65 | 4.73 | 4.59 |

| Average Response Scores by Statement (Group 3) | | | | | | | | |
|----------------------------------------------------------------------------------------|-------------------------------|--------------------------------|-----------------------------|---------------------------------|----------------------------------------|------------------------------|--------------------------------------------------|--------------------|
| Overall Culture | Project and Field Engineering | Project and Program Management | State Regulatory Operations | System Planning and Engineering | Technology Data and Strategic Services | Transmission and Substations | Vegetation Inspections and Contractor Operations | Western Operations |
| I believe managers apply the same rules for all workers | 4.00 | 4.20 | 4.29 | 3.92 | 4.00 | 3.86 | 4.18 | 4.00 |
| Information about important events and lessons learned is shared within my work group | 4.23 | 4.40 | 4.14 | 4.47 | 4.24 | 4.17 | 4.46 | 4.27 |
| Leaders encourage people to ask questions | 4.35 | 4.48 | 4.43 | 4.33 | 4.53 | 4.06 | 4.45 | 4.24 |
| Managers treat workers with respect | 4.26 | 4.45 | 4.29 | 4.26 | 4.35 | 4.19 | 4.42 | 4.05 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.16 | 4.27 | 3.71 | 4.35 | 4.18 | 4.02 | 4.32 | 4.19 |
| My supervisor would use whatever power they have to help me out | 4.19 | 4.46 | 4.00 | 4.47 | 4.47 | 4.23 | 4.39 | 4.09 |
| People in my work group treat each other with respect | 4.65 | 4.53 | 4.86 | 4.40 | 4.59 | 4.15 | 4.44 | 4.00 |
| People listen to one another: it is rare that someone's views go unheard | 4.10 | 4.14 | 3.71 | 3.99 | 3.94 | 3.84 | 4.12 | 3.91 |
| People report mistakes they make, even if others do not notice them | 3.90 | 3.99 | 3.14 | 3.82 | 3.82 | 3.75 | 4.01 | 3.77 |
| The company cares about my opinions | 3.77 | 4.11 | 4.14 | 3.47 | 4.06 | 3.52 | 4.01 | 3.95 |

5. Comparison by Location

Number of Responses and Average Response Scores

| Location | Count | Overall | Wildfire Safety | Personal Safety | Overall Culture |
|----------------------------------------------|-------|---------|-----------------|-----------------|-----------------|
| Vegetation Management | 425 | 4.47 | 4.50 | 4.51 | 4.38 |
| Other | 233 | 4.33 | 4.36 | 4.37 | 4.26 |
| Metro East Region | 218 | 4.21 | 4.26 | 4.28 | 4.10 |
| San Joaquin Region | 142 | 4.27 | 4.32 | 4.33 | 4.15 |
| Desert Region | 135 | 4.16 | 4.17 | 4.21 | 4.09 |
| Metro West Region | 106 | 4.38 | 4.39 | 4.43 | 4.30 |
| San Jacinto Region | 98 | 4.41 | 4.44 | 4.46 | 4.31 |
| North Coast Region | 81 | 4.19 | 4.31 | 4.24 | 4.02 |
| Transmission | 78 | 4.03 | 4.05 | 4.11 | 3.92 |
| Rural Region | 78 | 4.23 | 4.28 | 4.31 | 4.11 |
| South Coast Region | 72 | 3.98 | 4.01 | 4.06 | 3.87 |
| Inspections | 65 | 4.13 | 4.18 | 4.19 | 4.03 |
| Geomatics | 48 | 4.26 | 4.22 | 4.31 | 4.23 |
| North Valley Region | 39 | 4.20 | 4.33 | 4.22 | 4.05 |
| Central Design & Engineering | 37 | 4.09 | 4.15 | 4.17 | 3.95 |
| System Planning & Engineering | 36 | 4.31 | 4.40 | 4.31 | 4.23 |
| Distribution Program & Project Management | 34 | 4.24 | 4.19 | 4.27 | 4.25 |
| Contractor Operations Southeast | 25 | 4.11 | 4.16 | 4.20 | 3.96 |
| Field Accounting Organization | 21 | 3.92 | 3.99 | 4.06 | 3.70 |
| Contractor Operations Northwest | 20 | 3.87 | 3.85 | 3.98 | 3.76 |
| Project Controls & Central Coordination | 19 | 4.24 | 4.30 | 4.28 | 4.15 |
| Northern Region | 17 | 3.97 | 3.91 | 4.13 | 3.85 |
| Permitting, JPA & Real Properties | 16 | 4.28 | 4.22 | 4.28 | 4.35 |
| Joint Pole Organization | 16 | 4.35 | 4.36 | 4.39 | 4.30 |
| Construction & Technical Support | 14 | 4.16 | 4.18 | 4.32 | 3.96 |
| Transmission & Substation Project Management | 12 | 4.27 | 4.24 | 4.31 | 4.24 |
| PSPS Readiness Team | 9 | 4.52 | 4.65 | 4.49 | 4.42 |
| Grid Control Management | 7 | 4.39 | 4.40 | 4.42 | 4.36 |
| Substation Ops | 6 | 3.81 | 3.67 | 4.00 | 3.73 |
| Southern Substation Ops | 6 | 4.63 | 4.67 | 4.71 | 4.50 |
| Western Substation Ops | 5 | 4.51 | 4.51 | 4.62 | 4.38 |
| Training | 5 | 4.11 | 4.24 | 4.25 | 3.84 |

Average response scores by dimension are provided for locations across four groups. Locations 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 | Central Design & Engineering | Construction & Technical Support | Contractor Operations Northwest | Contractor Operations Southeast | Desert Region | Distribution Program & Project Management | Field Accounting Organization | Geomatics |
| I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them | 3.43 | 3.50 | 3.30 | 3.40 | 3.59 | 3.50 | 2.90 | 3.54 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.35 | 4.29 | 4.30 | 4.28 | 4.44 | 4.56 | 4.14 | 4.42 |
| Leaders actively seek out signs of potential wildfire hazards | 3.97 | 4.07 | 3.74 | 4.08 | 4.05 | 3.91 | 4.05 | 4.08 |
| My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.30 | 4.43 | 3.85 | 4.32 | 4.37 | 4.35 | 4.19 | 4.54 |
| Our management acts quickly to address wildfire hazards | 4.19 | 4.14 | 3.90 | 4.28 | 4.18 | 4.26 | 4.29 | 4.27 |
| People in my work group report all wildfire hazards, no matter how minor | 4.27 | 4.00 | 3.80 | 4.12 | 4.28 | 4.12 | 4.00 | 4.15 |
| People look for wildfire hazards and risks as work progresses | 4.16 | 4.29 | 3.50 | 4.25 | 4.15 | 4.09 | 3.95 | 4.08 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.38 | 4.71 | 4.25 | 4.40 | 4.30 | 4.53 | 4.33 | 4.52 |
| Wildfire and personal safety concerns are communicated openly | 4.32 | 4.21 | 4.00 | 4.32 | 4.17 | 4.38 | 4.10 | 4.39 |

| Average Response Scores by Statement (Group 1) | | | | | | | | |
|-----------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------------|---------------------------------|---------------------------------|---------------|-------------------------------------------|-------------------------------|-----------|
| Personal Safety | Central Design & Engineering | Construction & Technical Support | Contractor Operations Northwest | Contractor Operations Southeast | Desert Region | Distribution Program & Project Management | Field Accounting Organization | Geomatics |
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.22 | 4.36 | 3.95 | 4.32 | 4.18 | 4.29 | 4.05 | 4.31 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.27 | 4.07 | 4.20 | 4.48 | 4.29 | 4.24 | 4.29 | 4.25 |
| I take responsibility for the safety of myself and others in my work area | 4.67 | 4.79 | 4.50 | 4.60 | 4.68 | 4.65 | 4.76 | 4.77 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.50 | 4.50 | 4.35 | 4.40 | 4.42 | 4.50 | 4.33 | 4.58 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.17 | 4.43 | 3.85 | 4.08 | 4.07 | 4.35 | 3.90 | 4.27 |
| Leaders use mistakes and incidents as learning opportunities | 4.27 | 4.21 | 3.75 | 3.96 | 4.18 | 4.21 | 4.05 | 4.33 |
| Pausing work for hazards and safety concerns is viewed positively | 4.35 | 4.29 | 4.30 | 4.48 | 4.34 | 4.53 | 4.19 | 4.56 |
| People focus on one task at a time and avoid distractions | 3.57 | 3.86 | 3.30 | 3.76 | 3.82 | 3.65 | 3.33 | 3.83 |
| People have the ability to respond to and correct problems and errors before they get out of control | 3.92 | 4.29 | 3.80 | 4.04 | 4.14 | 4.15 | 3.81 | 4.15 |
| People have the skills they need to resolve workplace safety issues | 4.16 | 4.29 | 4.00 | 4.13 | 4.22 | 4.21 | 4.05 | 4.33 |
| We have the right tools for the job | 3.76 | 4.43 | 3.80 | 3.96 | 4.03 | 4.18 | 3.95 | 4.00 |

| Average Response Scores by Statement (Group 1) | | | | | | | | |
|----------------------------------------------------------------------------------------|------------------------------|----------------------------------|---------------------------------|---------------------------------|---------------|-------------------------------------------|-------------------------------|-----------|
| Overall Culture | Central Design & Engineering | Construction & Technical Support | Contractor Operations Northwest | Contractor Operations Southeast | Desert Region | Distribution Program & Project Management | Field Accounting Organization | Geomatics |
| I believe managers apply the same rules for all workers | 3.81 | 4.00 | 3.45 | 3.84 | 3.96 | 4.15 | 3.33 | 4.06 |
| Information about important events and lessons learned is shared within my work group | 4.38 | 4.14 | 4.00 | 4.28 | 4.25 | 4.41 | 4.15 | 4.44 |
| Leaders encourage people to ask questions | 4.16 | 4.07 | 4.00 | 4.12 | 4.24 | 4.38 | 4.10 | 4.48 |
| Managers treat workers with respect | 4.08 | 4.21 | 3.90 | 4.00 | 4.23 | 4.38 | 3.90 | 4.35 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 3.92 | 4.00 | 3.85 | 3.96 | 4.20 | 4.18 | 3.81 | 4.23 |
| My supervisor would use whatever power they have to help me out | 4.11 | 4.21 | 3.90 | 3.96 | 4.27 | 4.41 | 3.90 | 4.50 |
| People in my work group treat each other with respect | 4.22 | 4.00 | 3.85 | 4.28 | 4.27 | 4.44 | 4.00 | 4.42 |
| People listen to one another: it is rare that someone's views go unheard | 3.89 | 3.43 | 3.50 | 3.92 | 3.96 | 4.09 | 3.24 | 4.10 |
| People report mistakes they make, even if others do not notice them | 3.76 | 3.71 | 3.55 | 3.68 | 3.83 | 4.00 | 3.14 | 3.88 |
| The company cares about my opinions | 3.22 | 3.79 | 3.55 | 3.60 | 3.63 | 4.03 | 3.45 | 3.81 |

Average Response Scores by Statement (Group 2)

| Wildfire Safety | Grid Control Management | Inspections | Joint Pole Organization | Metro East Region | Metro West Region | North Coast Region | North Valley Region | Northern Region |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------|-------------------------|-------------------|-------------------|--------------------|---------------------|-----------------|
| I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them | 3.86 | 3.38 | 3.75 | 3.45 | 3.80 | 3.42 | 3.64 | 3.35 |
| Leaders actively seek out signs of potential wildfire hazards | 4.29 | 4.11 | 4.31 | 4.12 | 4.31 | 4.25 | 4.18 | 3.71 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.57 | 4.37 | 4.75 | 4.56 | 4.61 | 4.60 | 4.56 | 3.82 |
| Our management acts quickly to address wildfire hazards | 4.57 | 4.12 | 4.56 | 4.44 | 4.39 | 4.38 | 4.41 | 3.88 |
| People in my work group report all wildfire hazards, no matter how minor | 4.57 | 4.31 | 4.19 | 4.27 | 4.34 | 4.36 | 4.38 | 3.94 |
| People look for wildfire hazards and risks as work progresses | 4.00 | 4.28 | 4.19 | 4.24 | 4.42 | 4.36 | 4.31 | 3.94 |
| Wildfire and personal safety concerns are communicated openly | 4.57 | 4.30 | 4.44 | 4.37 | 4.55 | 4.40 | 4.38 | 4.12 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.57 | 4.38 | 4.44 | 4.46 | 4.54 | 4.57 | 4.56 | 4.18 |
| My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.57 | 4.37 | 4.63 | 4.41 | 4.54 | 4.44 | 4.51 | 4.24 |

Average Response Scores by Statement (Group 2)

| Personal Safety | Grid Control Management | Inspections | Joint Pole Organization | Metro East Region | Metro West Region | North Coast Region | North Valley Region | Northern Region |
|-----------------------------------------------------------------------------------------------------------------|-------------------------|-------------|-------------------------|-------------------|-------------------|--------------------|---------------------|-----------------|
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 3.71 | 4.23 | 4.56 | 4.34 | 4.51 | 4.26 | 4.26 | 4.18 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.57 | 4.23 | 4.31 | 4.33 | 4.41 | 4.26 | 4.18 | 4.35 |
| I take responsibility for the safety of myself and others in my work area | 4.86 | 4.69 | 4.75 | 4.71 | 4.74 | 4.73 | 4.64 | 4.82 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.71 | 4.31 | 4.38 | 4.49 | 4.58 | 4.43 | 4.58 | 4.29 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.29 | 4.12 | 4.25 | 4.25 | 4.38 | 4.23 | 4.13 | 3.82 |
| Leaders use mistakes and incidents as learning opportunities | 4.14 | 4.31 | 4.50 | 4.29 | 4.46 | 4.33 | 4.13 | 4.18 |
| Pausing work for hazards and safety concerns is viewed positively | 4.71 | 4.32 | 4.63 | 4.50 | 4.55 | 4.51 | 4.36 | 4.24 |
| People focus on one task at a time and avoid distractions | 4.14 | 3.66 | 3.94 | 3.74 | 4.08 | 3.64 | 3.69 | 3.82 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.43 | 3.98 | 4.38 | 4.24 | 4.42 | 4.15 | 4.21 | 4.00 |
| People have the skills they need to resolve workplace safety issues | 4.57 | 4.22 | 4.38 | 4.17 | 4.47 | 4.09 | 4.21 | 4.00 |
| We have the right tools for the job | 4.43 | 4.06 | 4.19 | 4.00 | 4.18 | 3.99 | 4.10 | 3.71 |

Average Response Scores by Statement (Group 2)

| Overall Culture | Grid Control Management | Inspections | Joint Pole Organization | Metro East Region | Metro West Region | North Coast Region | North Valley Region | Northern Region |
|----------------------------------------------------------------------------------------|-------------------------|-------------|-------------------------|-------------------|-------------------|--------------------|---------------------|-----------------|
| I believe managers apply the same rules for all workers | 4.43 | 3.91 | 4.25 | 3.99 | 4.20 | 3.85 | 3.92 | 3.53 |
| Information about important events and lessons learned is shared within my work group | 4.14 | 4.28 | 4.50 | 4.32 | 4.52 | 4.19 | 4.33 | 4.29 |
| Leaders encourage people to ask questions | 4.43 | 4.22 | 4.38 | 4.27 | 4.45 | 4.21 | 4.21 | 3.94 |
| Managers treat workers with respect | 4.43 | 4.20 | 4.31 | 4.23 | 4.36 | 4.17 | 4.08 | 4.06 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.43 | 4.05 | 4.38 | 4.10 | 4.37 | 4.02 | 4.03 | 3.94 |
| My supervisor would use whatever power they have to help me out | 4.43 | 4.27 | 4.19 | 4.29 | 4.40 | 4.33 | 4.15 | 4.00 |
| People in my work group treat each other with respect | 4.71 | 4.29 | 4.63 | 4.33 | 4.38 | 4.21 | 4.21 | 4.06 |
| People listen to one another: it is rare that someone's views go unheard | 4.14 | 3.85 | 4.50 | 3.98 | 4.19 | 3.89 | 4.03 | 3.76 |
| People report mistakes they make, even if others do not notice them | 4.14 | 3.58 | 3.81 | 3.84 | 4.10 | 3.73 | 3.95 | 3.71 |
| The company cares about my opinions | 4.29 | 3.66 | 4.06 | 3.68 | 4.05 | 3.64 | 3.64 | 3.18 |

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 3)

| Wildfire Safety | Other | Permitting, JPA & Real Properties | Project Controls & Central Coordination | PSPS Readiness Team | Rural Region | San Jacinto Region | San Joaquin Region | South Coast Region |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-------|-----------------------------------|-----------------------------------------|---------------------|--------------|--------------------|--------------------|--------------------|
| I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them | 3.78 | 3.31 | 3.56 | 4.56 | 3.49 | 3.82 | 3.75 | 3.11 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.52 | 4.50 | 4.63 | 4.78 | 4.53 | 4.66 | 4.49 | 4.34 |
| Leaders actively seek out signs of potential wildfire hazards | 4.30 | 4.06 | 4.06 | 4.56 | 4.17 | 4.30 | 4.23 | 3.89 |
| My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.50 | 4.38 | 4.37 | 4.67 | 4.50 | 4.57 | 4.49 | 4.24 |
| Our management acts quickly to address wildfire hazards | 4.42 | 4.50 | 4.42 | 4.67 | 4.38 | 4.55 | 4.38 | 4.08 |
| People in my work group report all wildfire hazards, no matter how minor | 4.32 | 4.00 | 4.29 | 4.67 | 4.33 | 4.49 | 4.41 | 4.04 |
| People look for wildfire hazards and risks as work progresses | 4.31 | 4.13 | 4.17 | 4.56 | 4.28 | 4.37 | 4.28 | 3.99 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.63 | 4.63 | 4.68 | 4.78 | 4.46 | 4.69 | 4.41 | 4.25 |
| Wildfire and personal safety concerns are communicated openly | 4.45 | 4.50 | 4.47 | 4.67 | 4.42 | 4.55 | 4.44 | 4.15 |

Average Response Scores by Statement (Group 3)

| Personal Safety | Other | Permitting, JPA & Real Properties | Project Controls & Central Coordination | PSPS Readiness Team | Rural Region | San Jacinto Region | San Joaquin Region | South Coast Region |
|-----------------------------------------------------------------------------------------------------------------|-------|-----------------------------------|-----------------------------------------|---------------------|--------------|--------------------|--------------------|--------------------|
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.45 | 4.44 | 4.37 | 4.33 | 4.36 | 4.53 | 4.36 | 4.11 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.39 | 4.00 | 4.26 | 4.67 | 4.38 | 4.43 | 4.37 | 4.15 |
| I take responsibility for the safety of myself and others in my work area | 4.70 | 4.69 | 4.63 | 4.78 | 4.69 | 4.80 | 4.73 | 4.65 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.54 | 4.63 | 4.53 | 4.78 | 4.45 | 4.70 | 4.47 | 4.28 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.40 | 4.13 | 4.37 | 4.44 | 4.33 | 4.49 | 4.28 | 4.00 |
| Leaders use mistakes and incidents as learning opportunities | 4.35 | 4.38 | 4.16 | 4.33 | 4.26 | 4.57 | 4.35 | 4.14 |
| Pausing work for hazards and safety concerns is viewed positively | 4.50 | 4.38 | 4.53 | 4.75 | 4.41 | 4.67 | 4.48 | 4.21 |
| People focus on one task at a time and avoid distractions | 3.90 | 3.88 | 3.89 | 4.00 | 3.87 | 3.92 | 3.96 | 3.38 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.32 | 4.31 | 4.05 | 4.44 | 4.19 | 4.39 | 4.22 | 4.01 |
| People have the skills they need to resolve workplace safety issues | 4.31 | 4.31 | 4.26 | 4.44 | 4.29 | 4.41 | 4.28 | 3.92 |
| We have the right tools for the job | 4.16 | 3.94 | 4.05 | 4.44 | 4.12 | 4.18 | 4.11 | 3.79 |

Average Response Scores by Statement (Group 3)

| Overall Culture | Other | Permitting, JPA & Real Properties | Project Controls & Central Coordination | PSPS Readiness Team | Rural Region | San Jacinto Region | San Joaquin Region | South Coast Region |
|----------------------------------------------------------------------------------------|-------|-----------------------------------|-----------------------------------------|---------------------|--------------|--------------------|--------------------|--------------------|
| I believe managers apply the same rules for all workers | 4.11 | 4.13 | 4.11 | 4.33 | 4.04 | 4.02 | 4.11 | 3.67 |
| Information about important events and lessons learned is shared within my work group | 4.38 | 4.44 | 4.05 | 4.56 | 4.31 | 4.55 | 4.31 | 4.21 |
| Leaders encourage people to ask questions | 4.45 | 4.40 | 4.47 | 4.56 | 4.35 | 4.46 | 4.35 | 4.06 |
| Managers treat workers with respect | 4.40 | 4.44 | 4.21 | 4.56 | 4.13 | 4.44 | 4.29 | 4.00 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.31 | 4.44 | 4.26 | 4.56 | 4.14 | 4.41 | 4.12 | 3.90 |
| My supervisor would use whatever power they have to help me out | 4.42 | 4.63 | 4.37 | 4.44 | 4.33 | 4.55 | 4.30 | 4.10 |
| People in my work group treat each other with respect | 4.45 | 4.56 | 4.32 | 4.78 | 4.35 | 4.49 | 4.37 | 4.10 |
| People listen to one another: it is rare that someone's views go unheard | 4.11 | 4.25 | 3.74 | 4.33 | 4.03 | 4.21 | 3.97 | 3.75 |
| People report mistakes they make, even if others do not notice them | 3.95 | 4.19 | 3.89 | 4.22 | 3.78 | 4.03 | 3.89 | 3.69 |
| The company cares about my opinions | 4.06 | 4.00 | 4.11 | 3.89 | 3.64 | 3.91 | 3.79 | 3.22 |

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 4)

| Wildfire Safety | Southern Substation Ops | Substation Ops | System Planning & Engineering | Training | Transmission | Transmission & Substation Project Management | Vegetation Management | Western Substation Ops |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------|-------------------------------|----------|--------------|----------------------------------------------|-----------------------|------------------------|
| I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them | 4.33 | 2.67 | 3.86 | 3.60 | 3.36 | 3.58 | 3.98 | 4.00 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.67 | 4.33 | 4.64 | 4.40 | 4.35 | 4.08 | 4.63 | 4.80 |
| Leaders actively seek out signs of potential wildfire hazards | 4.67 | 3.50 | 4.44 | 4.00 | 3.88 | 4.42 | 4.49 | 4.20 |
| My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.83 | 3.83 | 4.47 | 4.20 | 4.26 | 4.58 | 4.60 | 4.40 |
| Our management acts quickly to address wildfire hazards | 4.33 | 3.83 | 4.42 | 4.40 | 4.03 | 4.42 | 4.59 | 4.60 |
| People in my work group report all wildfire hazards, no matter how minor | 4.83 | 3.33 | 4.29 | 4.00 | 4.12 | 4.50 | 4.51 | 4.60 |
| People look for wildfire hazards and risks as work progresses | 4.67 | 3.50 | 4.33 | 4.20 | 4.09 | 4.00 | 4.47 | 4.40 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.83 | 4.33 | 4.64 | 4.80 | 4.33 | 4.33 | 4.68 | 4.80 |
| Wildfire and personal safety concerns are communicated openly | 4.83 | 3.67 | 4.50 | 4.60 | 4.05 | 4.25 | 4.58 | 4.80 |

Average Response Scores by Statement (Group 4)

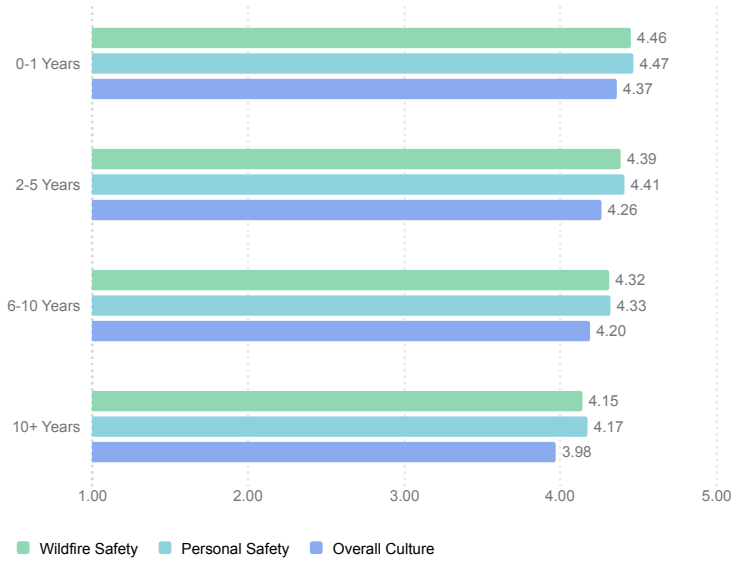
| Personal Safety | Southern Substation Ops | Substation Ops | System Planning & Engineering | Training | Transmission | Transmission & Substation Project Management | Vegetation Management | Western Substation Ops |
|-----------------------------------------------------------------------------------------------------------------|-------------------------|----------------|-------------------------------|----------|--------------|----------------------------------------------|-----------------------|------------------------|
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.67 | 4.00 | 4.42 | 4.40 | 4.05 | 4.58 | 4.56 | 4.80 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.83 | 4.17 | 4.44 | 4.40 | 4.28 | 3.92 | 4.51 | 4.80 |
| I take responsibility for the safety of myself and others in my work area | 4.83 | 4.67 | 4.75 | 4.80 | 4.64 | 4.50 | 4.72 | 4.80 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.83 | 4.67 | 4.61 | 4.60 | 4.29 | 4.50 | 4.55 | 5.00 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.67 | 3.50 | 4.36 | 4.40 | 3.95 | 4.50 | 4.46 | 4.40 |
| Leaders use mistakes and incidents as learning opportunities | 4.33 | 4.17 | 4.25 | 4.00 | 4.09 | 4.33 | 4.52 | 4.60 |
| Pausing work for hazards and safety concerns is viewed positively | 4.83 | 4.00 | 4.53 | 4.40 | 4.32 | 4.42 | 4.62 | 5.00 |
| People focus on one task at a time and avoid distractions | 4.67 | 3.33 | 3.61 | 3.60 | 3.63 | 3.92 | 4.30 | 4.20 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.83 | 4.33 | 4.31 | 4.00 | 4.08 | 4.25 | 4.48 | 4.60 |
| People have the skills they need to resolve workplace safety issues | 4.67 | 3.83 | 4.17 | 4.00 | 4.04 | 4.33 | 4.46 | 4.60 |
| We have the right tools for the job | 4.67 | 3.33 | 3.97 | 4.20 | 3.83 | 4.17 | 4.45 | 4.00 |

Average Response Scores by Statement (Group 4)

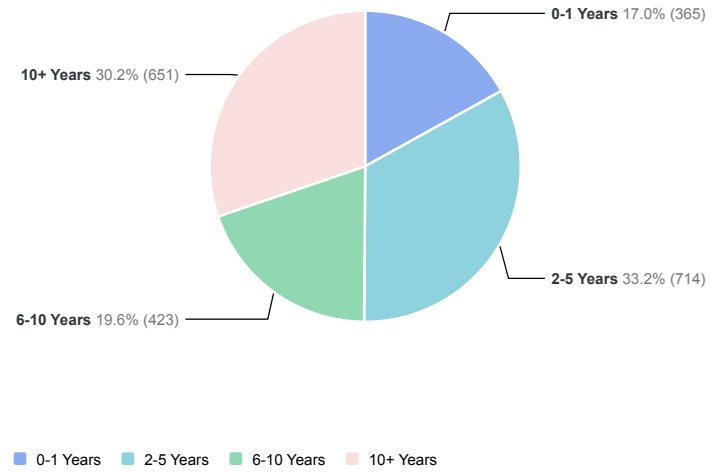
| Overall Culture | Southern Substation Ops | Substation Ops | System Planning & Engineering | Training | Transmission | Transmission & Substation Project Management | Vegetation Management | Western Substation Ops |
|----------------------------------------------------------------------------------------|-------------------------|----------------|-------------------------------|----------|--------------|----------------------------------------------|-----------------------|------------------------|
| I believe managers apply the same rules for all workers | 4.67 | 3.67 | 4.14 | 3.60 | 3.82 | 4.25 | 4.25 | 4.40 |
| Information about important events and lessons learned is shared within my work group | 4.83 | 4.33 | 4.17 | 4.00 | 4.10 | 4.50 | 4.52 | 4.60 |
| Leaders encourage people to ask questions | 4.00 | 4.33 | 4.42 | 3.80 | 3.97 | 4.25 | 4.54 | 4.60 |
| Managers treat workers with respect | 4.17 | 4.00 | 4.37 | 3.60 | 4.12 | 4.50 | 4.50 | 4.60 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.33 | 3.33 | 4.19 | 3.80 | 4.05 | 4.17 | 4.44 | 4.00 |
| My supervisor would use whatever power they have to help me out | 4.83 | 4.17 | 4.36 | 3.60 | 4.19 | 4.42 | 4.48 | 4.40 |
| People in my work group treat each other with respect | 4.67 | 3.83 | 4.56 | 4.20 | 4.04 | 4.25 | 4.50 | 4.40 |
| People listen to one another: it is rare that someone's views go unheard | 4.50 | 3.50 | 4.03 | 3.60 | 3.85 | 4.08 | 4.25 | 4.00 |
| People report mistakes they make, even if others do not notice them | 4.83 | 3.17 | 3.97 | 4.00 | 3.71 | 4.00 | 4.18 | 4.40 |
| The company cares about my opinions | 4.17 | 3.00 | 4.08 | 4.20 | 3.37 | 4.00 | 4.15 | 4.40 |

6. Comparison by Tenure

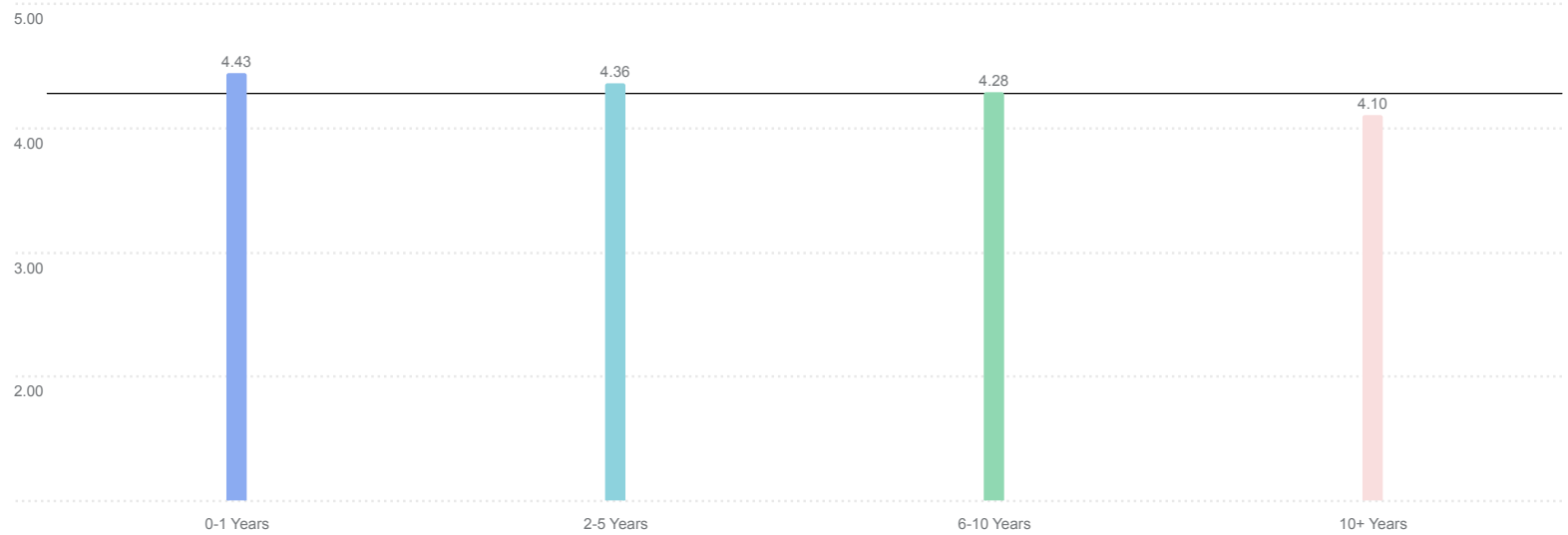
Performance Category Average Response Scores



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 | 3.86 | 3.75 | 3.69 | 3.43 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.64 | 4.55 | 4.51 | 4.38 |
| Leaders actively seek out signs of potential wildfire hazards | 4.39 | 4.34 | 4.24 | 4.00 |
| My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.61 | 4.52 | 4.48 | 4.32 |
| Our management acts quickly to address wildfire hazards | 4.55 | 4.46 | 4.38 | 4.22 |
| People in my work group report all wildfire hazards, no matter how minor | 4.49 | 4.41 | 4.33 | 4.16 |
| People look for wildfire hazards and risks as work progresses | 4.38 | 4.38 | 4.30 | 4.10 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.63 | 4.58 | 4.53 | 4.45 |
| Wildfire and personal safety concerns are communicated openly | 4.55 | 4.49 | 4.41 | 4.26 |

Average Response Scores by Statement

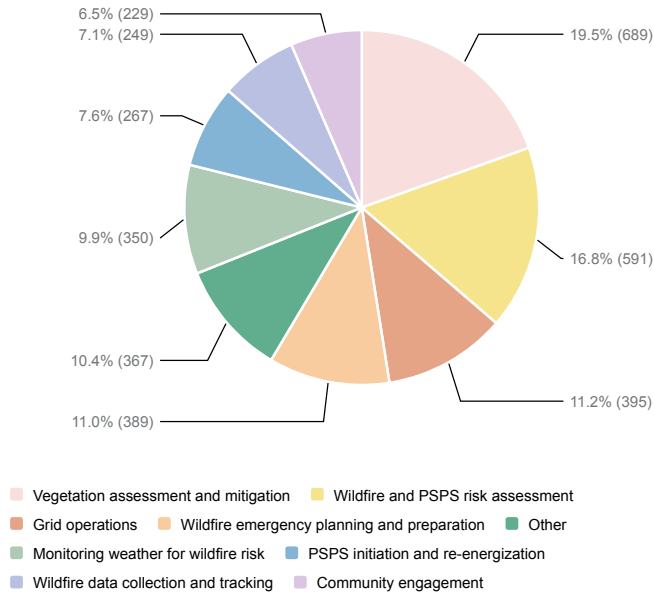
| Personal Safety | 0-1 Years | 2-5 Years | 6-10 Years | 10+ Years |
|-----------------------------------------------------------------------------------------------------------------|-----------|-----------|------------|-----------|
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.51 | 4.46 | 4.38 | 4.20 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.46 | 4.40 | 4.36 | 4.29 |
| I take responsibility for the safety of myself and others in my work area | 4.71 | 4.73 | 4.73 | 4.68 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.58 | 4.55 | 4.51 | 4.40 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.48 | 4.37 | 4.31 | 4.09 |
| Leaders use mistakes and incidents as learning opportunities | 4.48 | 4.45 | 4.33 | 4.14 |
| Pausing work for hazards and safety concerns is viewed positively | 4.60 | 4.58 | 4.48 | 4.36 |
| People focus on one task at a time and avoid distractions | 4.16 | 4.02 | 3.88 | 3.65 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.44 | 4.37 | 4.22 | 4.09 |
| People have the skills they need to resolve workplace safety issues | 4.42 | 4.38 | 4.29 | 4.10 |
| We have the right tools for the job | 4.34 | 4.24 | 4.12 | 3.91 |

Average Response Scores by Statement

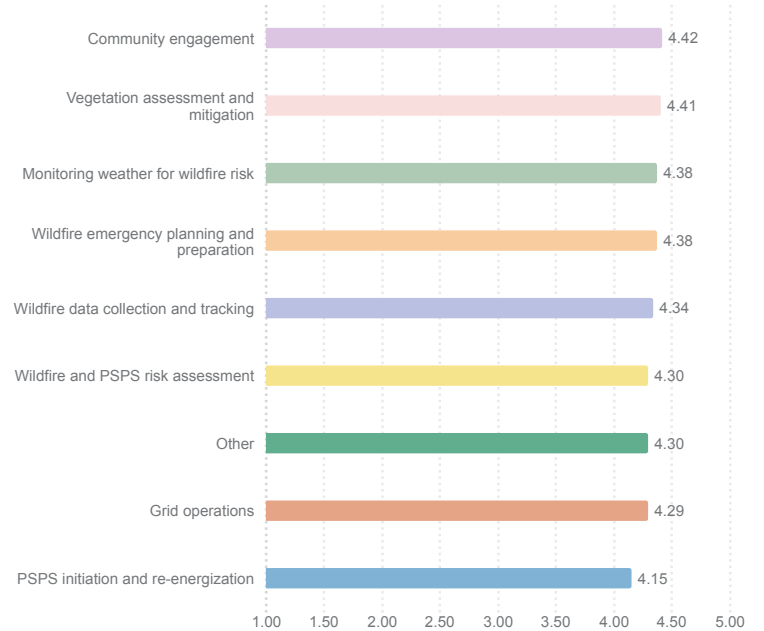
| Overall Culture | 0-1 Years | 2-5 Years | 6-10 Years | 10+ Years |
|----------------------------------------------------------------------------------------|-----------|-----------|------------|-----------|
| I believe managers apply the same rules for all workers | 4.31 | 4.14 | 4.10 | 3.77 |
| Information about important events and lessons learned is shared within my work group | 4.53 | 4.47 | 4.36 | 4.18 |
| Leaders encourage people to ask questions | 4.59 | 4.41 | 4.35 | 4.15 |
| Managers treat workers with respect | 4.48 | 4.39 | 4.33 | 4.10 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.38 | 4.31 | 4.25 | 4.01 |
| My supervisor would use whatever power they have to help me out | 4.47 | 4.43 | 4.38 | 4.16 |
| People in my work group treat each other with respect | 4.52 | 4.42 | 4.38 | 4.20 |
| People listen to one another: it is rare that someone's views go unheard | 4.21 | 4.12 | 3.99 | 3.90 |
| People report mistakes they make, even if others do not notice them | 4.09 | 4.04 | 3.99 | 3.68 |
| The company cares about my opinions | 4.12 | 3.91 | 3.86 | 3.59 |

7. Comparison by Wildfire Activities

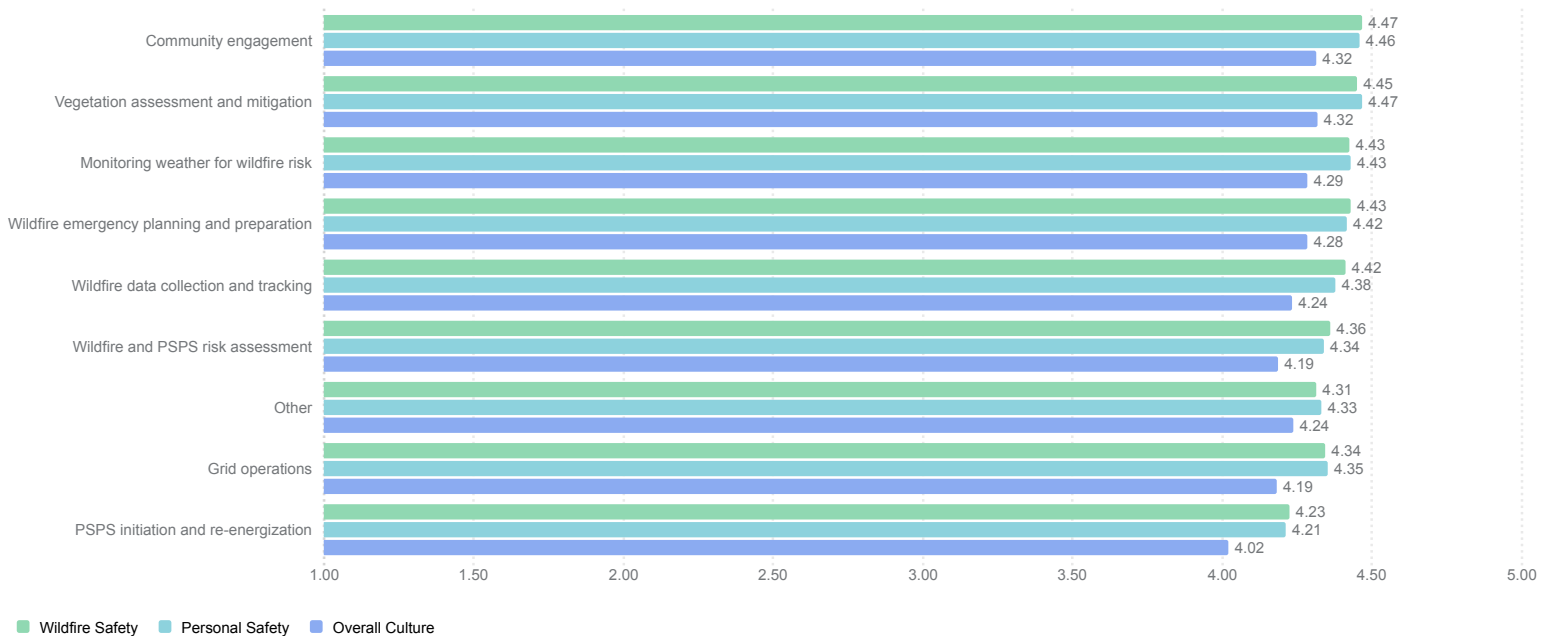
Number of Responses



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 engagement | Grid operations | Monitoring weather for wildfire risk | Other |
|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------|--------------------------------------|-------|
| I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them | 3.86 | 3.75 | 3.85 | 3.66 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.61 | 4.55 | 4.61 | 4.52 |
| Leaders actively seek out signs of potential wildfire hazards | 4.38 | 4.25 | 4.33 | 4.19 |
| My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.60 | 4.52 | 4.53 | 4.46 |
| Our management acts quickly to address wildfire hazards | 4.55 | 4.37 | 4.48 | 4.42 |
| People in my work group report all wildfire hazards, no matter how minor | 4.51 | 4.39 | 4.45 | 4.29 |
| People look for wildfire hazards and risks as work progresses | 4.51 | 4.31 | 4.42 | 4.25 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.66 | 4.56 | 4.62 | 4.59 |
| Wildfire and personal safety concerns are communicated openly | 4.56 | 4.39 | 4.53 | 4.45 |

Average Response Scores by Statement (Group 1)

| Personal Safety | Community engagement | Grid operations | Monitoring weather for wildfire risk | Other |
|-----------------------------------------------------------------------------------------------------------------|----------------------|-----------------|--------------------------------------|-------|
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.53 | 4.31 | 4.42 | 4.39 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.53 | 4.43 | 4.47 | 4.36 |
| I take responsibility for the safety of myself and others in my work area | 4.81 | 4.74 | 4.77 | 4.69 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.58 | 4.54 | 4.56 | 4.55 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.43 | 4.26 | 4.41 | 4.36 |
| Leaders use mistakes and incidents as learning opportunities | 4.46 | 4.31 | 4.42 | 4.38 |
| Pausing work for hazards and safety concerns is viewed positively | 4.56 | 4.48 | 4.55 | 4.56 |
| People focus on one task at a time and avoid distractions | 4.07 | 4.01 | 4.08 | 3.77 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.41 | 4.32 | 4.41 | 4.24 |
| People have the skills they need to resolve workplace safety issues | 4.43 | 4.31 | 4.38 | 4.31 |
| We have the right tools for the job | 4.25 | 4.17 | 4.26 | 4.05 |

Average Response Scores by Statement (Group 1)

| Overall Culture | Community engagement | Grid operations | Monitoring weather for wildfire risk | Other |
|----------------------------------------------------------------------------------------|----------------------|-----------------|--------------------------------------|-------|
| I believe managers apply the same rules for all workers | 4.23 | 4.04 | 4.15 | 4.14 |
| Information about important events and lessons learned is shared within my work group | 4.48 | 4.34 | 4.46 | 4.42 |
| Leaders encourage people to ask questions | 4.50 | 4.32 | 4.47 | 4.41 |
| Managers treat workers with respect | 4.43 | 4.31 | 4.42 | 4.38 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.31 | 4.26 | 4.34 | 4.23 |
| My supervisor would use whatever power they have to help me out | 4.40 | 4.34 | 4.45 | 4.41 |
| People in my work group treat each other with respect | 4.44 | 4.32 | 4.44 | 4.45 |
| People listen to one another: it is rare that someone's views go unheard | 4.23 | 4.12 | 4.16 | 4.12 |
| People report mistakes they make, even if others do not notice them | 4.10 | 3.98 | 4.02 | 3.91 |
| The company cares about my opinions | 4.06 | 3.83 | 3.94 | 3.94 |

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 | PSPS initiation and re-energization | Vegetation assessment and mitigation | Wildfire and PSPS risk assessment | Wildfire data collection and tracking | Wildfire emergency planning and preparation |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------------------------|-----------------------------------|---------------------------------------|---------------------------------------------|
| I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them | 3.56 | 3.88 | 3.76 | 3.86 | 3.86 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.46 | 4.61 | 4.56 | 4.61 | 4.59 |
| Leaders actively seek out signs of potential wildfire hazards | 4.08 | 4.42 | 4.29 | 4.31 | 4.34 |
| My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.43 | 4.57 | 4.50 | 4.55 | 4.56 |
| Our management acts quickly to address wildfire hazards | 4.33 | 4.50 | 4.42 | 4.45 | 4.51 |
| People in my work group report all wildfire hazards, no matter how minor | 4.27 | 4.48 | 4.42 | 4.41 | 4.42 |
| People look for wildfire hazards and risks as work progresses | 4.23 | 4.44 | 4.36 | 4.42 | 4.44 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.40 | 4.63 | 4.55 | 4.62 | 4.64 |
| Wildfire and personal safety concerns are communicated openly | 4.27 | 4.53 | 4.43 | 4.50 | 4.54 |

Average Response Scores by Statement (Group 2)

| Personal Safety | PSPS initiation and re-energization | Vegetation assessment and mitigation | Wildfire and PSPS risk assessment | Wildfire data collection and tracking | Wildfire emergency planning and preparation |
|-----------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------------------------|-----------------------------------|---------------------------------------|---------------------------------------------|
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.18 | 4.52 | 4.35 | 4.44 | 4.46 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.36 | 4.47 | 4.41 | 4.41 | 4.45 |
| I take responsibility for the safety of myself and others in my work area | 4.73 | 4.75 | 4.75 | 4.75 | 4.76 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.43 | 4.54 | 4.51 | 4.60 | 4.54 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.13 | 4.42 | 4.31 | 4.36 | 4.39 |
| Leaders use mistakes and incidents as learning opportunities | 4.15 | 4.51 | 4.36 | 4.38 | 4.43 |
| Pausing work for hazards and safety concerns is viewed positively | 4.34 | 4.60 | 4.47 | 4.57 | 4.57 |
| People focus on one task at a time and avoid distractions | 3.81 | 4.16 | 3.93 | 3.90 | 4.02 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.15 | 4.40 | 4.27 | 4.33 | 4.35 |
| People have the skills they need to resolve workplace safety issues | 4.13 | 4.41 | 4.30 | 4.32 | 4.37 |
| We have the right tools for the job | 3.93 | 4.38 | 4.13 | 4.10 | 4.28 |

Average Response Scores by Statement (Group 2)

| Overall Culture | PSPS initiation and re-energization | Vegetation assessment and mitigation | Wildfire and PSPS risk assessment | Wildfire data collection and tracking | Wildfire emergency planning and preparation |
|----------------------------------------------------------------------------------------|-------------------------------------|--------------------------------------|-----------------------------------|---------------------------------------|---------------------------------------------|
| I believe managers apply the same rules for all workers | 3.84 | 4.23 | 4.05 | 4.10 | 4.12 |
| Information about important events and lessons learned is shared within my work group | 4.18 | 4.49 | 4.37 | 4.43 | 4.48 |
| Leaders encourage people to ask questions | 4.24 | 4.50 | 4.37 | 4.43 | 4.46 |
| Managers treat workers with respect | 4.15 | 4.45 | 4.29 | 4.34 | 4.41 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.08 | 4.37 | 4.26 | 4.27 | 4.35 |
| My supervisor would use whatever power they have to help me out | 4.22 | 4.43 | 4.35 | 4.37 | 4.42 |
| People in my work group treat each other with respect | 4.18 | 4.47 | 4.37 | 4.42 | 4.44 |
| People listen to one another: it is rare that someone's views go unheard | 3.92 | 4.17 | 4.06 | 4.08 | 4.14 |
| People report mistakes they make, even if others do not notice them | 3.86 | 4.07 | 3.97 | 4.00 | 4.07 |
| The company cares about my opinions | 3.54 | 4.03 | 3.77 | 3.93 | 3.97 |

8. 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

| | 0-1 Years | | | | 2-5 Years | | | | 6-10 Years | | | | 10+ Years | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------------------|---------|------------|-----------|------------------------|---------|------------|------------|------------------------|---------|------------|-----------|------------------------|---------|------------|
| | Executive | Individual Contributor | Manager | Supervisor | Executive | Individual Contributor | Manager | Supervisor | Executive | Individual Contributor | Manager | Supervisor | Executive | Individual Contributor | Manager | Supervisor |
| | Average | Average | 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 | 4.38 | 3.87 | 3.48 | 3.85 | 3.95 | 3.71 | 3.84 | 3.89 | 4.06 | 3.61 | 3.64 | 4.03 | 4.57 | 3.27 | 3.65 | 3.60 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.62 | 4.65 | 4.52 | 4.69 | 4.26 | 4.55 | 4.59 | 4.63 | 4.69 | 4.44 | 4.72 | 4.66 | 4.90 | 4.31 | 4.68 | 4.34 |
| Leaders actively seek out signs of potential wildfire hazards | 4.38 | 4.40 | 4.24 | 4.46 | 4.16 | 4.36 | 4.18 | 4.34 | 4.63 | 4.16 | 4.36 | 4.51 | 4.81 | 3.90 | 4.26 | 4.02 |
| My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.69 | 4.64 | 4.33 | 4.62 | 4.47 | 4.52 | 4.35 | 4.63 | 4.50 | 4.47 | 4.56 | 4.51 | 4.71 | 4.25 | 4.54 | 4.30 |
| Our management acts quickly to address wildfire hazards | 4.69 | 4.57 | 4.33 | 4.50 | 4.42 | 4.45 | 4.33 | 4.67 | 4.63 | 4.28 | 4.56 | 4.66 | 4.86 | 4.12 | 4.62 | 4.17 |
| People in my work group report all wildfire hazards, no matter how minor | 4.69 | 4.51 | 4.29 | 4.38 | 4.39 | 4.43 | 4.24 | 4.44 | 4.63 | 4.27 | 4.42 | 4.46 | 4.67 | 4.07 | 4.39 | 4.17 |
| People look for wildfire hazards and risks as work progresses | 4.08 | 4.42 | 4.19 | 4.27 | 4.37 | 4.38 | 4.27 | 4.45 | 4.50 | 4.24 | 4.36 | 4.49 | 4.62 | 4.04 | 4.31 | 4.07 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.77 | 4.63 | 4.52 | 4.77 | 4.53 | 4.57 | 4.51 | 4.71 | 4.75 | 4.48 | 4.72 | 4.63 | 4.95 | 4.35 | 4.80 | 4.44 |
| Wildfire and personal safety concerns are communicated openly | 4.62 | 4.56 | 4.45 | 4.58 | 4.42 | 4.48 | 4.47 | 4.57 | 4.63 | 4.36 | 4.41 | 4.61 | 4.86 | 4.17 | 4.57 | 4.20 |

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)

Personal Safety Statement Average Response Scores

| | 0-1 Years | | | | 2-5 Years | | | | 6-10 Years | | | | 10+ Years | | | |
|-----------------------------------------------------------------------------------------------------------------|-----------|------------------------|---------|------------|-----------|------------------------|---------|------------|------------|------------------------|---------|------------|-----------|------------------------|---------|------------|
| | Executive | Individual Contributor | Manager | Supervisor | Executive | Individual Contributor | Manager | Supervisor | Executive | Individual Contributor | Manager | Supervisor | Executive | Individual Contributor | Manager | Supervisor |
| | Average | Average | 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 | 4.54 | 4.54 | 4.38 | 4.42 | 4.58 | 4.45 | 4.43 | 4.55 | 4.75 | 4.30 | 4.59 | 4.54 | 4.90 | 4.09 | 4.49 | 4.23 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.62 | 4.45 | 4.43 | 4.46 | 4.21 | 4.38 | 4.41 | 4.51 | 4.50 | 4.32 | 4.38 | 4.47 | 4.57 | 4.28 | 4.40 | 4.21 |
| I take responsibility for the safety of myself and others in my work area | 4.62 | 4.72 | 4.67 | 4.85 | 4.68 | 4.72 | 4.71 | 4.84 | 4.75 | 4.71 | 4.82 | 4.75 | 5.00 | 4.64 | 4.82 | 4.61 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.15 | 4.62 | 4.48 | 4.54 | 4.53 | 4.54 | 4.65 | 4.62 | 4.69 | 4.45 | 4.79 | 4.66 | 4.86 | 4.31 | 4.65 | 4.46 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.54 | 4.50 | 4.24 | 4.46 | 4.42 | 4.36 | 4.31 | 4.44 | 4.63 | 4.23 | 4.49 | 4.47 | 4.62 | 4.00 | 4.43 | 4.02 |
| Leaders use mistakes and incidents as learning opportunities | 4.46 | 4.51 | 4.10 | 4.42 | 4.42 | 4.43 | 4.35 | 4.68 | 4.50 | 4.29 | 4.54 | 4.36 | 4.71 | 4.05 | 4.43 | 4.13 |
| Pausing work for hazards and safety concerns is viewed positively | 4.62 | 4.62 | 4.33 | 4.62 | 4.47 | 4.58 | 4.45 | 4.62 | 4.38 | 4.44 | 4.62 | 4.66 | 4.95 | 4.30 | 4.55 | 4.33 |
| People focus on one task at a time and avoid distractions | 4.38 | 4.22 | 3.33 | 3.88 | 4.16 | 4.01 | 3.76 | 4.17 | 4.13 | 3.88 | 3.51 | 4.02 | 4.05 | 3.60 | 3.69 | 3.70 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.46 | 4.46 | 4.10 | 4.42 | 4.42 | 4.36 | 4.22 | 4.50 | 4.56 | 4.17 | 4.18 | 4.39 | 4.48 | 4.02 | 4.32 | 4.05 |
| People have the skills they need to resolve workplace safety issues | 4.38 | 4.44 | 4.19 | 4.31 | 4.42 | 4.35 | 4.43 | 4.51 | 4.63 | 4.24 | 4.41 | 4.38 | 4.57 | 4.02 | 4.34 | 4.09 |
| We have the right tools for the job | 4.54 | 4.37 | 3.86 | 4.27 | 4.26 | 4.23 | 4.08 | 4.38 | 4.69 | 4.02 | 4.21 | 4.42 | 4.48 | 3.83 | 4.08 | 3.93 |

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)

Overall Culture Safety Statement Average Response Scores

| | 0-1 Years | | | | 2-5 Years | | | | 6-10 Years | | | | 10+ Years | | | |
|----------------------------------------------------------------------------------------|-----------|------------------------|---------|------------|-----------|------------------------|---------|------------|------------|------------------------|---------|------------|-----------|------------------------|---------|------------|
| | Executive | Individual Contributor | Manager | Supervisor | Executive | Individual Contributor | Manager | Supervisor | Executive | Individual Contributor | Manager | Supervisor | Executive | Individual Contributor | Manager | Supervisor |
| | Average | Average | Average | Average | Average | Average | Average | Average | Average | Average | Average | Average | Average | Average | Average | Average |
| I believe managers apply the same rules for all workers | 4.38 | 4.34 | 3.95 | 4.15 | 4.21 | 4.10 | 4.16 | 4.41 | 4.50 | 3.99 | 4.41 | 4.32 | 4.29 | 3.64 | 4.20 | 3.85 |
| Information about important events and lessons learned is shared within my work group | 4.54 | 4.56 | 4.19 | 4.54 | 4.21 | 4.46 | 4.43 | 4.59 | 4.44 | 4.34 | 4.36 | 4.44 | 4.57 | 4.08 | 4.42 | 4.28 |
| Leaders encourage people to ask questions | 4.46 | 4.63 | 4.29 | 4.54 | 4.32 | 4.40 | 4.35 | 4.54 | 4.63 | 4.27 | 4.51 | 4.56 | 4.65 | 4.03 | 4.51 | 4.22 |
| Managers treat workers with respect | 4.62 | 4.53 | 4.10 | 4.23 | 4.47 | 4.37 | 4.43 | 4.48 | 4.56 | 4.25 | 4.46 | 4.59 | 4.52 | 3.98 | 4.49 | 4.13 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.38 | 4.44 | 3.86 | 4.12 | 4.11 | 4.30 | 4.27 | 4.44 | 4.56 | 4.19 | 4.28 | 4.44 | 4.71 | 3.92 | 4.27 | 4.07 |
| My supervisor would use whatever power they have to help me out | 4.38 | 4.54 | 3.90 | 4.23 | 4.42 | 4.42 | 4.41 | 4.49 | 4.75 | 4.32 | 4.49 | 4.56 | 4.71 | 4.07 | 4.36 | 4.26 |
| People in my work group treat each other with respect | 4.54 | 4.58 | 4.38 | 4.15 | 4.32 | 4.42 | 4.47 | 4.45 | 4.50 | 4.32 | 4.64 | 4.42 | 4.67 | 4.13 | 4.52 | 4.19 |
| People listen to one another; it is rare that someone's views go unheard | 4.23 | 4.24 | 3.90 | 4.00 | 3.95 | 4.11 | 4.00 | 4.30 | 4.13 | 3.91 | 4.08 | 4.25 | 4.14 | 3.83 | 4.11 | 3.95 |
| People report mistakes they make, even if others do not notice them | 4.46 | 4.13 | 3.70 | 3.73 | 3.95 | 4.05 | 3.88 | 4.09 | 4.13 | 3.95 | 4.00 | 4.07 | 4.33 | 3.59 | 3.95 | 3.57 |
| The company cares about my opinions | 4.31 | 4.16 | 3.67 | 3.96 | 3.95 | 3.85 | 4.12 | 4.15 | 4.56 | 3.70 | 4.10 | 4.29 | 4.52 | 3.43 | 4.06 | 3.64 |

9. 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

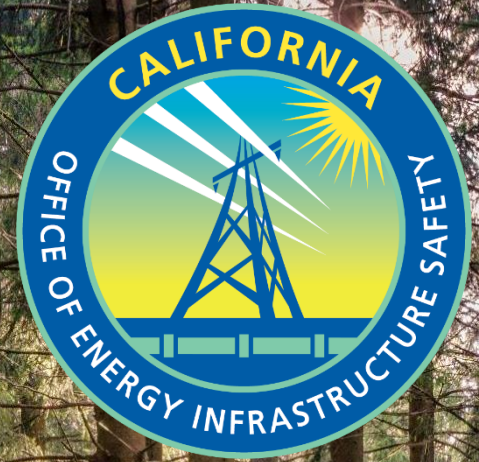
| | 0-1 Years | | 2-5 Years | | 6-10 Years | | 10+ Years | |
|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
| | SCE Contractor | SCE Employee | SCE Contractor | SCE Employee | SCE Contractor | SCE Employee | SCE Contractor | SCE 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 | 3.99 | 3.71 | 3.89 | 3.63 | 3.93 | 3.56 | 4.09 | 3.28 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.63 | 4.65 | 4.59 | 4.52 | 4.61 | 4.45 | 4.56 | 4.34 |
| Leaders actively seek out signs of potential wildfire hazards | 4.40 | 4.38 | 4.41 | 4.28 | 4.46 | 4.13 | 4.44 | 3.90 |
| My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.61 | 4.62 | 4.57 | 4.47 | 4.57 | 4.43 | 4.59 | 4.25 |
| Our management acts quickly to address wildfire hazards | 4.57 | 4.53 | 4.53 | 4.41 | 4.55 | 4.28 | 4.56 | 4.15 |
| People in my work group report all wildfire hazards, no matter how minor | 4.52 | 4.47 | 4.47 | 4.36 | 4.43 | 4.28 | 4.56 | 4.06 |
| People look for wildfire hazards and risks as work progresses | 4.43 | 4.33 | 4.47 | 4.30 | 4.46 | 4.21 | 4.41 | 4.03 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.64 | 4.61 | 4.62 | 4.54 | 4.66 | 4.46 | 4.72 | 4.39 |
| Wildfire and personal safety concerns are communicated openly | 4.58 | 4.52 | 4.56 | 4.43 | 4.57 | 4.32 | 4.54 | 4.19 |

Personal Safety Statement Average Response Scores

| | 0-1 Years | | 2-5 Years | | 6-10 Years | | 10+ Years | |
|-----------------------------------------------------------------------------------------------------------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
| | SCE Contractor | SCE Employee | SCE Contractor | SCE Employee | SCE Contractor | SCE Employee | SCE Contractor | SCE 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 | 4.55 | 4.48 | 4.52 | 4.42 | 4.56 | 4.28 | 4.58 | 4.11 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.45 | 4.47 | 4.43 | 4.36 | 4.46 | 4.30 | 4.49 | 4.25 |
| I take responsibility for the safety of myself and others in my work area | 4.68 | 4.75 | 4.74 | 4.71 | 4.75 | 4.71 | 4.77 | 4.65 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.56 | 4.60 | 4.53 | 4.56 | 4.54 | 4.49 | 4.57 | 4.36 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.51 | 4.46 | 4.45 | 4.30 | 4.52 | 4.19 | 4.45 | 4.01 |
| Leaders use mistakes and incidents as learning opportunities | 4.56 | 4.39 | 4.54 | 4.37 | 4.50 | 4.24 | 4.44 | 4.07 |
| Pausing work for hazards and safety concerns is viewed positively | 4.54 | 4.67 | 4.59 | 4.56 | 4.57 | 4.43 | 4.62 | 4.30 |
| People focus on one task at a time and avoid distractions | 4.26 | 4.05 | 4.25 | 3.81 | 4.21 | 3.70 | 4.24 | 3.51 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.47 | 4.40 | 4.46 | 4.28 | 4.42 | 4.11 | 4.44 | 4.00 |
| People have the skills they need to resolve workplace safety issues | 4.42 | 4.41 | 4.45 | 4.31 | 4.48 | 4.19 | 4.42 | 4.02 |
| We have the right tools for the job | 4.36 | 4.32 | 4.40 | 4.09 | 4.51 | 3.91 | 4.39 | 3.80 |

Overall Culture Statement Average Response Scores

| | 0-1 Years | | 2-5 Years | | 6-10 Years | | 10+ Years | |
|----------------------------------------------------------------------------------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
| | SCE Contractor | SCE Employee | SCE Contractor | SCE Employee | SCE Contractor | SCE Employee | SCE Contractor | SCE Employee |
| | Average | Average | Average | Average | Average | Average | Average | Average |
| I believe managers apply the same rules for all workers | 4.33 | 4.29 | 4.25 | 4.04 | 4.30 | 3.99 | 4.18 | 3.68 |
| Information about important events and lessons learned is shared within my work group | 4.56 | 4.50 | 4.52 | 4.42 | 4.43 | 4.32 | 4.52 | 4.10 |
| Leaders encourage people to ask questions | 4.61 | 4.57 | 4.47 | 4.36 | 4.48 | 4.27 | 4.53 | 4.06 |
| Managers treat workers with respect | 4.47 | 4.49 | 4.40 | 4.38 | 4.50 | 4.23 | 4.39 | 4.03 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.42 | 4.33 | 4.36 | 4.26 | 4.41 | 4.17 | 4.41 | 3.92 |
| My supervisor would use whatever power they have to help me out | 4.46 | 4.47 | 4.45 | 4.41 | 4.47 | 4.34 | 4.39 | 4.11 |
| People in my work group treat each other with respect | 4.50 | 4.55 | 4.43 | 4.41 | 4.45 | 4.33 | 4.40 | 4.16 |
| People listen to one another: it is rare that someone's views go unheard | 4.29 | 4.12 | 4.21 | 4.05 | 4.14 | 3.90 | 4.20 | 3.83 |
| People report mistakes they make, even if others do not notice them | 4.12 | 4.05 | 4.08 | 4.00 | 4.17 | 3.88 | 4.02 | 3.60 |
| The company cares about my opinions | 4.18 | 4.05 | 4.11 | 3.74 | 4.26 | 3.64 | 4.15 | 3.46 |



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

Southern California Edison

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 | Stewardship | Stewardship | Stewardship | Stewardship | Citizenship |
| 1.1.2 Wildfire safety integrated into frontline supervisors' goals and objectives | Stewardship | Stewardship | Stewardship | Stewardship | Stewardship |
| 1.1.3 Safety incorporated into position descriptions | Citizenship | 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 | Citizenship | Citizenship | Citizenship | Citizenship | Citizenship |
| 1.3.1 Rewards and incentives to support safety | Citizenship | Citizenship | 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 | Citizenship | Citizenship | Citizenship | Citizenship | Citizenship |
| 2.2.1 Effectiveness of wildfire safety metrics | Stewardship | 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 | Stewardship | Citizenship | Citizenship | Citizenship | Citizenship |

Safety Enabling Systems

| | 2021 | 2022 | 2023 | 2024 | 2025 Goal |
|------------------------------------------------------------|--------------------|-------------|-------------|-------------|-------------|
| 3.1.1 Investigations using root cause analysis | Stewardship | Citizenship | Citizenship | Citizenship | Citizenship |
| 3.1.2 Quality of event investigations | Stewardship | Stewardship | Citizenship | Citizenship | Citizenship |
| 3.1.3 Results of investigations | Private Compliance | Stewardship | Stewardship | Citizenship | Citizenship |
| 3.2.1 Process of reporting wildfire hazards | Stewardship | Citizenship | Citizenship | Citizenship | Citizenship |
| 3.3.1 Systems to encourage sensitivity to weak signals | Stewardship | 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 | Stewardship | Stewardship | Stewardship |
| 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 | Citizenship | Citizenship | 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 Gerras (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 as it was received from the electrical corporation, presented without revision.

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

Safety Culture Maturity Scale

Public Compliance

Not considered

Private Compliance

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

Stewardship

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

Citizenship

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 | Stewardship | Stewardship | Stewardship | Stewardship | Citizenship |

Justification

Wildfire safety performance is a component of broader safety performance and is one of several factors in determining selection or promotion. Safety is a core competency and is a component of performance management and career planning for leaders. Candidates in critical field roles are evaluated on safety values for selection. There is also a menu of standardized safety interview questions that must be used for selection/candidate differentiation.

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 | Stewardship | Stewardship | Stewardship | Stewardship | Stewardship |

Justification

Safety, which includes wildfire safety, public and personal safety, is included in the values and competencies ratings of all leaders and employees as well as SCE’s organizational goals (e.g., both lagging and leading indicators such as Serious Injuries and Safety Observations) are tracked at the corporate goal level. Wildfire safety-specific goals and objectives for leaders of frontline employees include both leading and lagging indicators and are discussed in operational performance meetings. Wildfire safety leading indicators encompass WMP implementation/deployment of mitigations (e.g., covered conductor miles), and wildfire safety lagging indicators include CPUC reportable ignitions and PSPS customer minutes of interruption. In 2024, SCE increased focus on driving field safety observations in frontline leader goals, resulting in recognition and/or opportunities for improvement to better foster visible leader safety engagement as part of the concrete steps SCE is taking to advance to level 4 maturity.

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 | Private Compliance | Stewardship | Citizenship |
| No mention of safety | Focus is on compliance with rules and dismissal if found out of compliance | 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 | 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 | Citizenship | Citizenship | Citizenship | Citizenship | Citizenship |

Justification

Safety is one of SCE's corporate values, which sets foundational performance expectations for all employees, and demonstrates an unwavering commitment to safety. Safety performance expectations are included in our competency model and all relevant position descriptions and incorporated into annual goals. SCE reinforces expectations for leaders to create an environment where employees can speak up through ongoing company-wide discussions (e.g., Safety Stand Ups, Tailboards). All employees, including Officers, are held accountable for safety outcomes exemplified through impacts to compensation and annual performance ratings. Executive leadership is informed of incidents and accountable to ensure corrective actions are implemented and adhered to.

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

No training available

Private Compliance

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

Stewardship

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

Citizenship

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

Electrical Corporation Self-Ranking

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

Justification

SCE provides job-specific wildfire training (e.g., hot work restrictions) and technical training for our workers to safely perform their job tasks. Safety culture training was also deployed to all employees and leaders, providing practical tools for leaders to support a strong safety culture, influence safe behaviors aligned with our values, and inspire employees to take ownership of their safety. SCE implemented Human and Organizational Performance (HOP) training, which continued our journey of ensuring that frontline leaders are implementing training concepts such as coaching conversations grounded in HOP principles. Safety culture training was deployed to all employees and leaders, providing practical tools for leaders to support a strong safety culture and build capabilities for coaching conversations to influence safe behaviors and improve safety performance.

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 No training available | Private Compliance Job-specific wildfire safety training focused on rules compliance, procedures, and safety systems (e.g., familiarity with wildfire-related job procedures or personal safety related procedures) | Stewardship Job-specific wildfire safety training; in addition, wildfire safety training beyond job requirements (e.g., wildfire mitigation strategy) and behavior-based safety training (observing safe behaviors, approaching others, etc.) | Citizenship All criteria in “Stewardship” option are met; in addition, training includes advanced safety topics such as human performance reliability |
|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|

Electrical Corporation Self-Ranking

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

Justification

SCE provides job-specific wildfire training and technical training to ensure our workers can safely perform their job tasks. Annually, SCE conducts comprehensive training for field employees and briefs its contractors engaged in wildfire mitigation activities. Additionally, SCE organizes roadshows and roundtables, meeting directly with our frontline workforce, serving as a platform to share critical updates, address region-specific concerns, and gather valuable feedback. Regular training updates are also conducted proactively to address operational changes or emerging risks, ensuring our workforce remains prepared and informed. Safety culture training was also deployed to all employees and leaders, providing practical tools for leaders to support a strong safety culture, influence safe behaviors aligned with our values, and inspire employees to take ownership of their safety. SCE has also provided safety observation training to frontline workers coupled with paired safety observations to provide on-the-job coaching for leaders.

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

Safety Culture Maturity Scale

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

Electrical Corporation Self-Ranking

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

Justification

SCE does not train our contractors but sets minimum requirements for the knowledge and experience of a contractor’s work force. Independent contractors must be responsible for the occupational safety of their employees; SCE seeks to assure they meet their responsibility through establishment of certain minimum requirements for the knowledge and experience of a contractor's work force. Examples of these requirements, as well as wildfire-specific safety requirements, include Work Restrictions During Elevated Fire Conditions, Hazard Assessment, and Safety Plan provides wildfire hazard awareness and mitigation requirements on which contractors are responsible for training their employees and subcontractors. SCE provides standardized Wildfire Prevention requirements for contractors to ensure their employees are knowledgeable and in compliance with SCE’s High Fire Risk Areas Hot Work Restrictions & Mitigation Measures Program(s). SCE’s Safety and Procurement groups ensure consistent requirements are in place across tier one contractors and SCE’s Safety group conducts observations to ensure compliance with all safety requirements including fire plans implementation and protocols.

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 | Citizenship | Citizenship | Citizenship | Citizenship | Citizenship |

Justification

Safety performance, encompassing worker, public, and wildfire safety, is a significant factor in determining rewards/incentives. Eligible employees are rewarded for impactful actions or observations through annual incentive programs and other enterprise-wide programs (such as Encore Safety Awards, Safety Honor Awards , and Safety Triple Crown). Annual incentive payouts and base pay increases for eligible employees are performance-based, considering factors related to wildfire safety and worker and public safety. The annual incentive program assigns a target weighting of 55% to safety and resiliency goals, emphasizing their importance. For 2024, leading indicators for safety included a goal focused on improving the quality of field safety observations by recognizing desired safety behaviors and coaching for improvement opportunities, while a separate goal focused on High Energy Control Assessments performed on high-hazard tasks. The foundational importance of safety is reflected in the annual incentive program’s foundational goals—under those goals, significant safety incidents can result in the reduction or elimination of annual incentives. Safety citizenship also plays a crucial role in leadership selection/promotion decisions (as described in 1.1.1.1).

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

SCE’s portfolio of wildfire mitigation activities is designed to reduce wildfire risks and improve associated safety outcomes. Goals and targets related to operational deployment of these activities are established at the corporate and organizational unit levels and assigned to a responsible executive. Specific safety goals for employee, contractor, and public safety are also established at the corporate level. Performance against these goals is reviewed throughout the year by management with routine reporting to the Board. Regular executive leadership forums, comprised of SCE officers, specifically focus on monitoring wildfire mitigation strategies, action plans and execution through a systematic risk-informed perspective to proactively mitigate risk for the public and our workers. SCE's maturity model reinforces personal safety ownership and accountability progressing to Stewardship, building on our foundation of workers proactively sharing knowledge of hazards and shared safety ownership.

2.1.2 Who is accountable for personal 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 |
| 2.1.2 Accountable for personal safety outcomes | Citizenship | Citizenship | Citizenship | Citizenship | Citizenship |

Justification

SCE's Safety Culture Maturity model reinforces personal safety ownership and accountability through programs, training, and resources to anchor our safety culture in Private Compliance, where employees are inherently motivated to make safe choices to protect themselves for who and what they value. All employees, including Officers, are held accountable for safety outcomes via impacts to compensation and annual performance ratings. Operational leadership and Edison Safety are accountable by ensuring incidents are assessed (e.g., investigations, root cause evaluations) and comprehensive corrective actions are identified and deployed. Executive leadership is informed of incidents and accountable to ensure corrective actions are implemented and adhered to.

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

Safety Culture Maturity Scale

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

Electrical Corporation Self-Ranking

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

Justification

Leading and lagging wildfire safety indicators are tracked through team, organizational, and Senior Executive councils and routine Senior Executive-level reporting. All levels of teams within relevant operational organizations have goals anchored to concrete activities that are tracked/cascaded throughout the organization.

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

Safety Culture Maturity Scale

| | | | |
|-------------------------------------------|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| Public Compliance Not effective | Private Compliance Reasonably effective in providing data and trends across company | Stewardship Highly effective in providing data and trends in critical exposure areas | Citizenship 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 | Stewardship | Citizenship | Citizenship | Citizenship | Citizenship |

Justification

SCE conducts regular trend analysis of inspection findings, fire investigation results, and internal audit findings to provide actionable insights on existing and potentially new wildfire mitigation activities. SCE is continuously refining its wildfire risk models (e.g., Technosylva) to be more granular and precise. This enables SCE to identify the highest risk areas (e.g., Areas of Concern and Severe Risk Areas), for prioritization of mitigation deployment.

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

Wildfire related items are addressed through several forums including the Operations Review Forum (ORF), and Operating Company (OpCo); these forums serve as SCE’s governing bodies for our senior leaders to coordinate on key operational issues facing the company and discuss progress toward our corporate goals. The Safety and Operations Committee (SOC) of the Board of Directors provides oversight of management in this area. In addition to SCE’s chief executive officer and chief financial officer, these forums are represented by senior officers from every organizational unit across SCE. There are also annual WMP Scope and Strategy sessions where Executive Stakeholders and wildfire activity leads hold “deep dive” reviews of program targets and strategic objectives for each WMP base plan.

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

Safety Culture Maturity Scale

| Public Compliance | Private Compliance | Stewardship | Citizenship |
|-------------------------------|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Safety metrics are not shared | Lagging indicators for wildfire outcomes are posted at local/site operations | Lagging and leading indicators for wildfire safety are posted and discussed in regular management and supervisor meetings | 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 | Stewardship | Citizenship | Citizenship | Citizenship | Citizenship |

Justification

Performance of leading and lagging wildfire mitigation metrics are discussed regularly within relevant organizations, from the Senior Executive level down through management and supervisor level. Individual/team insights on lagging and leading metric performance are used to develop and deploy corrective actions for improvements. Individuals and teams are recognized in these meetings for contributions that meet and exceed wildfire mitigation targets. Furthermore, SCE highlights major wildfire mitigation achievements and progress on its website and in its regular public digests/newsletters (e.g., Edison Energized) and corporate goal performance via companywide livestreams. Going forward, SCE will continue to reinforce its practice of reviewing metrics regularly at executive, management and local levels for insights and improvement actions and summarize performance highlights via employee-wide communications.

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 | Citizenship | Citizenship | Citizenship | Citizenship |

Justification

At SCE, all High-Energy Serious Injury and Fatality (HSIF), Low-Energy SIF (LSF), and Potential SIF incidents (PSIF), also called near misses, are rigorously evaluated using a Cause Evaluation or Learning Team. SCE's approach to personal safety is aligned with how the utility industry classifies and evaluates personal safety incidents, using the EEI Safety Classification and Learning model. Non-SIF capacity and exposure incidents are also evaluated using these methodologies. Trends are identified for incidents – including wildfire, employee or contractor, and public safety – and evaluations are conducted where warranted. Incidents involving contracted personnel are evaluated to identify potential gaps in SCE's oversight, and associated corrective actions are implemented. Incident trends are continuously monitored, and Common Cause Evaluations (CCE) are conducted to address recurring issues. All ignitions that involve SCE facilities, regardless of size are investigated for root cause, including secondary causes (when relevant). Furthermore, trend analyses are performed for potential ignitions (e.g., faults) and ignitions, continuously monitored and deep dive analysis are performed routinely.

B18

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

SCE has a rigorous cause evaluation process for significant safety incidents involving employees, contractors, and members of the public. Once an incident report is received, evaluations are conducted in partnership between the reporting organization and Edison Safety, facilitated by trained evaluators. All ignitions that involve SCE facilities, regardless of size are investigated for root cause, including secondary causes (when relevant). These evaluation teams gather input from various stakeholders to determine corrective actions, including managers, supervisors, peers, subject matter experts, bargaining unit representatives, and other persons involved. This process identifies organizational, operational, technical, and cultural causes, leading to corrective actions aimed at controlling exposure. Wildfire and public safety investigations are conducted at a high level of rigor, focusing on root cause identification and recurrence prevention (e.g., updating standards and manuals, inspections questionnaires, replacing equipment). SCE reviews ignitions, both CPUC reportable and non-CPUC reportable, for lessons learned, mitigation effectiveness, and additional driver solutions. Overall, SCE's approach thoroughly evaluates the incidents, with a focus on learning and continuous improvement. This comprehensive evaluation process helps to enhance safety culture, processes, and systems, ultimately reducing exposure to risks and preventing future incidents.

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 | Private Compliance | Stewardship | Stewardship | Citizenship | Citizenship |

Justification

SCE's cause evaluation are performed for significant safety incidents involving employees, contractors, and members of the public and the result in corrective actions are developed to help prevent repetition or mitigate consequences. These actions are documented and tracked to timely closure in the Incident Management System. Corrective actions address procedures or policies to engineer or eliminate hazards and ensure controls are in place to mitigate SIFs. Learnings and actions from cause evaluations are shared in a timely manner throughout the organization, with our contractors, and through industry forums (e.g., updating standards and manuals, inspections questionnaires, replacing equipment). The quality of the corrective actions is assured through leadership ownership, demonstrated by a diverse Management Review Committee review team. Effectiveness reviews are established for Root Cause Evaluations and Common Cause Evaluations to ensure effective corrective actions. Lessons learned are continuously shared with employees through Operating Experience reports (OE) and communicated by supervision to field employees. These OEs are created for every HSIF, LSIF, PSIF, and select non-SIF incidents.

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 | Stewardship | Citizenship | Citizenship | Citizenship | Citizenship |

Justification

SCE has an established process for inspections and remediations (including PSPS pre- and post-patrols). Status and progress are shared broadly for visibility and action. Safety culture efforts also reinforce ownership and discretionary effort to address safety hazards, even when not explicitly performing an assigned job function. For example, SCE’s high-fire inspection forms allow inspectors to provide feedback on the risk of the structure they inspect. Furthermore, inspection teams have proactively communicated structures they feel should be inspected more frequently, demonstrating a positive wildfire safety culture being instilled across our organization. This type of feedback is encouraging and reduces exposure. SCE has continued more targeted sessions with execution organizations to provide information on the risk-modeling driving their wildfire work and collect any actionable feedback to modify existing processes and/or mitigations.

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 No formal process or structure | Private Compliance Workforce is encouraged to report wildfire hazards as it sees them | Stewardship System established for reporting and mitigating wildfire hazards; leaders encourage reporting of weak signals | Citizenship 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 | Stewardship | Citizenship | Citizenship | Citizenship | Citizenship |

Justification

SCE interprets weak signals and black swans as indicators that are low frequency/high severity that would not historically lead to prediction of a wildfire. As noted above, SCE reviews all ignitions and develops solutions to drivers in addition to those mitigated by SCE’s mitigation portfolio. These reviews can uncover weak signals; for example, when SCE noted an uptick in secondary conductor-caused ignitions, SCE leveraged data to implement changes, which included modifications to inspection forms and a secondary conductor vegetation pilot. Moreover, SCE’s Enterprise Risk Management program has a process to evaluate potential black swans and trains management on how to spot low frequency/high severity and outlier opinions.

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

SCE conducts regular training and exercises at multiple levels of the company and with local agencies, incorporating federal and/or state training standards (e.g., FEMA NIMs, Cal OES SEMS), throughout the year. SCE conducts PSPS-specific training and exercises, and routinely conducts exercises on seismic events, windstorms, rainstorms, and wildfires. SCE annually trains field employees and briefs its contractors engaged in wildfire mitigation activities. Regular training updates occur based on proactive operational changes or identified risks. These exercises result in after-action reports and corrective actions. Field response is supplemented by an Incident Management Team to ensure operations have appropriate access to personnel and material resources to respond to adverse conditions. As noted earlier, Enterprise Risk Management trains leaders to identify and address risk, further cultivating a “what could go wrong” mentality.

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 | Stewardship | Stewardship | Stewardship |

Justification

SCE has established a comprehensive collection of systems, processes, structures, and tools to incorporate safety lessons learned and cause evaluations across various company-wide learning forums. A cross-functional safety governance structure regularly reviews corrective actions and findings, which are shared broadly across the organization. For example, operating experiences summarize cause evaluations and corrective actions for leaders to cascade down. Leaders use safety dashboards that provide real-time safety performance data to inform adjustments and additional actions. SCE also benchmarks and shares safety practices with other investor-owned utilities (IOUs) and industry groups, such as the Edison Electric Institute (EEI), North American Transmission Forum (NATF), and Incident and Work Management Committee (IWRMC). SCE remains committed to cultivating a learning mindset in all employees and has implemented several enterprise-wide forums to solicit, share, and implement safety and work process enhancements. Additionally, SCE has implemented High-Energy Control Assessments (HECA) to improve worker awareness of high-energy hazards on job sites, enabling them to take steps to control those hazards. Practices and tools include energy-based observations and the utilization of the Energy Wheel, which helps crews scan for sources of energy with reminders of hazards that are commonly overlooked. By integrating these processes and structures, SCE fosters a learning organization that continuously improves safety culture, processes, and systems, ultimately enhancing overall safety performance.

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

SCE’s internal audit department’s annual audit plan is risk based and includes wildfire related operations as this is a key risk for the company and the public SCE serves. The annual risk-based audit plan incorporates input and feedback from all level of senior management, as well as input and oversight from the Audit and Finance Committees and Safety and Operations Committees of the Board. The department conducts independent, rigorous and systemic operational, safety, and wildfire audits leveraging a team of engineers and health and safety professionals focused on continuous improvement and proactively identifying and remediating control weaknesses. SCE also uses a co-sourcing strategy to integrate external technical experts in its independent audit team. Audit findings are reviewed by senior management, and all audit observations are tracked to closure. Using AI tools, SCE also identifies broader trends from historical findings to raise awareness of common themes, inform risk assessment procedures in the development of the audit plan, and further assess severity of findings that are repeat in nature.

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 | Citizenship | Citizenship | Citizenship | Citizenship |

Justification

All audit observations are tracked via an audit management system, TeamMate. Management is sent a series of reminders regarding audit observation due dates. Before an observation can be marked as closed, it must be verified by the assigned auditor after reviewing evidence. Follow-up audits are required for all high-rated observations to further evaluate effectiveness of implemented solutions. Senior management review findings with an emphasis on high-rated and overdue findings. The Audit and Finance Committees oversee all high-rated observations and all overdue findings.



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

Integrate mandatory safety questions in all hiring interviews

B1. Deadline

8/31/2025

C1. Management Self-Assessment Reference(s)

1.1.1



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

Continue improving leader ownership of safety focusing on safety culture engagement and safety work plans anchored in SCE triennial safety culture assessment findings

B1. Progress Metrics

Cultural indicators are assessed through a combination of triennial Safety Culture Assessments and regular Safety Culture Pulse Surveys

1. Leader time in field
2. Felt leadership through employee perception of leader engagement
3. Leaders speaking positively about safety culture
4. Safety leadership improvement
5. Leader safety observation feedback and coaching

C1. 12-Month Target

1. Continue increasing leader time in field
2. Continue improving employee perception of quality of supervisor safety engagement
3. Continue increasing number of leaders speaking positively about safety culture
4. Continue improving employee perception of leader's safety leadership
5. Continue increasing number of leader observations with recognition and identified opportunities for improvement

D1. Description of Objective

SCE's Safety Programs and Work Plans are focused on driving systematic risk identification and mitigation and are enhanced by safety culture tools which embed sustained shifts in employee safety mindset and behaviors to reduce wildfire and safety risk. Leader safety ownership in conjunction with high hazard risk controls will ensure leaders understand and have the tools to fulfill their role in executing and reinforcing our safety and wildfire mitigation programs.

A2. Objective

Increase frequency of intrinsically motivated Safe Worker Behaviors (Safety Ownership)

B2. Progress Metrics

1. Worker willingness to implement safety culture changes
2. Workers observing peers speaking positively about safety culture
3. Worker comfort in speaking up when experiencing a safety concern
4. Worker comfort in speaking up when experiencing a safety concern

C2. 12-Month Target

1. Increase number of workers willing to implement safety culture changes
2. Increase proportion of workers speaking positively about safety culture
3. Increase number of workers who feel comfortable speaking up to address a safety concern

D2. Description of Objective

SCE's Safety Culture Maturity Model is currently focused on progressing from Public Compliance where employees follow rules primarily as a result of potential consequences, to Private Compliance, where employees are motivated to make safe choices because they inherently value protecting themselves and the public. A private compliance mindset sets the foundation for discretionary effort to execute on all safety goals, including Wildfire Mitigation and SIF prevention efforts currently implemented to systematically identify and reduce risk exposure. SCE's Wildfire Mitigation and Safety Programs drive improved work practices, risk identification and mitigation; intrinsic motivation (safety ownership) drives acceptance and adoption; this integrated approach holistically addresses wildfire and safety risks to the public and our workers.

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

Anchor safety culture maturity in Private Compliance - where leaders are accountable for safety culture/outcomes, and employees consistently demonstrate safe behaviors

B1. Progress Metrics

1. SCE uses a 25-dimension safety culture maturity model that evaluates safety environment within the company, safety practices, personal accountability, and leadership.

C1. 3-Year Target

1. Continued measurement of safety culture progress and impact through regular safety culture pulse surveys

D1. Description of Objective

A private compliance mindset sets the foundation for employee discretionary effort and leadership safety ownership and accountability to execute on all safety goals including Wildfire Mitigation and SIF prevention programs currently implemented to systematically identify and reduce risk exposure. SCE's Wildfire Mitigation and Safety Programs drive improved work practices, risk identification and mitigation; employee intrinsic motivation and leadership safety ownership drives acceptance, adoption, and accountability; this integrated approach holistically addresses wildfire and safety risks to the public and our workers.

A2. Objective

Begin evolving safety culture mindset and actions to Stewardship level of maturity where all employees collectively engage in and reinforce making safe choices and consistently demonstrate safe behaviors

B2. Progress Metrics

1. SCE triennial Safety Culture Assessment currently being conducted will determine specific areas of opportunities to ensure targeted actions and appropriate measures are implemented

C2. 3-Year Target

1. Continued measurement of safety culture progress and impact through regular safety culture pulse surveys

D2. Description of Objective

SCE attaining a Stewardship level of safety culture maturity builds on our foundation of Private Compliance, with workers proactively sharing knowledge of hazards and learnings through increased trust and shared safety ownership. There is increased cross-functional safety ownership and good safety performers are recognized as strong exemplars in the organization. These anchors of a Stewardship safety culture contribute to a proactive learning organization where teams go above and beyond to identify and mitigate exposures, including Wildfire and SIF. Teams govern themselves and hold each other accountable for Safety and Wildfire Mitigation outcomes.

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

Deepen Leadership Safety Ownership & Accountability

B1. Actions Taken

1. Expanded coaching for leaders to enhance safety leadership, drive safety improvement opportunities and enhance field engagement through effective safety conversations
 2. Refined high hazard leader performance development plan goals to drive tighter focus on conducting quality safety observations that include an opportunity for improvement and/or recognition; and energy-based observations to improve hazard identification and control
 3. Conducted leader-led organizational-wide Safety Stand Ups focused on addressing themes from our latest internal safety culture assessment
-

A2. Major Theme/ Lesson Learned 2

Increase leader visibility and time in field

B2. Actions Taken

1. Expanded implementation of targeted safety culture interventions to drive improved hazard identification and mitigation, and leader field safety engagement
 2. Measured and shared leadership time in field through safety culture pulse survey to inform areas for improvement and/or recognition
 3. Provided leaders with coaching tools and skills to improve feedback and recognition to embed desired safety behaviors
-

A3. Major Theme/ Lesson Learned 3

Improve the quantity and quality of safety recognition

B3. Actions Taken

1. Deployed safety culture training for leaders of teams who perform high hazard work to improve safety leadership competencies
 2. Sustained quality focused safety observation organizational goal that included safety recognition
 3. Implemented leadership "huddles" to provide a forum where desired safety behaviors are highlighted and recognized by leaders
-

A4. Major Theme/ Lesson Learned 4

Increase psychological safety (speaking up & stopping work)

B4. Actions Taken

1. Providing front line leaders with real time coaching and peer to peer discussions to further embed skillset and tools to sustain a psychologically safety work environment
 2. Conducted leader-led organizational-wide Safety Stand Ups focused on addressing themes from our latest internal safety culture assessment, including cultivating a speak up culture
-

A5. Major Theme/ Lesson Learned 5

Improve employee participation in safety

B5. Actions Taken

1. Engaging employees and leaders in a company-wide competition to submit grassroots safety projects that drive continuous safety improvements
 2. Conducting safety Kaizens with front line employees to develop and implement mitigations for high hazard risks
-

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

Continue to Build SCE's Capacity as a Learning Organization

B1. Actions Taken

1. Implemented several components of their Environmental, Health, Safety, and Quality (EHSQ) Information Management System across the entire enterprise, including office and field observations. The system provides an easily accessible and user-friendly platform that allows users to submit Safety Observations, Critical Observable Actions, Focused Observations, and Energy-Based Observations. A second phase of EHSQ is in progress (system design and user testing is underway) and will go live in Q2 2025.
2. Continued to share lessons learned via SCE's Weekly Incident Report, which provides more opportunities for frontline workers and contractors to discuss lessons learned from completed safety incidents evaluations, initial learnings from pending evaluations and tips for prevention.
3. Continued expansion of the deployment of HOP training to the Transmission organization. SC&M and Grid Ops, previously implemented in 2022 and 2023, continue HOP sustainability efforts, including re-occurring HOP Event Learning Sharing Sessions where leaders and field crews identify and share learnings from events, good catches and great work applying the HOP Principles. Other organizations are implementing HOP training concepts such as coaching conversations grounded in HOP Principles.

C1. Results

Continuing to see signs of progress in:

- Increased frequency and expanded audience for sharing lessons learned
 - Improved timeliness of developing preliminary lessons learned
 - Improved understanding of human and organizational performance concepts
-

A2. Recommendation 2

Strengthen Safety Communications

B2. Actions Taken

Strengthened safety communication channels between leadership and frontline workers:

1. SCE's Incident Management Team (IMT) maintains constant communication with field personnel during incidents through various channels. Certain IMT personnel have roles dedicated to directly communicating with field and switching center personnel during an event; designated leaders or supervisors at the district level act as liaisons between the IMT and field personnel; periodically, senior leaders from PSPS and Operations travel out to the field during PSPS incidents to communicate and elicit feedback from field and customer support personnel.

2. Due to the heightened demand of PSPS activations during Q4 2024, the regular safety culture roundtable sessions did not take place. While safety and engagement remain top priorities, SCE's focus during this period was on ensuring the success of PSPS operations, maintaining compliance, and prioritizing public safety. SCE remains committed to resuming these sessions in 2025 to foster continued dialogue and meaningful information sharing with the frontline workforce.

C2. Results

- Improvement in awareness of wildfire safety protocols
 - Improved communication with frontline workforce on wildfire safety protocols
-

A3. Recommendation 3

Mitigate Risk Exposure Posed by Interactions with the Public

B3. Actions Taken

Sustain ongoing efforts to mitigate workers' risk exposure posed by interactions with discontented members of the public:

1. Continued improving process for inspectors and vendors to request customer contact info to set up an inspection appointment after repeated attempts to gain access to property without success.
2. Shared existing customer contact info GIS map layers with inspectors and vendors so they have the customer contact info as part of their job planning prior to starting the job in the field.
3. As part of our social media outreach on Facebook, NextDoor, etc. names of drone vendors conducting inspection in High Fire Risk Areas are being included to improve public awareness and keep contractors safe.
4. SCE continues to offer the Employee & Property Access Safety video in English and Spanish. Field Safety presentations are also provided to employees and contractor groups upon request.

C3. Results

In 2024, SCE experienced a 21% increase compared to 2023 (93 compared to 77) but an 18% decrease compared to 2022 (93 compared to 113). Q4 2024 had a 29% decrease compared to Q3 of 2024 (22 compared to 31). The completion rate of the Workplace Violence Prevention Plan training across the company rose to 99.66%.

A4. Recommendation 4

Improve Training for Frontline Workers on Wildfire Suppression & Mitigation Technology

B4. Actions Taken

1. Continue delivering REFCL training to frontline workers with enhanced training materials. Completed initial REFCL training to 100% of all impacted SCE locations for impacted job classifications and will continue to expand in-person REFCL training throughout 2025.
2. Conducted a comprehensive review of training materials to identify technical content for frontline fire suppression training. SCE developed a robust training plan to ensure all in-scope employees receive structurally sound instruction, emphasizing the following enhancements: clearly defined learning objectives with advanced cognitive application, integration of active learning techniques, and embedded metrics for evaluating training effectiveness.
3. Training options will be enhanced for wildfire suppression training including interactive and engaging methods (hands-on activities, simulations and role-playing), and practical hands-on application (field exercises and equipment familiarization).

C4. Results

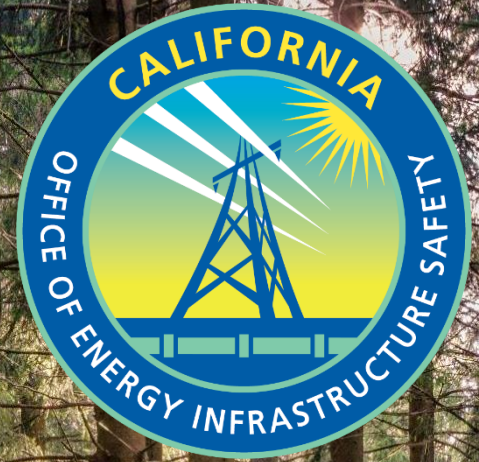
- Increased understanding of REFCL in additional locations
-

A5. Recommendation 1

Optimize safety communications between leadership and frontline workers

B5. Actions Taken

SCE began to execute the communication plan described in the previous quarterly report to ensure leaders are equipped to continue promoting employee engagement in the Workforce Survey. SCE provided field employees with smart devices to better facilitate completion of online surveys in the field.



APPENDIX C: Supporting Documentation



OFFICE OF ENERGY
INFRASTRUCTURE
SAFETY



Supporting Documentation

January 2025

Southern California Edison





Section 4. Supporting Documentation

The electrical corporation had the option to submit supporting documentation for the management self-assessment.

No supporting documentation was submitted.