



December 19, 2025

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**Subject: 2024 Safety Culture Assessment for Pacific Gas and Electric Company**

Mr. Hayes:

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

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

Sincerely,

/s/

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

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<sup>1</sup> [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 PACIFIC GAS AND**

**ELECTRIC COMPANY**

December 2025



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## Executive Summary

The Office of Energy Infrastructure Safety's (Energy Safety) 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).<sup>1</sup> 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 Pacific Gas and Electric Company's (PG&E's) inputs into its 2024 Safety Culture Assessment and associated findings and recommendations. The safety culture findings and recommendations are based on a workforce survey administered by a third party; and PG&E's management self-assessment, safety culture objectives, lessons learned, progress on the previous year's recommendations, and supporting documentation.<sup>2</sup>

According to its SCA inputs from 2024, PG&E maintained similar electric operations' safety culture maturity to its results in 2023. In 2023, PG&E generated high results on the majority (80%) of the workforce survey statements. In the 2024 survey, there was not a significant change from the 2023 results (all but one of the workforce survey scores decreased slightly, but the largest decrease was just 0.05). Of the 30 statements on the workforce survey, all statements had an overall average response score of moderately high or high (24 scored as high and six as moderately high).

PG&E's 2024 management self-assessment (MSA) demonstrates an organization working to improve its safety culture with positive changes being made. A management self-assessment follow-up interview, which was conducted with PG&E leadership, and a focus group session, which included frontline employees, supervisors, and contractors, both revealed positive and optimistic perceptions throughout PG&E's electric operations safety culture.

Focus group participants and MSA follow-up interview participants described PG&E as an organization that holds safety to a high standard and continues to make improvements in its safety culture year after year. An environment of open communication where supervisors

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<sup>1</sup> Safety Culture Assessment Guidelines for Electrical Corporations: <https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=57736&shareable=true>, (accessed Dec. 18, 2024).

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

encourage feedback was described by multiple participants during the focus group. The focus group also mentioned that while safety is prioritized, there is also a need to balance the focus on safety with real-time reliability and operations support. Further, it was stated during the focus group that striking this balance has been feasible due to open and honest conversations with leadership.

Although there is continued evidence of improvement in PG&E's safety, there are still key opportunities for further improvement in 2025, particularly regarding the perception of safety as demonstrated in the workforce survey. Additionally, PG&E's SCA inputs, including its focus group feedback and supporting documentation, highlight the need to improve trust, leadership accountability, and support systems for employees.

This assessment shows that PG&E should focus on trust building, organizational leadership, safety resources, risks and shortcuts, and knowledge transfer and feedback mechanisms. Improvements in these areas should also improve overall safety culture. These efforts should result in a continuous improvement journey that indicates ongoing development of safety culture. The safety culture recommendations for PG&E are summarized below.<sup>3</sup> PG&E should act on these recommendations immediately to drive consistent improvement in its safety culture.

### **Recommendations**

#### **Recommendation 1: Improve Leadership Ownership of Safety**

PG&E should improve leadership ownership of safety, increase leaders' direct engagement with its workforce in safety activities, improve how it communicates the corrective actions that result from reported near misses to its workforce, and strengthen the inclusion of its workforce into discussions, investigations, and improvement decisions that are the result of near miss reporting.

#### **Recommendation 2: Expand Safety Tools**

PG&E should further expand its safety management system to ensure employees have the resources, guidance, and support needed to complete their work safely.

#### **Recommendation 3: Mitigate Risks of Shortcuts**

PG&E should strengthen operational controls and workload management practices, including leadership expectations of safety, to ensure production pressures do not inadvertently encourage risk-taking or unsafe behaviors. PG&E should actively monitor real-time work conditions to proactively recognize subtle indicators of risk, including time pressure and task overload.

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<sup>3</sup> See Section 5 for complete recommendations.

**Recommendation 4: Improve Information Sharing and Feedback Mechanisms**

PG&E should investigate what system barriers exist that may cause information to not be consistently retained and acted on. PG&E should further strengthen real-time, two-way live dialogue with frontline employees to allow employees to raise concerns, contribute insights, and clarify expectations in support of safer work practices. PG&E should also engage employees closest to the work to gather their input on training needs and event learning.

# 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.<sup>4</sup> Pursuant to Public Utilities Code section 8389(d)(4),<sup>5</sup> Energy Safety must conduct an annual SCA for each California electrical corporation.<sup>6,7</sup> The first safety culture assessment process was adopted by the CPUC on November 19, 2020, in Resolution WSD-011.<sup>8</sup> 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.<sup>9</sup> 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.

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<sup>4</sup> Public Utilities Code section 8389:

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

<sup>5</sup> Public Utilities Code section 8389:

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

<sup>6</sup> 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.

<sup>7</sup> Public Utilities Code 218:

[https://leginfo.legislature.ca.gov/faces/codes\\_displaySection.xhtml?lawCode=PUC&sectionNum=218.](https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?lawCode=PUC&sectionNum=218.), (accessed May 19, 2025)

<sup>8</sup> 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).

<sup>9</sup> 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.<sup>10</sup> 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.<sup>11</sup> 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 utilities<sup>12</sup> (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.

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<sup>10</sup> 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).

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

<sup>12</sup> 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.”<sup>13</sup> 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.

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<sup>13</sup> The survey used a Likert scale going from “Strongly Agree” (5) to “Strongly Disagree” (1). NSC calculated average response scores based on the answers of the respondents. For more information on Likert scales, see “What is a Likert Scale – Definition, example, characteristics, & advantages” by Question Pro (<https://www.questionpro.com/blog/what-is-likert-scale/>, 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.<sup>14</sup>

#### 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.<sup>15</sup> An electrical corporation may voluntarily submit supporting documentation to provide additional context to its responses.

## 3. Assessment Inputs

As a large electrical corporation, PG&E was required to complete the workforce survey and management self-assessment, submit its safety culture objectives, lessons learned and progress on the previous year's recommendations, and attend a management self-assessment follow-up interview and 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, 2025, to February 7, 2025. NSC provided electronic survey administration

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<sup>14</sup> Safety Culture Assessment Guidelines for Electrical Corporations:

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

<sup>15</sup> Safety Culture Assessment Guidelines for Electrical Corporations:

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

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 PG&E to include as many individuals as possible within the target audience.

A total of 10,180 PG&E employees and contractors responded to the workforce survey. Of these, 4,567 identified as employees and 5,613 identified as contractors. PG&E reported a base number of 9,729 employees and 9,627 contractors working on wildfire mitigation.<sup>16</sup> With these base numbers, PG&E achieved a 53 percent overall response rate for its wildfire mitigation workforce compared to 70 percent in 2023, 45 percent in 2022 and 10 percent in 2021. PG&E's employee response rate (excluding contractors) was 47 percent, compared to an 85 percent response rate in 2023, 53 percent response rate in 2022 and 20 percent response rate in 2021.<sup>17</sup> PG&E's contractor response rate was 58 percent in the 2024 survey compared to 55 percent in 2023, 22 percent in 2022 and two percent in 2021.

Given PG&E's increase in contractor population, evidenced by 9,627 contractors working on wildfire mitigation in 2024, the highest base number for contractors PG&E has submitted, the continuous increase in contractor response rate is a positive outcome. In 2024, PG&E collected 1,764 fewer employee responses compared to 2023, despite an increase in the base number of employees (8,016 in 2023<sup>18</sup> to 9,729 in 2024).

## 3.2 Management Self-Assessment

On January 24, 2025, PG&E submitted its management self-assessment. PG&E rated itself Citizenship status for 11 questions and Stewardship for 11 questions.<sup>19</sup> PG&E reported that the following three questions improved from last year, moving from Stewardship (Level III) to Citizenship (Level IV): To what extent are training and support resources available to frontline workers to improve their wildfire safety skills? What structures, systems, and/or process have been established to encourage sensitivity to weak signals of wildfire hazards? What kind of process is used by frontline workers to recognize and report wildfire hazards?

PG&E reported the implementation of training requirements for a standalone serious injuries and fatalities (SIF) energy based capacity and a field-based application to report all self-propagating fires observed by electric operations employees. PG&E also performed extensive benchmarking with other utilities to share best practices around wildfire related risks,

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<sup>16</sup> See Appendix A for PG&E's Workforce Survey Results.

<sup>17</sup> See PG&E'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).

<sup>18</sup> Energy Safety's 2023 SCA Report for PG&E:

<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=56371&shareable=true>, (accessed Dec. 18, 2024).

<sup>19</sup> 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).



ignition investigation, and mitigation strategies. In 2025, PG&E stated it expects to improve from Stewardship to Citizenship in three questions: 1) What steps are taken to ensure frontline supervisors and workforce can respond quickly to upset conditions?; 2) What processes and structures have been established to create a learning organization?; 3) What are the personal safety and wildfire-specific training requirements of contractors?.

As part of its management self-assessment, PG&E submitted its summary plan for 2025. PG&E's summary plan for 2025 included three actions/activities with a focus on the following management self-assessment categories: Training requirements for contractors; Responding to upset conditions; and Process/structures to create a learning organization. Specifically, these actions focus on: 1) contractor safety awareness and the Safety Excellence Management System (PSEMS) development; 2) Public Safety Power Shutoff (PSPS) and wildfire events; and 3) enterprise safety weekly operating review and initial incident report process.

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

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

#### **3.3.1 12-Month Objectives**

PG&E provided four 12-month objectives, with progress metrics and target goals in the following areas: serious injury and fatality events (1 objective), safety management system implementation (1 objective), safety culture self-evaluation (1 objective) and standardized safety weekly operating review reporting (1 objective).<sup>20</sup>

#### **3.3.2 3-Year Objectives**

PG&E provided three 3-year objectives, with progress metrics and target goals in the following areas: workforce safety strategy (1 objective), safety management system implementation (1 objective) and compliance with CPUC SCA process (1 objective).<sup>21</sup>

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<sup>20</sup> See Appendix B for PG&E's Safety Culture Objectives, Lessons Learned, and Progress on Previous Year's Recommendations.

<sup>21</sup> See Appendix B for PG&E's Safety Culture Objectives, Lessons Learned, and Progress on Previous Year's Recommendations.

### 3.3.3 Lessons Learned

PG&E provided four major themes for its lessons learned including: 1) greater focus on reducing serious incidents; 2) need for a safety management system; 3) greater focus on safety recognition; and 4) continue to address residual risk not captured by Down Conductor Detection (DCD), Enhanced Powerline Safety Settings (EPSS), Public Safety Power Shutoff (PSPS), and resiliency programs.

PG&E rolled out its SIF model and incorporated it into its safety observation tool (Safety Net).

PG&E achieved closure of 90 percent of gaps from its 2023 Lloyd's Register Quality Assurance (LRQA) Pre-Assessment and began shifting its 2025 focus to new elements for all asset-based functional areas.

PG&E included a weekly message for safety recognition on daily safety updates. PG&E also created a dashboard for recognition submittals to improve visibility.

Lastly, PG&E took steps to fully understand the failure modes on ignitions that occur when DCD, EPSS, and PSPS capabilities have been enabled.

### 3.3.4 Progress on the Previous Year's Recommendations

In 2023, PG&E received four recommendations in its 2023 SCA report: 1. Strengthen safety communications; 2. Improve safety-enabling systems; 3. Build on current training plan; and 4. Mitigate risk exposure posed by interactions with the public.

For progress on Recommendation 1. Strengthen safety communications, PG&E reported it incorporated safety communication updates to address lack of awareness on near hits into its 2024 Safety Communication Plan. PG&E stated it developed a near hit dashboard, promoted near hit reporting in corrective action program roadshows and held leadership listening sessions.

For progress on Recommendation 2. Improve safety-enabling systems, PG&E published the results of its SIF reviews, trained 80 percent of employees and contractors on the SIF capacity and learning model, and launched its Enterprise Safety Recognition Program. PG&E Field Safety Specialists also performed high-energy control assessments during safety observations.

For progress on Recommendation 3. Build on current training plan, PG&E added new hands-on training updates and updated training based on feedback from multiple sources and peer learning opportunities. PG&E also conducted surveys and assessments to measure training effectiveness.

For progress on Recommendation 4. Mitigate risk exposure posed by interactions with the public, PG&E reported it completed hostile customer training, developed a warning system to proactively alert employees when they enter a hazardous location (LiveSafe Application) and provided training on situational awareness, field safety and the LiveSafe application.

## 3.4 Interviews

As a large electrical corporation, PG&E 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 February 27, 2025, NSC conducted a 90-minute follow-up interview with PG&E leadership, including managers and executives, who contributed to its MSA. In the interview, NSC asked questions to better understand PG&E's practices involving leadership selection and promotion; integration of wildfire safety responsibilities into frontline supervisors' goals; and training and support resources for frontline workers. NSC also inquired about PG&E's level of accountability for wildfire safety, fatigue and pain management, wildfire safety measures, investigation process, and protocols around hazard identification.

### 3.4.2 Workforce Survey Focus Group

Following the initial analysis of workforce survey data, NSC conducted a focus group for PG&E frontline workers, supervisors, and contractors who play a direct role in wildfire mitigation. As in prior years, NSC conducted the focus group using an online virtual meeting platform, with an option to join via a teleconference line and with the ability to input written dialogue into the online chat. The focus group session was held on March 13, 2025.

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

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

- How does the organization incentivize the reporting of near misses?<sup>22</sup>
- 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 33 individuals participated in the focus group, representing different employment levels and PG&E business units. Of the 33 focus group participants, 6 were contractors, 27 were frontline workers or supervisors.

Focus group participants provided insights on PG&E's evolving safety culture and offered suggestions regarding the need for more comprehensive communication about wildfire hazards, and the process and systems in place for reporting and following up on events (incidents, hazards, near misses, and lessons learned). Participants were asked to share the top hazards faced on the job to provide additional insight regarding the workforce survey and assess any overlapping feedback. Focus group participants suggested that safety metrics and lessons learned, as well as supplemental information about wildfire hazards beyond the metrics, should be more accessible. Finally, focus group participants expressed interest in more hands-on training and peer-to-peer training opportunities.

### 3.5 Observational Visits

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

### 3.6 Supporting Documentation

PG&E voluntarily appended 47 supporting documents to provide additional context to its responses.<sup>23</sup> PG&E's supporting documentation included operations communication plans, summaries from safety planning and leadership meetings, schedules and plans for training and metrics and other safety management procedures. NSC and Energy Safety reviewed the supporting documentation to further understand PG&E's responses to its management self-assessment.

## 4. Assessment Findings

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

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<sup>22</sup> 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).

<sup>23</sup> See Appendix C for PG&E's Supporting Documentation submitted with its 2024 Management Self-Assessment

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



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

## 4.1 Actions to Improve Trust

A positive safety culture relies on a high degree of trust and respect between frontline workers and management.<sup>25</sup> Further, mutual trust and respect contribute to a “just culture”, which is a foundational element of a safety culture where organizations balance accountability with learning from system failures.<sup>26</sup> Additionally, trust is necessary for a psychologically safe environment where employees are empowered to share safety concerns and suggestions. An environment where frontline employees are empowered to share observations and concerns freely allows an organization to continuously monitor safety systems and controls to ensure they remain in place and operate as intended. Continuous attention to anomalies enables an organization to identify and correct systemic weaknesses before they result in catastrophic harm.

### 4.1.1 Positive Observations

According to its SCA inputs, PG&E has demonstrated efforts to address longstanding trust issues through leadership involvement in safety initiatives and safety communication actions. PG&E conducted 14 in-person Leadership Town Halls across its divisions between its executives and officers (including directors and senior directors) and its “extended leadership team” (supervisors, superintendents, managers, and senior managers). The town halls included speak-up sessions and safety survey and improvement opportunity discussions. 58 (85 percent) of its executives and officers and 1,878 (61 percent) of its extended leadership team attended. Using feedback from these meetings, as well as employee feedback from 2023,<sup>27</sup> PG&E identified several improvements, including updating the “Lone Worker Standard” to require frontline workers working alone to carry their GPS communication devices.<sup>28</sup> PG&E also published 114 Safety Advisory communications, 154 Safety Awareness communications, and 16 SIF Alert communications.

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

<sup>26</sup> James Reason, *Managing the Risks of Organizational Accidents* (1997)

<sup>27</sup> See Appendix C for PG&E's Supporting Documentation submitted with its 2024 Management Self-Assessment (pages C55, C59)

<sup>28</sup> See Appendix C for PG&E's Supporting Documentation submitted with its 2024 Management Self-Assessment (page C26)

### 4.1.2 Areas for Improvement

While these efforts represent steps in the right direction, there remains an outstanding question whether these actions will be successful in mending the longstanding and historical trust issues. According to PG&E's supporting documentation, PG&E workers continue to express concerns about trust, including how their feedback isn't always translated into action by management.<sup>29</sup> Thus, the challenge remains for PG&E leadership to find ways to provide avenues to raise issues and demonstrate action on that feedback.

Energy Safety does not have recommendations specific to this finding but encourages PG&E, in future SCA filings, to continue reporting its actions, progress, and lessons learned and invites PG&E to consider including a Safety Culture Objective on this issue.

## 4.2 Organizational Leadership Commitment to Safety

Leaders who demonstrate a commitment to safety in their behaviors and decisions 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.<sup>30</sup> 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

In its 2024 report on progress on the previous year's (2023) recommendations, PG&E reported that its 2024 Safety Communication Plan included frequent safety communications with an expanded scope beyond safety incidents to address coworker concerns about the lack of awareness and availability of information on near hits. In its 3-year objectives, PG&E reported that it is continuing to build towards the goals of its 2025 Safety Strategy program by implementing metrics such as: Reduction in Serious Injuries, Days Away Restricted or Transferred (DART), Preventable Motor Vehicle Incident (PMVI), and Serious Preventable Motor Vehicle Incident (SPMVI). Additionally, PG&E reported that leading indicators for wildfire safety are shown in the EHS Dashboard and Daily Safety Update. PG&E included that leading and lagging indicators for wildfire safety are discussed on Daily, Weekly and Monthly

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<sup>29</sup> See Appendix C for PG&E's Supporting Documentation submitted with its 2024 Management Self-Assessment. (page C61-C62)

<sup>30</sup> International Civil Aviation Organization (ICAO), Safety Management Manual, 4<sup>th</sup> Edition, [https://omnisms.aero/wp-content/uploads/2019/08/ICAO-Doc-9859-SMM\\_Edition-4.pdf](https://omnisms.aero/wp-content/uploads/2019/08/ICAO-Doc-9859-SMM_Edition-4.pdf), (accessed Nov. 21, 2025).

Operating Reviews by teams that are responsible for delivering on them. Embedding these indicators into daily safety operations demonstrates leadership commitment to safety. Workforce survey results included four workforce survey questions pertaining to “leadership/leaders” scoring relatively high, as shown below:

- Leaders actively seek out signs of potential wildfire hazards (4.24)
- Leaders keep people prepared to intervene when an emergency occurs (4.27)
- Leaders use mistakes and incidents as learning opportunities (4.26)
- Leaders encourage people to ask questions (4.32).

PG&E reported that the SIF capacity model, including hazard identification and controls, was incorporated into its Safety Net (Safety Observation Tool) and continued to be expanded, focusing on reducing the most serious incidents.

PG&E stated it improved near hits communication via publication and change management regarding the Near Hit Standard, resulting in an increase in near hit submittals (755 to 944).

Additionally, leadership listening sessions engaged executive leaders and included sessions such as hosting calls for all coworkers to attend, safety summits, safety weeks, and “Go-Sees”<sup>31</sup> to increase presence and availability with frontline workers. According to PG&E’s MSA, Officer team’s annual performance ratings, as well as both Short and Long Term Incentive Plans (STIP and LTIP), have a modifier built in where safety performance either positively or negatively impacts the total annual compensation package for leaders.

## 4.2.2 Areas for Improvement

While PG&E has reported leadership efforts to focus on safety, its SCA inputs do not indicate substantial improvement, highlighting the need for a continued focus in this area. According to its inputs, a hesitancy to report and lingering distrust exists at PG&E, supporting that this issue is still outstanding.

While the four workforce survey statements pertaining to leadership received relatively high scores, the focus group and feedback from PG&E’s Leadership Town Halls referenced PG&E leadership’s need to increase interaction during company-wide safety stand-downs and discussions. PG&E correctly identifies in its Leadership Town Hall learnings the opportunity for greater engagement from its Senior Directors and Directors to these events.<sup>32</sup> This indicates an opportunity for leadership to be more involved in safety engagement.

Focus group participants indicated near misses are frequent, but there is a reluctance to report. Focus group feedback indicated that a hesitancy to report near misses sometimes exists given how leadership has handled these issues in the past. One participant stated: “It

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<sup>31</sup> A “Go-See” is a planned leadership field visit focused on observing a specific type of work or work activity.

<sup>32</sup> See Appendix C for PG&E’s Supporting Documentation submitted with its 2024 Management Self-Assessment (page C31)

has gotten to the point in the past where leadership has gotten frustrated with certain safety mistakes and this sometimes makes people less likely to report.” It is unclear the extent to which PG&E has improved its CAP and follow-up process to encourage reporting. Further, the workforce survey statements “People report mistakes they make, even if others do not notice them” and “People listen to one another; it is rare that someone’s views go unheard” have consistently had some of the lowest scores on PG&E’s workforce survey since 2021. Additionally, scores for these statements have decreased each year since 2022. These scores indicate that there is opportunity for leadership to support reporting efforts. It is important for PG&E to address and resolve the perception held by employees that leadership is not receptive to nor encouraging of near miss reporting.

## 4.3 Tools to Advance Safety Culture

Safety culture includes the ability to access the tools and resources required for safe operations.<sup>33</sup> The safety systems, programs, and resources that allow workers to access safety information and properly communicate are crucial components of a robust safety culture.

### 4.3.1 Positive Observations

PG&E took several steps to expand safety resources. PG&E incorporated its Safety Excellence Management System (PSEMS) into its Safety Weeks, which were designed to expand and refresh worker safety knowledge and skills. During the 2024 focus group interview, PG&E employees mentioned that the PSEMS, Corrective Action Program (CAP) and grassroots teams were effective systems in place to submit safety concerns. Both the PSEMS and the LiveSafe Training were discussed positively as systems to submit safety concerns during the focus group.

PG&E has developed a field-based application to report all self-propagating fires observed by electric operations employees and facilitated on-the-ground training and annual web-based refresher training on this application. Additionally, PG&E developed an audit process to improve visibility of training and technology gaps. PG&E also launched an Enterprise Safety Recognition Program to celebrate stop work events/stop work moments – these recognitions were celebrated at its Enterprise Safety Weekly Operating Review and included in its Daily Safety Update. Lastly, PG&E noted that it improved corrective actions via a focus on controls.

### 4.3.2 Areas for Improvement:

While PG&E has made positive efforts to improve safety resources and support employees, its SCA inputs indicate room for growth.

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<sup>33</sup> International Civil Aviation Organization (ICAO), Safety Management Manual, 4<sup>th</sup> Edition, [https://omnisms.aero/wp-content/uploads/2019/08/ICAO-Doc-9859-SMM\\_Edition-4.pdf](https://omnisms.aero/wp-content/uploads/2019/08/ICAO-Doc-9859-SMM_Edition-4.pdf), (accessed Nov. 21, 2025).



PG&E employees expressed concern with the lack of resources and tools to complete their jobs and ensure safety, particularly for frontline workers. Specifically, during PG&E's "All Coworker Ops and EP&S" call, several employees discussed how tools, resources and related training is not prioritized.<sup>34</sup> The workforce survey statement related to having the 'right tools for the job' (2024 overall average response of 4.18) and having 'the skills to resolve workplace safety issues' (2024 overall average response of 4.24) declined slightly from 2023 and had lower scores than the overall average survey response (4.26), indicating opportunities for improvement as well.

Based on inputs from the 2024 MSA, the MSA follow-up interview, and the workforce focus group session, the process and systems PG&E has in place for reporting and following up on safety events (near misses/hits and hazards) could be improved. By encouraging reporting and following up with lessons learned, PG&E can improve its safety culture environment and perception.

## 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.<sup>35</sup> 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.<sup>36</sup>

### 4.4.1 Positive Observations:

PG&E's supplemental materials demonstrate multiple instances of positive safety messaging. Employee surveys demonstrate that employees believe that both their own work groups follow procedures to control workplace hazards and management's priority of protecting the

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<sup>34</sup> See Appendix C for PG&E's Supporting Documentation submitted with its Management Self-Assessment (pages C49, C51 and C60).

<sup>35</sup> International Civil Aviation Organization (ICAO), Doc 9859: Safety Management Manual, 4th Ed., 2018, p. 3-2.

<sup>36</sup> 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).

community from wildfire hazards. Regarding the prevention of shortcuts, workforce survey statements in the Personal Safety Category—“Pausing work for hazards and safety concerns is viewed positively” and “If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor” received high overall average scores in 2024, as they did in 2023.

#### 4.4.2 Areas for Improvement

While progress has been made in attempting to alleviate performance pressure, employees are still faced with performance pressures and shortcuts continue to be an ever-present issue at PG&E. Focus group feedback indicated that the desire to be efficient can influence workers to cut corners to save time. Focus group participants also stated that, in emergency situations, there is pressure from upper leadership to get power restored, which could result in shortcuts being taken. PG&E has also recognized leader concerns of quality sacrificed to meet metrics.<sup>37</sup> PG&E should continue to emphasize safety and mitigate risk/shortcuts in these scenarios. Specifically, PG&E should work to address the feedback on the stated imbalance between production and safety. This involves leadership analyzing and addressing demands and pressures that affect safety and proactively working to mitigate their impact.

### 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.<sup>38</sup> Public interaction risks pose such a threat to workforce safety and organizational resilience.

#### 4.5.1 Positive Observations

PG&E’s inputs show it has taken action to mitigate the presence of risks in the field. Employees have been trained on how to make advanced notifications, and Corporate Security has entered over 1,000 locations into the LiveSafe app, Geographic Information System (GIS) Mapping and Customer Care and Billing, with alerts to make advanced notifications to the customer before entering the property.

In 2024, PG&E provided LiveSafe Training to employees as a tool to notify coworkers about threats and hostile acts. Corporate Security provided training to over 10,000 coworkers on situational awareness, field safety and the LiveSafe application including virtual reality training on hostile customer interactions. By the end of Q4 2024, PG&E reported that

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<sup>37</sup> See Appendix C for PG&E’s Supporting Documentation submitted with its 2024 Management Self-Assessment (page C32)

<sup>38</sup> 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).

Corporate Security had sent out 1,898 situational awareness alerts for activity involving shootings, stabbings, protests, etc. In addition, PG&E stated that 525 Safety Alerts were set up in the hostile customer program. The hostile customer tracking program and field security team used information from customer interactions to create a training curriculum for field personnel on how to deescalate situations with customers and actions that can be taken to mitigate negative customer reactions. PG&E reported that workplace violence incidents were reduced by 10 percent in 2024 in comparison to 2023.

PG&E coordinated with the Oakland Police Department and hired off-duty Police Officers to patrol the downtown area of Oakland to reduce crime that affected PG&E workers in Oakland. This work reflects PG&E's successful progress on a previous recommendation to recognize and take action to mitigate the risk exposure posed by interactions with the public. This recommendation was adequately addressed by PG&E.

### 4.5.2 Areas for Improvement

Focus group participants noted that interactions with the public continue to pose a threat during their work. While this recommendation from prior safety culture assessments was adequately addressed by PG&E, frontline employee safety should continue to be a priority and PG&E should continue to proactively act to address this risk.

## 4.6 Information Sharing and Feedback Mechanisms

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

### 4.6.1 Positive Observations

PG&E has made efforts to facilitate information sharing and feedback. PG&E engaged employees via a combination of in-person and online trainings and yard-by-yard road shows. PG&E also created a dashboard to track contractor training completion and provide better insight into compliance. Input from frontline workers has also been used to update trainings in PG&E Academy with feedback received via surveys, feedback during pilots, training

committees, and the Corrective Action Program (CAP). Some examples of these trainings that have been updated include Fall Protection, Hands-on Confined Space, and Transmission Switching.

PG&E expanded leadership town hall and listening sessions. It's Managers in the Wildfire Risk Management team held 23 separate engagement sessions with frontline employees across the system to discuss ignition and wildfire concerns and gather feedback about wildfire issues observed in the field. In 2024, PG&E created a SharePoint site, and its weekly Enterprise Health and Safety Snapshot was tailored for frontline workers to include relevant safety information such as near misses. Focus group participants mentioned that PG&E is going to create a user-friendly electronic form for the job hazard analysis (JHA) process that will improve daily safety meetings on work sites. PG&E also hosted three Safety Weeks in 2024, expanding and refreshing the safety knowledge and skills of workers. Subjects included Driving Safety, the PG&E Safety Excellence Management System, and Human Performance Tools. In 2024, PG&E published several items relevant to safety information and communication including 26 Near Hits updates, 10 wildfire safety messages, 114 Safety Advisory communications, 154 Safety Awareness communications, 16 SIF Alert communications and 123 Safety Tailboards.

#### 4.6.2 Areas for Improvement

While PG&E demonstrated work dedicated to better information access and encouraging employee feedback, there are areas where PG&E can further improve.

Since 2022, focus group feedback has indicated a need for information about near misses and the associated lessons learned from across work groups. In the 2024 focus group, participants commented on the need to improve methods of communication for inspectors in remote areas to ensure timely hazard reporting, particularly in areas with no cell phone reception. According to focus group participants, further engagement with frontline workers is an area for potential growth, as well as utilizing live dialogue sessions instead of pre-recorded sessions. The 2024 workforce survey results indicated opportunities for improvement in feedback mechanisms (all scores well below average response score of 4.26):

- “I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them.” (scored 3.74 in the 2023 survey and 3.70 in the 2024 survey)
- “The company cares about my opinions.” (scored 3.89 in the 2023 survey and 3.86 in the 2024 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. The recommendation for PG&E is outlined below and structured as follows: overall theme of the recommendation; goals of the recommendation; and verification method. The



recommendation below builds on the recommendations from Energy Safety's 2023 SCA for PG&E.<sup>39</sup>

## 5.1 Improve Leadership Ownership of Safety

PG&E should improve leadership ownership of safety, increase leaders' direct engagement with its workforce in safety activities, improve how it communicates the corrective actions that result from reported near misses to its workforce, and strengthen the inclusion of its workforce into discussions, investigations, and improvement decisions that are the result of near miss reporting.

### 5.1.1 Goal of Recommendation

The goal of this recommendation is to strengthen leadership ownership of safety—and ensure that ownership is seen and recognized by its workforce—to further develop a culture where safety is continuously reinforced, the workforce feels trusted and obligated to act safely, and the organization is better equipped to anticipate, prevent, and respond to emerging risks.

### 5.1.2 Verification Method:

In its next MSA and Safety Culture Objectives and Lessons Learned submission, PG&E should provide supplementary materials demonstrating the actions taken to implement this recommendation.

Progress towards achieving the goal of this recommendation should be evident in improved focus group feedback indicating that employees are encouraged by leadership to report near misses, in positive feedback from engagement sessions, and in improvements in the average workforce survey scores for the statements pertaining to leaders/leadership specified in Section 4.2.1.

## 5.2 Expand Safety Tools

PG&E should determine whether its current tools, resources, corrective action procedures, and guidance are clearly understood, easily accessible, and can be effectively utilized by its workforce to complete their work safely. This includes conducting targeted assessments such as focus groups, usability reviews, and pulse surveys to make a quantitative estimate of the gap in workforce comprehension and ease of use.

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<sup>39</sup> Energy Safety's 2023 SCA Report for PG&E:

<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=56371&shareable=true>, (accessed Dec. 18, 2024).

If PG&E finds that the estimated gap poses a risk to safe workplace system operations, it must provide proposed actions its leadership will take to narrow the gap.

### **5.2.1 Goal of Recommendation**

The goal of this recommendation is to expand its systems to better equip employees to perform work safely, improve clarity of expectations, and improve the organization's ability to learn, adapt, and prevent future safety events.

### **5.2.2 Verification Method**

In its next MSA and Safety Culture Objectives and Lessons Learned, PG&E should provide its analysis of whether a gap exists in the understanding, accessibility, and effectiveness of its current tools, resources, corrective action procedures, and guidance for its workforce, a quantitative estimate of the gap, an assessment of whether the gap poses a risk, and proposed actions to narrow the gap.

PG&E's ongoing progress to achieving this goal should be evident in improved average workforce survey scores for the statements "We have the right tools for the job", "People report mistakes they make, even if others do not notice them" and "People listen to one another; it is rare that someone's views go unheard.", and focus group feedback that indicates substantive improvement.

## **5.3 Mitigate Risks of Shortcuts**

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

### **5.3.1 Goal of Recommendation**

The goal of this recommendation is to mitigate existing production pressures and further strengthen the workplace system to effectively manage real-time conditions that may erode the reliability, integrity and predictability of the workplace system.

### **5.3.2 Verification Method**

In its next MSA and Safety Culture Objectives and Lessons Learned submission, PG&E should provide a detailed description of actions it 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. PG&E should also provide the solicitations it distributed to

multiple levels of employees and contractors to obtain 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 workforce or public safety. PG&E should provide include a detailed description of planned actions based on analysis of that feedback.

PG&E should provide documentation of the actions taken to implement this strategy, along with the outcomes achieved.

PG&E's ongoing progress for this recommendation should be reflected in improved scores for the workforce survey statement: "People focus on one task at a time and avoid distraction", along with improved focus group feedback related to production pressures.

## **5.4 Improve Information Sharing and Feedback Mechanisms**

PG&E should investigate what system barriers exist that limit communication of near misses and hazard information.

PG&E should expand communication of hazard information and near miss reporting tools beyond traditional channels and methods to allow workers in remote and non-remote areas to easily report hazards and near misses. This should include tracking metrics to monitor the frequency and depth of workforce user engagement of safety reporting channels and their effectiveness.

PG&E should investigate the root cause(s) why its workforce continues to have lower than average perceptions as identified in Section 4.6.2 and proposed actions leadership will take to improve the workforce perceptions.

### **5.4.1 Goal of Recommendation**

The goal of this recommendation is to strengthen the consistency of hazard information and near miss reporting information flow, elevate frontline safety expertise and expand opportunities for feedback to mature PG&E as a learning organization.

### **5.4.2 Verification Method**

In its next management self-assessment submission, PG&E should provide documentation of its efforts to expand communication channels and methods for improved hazard and near miss reporting, the metrics it will use to track user engagement and effectiveness of these channels and methods. PG&E should also provide its analysis of the root cause(s) of its lower than average workforce perceptions identified in Section 4.6.2 and proposed actions leadership will take to improve the workforce perceptions.

PG&E's ongoing progress to achieve this goal should be evident in an improvement of the volume and quality of near miss reports (especially from workers in remote areas), and the

effectiveness of the actions they led to, along with improved workforce survey scores on future workforce surveys 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,” and focus group feedback that indicates substantive improvement.

## 6. Conclusion

This report provides the findings and recommendations from Energy Safety's 2024 SCA for PG&E, its fourth under Public Utilities Code section 8389(d)(4). Following the publication of this report, PG&E may agree to implement its findings to demonstrate "good standing" per Public Utilities Code section 8389(e)(2).

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



# DATA DRIVEN FORWARD-THINKING INNOVATIVE SAFETY FOCUSED



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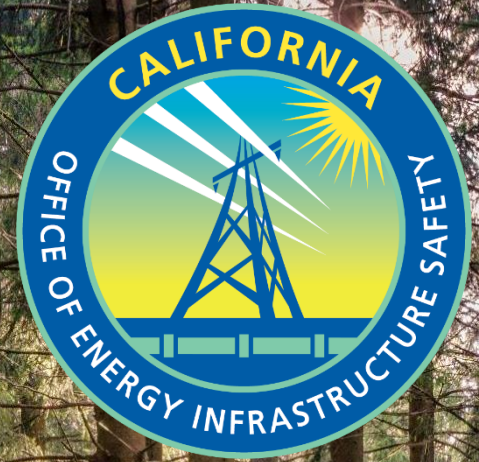






# APPENDICES





# APPENDIX A: Workforce Survey Results





OFFICE OF ENERGY  
INFRASTRUCTURE  
SAFETY



# Workforce Survey Results

January 2025

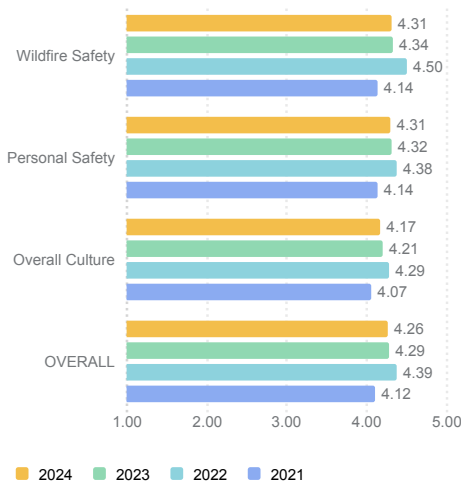
## Pacific Gas and Electric Company

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

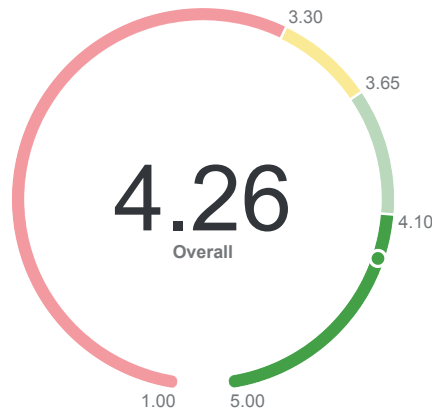
This page contains average response scores and percent distributions of response categories for the overall survey.

**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)

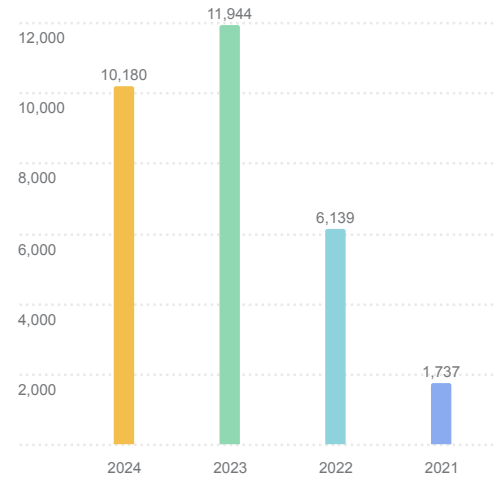
Average Response Scores



Average Response Score 2024



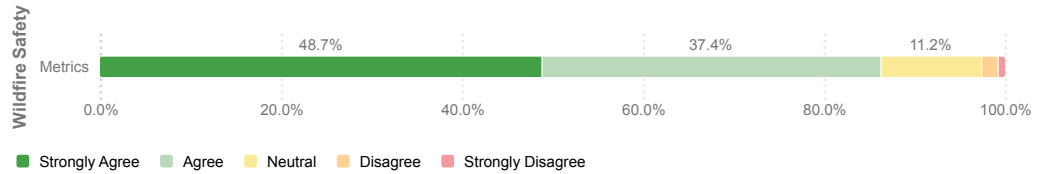
Response Count



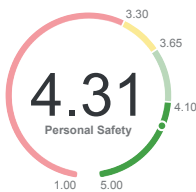
Wildfire Safety 2024



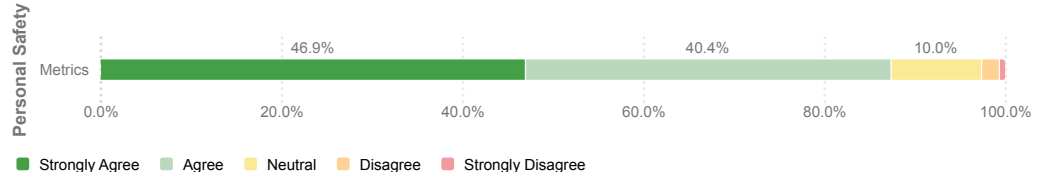
Percent Distributions 2024



Personal Safety 2024



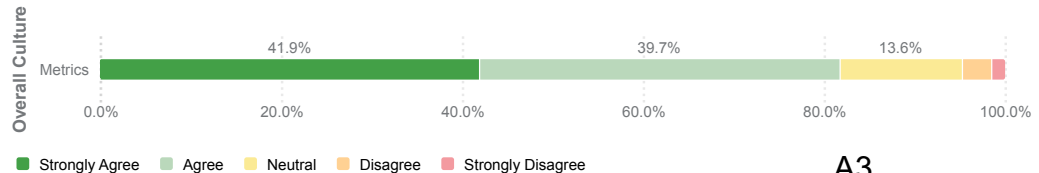
Percent Distributions 2024



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
Our management acts quickly to address wildfire hazards	4.36	4.37	4.49	4.06	-0.007	51%	37%	10%	1%	1%
People in my work group report all wildfire hazards, no matter how minor	4.35	4.36	4.51	4.12	-0.012	49%	39%	11%	1%	0%
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.45	4.48	4.63	4.51	-0.024	54%	39%	6%	0%	0%
Wildfire and personal safety concerns are communicated openly	4.42	4.44	4.67	4.38	-0.029	52%	40%	7%	1%	0%
Protecting the community from wildfire hazards is clearly a high priority with management	4.53	4.56	4.68	4.47	-0.032	62%	30%	6%	1%	1%
People look for wildfire hazards and risks as work progresses	4.28	4.32	4.54	4.10	-0.037	44%	43%	11%	1%	1%
Leaders actively seek out signs of potential wildfire hazards	4.24	4.28	4.42	3.88	-0.039	43%	41%	14%	2%	1%
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.70	3.74	3.87	3.15	-0.039	25%	34%	29%	8%	3%
I feel comfortable discussing wildfire hazards with my supervisor	4.48	4.53	4.72	4.57	-0.050	58%	34%	6%	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	3.89	3.87	3.83	3.23	0.028	29%	41%	21%	7%	2%
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.36	4.36	4.44	4.27	-0.002	50%	39%	9%	1%	1%
People have the ability to respond to and correct problems and errors before they get out of control	4.27	4.28	4.32	3.87	-0.010	42%	46%	10%	2%	1%
Pausing work for hazards and safety concerns is viewed positively	4.44	4.45	4.58	4.43	-0.011	55%	37%	7%	1%	0%
Leaders keep people prepared to intervene when an emergency occurs	4.27	4.29	4.31	4.00	-0.015	44%	43%	11%	1%	1%
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.37	4.39	4.43	4.33	-0.017	48%	42%	9%	1%	0%
We have the right tools for the job	4.18	4.20	4.19	3.88	-0.019	40%	43%	12%	3%	1%
People have the skills they need to resolve workplace safety issues	4.24	4.26	4.28	4.09	-0.026	39%	48%	10%	1%	1%
I take responsibility for the safety of myself and others in my work area	4.65	4.68	4.77	4.76	-0.030	69%	28%	3%	0%	0%
Leaders use mistakes and incidents as learning opportunities	4.26	4.30	4.37	4.13	-0.037	44%	43%	10%	2%	1%
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.44	4.48	4.63	4.56	-0.045	56%	34%	7%	2%	1%

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	3.93	3.94	4.00	3.62	-0.016	28%	44%	23%	4%	1%
Information about important events and lessons learned is shared within my work group	4.34	4.37	4.46	4.26	-0.021	48%	42%	8%	2%	1%
Managers treat workers with respect	4.24	4.27	4.40	4.13	-0.027	45%	39%	12%	3%	1%
The company cares about my opinions	3.86	3.89	3.90	3.59	-0.029	30%	38%	22%	6%	4%
Leaders encourage people to ask questions	4.32	4.35	4.47	4.28	-0.033	48%	40%	9%	2%	1%
People listen to one another: it is rare that someone's views go unheard	4.03	4.06	4.22	3.91	-0.034	33%	44%	17%	5%	1%
People in my work group treat each other with respect	4.36	4.40	4.47	4.50	-0.039	50%	39%	9%	2%	1%
I believe managers apply the same rules for all workers	4.02	4.07	4.14	3.77	-0.043	38%	38%	15%	6%	3%
My supervisor makes sure all employee concerns are heard before job decisions are made	4.25	4.29	4.32	4.16	-0.046	45%	39%	12%	3%	1%
My supervisor would use whatever power they have to help me out	4.37	4.42	4.51	4.44	-0.051	54%	34%	9%	2%	1%

## Energy Safety Workforce Survey 2024: Demographic Comparisons

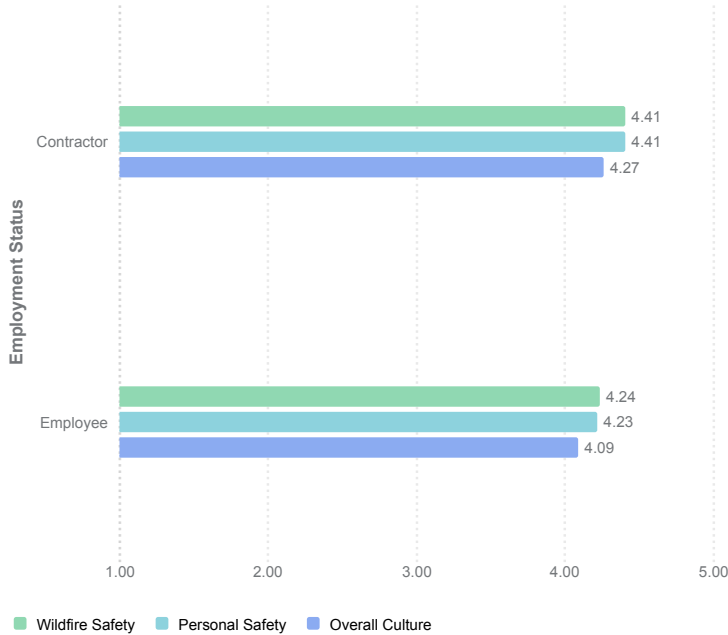
Survey respondents were asked to provide demographic information at the conclusion of the **Energy Safety Workforce Survey**. These responses were used to conduct analyses and provide these subgroup comparisons.

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

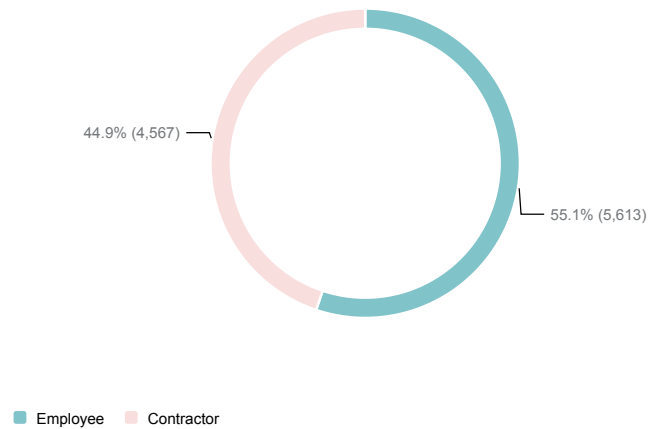
Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

### 1. Comparison by Employment Status

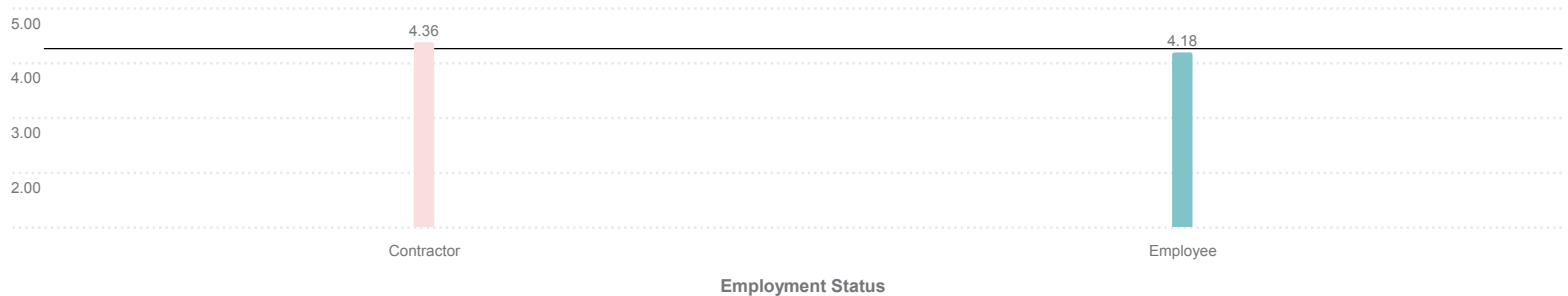
Average Response Scores by Statement Category



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	Contractor	Employee
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.92	3.53
I feel comfortable discussing wildfire hazards with my supervisor	4.50	4.47
Leaders actively seek out signs of potential wildfire hazards	4.38	4.13
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.52	4.39
Our management acts quickly to address wildfire hazards	4.47	4.27
People in my work group report all wildfire hazards, no matter how minor	4.44	4.27
People look for wildfire hazards and risks as work progresses	4.36	4.22
Protecting the community from wildfire hazards is clearly a high priority with management	4.58	4.49
Wildfire and personal safety concerns are communicated openly	4.49	4.36

Average Response Scores by Statement

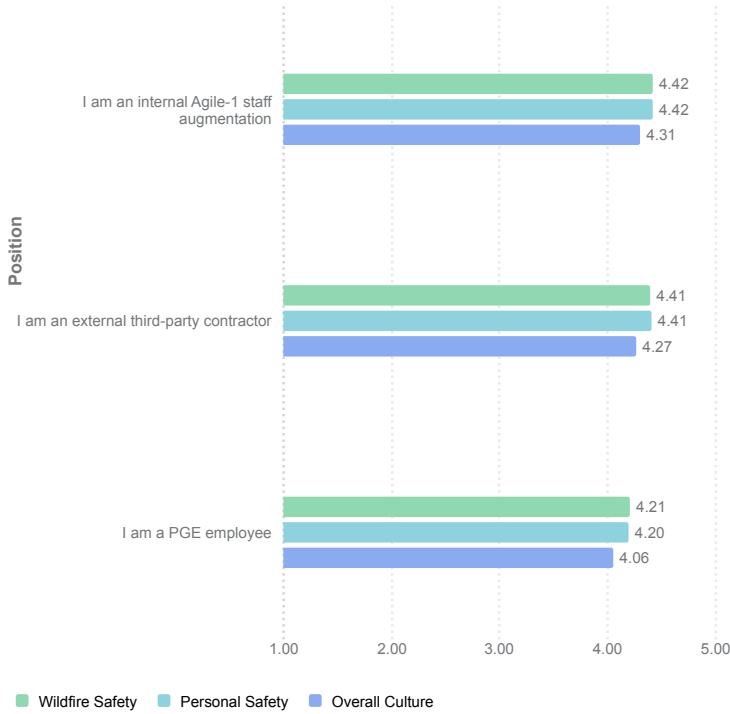
Personal Safety	Contractor	Employee
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.47	4.27
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.44	4.31
I take responsibility for the safety of myself and others in my work area	4.64	4.66
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.40	4.47
Leaders keep people prepared to intervene when an emergency occurs	4.41	4.17
Leaders use mistakes and incidents as learning opportunities	4.39	4.16
Pausing work for hazards and safety concerns is viewed positively	4.49	4.39
People focus on one task at a time and avoid distractions	4.18	3.66
People have the ability to respond to and correct problems and errors before they get out of control	4.40	4.16
People have the skills they need to resolve workplace safety issues	4.34	4.15
We have the right tools for the job	4.32	4.07

Average Response Scores by Statement

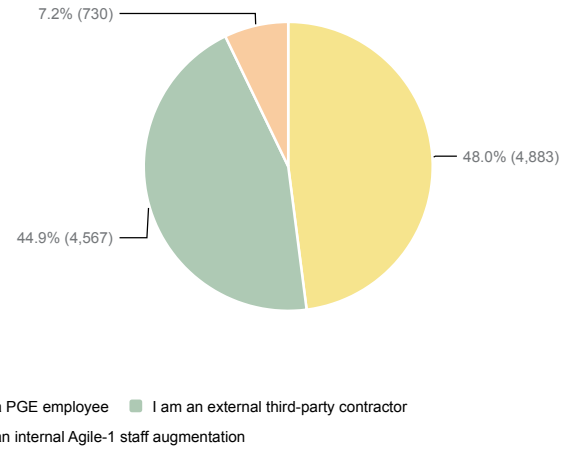
Overall Culture	Contractor	Employee
I believe managers apply the same rules for all workers	4.18	3.89
Information about important events and lessons learned is shared within my work group	4.44	4.27
Leaders encourage people to ask questions	4.40	4.25
Managers treat workers with respect	4.32	4.18
My supervisor makes sure all employee concerns are heard before job decisions are made	4.32	4.19
My supervisor would use whatever power they have to help me out	4.39	4.36
People in my work group treat each other with respect	4.41	4.32
People listen to one another: it is rare that someone's views go unheard	4.13	3.94
People report mistakes they make, even if others do not notice them	4.07	3.81
The company cares about my opinions	4.03	3.73

## 2. Comparison by Position

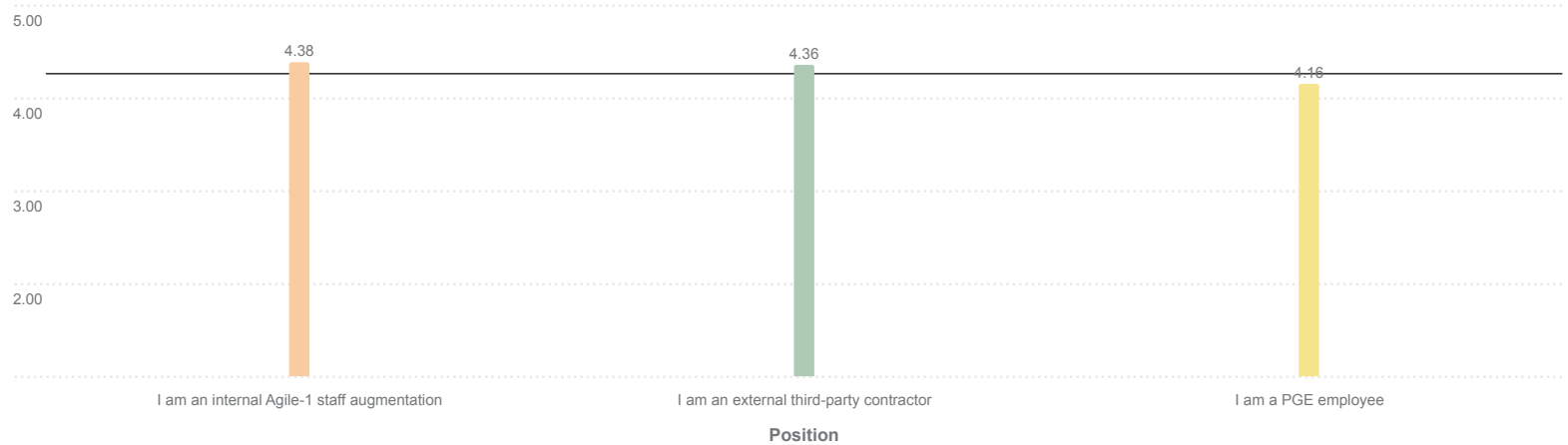
Average Response Scores by Statement Category



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	I am a PGE employee	I am an external third-party contractor	I am an internal Agile-1 staff augmentation
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.49	3.92	3.77
I feel comfortable discussing wildfire hazards with my supervisor	4.46	4.50	4.58
Leaders actively seek out signs of potential wildfire hazards	4.09	4.38	4.37
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.37	4.52	4.55
Our management acts quickly to address wildfire hazards	4.24	4.47	4.52
People in my work group report all wildfire hazards, no matter how minor	4.25	4.44	4.45
People look for wildfire hazards and risks as work progresses	4.19	4.36	4.38
Protecting the community from wildfire hazards is clearly a high priority with management	4.46	4.58	4.65
Wildfire and personal safety concerns are communicated openly	4.33	4.49	4.54

Average Response Scores by Statement

Personal Safety	I am a PGE employee	I am an external third-party contractor	I am an internal Agile-1 staff augmentation
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.23	4.47	4.51
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.30	4.44	4.42
I take responsibility for the safety of myself and others in my work area	4.65	4.64	4.72
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.46	4.40	4.54
Leaders keep people prepared to intervene when an emergency occurs	4.13	4.41	4.39
Leaders use mistakes and incidents as learning opportunities	4.12	4.39	4.43
Pausing work for hazards and safety concerns is viewed positively	4.37	4.49	4.57
People focus on one task at a time and avoid distractions	3.61	4.18	4.03
People have the ability to respond to and correct problems and errors before they get out of control	4.13	4.40	4.37
People have the skills they need to resolve workplace safety issues	4.12	4.34	4.34
We have the right tools for the job	4.04	4.32	4.31

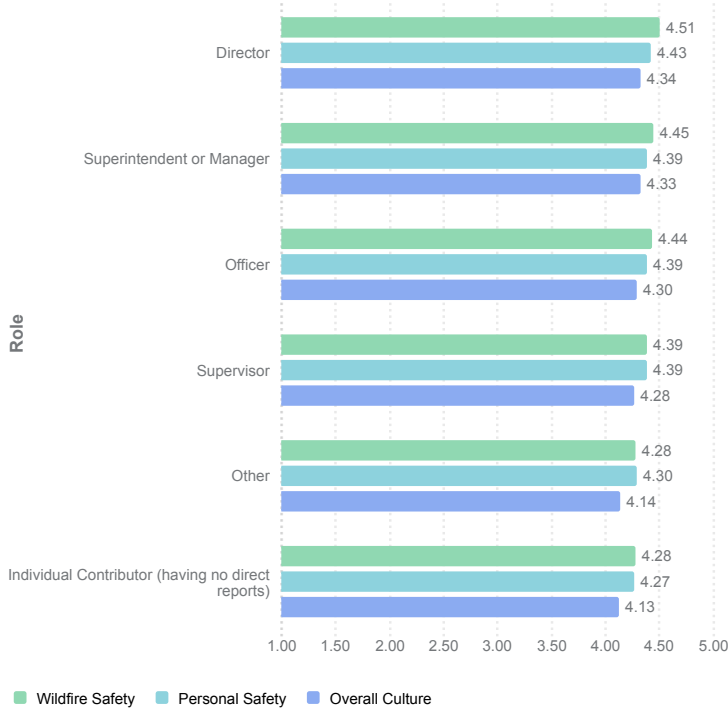
Average Response Scores by Statement

Overall Culture	I am a PGE employee	I am an external third-party contractor	I am an internal Agile-1 staff augmentation
I believe managers apply the same rules for all workers	3.85	4.18	4.18
Information about important events and lessons learned is shared within my work group	4.24	4.44	4.48
Leaders encourage people to ask questions	4.22	4.40	4.48
Managers treat workers with respect	4.14	4.32	4.40
My supervisor makes sure all employee concerns are heard before job decisions are made	4.17	4.32	4.34
My supervisor would use whatever power they have to help me out	4.34	4.39	4.47
People in my work group treat each other with respect	4.30	4.41	4.45
People listen to one another: it is rare that someone's views go unheard	3.91	4.13	4.17
People report mistakes they make, even if others do not notice them	3.78	4.07	4.00
The company cares about my opinions	3.68	4.03	4.07

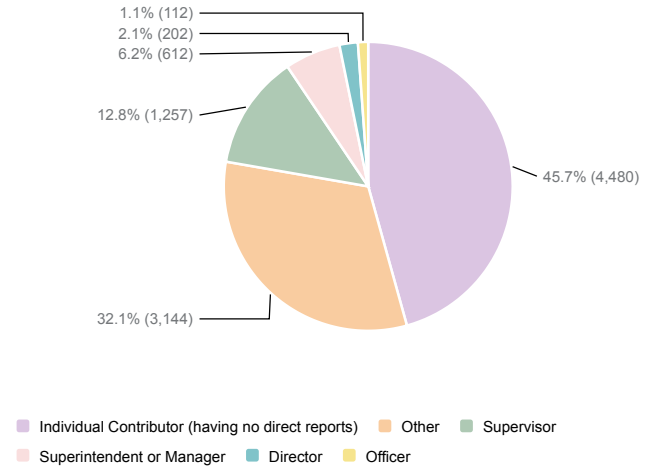


### 3. Comparison by Role

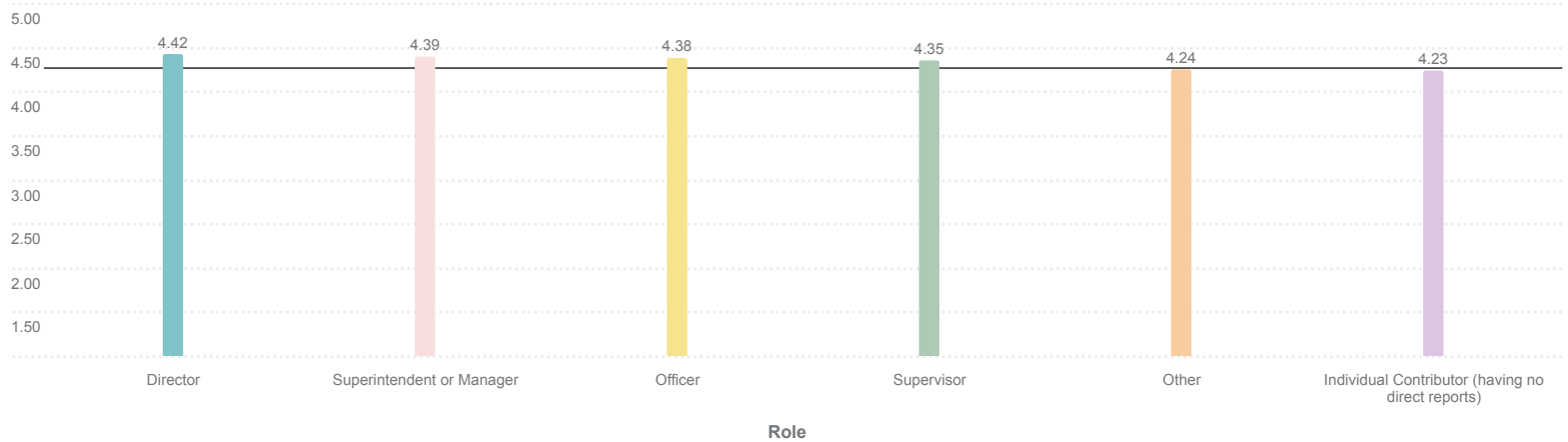
Average Response Scores by Statement Category



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	Director	Individual Contributor (having no direct reports)	Officer	Other	Superintendent or Manager	Supervisor
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.06	3.61	3.98	3.73	3.86	3.82
I feel comfortable discussing wildfire hazards with my supervisor	4.77	4.48	4.55	4.42	4.64	4.56
Leaders actively seek out signs of potential wildfire hazards	4.40	4.20	4.38	4.23	4.38	4.33
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.55	4.43	4.50	4.43	4.53	4.51
Our management acts quickly to address wildfire hazards	4.60	4.33	4.54	4.34	4.49	4.45
People in my work group report all wildfire hazards, no matter how minor	4.47	4.30	4.48	4.34	4.46	4.45
People look for wildfire hazards and risks as work progresses	4.46	4.27	4.38	4.24	4.41	4.34
Protecting the community from wildfire hazards is clearly a high priority with management	4.72	4.52	4.64	4.47	4.67	4.59
Wildfire and personal safety concerns are communicated openly	4.55	4.40	4.47	4.37	4.57	4.48

Average Response Scores by Statement

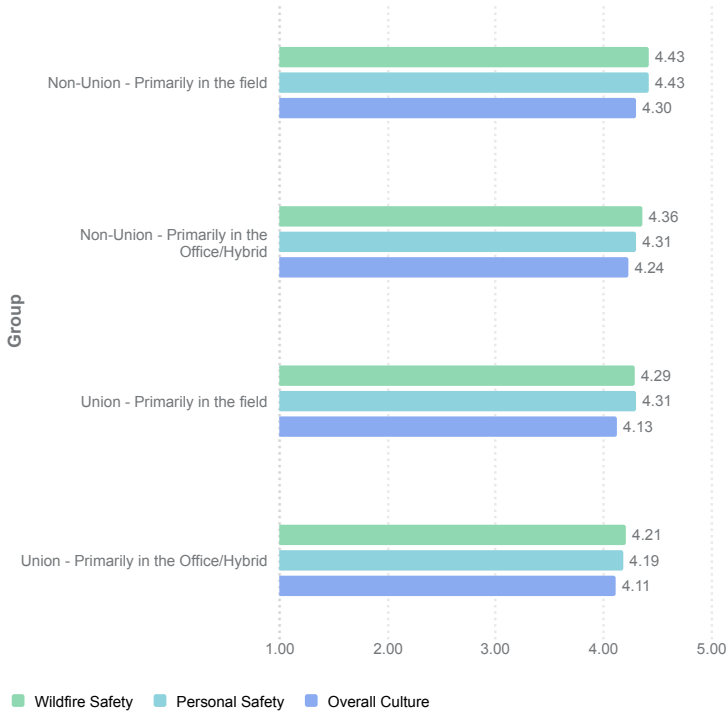
Personal Safety	Director	Individual Contributor (having no direct reports)	Officer	Other	Superintendent or Manager	Supervisor
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.55	4.32	4.53	4.33	4.51	4.47
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.52	4.31	4.46	4.39	4.46	4.46
I take responsibility for the safety of myself and others in my work area	4.83	4.66	4.63	4.60	4.75	4.72
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.66	4.45	4.53	4.35	4.60	4.53
Leaders keep people prepared to intervene when an emergency occurs	4.48	4.23	4.41	4.27	4.38	4.36
Leaders use mistakes and incidents as learning opportunities	4.42	4.22	4.29	4.25	4.42	4.36
Pausing work for hazards and safety concerns is viewed positively	4.63	4.42	4.59	4.40	4.53	4.51
People focus on one task at a time and avoid distractions	3.62	3.82	3.89	4.03	3.72	3.94
People have the ability to respond to and correct problems and errors before they get out of control	4.36	4.23	4.38	4.27	4.34	4.34
People have the skills they need to resolve workplace safety issues	4.36	4.20	4.34	4.23	4.29	4.31
We have the right tools for the job	4.29	4.13	4.28	4.19	4.28	4.29

Average Response Scores by Statement

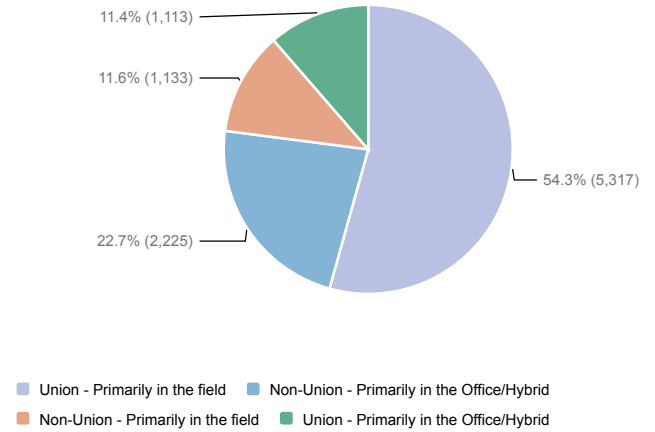
Overall Culture	Director	Individual Contributor (having no direct reports)	Officer	Other	Superintendent or Manager	Supervisor
I believe managers apply the same rules for all workers	4.24	3.94	4.23	4.01	4.28	4.19
Information about important events and lessons learned is shared within my work group	4.46	4.32	4.38	4.32	4.46	4.43
Leaders encourage people to ask questions	4.49	4.27	4.52	4.28	4.49	4.45
Managers treat workers with respect	4.41	4.21	4.43	4.18	4.48	4.36
My supervisor makes sure all employee concerns are heard before job decisions are made	4.36	4.21	4.36	4.23	4.35	4.32
My supervisor would use whatever power they have to help me out	4.55	4.36	4.49	4.30	4.53	4.46
People in my work group treat each other with respect	4.46	4.37	4.38	4.30	4.48	4.41
People listen to one another: it is rare that someone's views go unheard	4.13	3.99	4.09	4.02	4.14	4.09
People report mistakes they make, even if others do not notice them	4.01	3.89	3.96	3.94	3.96	4.02
The company cares about my opinions	4.26	3.78	4.16	3.83	4.14	4.01

## 4. Comparison by Group

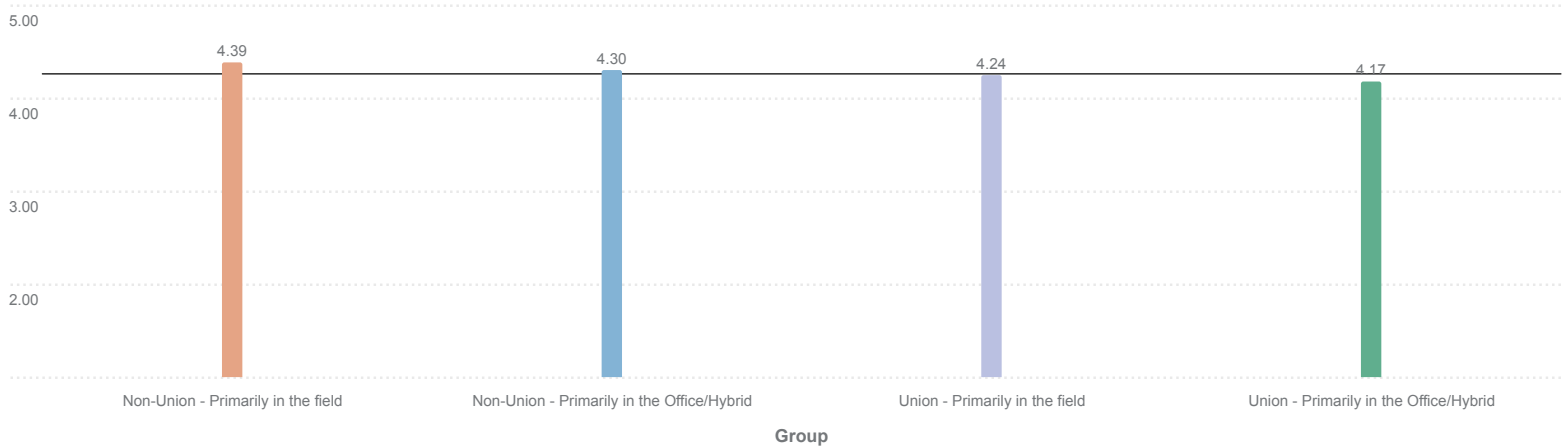
Average Response Scores by Statement Category



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	Non-Union - Primarily in the field	Non-Union - Primarily in the Office/Hybrid	Union - Primarily in the field	Union - Primarily in the Office/Hybrid
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.82	3.69	3.75	3.41
I feel comfortable discussing wildfire hazards with my supervisor	4.60	4.57	4.43	4.47
Leaders actively seek out signs of potential wildfire hazards	4.36	4.29	4.23	4.08
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.57	4.46	4.44	4.34
Our management acts quickly to address wildfire hazards	4.47	4.44	4.33	4.29
People in my work group report all wildfire hazards, no matter how minor	4.47	4.37	4.35	4.20
People look for wildfire hazards and risks as work progresses	4.40	4.32	4.27	4.18
Protecting the community from wildfire hazards is clearly a high priority with management	4.64	4.62	4.47	4.52
Wildfire and personal safety concerns are communicated openly	4.53	4.48	4.37	4.38

Average Response Scores by Statement

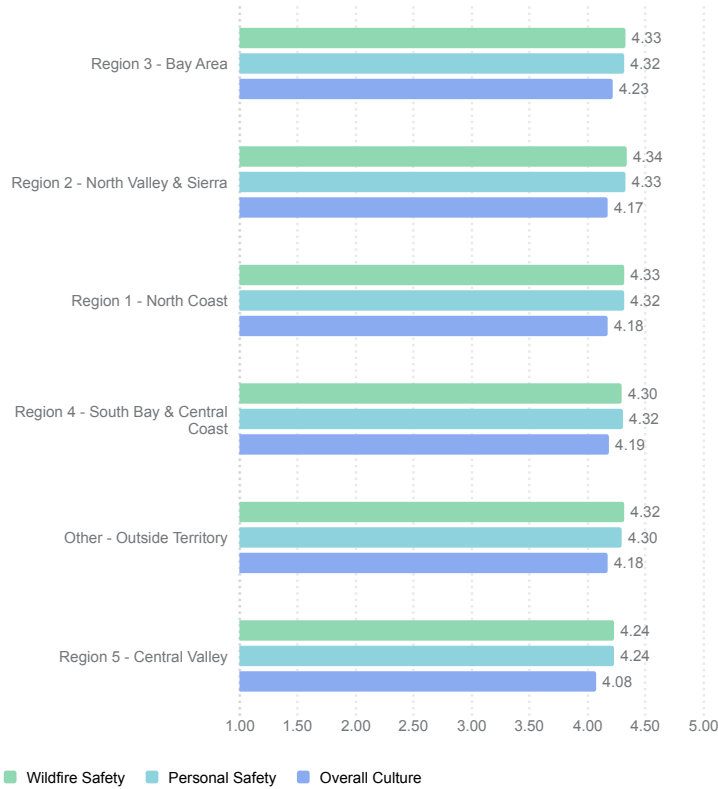
Personal Safety	Non-Union - Primarily in the field	Non-Union - Primarily in the Office/Hybrid	Union - Primarily in the field	Union - Primarily in the Office/Hybrid
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.49	4.44	4.33	4.23
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.48	4.32	4.40	4.23
I take responsibility for the safety of myself and others in my work area	4.76	4.69	4.62	4.63
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.55	4.57	4.36	4.48
Leaders keep people prepared to intervene when an emergency occurs	4.41	4.32	4.26	4.14
Leaders use mistakes and incidents as learning opportunities	4.41	4.33	4.23	4.15
Pausing work for hazards and safety concerns is viewed positively	4.55	4.49	4.40	4.39
People focus on one task at a time and avoid distractions	4.02	3.61	4.05	3.58
People have the ability to respond to and correct problems and errors before they get out of control	4.37	4.25	4.29	4.12
People have the skills they need to resolve workplace safety issues	4.32	4.24	4.24	4.11
We have the right tools for the job	4.35	4.16	4.19	4.06

Average Response Scores by Statement

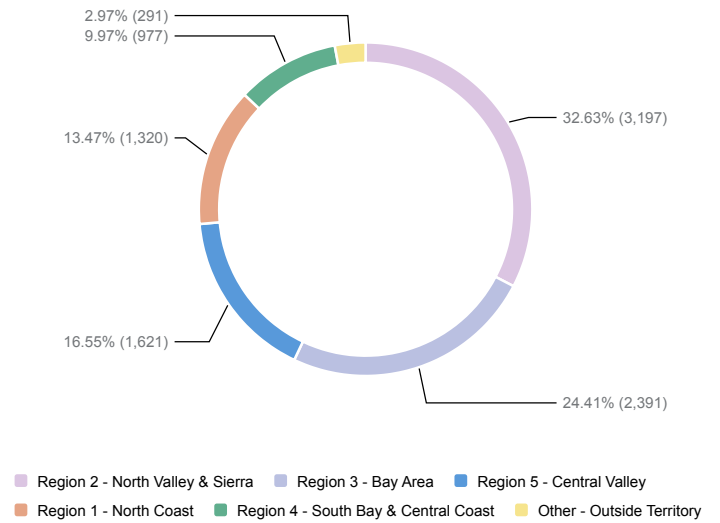
Overall Culture	Non-Union - Primarily in the field	Non-Union - Primarily in the Office/Hybrid	Union - Primarily in the field	Union - Primarily in the Office/Hybrid
I believe managers apply the same rules for all workers	4.21	4.10	3.98	3.88
Information about important events and lessons learned is shared within my work group	4.48	4.38	4.32	4.26
Leaders encourage people to ask questions	4.45	4.39	4.27	4.27
Managers treat workers with respect	4.40	4.35	4.17	4.20
My supervisor makes sure all employee concerns are heard before job decisions are made	4.33	4.28	4.22	4.23
My supervisor would use whatever power they have to help me out	4.49	4.45	4.31	4.43
People in my work group treat each other with respect	4.45	4.47	4.29	4.39
People listen to one another: it is rare that someone's views go unheard	4.16	4.08	3.99	3.95
People report mistakes they make, even if others do not notice them	4.00	3.90	3.95	3.81
The company cares about my opinions	4.03	4.01	3.80	3.70

## 5. Comparison by Region

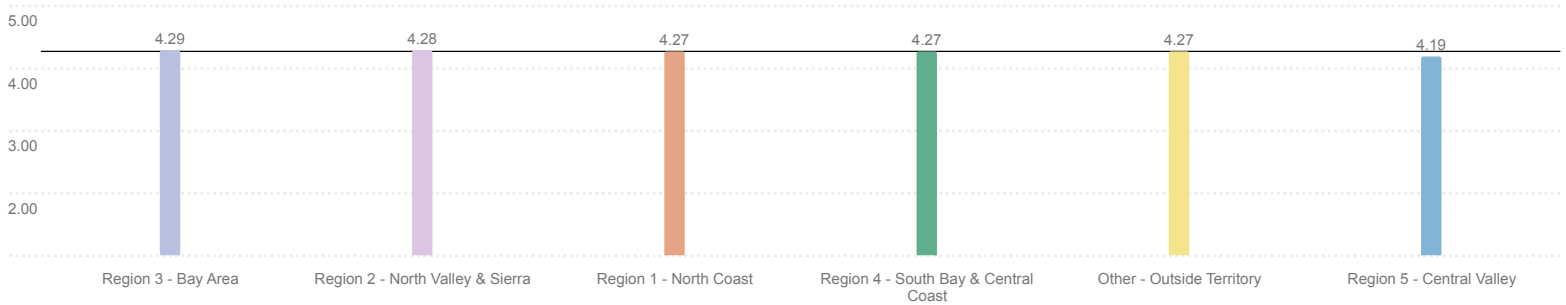
Average Response Scores by Safety Components



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	Other - Outside Territory	Region 1 - North Coast	Region 2 - North Valley & Sierra	Region 3 - Bay Area	Region 4 - South Bay & Central Coast	Region 5 - Central Valley
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.78	3.75	3.73	3.75	3.72	3.54
I feel comfortable discussing wildfire hazards with my supervisor	4.53	4.50	4.51	4.49	4.48	4.44
Leaders actively seek out signs of potential wildfire hazards	4.28	4.25	4.27	4.26	4.21	4.15
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.39	4.47	4.47	4.46	4.46	4.41
Our management acts quickly to address wildfire hazards	4.43	4.35	4.40	4.40	4.34	4.29
People in my work group report all wildfire hazards, no matter how minor	4.34	4.36	4.37	4.36	4.33	4.29
People look for wildfire hazards and risks as work progresses	4.22	4.32	4.33	4.27	4.24	4.22
Protecting the community from wildfire hazards is clearly a high priority with management	4.52	4.53	4.56	4.54	4.53	4.45
Wildfire and personal safety concerns are communicated openly	4.43	4.42	4.44	4.43	4.40	4.35

Average Response Scores by Statement

Personal Safety	Other - Outside Territory	Region 1 - North Coast	Region 2 - North Valley & Sierra	Region 3 - Bay Area	Region 4 - South Bay & Central Coast	Region 5 - Central Valley
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.33	4.37	4.39	4.38	4.37	4.27
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.36	4.39	4.39	4.36	4.42	4.32
I take responsibility for the safety of myself and others in my work area	4.63	4.67	4.67	4.64	4.67	4.63
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.46	4.45	4.44	4.46	4.46	4.39
Leaders keep people prepared to intervene when an emergency occurs	4.26	4.30	4.30	4.30	4.29	4.17
Leaders use mistakes and incidents as learning opportunities	4.24	4.25	4.29	4.30	4.28	4.16
Pausing work for hazards and safety concerns is viewed positively	4.40	4.45	4.45	4.49	4.41	4.37
People focus on one task at a time and avoid distractions	3.79	3.93	3.93	3.89	3.91	3.82
People have the ability to respond to and correct problems and errors before they get out of control	4.24	4.29	4.28	4.29	4.28	4.21
People have the skills they need to resolve workplace safety issues	4.31	4.24	4.25	4.25	4.23	4.17
We have the right tools for the job	4.24	4.20	4.22	4.20	4.16	4.09

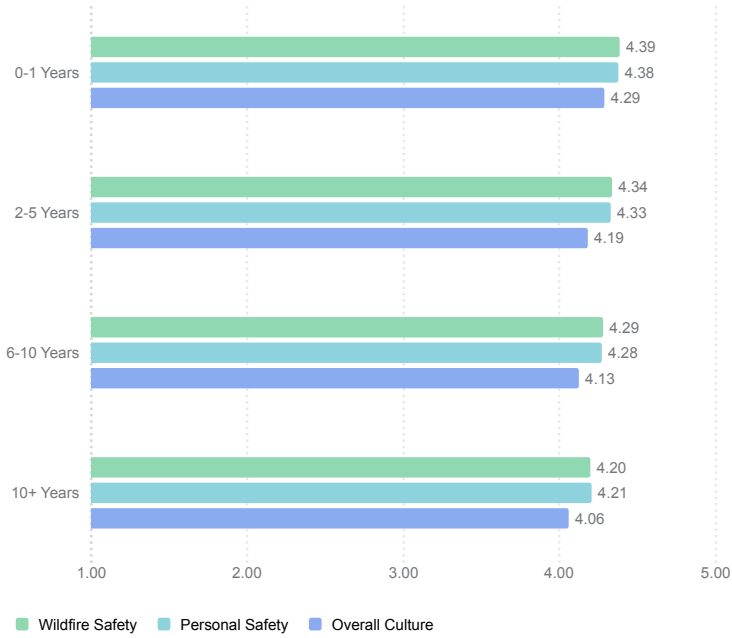
Average Response Scores by Statement:

Overall Culture	Other - Outside Territory	Region 1 - North Coast	Region 2 - North Valley & Sierra	Region 3 - Bay Area	Region 4 - South Bay & Central Coast	Region 5 - Central Valley
I believe managers apply the same rules for all workers	4.07	4.02	4.02	4.10	4.04	3.92
Information about important events and lessons learned is shared within my work group	4.29	4.33	4.36	4.39	4.36	4.27
Leaders encourage people to ask questions	4.30	4.31	4.33	4.35	4.34	4.24
Managers treat workers with respect	4.30	4.27	4.23	4.31	4.23	4.14
My supervisor makes sure all employee concerns are heard before job decisions are made	4.21	4.24	4.26	4.30	4.25	4.14
My supervisor would use whatever power they have to help me out	4.37	4.39	4.38	4.40	4.39	4.29
People in my work group treat each other with respect	4.35	4.35	4.35	4.42	4.37	4.29
People listen to one another: it is rare that someone's views go unheard	4.02	4.02	4.03	4.06	4.07	3.96
People report mistakes they make, even if others do not notice them	3.91	3.95	3.93	3.98	3.94	3.83
The company cares about my opinions	3.96	3.88	3.84	3.96	3.86	3.74

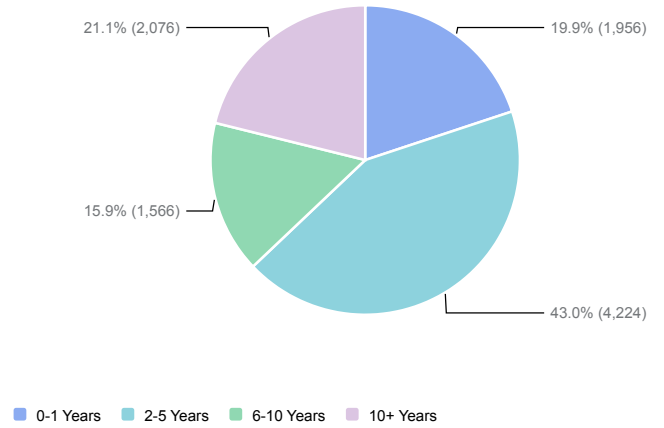


## 6. Comparison by Tenure

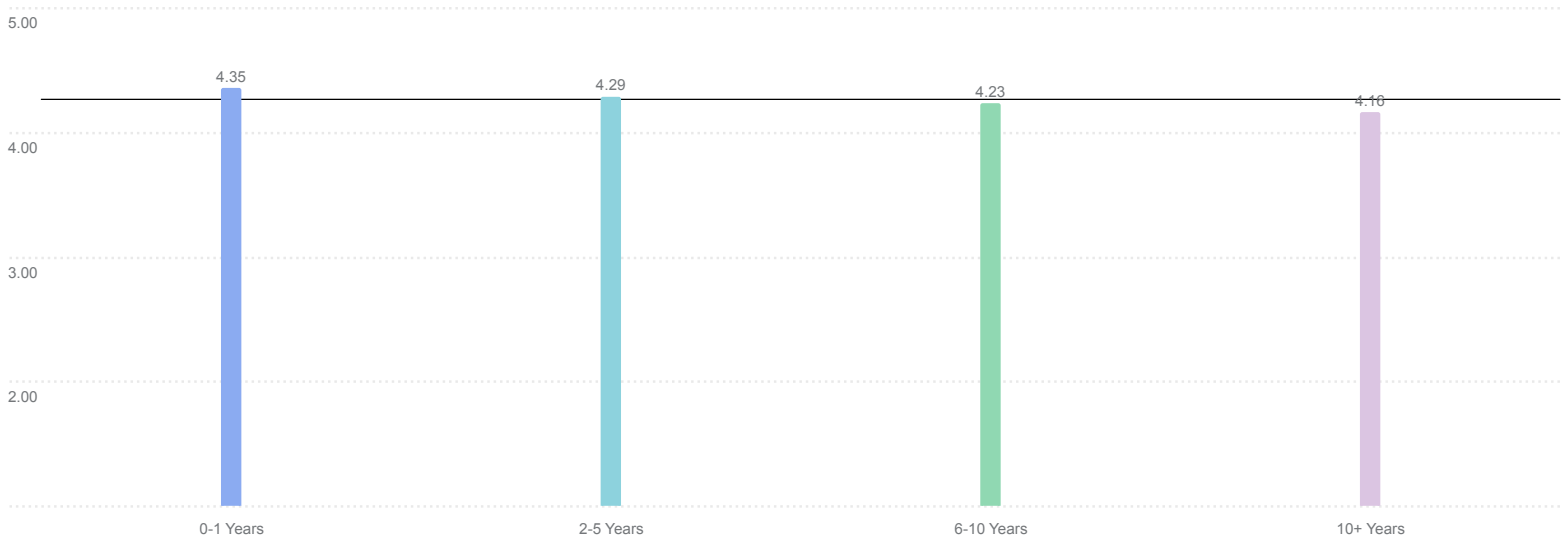
Performance Category Average Response Scores



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	3.78	3.74	3.71	3.57
I feel comfortable discussing wildfire hazards with my supervisor	4.54	4.50	4.45	4.44
Leaders actively seek out signs of potential wildfire hazards	4.35	4.28	4.22	4.07
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.51	4.47	4.43	4.37
Our management acts quickly to address wildfire hazards	4.47	4.40	4.32	4.24
People in my work group report all wildfire hazards, no matter how minor	4.42	4.38	4.33	4.24
People look for wildfire hazards and risks as work progresses	4.35	4.32	4.26	4.16
Protecting the community from wildfire hazards is clearly a high priority with management	4.60	4.56	4.49	4.43
Wildfire and personal safety concerns are communicated openly	4.48	4.44	4.38	4.32

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	4.43	4.40	4.32	4.24
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.39	4.38	4.36	4.35
I take responsibility for the safety of myself and others in my work area	4.66	4.66	4.62	4.65
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.46	4.46	4.41	4.41
Leaders keep people prepared to intervene when an emergency occurs	4.39	4.29	4.25	4.14
Leaders use mistakes and incidents as learning opportunities	4.37	4.29	4.24	4.12
Pausing work for hazards and safety concerns is viewed positively	4.51	4.47	4.39	4.34
People focus on one task at a time and avoid distractions	4.02	3.93	3.88	3.70
People have the ability to respond to and correct problems and errors before they get out of control	4.37	4.30	4.22	4.15
People have the skills they need to resolve workplace safety issues	4.31	4.27	4.19	4.13
We have the right tools for the job	4.27	4.20	4.19	4.06

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	4.21	4.05	3.94	3.87
Information about important events and lessons learned is shared within my work group	4.44	4.37	4.31	4.24
Leaders encourage people to ask questions	4.45	4.34	4.25	4.20
Managers treat workers with respect	4.40	4.26	4.17	4.10
My supervisor makes sure all employee concerns are heard before job decisions are made	4.32	4.25	4.24	4.17
My supervisor would use whatever power they have to help me out	4.45	4.37	4.34	4.32
People in my work group treat each other with respect	4.45	4.36	4.35	4.28
People listen to one another: it is rare that someone's views go unheard	4.14	4.04	4.00	3.91
People report mistakes they make, even if others do not notice them	4.02	3.94	3.93	3.83
The company cares about my opinions	4.03	3.88	3.79	3.72

## 7. Comparison by Functional Group (Level 1)

Number of Responses and Average Response Scores

L1	Count	Overall	Wildfire Safety	Personal Safety	Overall Culture
Electric Operations	2,471	4.14	4.18	4.19	4.04
Enterprise Vegetation Management	734	4.30	4.38	4.34	4.18
Wildfire_Emergency and Operations	466	4.15	4.27	4.18	4.02
Electric Engineering	335	4.20	4.26	4.21	4.15
Land Environmental and Permitting Services - Leaps	311	4.17	4.20	4.16	4.15
Other	187	4.24	4.26	4.30	4.16
Supply Chain_Materials	132	3.97	3.96	4.05	3.90
Engineering_Planning and Strategy - Other	120	4.13	4.14	4.15	4.09
Information Technology	100	4.28	4.34	4.30	4.19
Aviation Services	87	4.36	4.41	4.40	4.26
Major Projects	76	4.22	4.24	4.25	4.18
Gas Operations	62	4.38	4.41	4.38	4.34
Enterprise Service Delivery - Other	46	4.03	4.02	4.04	4.02
Operations Support	45	4.14	4.22	4.21	4.00
Enterprise Health and Safety	44	4.36	4.46	4.38	4.25
Finance	25	4.35	4.40	4.28	4.38
Power Generation	18	4.47	4.46	4.45	4.49
Customer & Enterprise Solutions	18	4.50	4.54	4.54	4.41
Service Planning and Design	17	4.05	4.16	4.11	3.89
Gen Counsel and Ethics_Risk and Compliance	14	4.19	4.31	4.19	4.08
People	9	4.15	4.20	4.15	4.11
Gas Engineering	7	4.63	4.78	4.60	4.54
Transportation Services	6	4.11	4.17	4.22	3.95
Generation	5	3.79	3.71	3.82	3.84

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 Wildfire Safety Statement (Group 1)

Wildfire Safety	Aviation Services	Customer & Enterprise Solutions	Electric Engineering	Electric Operations	Engineering_Planning and Strategy - Other	Enterprise Health and Safety	Enterprise Service Delivery - Other
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.61	4.11	3.52	3.46	3.34	3.68	3.28
I feel comfortable discussing wildfire hazards with my supervisor	4.57	4.61	4.52	4.44	4.28	4.66	4.35
Leaders actively seek out signs of potential wildfire hazards	4.32	4.61	4.11	4.07	4.05	4.52	3.85
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.56	4.78	4.39	4.36	4.32	4.57	4.24
Our management acts quickly to address wildfire hazards	4.54	4.61	4.27	4.21	4.29	4.53	4.04
People in my work group report all wildfire hazards, no matter how minor	4.47	4.56	4.27	4.23	4.02	4.48	3.89
People look for wildfire hazards and risks as work progresses	4.39	4.39	4.24	4.18	4.04	4.48	3.96
Protecting the community from wildfire hazards is clearly a high priority with management	4.71	4.61	4.55	4.40	4.53	4.70	4.35
Wildfire and personal safety concerns are communicated openly	4.51	4.61	4.44	4.28	4.39	4.48	4.24

Average Response Scores by Wildfire Safety Statement (Group 2)

Wildfire Safety	Enterprise Vegetation Management	Finance	Gas Engineering	Gas Operations	Gen Counsel and Ethics_Risk and Compliance	Generation	Information Technology	Land Environmental and Permitting Services - Leaps
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.63	3.96	4.57	3.74	3.86	2.60	3.67	3.37
I feel comfortable discussing wildfire hazards with my supervisor	4.59	4.68	5.00	4.60	4.29	4.00	4.65	4.57
Leaders actively seek out signs of potential wildfire hazards	4.28	4.30	4.71	4.31	4.29	3.40	4.10	4.03
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.51	4.50	4.86	4.53	4.50	4.00	4.48	4.36
Our management acts quickly to address wildfire hazards	4.40	4.52	4.43	4.53	4.36	3.40	4.44	4.24
People in my work group report all wildfire hazards, no matter how minor	4.45	4.29	4.86	4.48	4.57	3.80	4.28	4.18
People look for wildfire hazards and risks as work progresses	4.42	4.26	4.86	4.21	4.29	3.80	4.33	4.11
Protecting the community from wildfire hazards is clearly a high priority with management	4.63	4.58	4.86	4.71	4.43	4.00	4.65	4.55
Wildfire and personal safety concerns are communicated openly	4.51	4.42	4.86	4.59	4.21	4.40	4.49	4.37

Average Response Scores by Wildfire Safety Statement (Group 3)

Wildfire Safety	Major Projects	Operations Support	Other	People	Power Generation	Service Planning and Design	Supply Chain_Materials	Transportation Services	Wildfire_Emergency and Operations
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.35	3.47	3.72	3.67	4.00	3.24	3.10	3.83	3.69
I feel comfortable discussing wildfire hazards with my supervisor	4.51	4.44	4.43	4.22	4.67	4.35	4.21	4.40	4.44
Leaders actively seek out signs of potential wildfire hazards	4.15	4.13	4.13	4.22	4.56	4.18	3.84	4.40	4.24
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.36	4.45	4.42	4.22	4.56	4.29	4.15	4.50	4.33
Our management acts quickly to address wildfire hazards	4.21	4.33	4.30	4.22	4.56	4.24	4.08	4.33	4.32
People in my work group report all wildfire hazards, no matter how minor	4.33	4.18	4.36	4.22	4.44	4.29	3.91	4.17	4.30
People look for wildfire hazards and risks as work progresses	4.20	4.11	4.18	4.33	4.17	4.12	3.86	3.33	4.20
Protecting the community from wildfire hazards is clearly a high priority with management	4.55	4.47	4.48	4.56	4.72	4.35	4.30	4.33	4.53
Wildfire and personal safety concerns are communicated openly	4.49	4.36	4.35	4.11	4.50	4.41	4.15	4.33	4.33

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 Personal Safety Statement (Group 1)

Personal Safety	Aviation Services	Customer & Enterprise Solutions	Electric Engineering	Electric Operations	Engineering_Planning and Strategy - Other	Enterprise Health and Safety	Enterprise Service Delivery - Other
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.57	4.67	4.31	4.20	4.33	4.34	4.11
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.37	4.50	4.25	4.31	4.10	4.48	4.02
I take responsibility for the safety of myself and others in my work area	4.77	4.78	4.66	4.64	4.55	4.75	4.63
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.53	4.44	4.53	4.44	4.37	4.52	4.35
Leaders keep people prepared to intervene when an emergency occurs	4.44	4.61	4.19	4.10	4.14	4.41	4.00
Leaders use mistakes and incidents as learning opportunities	4.46	4.56	4.17	4.09	4.15	4.48	3.96
Pausing work for hazards and safety concerns is viewed positively	4.53	4.56	4.43	4.35	4.39	4.41	4.17
People focus on one task at a time and avoid distractions	3.83	4.39	3.46	3.66	3.48	3.84	3.24
People have the ability to respond to and correct problems and errors before they get out of control	4.37	4.50	4.13	4.13	4.12	4.32	4.07
People have the skills they need to resolve workplace safety issues	4.25	4.50	4.18	4.14	4.13	4.25	3.98
We have the right tools for the job	4.24	4.39	4.03	4.05	3.91	4.34	3.96

Average Response Scores by Personal Safety Statement (Group 2)

Personal Safety	Enterprise Vegetation Management	Finance	Gas Engineering	Gas Operations	Gen Counsel and Ethics_Risk and Compliance	Generation	Information Technology	Land Environmental and Permitting Services - Leaps
Accidents and incidents are investigataged completely to find out what happened and the corrective actions needed	4.44	4.21	4.86	4.53	4.43	3.60	4.35	4.21
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.47	4.21	4.71	4.31	4.43	4.20	4.35	4.23
I take responsibility for the safety of myself and others in my work area	4.73	4.71	5.00	4.73	4.57	4.40	4.72	4.69
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.56	4.54	4.14	4.50	4.21	4.00	4.64	4.61
Leaders keep people prepared to intervene when an emergency occurs	4.29	4.32	4.86	4.37	4.21	3.80	4.28	4.15
Leaders use mistakes and incidents as learning opportunities	4.32	4.17	4.71	4.39	3.93	3.80	4.27	4.14
Pausing work for hazards and safety concerns is viewed positively	4.55	4.42	4.57	4.60	4.36	4.20	4.53	4.39
People focus on one task at a time and avoid distractions	3.83	3.75	4.43	3.84	3.64	2.60	3.46	3.40
People have the ability to respond to and correct problems and errors before they get out of control	4.26	4.33	4.71	4.30	4.07	4.00	4.30	4.06
People have the skills they need to resolve workplace safety issues	4.19	4.32	4.86	4.26	4.14	3.80	4.22	3.99
We have the right tools for the job	4.14	4.04	3.71	4.42	4.14	3.60	4.14	3.93

Average Response Scores by Personal Safety Statement (Group 3)

Personal Safety	Major Projects	Operations Support	Other	People	Power Generation	Service Planning and Design	Supply Chain_Materials	Transportation Services	Wildfire_Emergency and Operations
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.34	4.29	4.33	4.00	4.78	4.24	4.06	4.20	4.22
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.32	4.33	4.43	4.11	4.44	4.24	4.13	4.00	4.15
I take responsibility for the safety of myself and others in my work area	4.70	4.64	4.59	4.33	4.83	4.41	4.57	4.67	4.66
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.61	4.40	4.42	4.11	4.56	4.29	4.21	4.17	4.41
Leaders keep people prepared to intervene when an emergency occurs	4.11	4.18	4.24	4.33	4.22	4.06	3.96	4.17	4.18
Leaders use mistakes and incidents as learning opportunities	4.28	4.09	4.23	4.22	4.44	4.18	4.04	4.33	4.14
Pausing work for hazards and safety concerns is viewed positively	4.47	4.36	4.42	4.00	4.67	4.29	4.17	4.33	4.30
People focus on one task at a time and avoid distractions	3.59	3.60	3.99	4.00	3.89	3.76	3.46	4.00	3.58
People have the ability to respond to and correct problems and errors before they get out of control	4.12	4.20	4.19	4.11	4.39	4.18	3.97	3.80	4.13
People have the skills they need to resolve workplace safety issues	4.19	4.16	4.22	4.11	4.28	4.00	4.00	4.17	4.11
We have the right tools for the job	4.03	4.09	4.19	4.33	4.44	3.53	3.94	4.50	4.09

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 Overall Culture Statement (Group 1)

Overall Culture	Aviation Services	Customer & Enterprise Solutions	Electric Engineering	Electric Operations	Engineering_Planning and Strategy - Other	Enterprise Health and Safety	Enterprise Service Delivery - Other
I believe managers apply the same rules for all workers	4.24	4.33	3.94	3.82	4.01	3.98	3.65
Information about important events and lessons learned is shared within my work group	4.51	4.56	4.28	4.22	4.19	4.52	4.15
Leaders encourage people to ask questions	4.36	4.44	4.31	4.19	4.28	4.34	4.17
Managers treat workers with respect	4.40	4.33	4.26	4.11	4.25	4.20	4.20
My supervisor makes sure all employee concerns are heard before job decisions are made	4.13	4.50	4.23	4.16	4.03	4.39	4.24
My supervisor would use whatever power they have to help me out	4.45	4.50	4.41	4.34	4.38	4.66	4.50
People in my work group treat each other with respect	4.37	4.50	4.44	4.26	4.46	4.50	4.30
People listen to one another: it is rare that someone's views go unheard	4.08	4.17	4.03	3.90	3.87	4.11	3.87
People report mistakes they make, even if others do not notice them	4.08	4.39	3.87	3.79	3.78	3.80	3.59
The company cares about my opinions	4.00	4.39	3.75	3.63	3.68	3.95	3.57

Average Response Scores by Overall Culture Statement (Group 2)

Overall Culture	Enterprise Vegetation Management	Finance	Gas Engineering	Gas Operations	Gen Counsel and Ethics_Risk and Compliance	Generation	Information Technology	Land Environmental and Permitting Services - Leaps
I believe managers apply the same rules for all workers	4.01	4.33	4.29	4.18	4.14	3.00	3.98	3.95
Information about important events and lessons learned is shared within my work group	4.35	4.48	5.00	4.53	4.21	4.00	4.40	4.29
Leaders encourage people to ask questions	4.37	4.54	4.86	4.55	4.29	4.40	4.33	4.32
Managers treat workers with respect	4.31	4.52	3.71	4.42	4.07	4.20	4.17	4.24
My supervisor makes sure all employee concerns are heard before job decisions are made	4.20	4.29	4.57	4.47	4.14	3.60	4.50	4.29
My supervisor would use whatever power they have to help me out	4.36	4.60	4.86	4.55	4.14	4.20	4.57	4.51
People in my work group treat each other with respect	4.36	4.60	4.57	4.56	4.21	4.40	4.37	4.50
People listen to one another: it is rare that someone's views go unheard	4.04	4.21	4.86	4.15	4.07	3.80	4.15	3.93
People report mistakes they make, even if others do not notice them	3.91	3.91	4.57	3.90	3.71	3.60	3.73	3.75
The company cares about my opinions	3.86	4.29	4.14	4.10	3.79	-	3.74	3.75

Average Response Scores by Overall Culture Statement (Group 3)

Overall Culture	Major Projects	Operations Support	Other	People	Power Generation	Service Planning and Design	Supply Chain_Materials	Transportation Services	Wildfire_Emergency and Operations
I believe managers apply the same rules for all workers	4.09	3.89	4.04	4.22	4.50	3.53	3.65	3.67	3.76
Information about important events and lessons learned is shared within my work group	4.24	4.22	4.31	4.22	4.67	4.00	4.08	4.17	4.24
Leaders encourage people to ask questions	4.39	4.32	4.30	4.33	4.50	3.88	4.02	4.17	4.20
Managers treat workers with respect	4.29	4.00	4.24	4.11	4.78	4.00	3.98	4.00	4.11
My supervisor makes sure all employee concerns are heard before job decisions are made	4.26	4.00	4.23	4.11	4.78	4.00	4.09	4.17	4.09
My supervisor would use whatever power they have to help me out	4.47	4.14	4.32	4.11	4.50	4.29	4.10	3.50	4.27
People in my work group treat each other with respect	4.47	4.20	4.33	4.22	4.61	4.24	4.18	4.33	4.21
People listen to one another: it is rare that someone's views go unheard	4.01	3.73	4.10	4.11	4.28	3.82	3.77	3.67	3.83
People report mistakes they make, even if others do not notice them	3.84	3.60	3.92	3.78	4.00	3.76	3.56	4.00	3.73
The company cares about my opinions	3.75	3.87	3.84	3.89	4.28	3.35	3.57	3.83	3.73

## 8. Comparison by Functional Group (Level 2)

Number of Responses and Average Response Scores (Group 1)

L2	Count	Overall	Wildfire Safety	Personal Safety	Overall Culture
Electric Operations	645	4.09	4.13	4.16	3.98
Electric Distribution Operations	584	4.04	4.07	4.12	3.94
Enterprise Vegetation Management	375	4.25	4.36	4.30	4.10
System Inspections	341	4.20	4.27	4.24	4.10
Transmission and Substation Operations	319	4.14	4.17	4.20	4.05
Underground Program	181	4.32	4.39	4.32	4.25
Environmental Management and Programs	160	4.08	4.12	4.06	4.06
Projects & Construction	142	4.12	4.17	4.16	4.05
Wildfire_Emergency and Operations	139	4.09	4.20	4.17	3.91
Electric TD Engineering	119	4.10	4.14	4.13	4.03
Electric Engineering	113	4.25	4.30	4.27	4.20
VM Quality Management	109	4.32	4.40	4.33	4.23
EO Quality Management	96	4.29	4.34	4.32	4.21
Construction Mgmt (Electric Operations)	88	4.35	4.44	4.36	4.26
Electric Asset Management	86	4.26	4.33	4.24	4.22
Wildfire Mitigation	78	4.28	4.39	4.28	4.19
Emergency Preparedness and Response	78	4.19	4.31	4.16	4.11
Emergency Field Operations	66	3.88	4.01	3.94	3.69
Information Technology	49	4.15	4.21	4.19	4.06
Aerial Survey	48	4.40	4.46	4.43	4.33
Wildfire Preparedness Operations	43	4.13	4.28	4.10	4.02
Enterprise Service Delivery	43	4.06	4.04	4.07	4.07
Leaps	42	4.12	4.17	4.13	4.06
Undergrounding Pre-Construction Delivery	39	4.58	4.66	4.54	4.57
Permitting and Agency Liaisons	39	4.14	4.07	4.17	4.16
Materials and Distribution Operations	36	3.88	3.91	4.02	3.70
Major Projects	35	4.25	4.27	4.27	4.21
Strategy	34	4.02	4.02	4.06	3.99
Supply Chain_Materials	33	3.89	3.85	3.98	3.83
Operations Support	31	4.17	4.20	4.24	4.06
Enterprise Health and Safety	30	4.29	4.42	4.33	4.15
Enterprise Protection_Data and Analytics	28	4.44	4.48	4.42	4.42
Construction Mgmt. (Enterprise Vegetation Management)	25	4.38	4.37	4.41	4.36
Electric System Operations	24	4.25	4.28	4.30	4.17
Land Management 1	21	4.08	4.12	4.10	4.03
Infrastructure and Cloud Services	21	4.31	4.42	4.35	4.17



8. Comparison by Functional Group (Level 2) *continued*

Number of Responses and Average Response Scores (Group 2)					
L2	Count	Overall	Wildfire Safety	Personal Safety	Overall Culture
Vegetation Asset Strategy and Analytics	18	4.33	4.38	4.32	4.29
Meteorology and Fire Science	18	4.54	4.70	4.52	4.41
Gas Operations	18	4.20	4.20	4.21	4.19
Execution Performance	17	4.31	4.46	4.20	4.29
Aviation Services	16	4.63	4.68	4.66	4.57
TS Prj and Prgm Mgmt	15	4.20	4.24	4.23	4.12
Gas TD Construction	15	4.54	4.62	4.55	4.44
Gas Distribution Operations	15	4.35	4.34	4.39	4.33
Utility Partnerships and Innovation	14	4.23	4.24	4.25	4.22
Contract Lifecycle Management	14	4.02	3.96	4.03	4.06
Business Finance and Planning	13	4.22	4.21	4.11	4.33
TS Project Controls South	12	4.36	4.36	4.39	4.31
VM - Data Management	10	4.62	4.66	4.66	4.54
Supplier Quality Assurance	10	4.15	4.21	4.12	4.13
Energy Policy and Procurement	10	4.41	4.36	4.45	4.43
Electric System Planning	10	4.45	4.53	4.39	4.45
TS Project Controls North	9	4.27	4.23	4.27	4.31
Flight Coordination	9	3.86	3.98	3.89	3.73
IT and Corporate Services Sourcing	8	4.23	4.19	4.27	4.20
Ethics_Risk and Compliance	8	4.32	4.42	4.32	4.24
Electric Distribution Services Strategic	8	4.10	4.13	4.09	4.10
Service Planning and Design	7	4.07	4.25	4.13	3.83
People	7	4.24	4.25	4.22	4.24
Operational Safety	7	4.51	4.54	4.53	4.46
Lean Yard Operations	7	4.28	4.38	4.21	4.27
Finance	7	4.42	4.53	4.37	4.38
Customer Experience	7	4.82	4.76	4.87	4.81
South Bay Delivery	6	4.34	4.40	4.24	4.40
Power Gen Planning and Asset Management	6	4.49	4.52	4.36	4.60
Operational Excellence	6	4.28	4.30	4.36	4.18
Aviation Services Safety	6	4.87	4.87	4.88	4.87
Supply Chain Responsibility 03	5	3.99	3.84	4.15	3.96
Power Generation Project Execution	5	4.36	4.36	4.44	4.28
Ops Data_Analytics and Tools	5	3.94	4.18	3.98	3.68
New Business PMO	5	4.34	4.29	4.35	4.38
Materials Planning	5	4.05	4.11	4.07	3.98

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 - Aviation Services

Wildfire Safety	Aerial Survey	Aviation Services	Aviation Services Safety	Flight Coordination
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.60	3.75	4.67	3.22
I feel comfortable discussing wildfire hazards with my supervisor	4.65	4.75	4.83	4.00
Leaders actively seek out signs of potential wildfire hazards	4.35	4.69	5.00	3.78
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.58	4.87	5.00	4.11
Our management acts quickly to address wildfire hazards	4.65	4.81	4.83	4.00
People in my work group report all wildfire hazards, no matter how minor	4.48	4.75	4.83	4.00
People look for wildfire hazards and risks as work progresses	4.42	4.75	4.83	4.00
Protecting the community from wildfire hazards is clearly a high priority with management	4.75	4.94	5.00	4.56
Wildfire and personal safety concerns are communicated openly	4.65	4.81	4.83	4.11

Average Response Scores by Statement - Aviation Services

Personal Safety	Aerial Survey	Aviation Services	Aviation Services Safety	Flight Coordination
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.58	4.81	5.00	4.22
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.42	4.63	4.83	3.78
I take responsibility for the safety of myself and others in my work area	4.81	4.81	5.00	4.44
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.56	4.69	5.00	3.89
Leaders keep people prepared to intervene when an emergency occurs	4.40	4.88	5.00	4.00
Leaders use mistakes and incidents as learning opportunities	4.50	4.69	5.00	4.22
Pausing work for hazards and safety concerns is viewed positively	4.50	4.88	5.00	4.25
People focus on one task at a time and avoid distractions	3.92	4.13	4.50	2.89
People have the ability to respond to and correct problems and errors before they get out of control	4.43	4.63	4.83	3.89
People have the skills they need to resolve workplace safety issues	4.29	4.56	4.67	3.78
We have the right tools for the job	4.34	4.56	4.83	3.44

Average Response Scores by Statement - Aviation Services

Overall Culture	Aerial Survey	Aviation Services	Aviation Services Safety	Flight Coordination
I believe managers apply the same rules for all workers	4.38	4.69	4.83	3.56
Information about important events and lessons learned is shared within my work group	4.50	5.00	5.00	4.00
Leaders encourage people to ask questions	4.42	4.56	5.00	4.00
Managers treat workers with respect	4.50	4.63	4.83	4.00
My supervisor makes sure all employee concerns are heard before job decisions are made	4.17	4.31	4.83	3.67
My supervisor would use whatever power they have to help me out	4.50	4.69	5.00	4.00
People in my work group treat each other with respect	4.46	4.88	4.83	3.22
People listen to one another: it is rare that someone's views go unheard	4.15	4.44	4.83	3.56
People report mistakes they make, even if others do not notice them	4.17	4.25	4.67	3.67
The company cares about my opinions	4.02	4.25	4.83	3.67

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 - Customer & Enterprise Solutions; Enterprise Health and Safety; Enterprise Service Delivery - Other

Wildfire Safety	Customer Experience	Enterprise Health and Safety	Enterprise Service Delivery	Operational Safety
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.43	3.60	3.28	3.57
I feel comfortable discussing wildfire hazards with my supervisor	4.86	4.63	4.37	4.71
Leaders actively seek out signs of potential wildfire hazards	4.71	4.53	3.84	4.57
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	5.00	4.53	4.26	4.71
Our management acts quickly to address wildfire hazards	4.86	4.48	4.07	4.71
People in my work group report all wildfire hazards, no matter how minor	4.57	4.43	3.93	4.57
People look for wildfire hazards and risks as work progresses	4.71	4.40	3.95	4.71
Protecting the community from wildfire hazards is clearly a high priority with management	4.86	4.73	4.35	4.71
Wildfire and personal safety concerns are communicated openly	4.86	4.43	4.29	4.57

Average Response Scores by Statement - Customer & Enterprise Solutions; Enterprise Health and Safety; Enterprise Service Delivery - Other

Personal Safety	Customer Experience	Enterprise Health and Safety	Enterprise Service Delivery	Operational Safety
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.86	4.27	4.16	4.71
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	5.00	4.47	4.00	4.57
I take responsibility for the safety of myself and others in my work area	5.00	4.77	4.60	4.86
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.71	4.57	4.42	4.71
Leaders keep people prepared to intervene when an emergency occurs	4.86	4.37	4.05	4.57
Leaders use mistakes and incidents as learning opportunities	4.86	4.43	4.00	4.71
Pausing work for hazards and safety concerns is viewed positively	4.86	4.40	4.21	4.29
People focus on one task at a time and avoid distractions	4.71	3.70	3.21	4.00
People have the ability to respond to and correct problems and errors before they get out of control	4.71	4.20	4.09	4.57
People have the skills they need to resolve workplace safety issues	5.00	4.20	4.02	4.29
We have the right tools for the job	5.00	4.23	3.98	4.57

Average Response Scores by Statement - Customer & Enterprise Solutions; Enterprise Health and Safety; Enterprise Service Delivery - Other

Overall Culture	Customer Experience	Enterprise Health and Safety	Enterprise Service Delivery	Operational Safety
I believe managers apply the same rules for all workers	4.71	3.73	3.70	4.57
Information about important events and lessons learned is shared within my work group	4.86	4.53	4.21	4.57
Leaders encourage people to ask questions	4.86	4.30	4.19	4.43
Managers treat workers with respect	4.86	4.00	4.26	4.57
My supervisor makes sure all employee concerns are heard before job decisions are made	4.86	4.30	4.31	4.57
My supervisor would use whatever power they have to help me out	4.86	4.63	4.53	4.71
People in my work group treat each other with respect	4.71	4.50	4.37	4.71
People listen to one another: it is rare that someone's views go unheard	4.86	4.00	3.91	4.43
People report mistakes they make, even if others do not notice them	4.71	3.73	3.60	3.57
The company cares about my opinions	4.86	3.73	3.58	4.43

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 - Electric Engineering

Wildfire Safety	Electric Asset Management	Electric Engineering	Electric System Planning	Electric TD Engineering
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.76	3.49	4.60	3.25
I feel comfortable discussing wildfire hazards with my supervisor	4.53	4.58	4.60	4.46
Leaders actively seek out signs of potential wildfire hazards	4.19	4.21	4.40	3.95
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.40	4.51	4.40	4.27
Our management acts quickly to address wildfire hazards	4.36	4.26	4.70	4.15
People in my work group report all wildfire hazards, no matter how minor	4.30	4.30	4.60	4.19
People look for wildfire hazards and risks as work progresses	4.31	4.29	4.40	4.12
Protecting the community from wildfire hazards is clearly a high priority with management	4.60	4.58	4.60	4.47
Wildfire and personal safety concerns are communicated openly	4.47	4.50	4.50	4.37

Average Response Scores by Statement - Electric Engineering

Personal Safety	Electric Asset Management	Electric Engineering	Electric System Planning	Electric TD Engineering
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.40	4.35	4.60	4.18
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.27	4.32	4.50	4.16
I take responsibility for the safety of myself and others in my work area	4.66	4.72	4.80	4.59
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.58	4.51	4.70	4.51
Leaders keep people prepared to intervene when an emergency occurs	4.23	4.27	4.50	4.04
Leaders use mistakes and incidents as learning opportunities	4.24	4.17	4.50	4.08
Pausing work for hazards and safety concerns is viewed positively	4.49	4.35	4.70	4.43
People focus on one task at a time and avoid distractions	3.30	3.71	3.10	3.36
People have the ability to respond to and correct problems and errors before they get out of control	4.15	4.24	4.20	4.03
People have the skills they need to resolve workplace safety issues	4.21	4.22	4.40	4.09
We have the right tools for the job	4.08	4.09	4.30	3.91

Average Response Scores by Statement - Electric Engineering

Overall Culture	Electric Asset Management	Electric Engineering	Electric System Planning	Electric TD Engineering
I believe managers apply the same rules for all workers	4.07	3.98	4.30	3.74
Information about important events and lessons learned is shared within my work group	4.35	4.29	4.50	4.20
Leaders encourage people to ask questions	4.45	4.27	4.60	4.23
Managers treat workers with respect	4.22	4.33	4.40	4.18
My supervisor makes sure all employee concerns are heard before job decisions are made	4.27	4.35	4.50	4.07
My supervisor would use whatever power they have to help me out	4.44	4.43	4.50	4.35
People in my work group treat each other with respect	4.48	4.54	4.50	4.31
People listen to one another: it is rare that someone's views go unheard	4.08	4.08	4.60	3.89
People report mistakes they make, even if others do not notice them	3.87	3.97	4.30	3.73
The company cares about my opinions	3.95	3.73	4.30	3.55

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 Wildfire Safety Statement - Electric Operations (Group 1)

Wildfire Safety	Construction Mgmt (Electric Operations)	Electric Distribution Operations	Electric Operations	EO Quality Management	Execution Performance	New Business PMO
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.71	3.31	3.41	3.65	3.71	3.40
I feel comfortable discussing wildfire hazards with my supervisor	4.74	4.37	4.35	4.64	4.82	4.80
Leaders actively seek out signs of potential wildfire hazards	4.28	3.92	4.03	4.11	4.41	4.00
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.53	4.31	4.32	4.55	4.50	4.20
Our management acts quickly to address wildfire hazards	4.47	4.05	4.16	4.35	4.47	4.60
People in my work group report all wildfire hazards, no matter how minor	4.46	4.10	4.18	4.47	4.53	4.20
People look for wildfire hazards and risks as work progresses	4.49	4.09	4.15	4.27	4.47	4.20
Protecting the community from wildfire hazards is clearly a high priority with management	4.69	4.27	4.35	4.53	4.82	4.60
Wildfire and personal safety concerns are communicated openly	4.57	4.20	4.24	4.46	4.41	4.60

Average Response Scores by Wildfire Safety Statement - Electric Operations (Group 2)

Wildfire Safety	Operational Excellence	Projects & Construction	System Inspections	Transmission and Substation Operations	Underground Program
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.33	3.30	3.63	3.50	3.67
I feel comfortable discussing wildfire hazards with my supervisor	4.50	4.43	4.49	4.41	4.64
Leaders actively seek out signs of potential wildfire hazards	3.83	4.04	4.24	4.06	4.32
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.67	4.32	4.41	4.35	4.52
Our management acts quickly to address wildfire hazards	4.50	4.30	4.29	4.21	4.49
People in my work group report all wildfire hazards, no matter how minor	4.17	4.16	4.36	4.26	4.36
People look for wildfire hazards and risks as work progresses	4.17	4.17	4.28	4.13	4.34
Protecting the community from wildfire hazards is clearly a high priority with management	5.00	4.49	4.44	4.39	4.67
Wildfire and personal safety concerns are communicated openly	4.50	4.33	4.31	4.22	4.53

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 Personal Safety Statement - Electric Operations (Group 1)

Personal Safety	Construction Mgmt (Electric Operations)	Electric Distribution Operations	Electric Operations	EO Quality Management	Execution Performance	New Business PMO
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.49	4.09	4.14	4.42	4.29	4.60
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.53	4.26	4.29	4.32	4.06	4.80
I take responsibility for the safety of myself and others in my work area	4.78	4.61	4.60	4.76	4.59	4.80
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.69	4.36	4.36	4.64	4.53	4.60
Leaders keep people prepared to intervene when an emergency occurs	4.27	3.98	4.07	4.27	4.24	4.20
Leaders use mistakes and incidents as learning opportunities	4.30	3.99	4.05	4.25	4.29	4.00
Pausing work for hazards and safety concerns is viewed positively	4.47	4.26	4.32	4.45	4.35	4.60
People focus on one task at a time and avoid distractions	3.68	3.65	3.70	3.81	3.41	3.80
People have the ability to respond to and correct problems and errors before they get out of control	4.26	4.05	4.13	4.26	4.29	4.60
People have the skills they need to resolve workplace safety issues	4.26	4.08	4.11	4.25	4.18	4.00
We have the right tools for the job	4.27	4.01	4.04	4.13	4.00	3.80

Average Response Scores by Personal Safety Statement - Electric Operations (Group 2)

Personal Safety	Operational Excellence	Projects & Construction	System Inspections	Transmission and Substation Operations	Underground Program
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.67	4.30	4.21	4.20	4.42
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.67	4.32	4.37	4.31	4.37
I take responsibility for the safety of myself and others in my work area	4.83	4.70	4.68	4.65	4.72
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	5.00	4.44	4.50	4.47	4.61
Leaders keep people prepared to intervene when an emergency occurs	4.33	4.14	4.18	4.07	4.31
Leaders use mistakes and incidents as learning opportunities	4.33	4.12	4.08	4.09	4.36
Pausing work for hazards and safety concerns is viewed positively	4.50	4.39	4.38	4.33	4.55
People focus on one task at a time and avoid distractions	3.00	3.38	3.74	3.73	3.50
People have the ability to respond to and correct problems and errors before they get out of control	4.50	4.08	4.14	4.16	4.23
People have the skills they need to resolve workplace safety issues	4.17	4.02	4.23	4.15	4.20
We have the right tools for the job	4.00	3.83	4.18	4.00	4.23

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 Overall Culture Statement - Electric Operations (Group 1)

Overall Culture	Construction Mgmt (Electric Operations)	Electric Distribution Operations	Electric Operations	EO Quality Management	Execution Performance	New Business PMO
I believe managers apply the same rules for all workers	4.20	3.72	3.72	4.02	4.06	4.20
Information about important events and lessons learned is shared within my work group	4.36	4.15	4.15	4.40	4.41	4.40
Leaders encourage people to ask questions	4.39	4.05	4.13	4.30	4.35	4.60
Managers treat workers with respect	4.38	3.98	4.05	4.40	4.47	4.60
My supervisor makes sure all employee concerns are heard before job decisions are made	4.32	4.08	4.12	4.38	4.53	4.60
My supervisor would use whatever power they have to help me out	4.63	4.28	4.26	4.50	4.59	4.60
People in my work group treat each other with respect	4.34	4.18	4.17	4.47	4.71	4.60
People listen to one another: it is rare that someone's views go unheard	4.07	3.81	3.85	4.04	4.06	4.20
People report mistakes they make, even if others do not notice them	3.99	3.69	3.77	3.92	3.94	3.80
The company cares about my opinions	3.94	3.45	3.59	3.73	3.82	4.20

Average Response Scores by Overall Culture Statement - Electric Operations (Group 2)

Overall Culture	Operational Excellence	Projects & Construction	System Inspections	Transmission and Substation Operations	Underground Program
I believe managers apply the same rules for all workers	4.00	3.85	3.92	3.82	4.01
Information about important events and lessons learned is shared within my work group	4.50	4.26	4.28	4.21	4.48
Leaders encourage people to ask questions	4.67	4.22	4.23	4.24	4.49
Managers treat workers with respect	4.50	4.16	4.14	4.09	4.39
My supervisor makes sure all employee concerns are heard before job decisions are made	4.00	4.05	4.17	4.22	4.33
My supervisor would use whatever power they have to help me out	4.17	4.25	4.40	4.37	4.51
People in my work group treat each other with respect	4.50	4.38	4.29	4.27	4.50
People listen to one another: it is rare that someone's views go unheard	4.17	3.88	3.96	3.90	4.08
People report mistakes they make, even if others do not notice them	3.67	3.77	3.84	3.86	3.74
The company cares about my opinions	3.67	3.66	3.73	3.57	4.01



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 - Engineering, Planning and Strategy - Other

Wildfire Safety	Energy Policy and Procurement	South Bay Delivery	Strategy	Utility Partnerships and Innovation
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.80	4.00	3.24	3.57
I feel comfortable discussing wildfire hazards with my supervisor	4.20	4.33	4.09	4.43
Leaders actively seek out signs of potential wildfire hazards	4.10	4.17	4.09	4.08
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.70	4.67	4.06	4.29
Our management acts quickly to address wildfire hazards	4.70	4.50	4.21	4.36
People in my work group report all wildfire hazards, no matter how minor	4.10	4.60	3.88	4.08
People look for wildfire hazards and risks as work progresses	4.20	4.17	3.88	4.14
Protecting the community from wildfire hazards is clearly a high priority with management	4.80	4.67	4.38	4.69
Wildfire and personal safety concerns are communicated openly	4.60	4.50	4.32	4.50

Average Response Scores by Statement - Engineering, Planning and Strategy - Other

Personal Safety	Energy Policy and Procurement	South Bay Delivery	Strategy	Utility Partnerships and Innovation
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.20	4.33	4.29	4.36
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.90	4.00	4.00	4.36
I take responsibility for the safety of myself and others in my work area	4.60	4.50	4.50	4.57
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.70	4.50	4.26	4.43
Leaders keep people prepared to intervene when an emergency occurs	4.50	4.50	4.15	4.14
Leaders use mistakes and incidents as learning opportunities	4.50	4.17	4.03	4.29
Pausing work for hazards and safety concerns is viewed positively	4.90	4.33	4.29	4.57
People focus on one task at a time and avoid distractions	3.70	3.83	3.32	3.64
People have the ability to respond to and correct problems and errors before they get out of control	4.30	4.33	4.03	4.15
People have the skills they need to resolve workplace safety issues	4.30	4.17	4.06	4.14
We have the right tools for the job	4.30	4.00	3.76	4.07

Average Response Scores by Statement - Engineering, Planning and Strategy - Other

Overall Culture	Energy Policy and Procurement	South Bay Delivery	Strategy	Utility Partnerships and Innovation
I believe managers apply the same rules for all workers	4.50	4.50	3.94	4.00
Information about important events and lessons learned is shared within my work group	4.50	4.17	4.09	4.38
Leaders encourage people to ask questions	4.50	4.50	4.09	4.43
Managers treat workers with respect	4.50	4.33	4.29	4.21
My supervisor makes sure all employee concerns are heard before job decisions are made	4.50	4.50	3.79	4.14
My supervisor would use whatever power they have to help me out	4.60	4.67	4.06	4.43
People in my work group treat each other with respect	4.70	4.50	4.38	4.36
People listen to one another: it is rare that someone's views go unheard	4.30	4.17	3.91	4.00
People report mistakes they make, even if others do not notice them	4.20	4.33	3.62	4.07
The company cares about my opinions	4.00	4.33	3.71	4.14

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 - Enterprise Vegetation Management

Wildfire Safety	Construction Mgmt. (Enterprise Vegetation Management)	Enterprise Vegetation Management	Vegetation Asset Strategy and Analytics	VM - Data Management	VM Quality Management
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.28	3.57	4.22	4.20	3.60
I feel comfortable discussing wildfire hazards with my supervisor	4.68	4.59	4.56	4.70	4.62
Leaders actively seek out signs of potential wildfire hazards	4.12	4.26	4.22	4.60	4.33
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.72	4.49	4.39	4.70	4.62
Our management acts quickly to address wildfire hazards	4.48	4.37	4.39	4.70	4.34
People in my work group report all wildfire hazards, no matter how minor	4.40	4.43	4.33	4.70	4.42
People look for wildfire hazards and risks as work progresses	4.24	4.42	4.39	4.70	4.45
Protecting the community from wildfire hazards is clearly a high priority with management	4.88	4.60	4.61	4.90	4.66
Wildfire and personal safety concerns are communicated openly	4.56	4.50	4.28	4.70	4.59

Average Response Scores by Statement - Enterprise Vegetation Management

Personal Safety	Construction Mgmt. (Enterprise Vegetation Management)	Enterprise Vegetation Management	Vegetation Asset Strategy and Analytics	VM - Data Management	VM Quality Management
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.72	4.43	4.33	4.80	4.39
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.52	4.46	4.33	4.70	4.32
I take responsibility for the safety of myself and others in my work area	4.76	4.74	4.61	4.90	4.80
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.64	4.58	4.28	4.80	4.67
Leaders keep people prepared to intervene when an emergency occurs	4.20	4.28	4.39	4.70	4.19
Leaders use mistakes and incidents as learning opportunities	4.48	4.27	4.11	4.70	4.38
Pausing work for hazards and safety concerns is viewed positively	4.56	4.53	4.56	4.90	4.57
People focus on one task at a time and avoid distractions	3.84	3.67	4.28	3.90	3.83
People have the ability to respond to and correct problems and errors before they get out of control	4.12	4.18	4.39	4.70	4.21
People have the skills they need to resolve workplace safety issues	4.32	4.11	4.06	4.70	4.21
We have the right tools for the job	4.32	4.07	4.17	4.50	4.05

Average Response Scores by Statement - Enterprise Vegetation Management

Overall Culture	Construction Mgmt. (Enterprise Vegetation Management)	Enterprise Vegetation Management	Vegetation Asset Strategy and Analytics	VM - Data Management	VM Quality Management
I believe managers apply the same rules for all workers	4.28	3.89	4.17	4.10	4.07
Information about important events and lessons learned is shared within my work group	4.44	4.30	4.39	4.80	4.39
Leaders encourage people to ask questions	4.64	4.32	4.28	4.50	4.46
Managers treat workers with respect	4.60	4.23	4.39	4.70	4.43
My supervisor makes sure all employee concerns are heard before job decisions are made	4.32	4.10	4.39	4.40	4.28
My supervisor would use whatever power they have to help me out	4.52	4.33	4.44	4.80	4.37
People in my work group treat each other with respect	4.60	4.28	4.50	4.80	4.47
People listen to one another; it is rare that someone's views go unheard	4.20	3.97	4.11	4.60	4.10
People report mistakes they make, even if others do not notice them	3.79	3.83	4.22	4.20	3.92
The company cares about my opinions	4.16	3.72	4.06	4.50	3.86

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 - Finance; Gen Counsel and Ethics, Risk and Compliance; Information Technology						
Wildfire Safety	Business Finance and Planning	Enterprise Protection_Data and Analytics	Ethics_Risk and Compliance	Finance	Information Technology	Infrastructure and Cloud Services
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.75	3.89	4.00	4.33	3.37	3.95
I feel comfortable discussing wildfire hazards with my supervisor	4.54	4.71	4.25	4.71	4.57	4.71
Leaders actively seek out signs of potential wildfire hazards	4.08	4.32	4.38	4.50	3.94	4.14
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.31	4.63	4.75	4.50	4.41	4.43
Our management acts quickly to address wildfire hazards	4.46	4.57	4.50	4.57	4.35	4.48
People in my work group report all wildfire hazards, no matter how minor	4.08	4.43	4.88	4.33	4.14	4.33
People look for wildfire hazards and risks as work progresses	4.00	4.46	4.38	4.33	4.16	4.48
Protecting the community from wildfire hazards is clearly a high priority with management	4.50	4.79	4.38	4.71	4.55	4.71
Wildfire and personal safety concerns are communicated openly	4.17	4.54	4.25	4.71	4.41	4.57

Average Response Scores by Statement - Finance; Gen Counsel and Ethics, Risk and Compliance; Information Technology						
Personal Safety	Business Finance and Planning	Enterprise Protection_Data and Analytics	Ethics_Risk and Compliance	Finance	Information Technology	Infrastructure and Cloud Services
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.08	4.64	4.50	4.14	4.10	4.48
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	3.92	4.39	4.63	4.43	4.22	4.52
I take responsibility for the safety of myself and others in my work area	4.83	4.68	4.75	4.57	4.69	4.81
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.33	4.68	4.25	4.57	4.57	4.71
Leaders keep people prepared to intervene when an emergency occurs	4.15	4.54	4.25	4.43	4.15	4.24
Leaders use mistakes and incidents as learning opportunities	4.08	4.43	4.00	4.29	4.18	4.19
Pausing work for hazards and safety concerns is viewed positively	4.33	4.54	4.50	4.57	4.51	4.50
People focus on one task at a time and avoid distractions	3.33	3.57	3.75	4.14	3.35	3.48
People have the ability to respond to and correct problems and errors before they get out of control	4.25	4.46	4.25	4.43	4.18	4.33
People have the skills they need to resolve workplace safety issues	4.23	4.39	4.38	4.29	4.08	4.30
We have the right tools for the job	3.67	4.25	4.25	4.17	4.00	4.29

Average Response Scores by Statement - Finance; Gen Counsel and Ethics, Risk and Compliance; Information Technology						
Overall Culture	Business Finance and Planning	Enterprise Protection_Data and Analytics	Ethics_Risk and Compliance	Finance	Information Technology	Infrastructure and Cloud Services
I believe managers apply the same rules for all workers	4.42	4.30	4.25	4.29	3.82	3.90
Information about important events and lessons learned is shared within my work group	4.54	4.56	4.25	4.14	4.39	4.24
Leaders encourage people to ask questions	4.50	4.57	4.38	4.57	4.21	4.29
Managers treat workers with respect	4.46	4.64	4.25	4.57	3.90	4.14
My supervisor makes sure all employee concerns are heard before job decisions are made	4.23	4.57	4.38	4.33	4.45	4.48
My supervisor would use whatever power they have to help me out	4.54	4.50	4.13	4.43	4.51	4.76
People in my work group treat each other with respect	4.54	4.50	4.50	4.57	4.31	4.29
People listen to one another: it is rare that someone's views go unheard	4.08	4.32	4.38	4.29	4.08	4.05
People report mistakes they make, even if others do not notice them	3.75	4.00	4.00	4.17	3.55	3.76
The company cares about my opinions	4.17	4.25	3.88	4.43	3.43	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 - Gas Operations

Wildfire Safety	Gas Distribution Operations	Gas Operations	Gas TD Construction	Lean Yard Operations
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.67	3.44	4.00	3.86
I feel comfortable discussing wildfire hazards with my supervisor	4.47	4.44	4.73	4.71
Leaders actively seek out signs of potential wildfire hazards	4.27	4.06	4.40	4.29
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.53	4.33	4.73	4.29
Our management acts quickly to address wildfire hazards	4.60	4.28	4.80	4.14
People in my work group report all wildfire hazards, no matter how minor	4.27	4.06	5.00	4.57
People look for wildfire hazards and risks as work progresses	4.13	4.06	4.33	4.43
Protecting the community from wildfire hazards is clearly a high priority with management	4.67	4.67	4.73	4.71
Wildfire and personal safety concerns are communicated openly	4.47	4.44	4.87	4.43

Average Response Scores by Statement - Gas Operations

Personal Safety	Gas Distribution Operations	Gas Operations	Gas TD Construction	Lean Yard Operations
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.47	4.33	4.73	4.43
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.20	4.22	4.47	4.29
I take responsibility for the safety of myself and others in my work area	4.73	4.56	4.87	4.71
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.47	4.39	4.60	4.43
Leaders keep people prepared to intervene when an emergency occurs	4.27	4.28	4.47	4.29
Leaders use mistakes and incidents as learning opportunities	4.40	4.11	4.60	4.29
Pausing work for hazards and safety concerns is viewed positively	4.67	4.22	4.87	4.57
People focus on one task at a time and avoid distractions	4.13	3.72	4.13	2.57
People have the ability to respond to and correct problems and errors before they get out of control	4.27	4.18	4.33	4.14
People have the skills they need to resolve workplace safety issues	4.27	4.11	4.53	4.00
We have the right tools for the job	4.40	4.17	4.47	4.57

Average Response Scores by Statement - Gas Operations

Overall Culture	Gas Distribution Operations	Gas Operations	Gas TD Construction	Lean Yard Operations
I believe managers apply the same rules for all workers	4.13	4.00	4.33	3.86
Information about important events and lessons learned is shared within my work group	4.47	4.33	4.73	4.43
Leaders encourage people to ask questions	4.60	4.50	4.60	4.29
Managers treat workers with respect	4.40	4.28	4.33	4.57
My supervisor makes sure all employee concerns are heard before job decisions are made	4.33	4.28	4.60	4.57
My supervisor would use whatever power they have to help me out	4.47	4.44	4.53	4.71
People in my work group treat each other with respect	4.53	4.50	4.60	4.57
People listen to one another: it is rare that someone's views go unheard	4.33	4.06	4.27	4.00
People report mistakes they make, even if others do not notice them	4.07	3.76	3.93	3.57
The company cares about my opinions	3.93	3.72	4.47	4.14

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 - Land Environmental and Permitting Services - Leaps

Wildfire Safety	Environmental Management and Programs	Land Management 1	Leaps	Permitting and Agency Liaisons	Undergrounding Pre-Construction Delivery
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.20	3.33	3.37	3.08	4.21
I feel comfortable discussing wildfire hazards with my supervisor	4.60	4.57	4.40	4.31	4.82
Leaders actively seek out signs of potential wildfire hazards	3.83	3.95	4.05	4.13	4.59
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.28	4.33	4.35	4.26	4.76
Our management acts quickly to address wildfire hazards	4.14	3.86	4.29	4.24	4.64
People in my work group report all wildfire hazards, no matter how minor	4.07	4.24	4.15	3.95	4.74
People look for wildfire hazards and risks as work progresses	4.03	4.24	4.12	3.84	4.65
Protecting the community from wildfire hazards is clearly a high priority with management	4.55	4.33	4.55	4.44	4.77
Wildfire and personal safety concerns are communicated openly	4.33	4.20	4.24	4.36	4.72

Average Response Scores by Statement - Land Environmental and Permitting Services - Leaps

Personal Safety	Environmental Management and Programs	Land Management 1	Leaps	Permitting and Agency Liaisons	Undergrounding Pre-Construction Delivery
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.05	4.48	4.20	4.23	4.62
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.21	4.05	4.18	4.11	4.54
I take responsibility for the safety of myself and others in my work area	4.65	4.76	4.67	4.62	4.89
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.63	4.62	4.43	4.42	4.82
Leaders keep people prepared to intervene when an emergency occurs	4.03	4.00	4.10	4.26	4.59
Leaders use mistakes and incidents as learning opportunities	4.01	4.00	4.07	4.23	4.62
Pausing work for hazards and safety concerns is viewed positively	4.31	4.33	4.39	4.38	4.64
People focus on one task at a time and avoid distractions	3.21	3.05	3.51	3.55	3.79
People have the ability to respond to and correct problems and errors before they get out of control	3.91	3.95	4.05	4.05	4.56
People have the skills they need to resolve workplace safety issues	3.81	3.90	4.00	4.08	4.54
We have the right tools for the job	3.79	3.90	3.81	3.97	4.33

Average Response Scores by Statement - Land Environmental and Permitting Services - Leaps

Overall Culture	Environmental Management and Programs	Land Management 1	Leaps	Permitting and Agency Liaisons	Undergrounding Pre-Construction Delivery
I believe managers apply the same rules for all workers	3.74	3.90	3.90	4.08	4.62
Information about important events and lessons learned is shared within my work group	4.22	4.29	4.17	4.21	4.67
Leaders encourage people to ask questions	4.23	4.33	4.12	4.33	4.77
Managers treat workers with respect	4.16	4.14	4.10	4.28	4.69
My supervisor makes sure all employee concerns are heard before job decisions are made	4.25	4.14	4.10	4.26	4.67
My supervisor would use whatever power they have to help me out	4.49	4.19	4.43	4.44	4.77
People in my work group treat each other with respect	4.45	4.48	4.40	4.51	4.72
People listen to one another: it is rare that someone's views go unheard	3.79	3.81	3.90	4.00	4.49
People report mistakes they make, even if others do not notice them	3.68	3.43	3.83	3.55	4.10
The company cares about my opinions	3.63	3.62	3.59	3.95	4.18



Average Response Scores by Statement - Major Projects; Operations Support

Wildfire Safety	Major Projects	Operations Support	Ops Data_Analytics and Tools	TS Prj and Prgm Mgmt	TS Project Controls North	TS Project Controls South
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.18	3.55	2.80	3.40	3.78	3.58
I feel comfortable discussing wildfire hazards with my supervisor	4.56	4.42	4.40	4.53	4.33	4.67
Leaders actively seek out signs of potential wildfire hazards	4.15	4.13	4.20	4.13	4.00	4.25
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.40	4.47	4.40	4.27	4.22	4.58
Our management acts quickly to address wildfire hazards	4.29	4.29	4.40	4.27	4.11	4.33
People in my work group report all wildfire hazards, no matter how minor	4.41	4.13	-	4.47	4.22	4.25
People look for wildfire hazards and risks as work progresses	4.24	4.06	4.00	4.27	4.11	4.50
Protecting the community from wildfire hazards is clearly a high priority with management	4.63	4.39	4.80	4.47	4.67	4.58
Wildfire and personal safety concerns are communicated openly	4.54	4.35	4.20	4.33	4.67	4.50

Average Response Scores by Statement - Major Projects; Operations Support

Personal Safety	Major Projects	Operations Support	Ops Data_Analytics and Tools	TS Prj and Prgm Mgmt	TS Project Controls North	TS Project Controls South
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.29	4.26	4.20	4.47	4.44	4.50
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.32	4.35	4.40	4.47	4.33	4.33
I take responsibility for the safety of myself and others in my work area	4.69	4.61	4.80	4.80	4.67	4.83
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.71	4.42	4.20	4.73	4.67	4.58
Leaders keep people prepared to intervene when an emergency occurs	4.06	4.26	3.60	4.00	4.11	4.42
Leaders use mistakes and incidents as learning opportunities	4.29	4.23	3.60	4.13	4.33	4.50
Pausing work for hazards and safety concerns is viewed positively	4.50	4.32	4.40	4.53	4.56	4.50
People focus on one task at a time and avoid distractions	3.67	3.71	3.00	3.67	3.44	3.75
People have the ability to respond to and correct problems and errors before they get out of control	4.14	4.16	4.00	3.93	4.22	4.33
People have the skills they need to resolve workplace safety issues	4.24	4.23	3.60	4.07	4.00	4.42
We have the right tools for the job	4.09	4.10	4.00	3.73	4.22	4.17

Average Response Scores by Statement - Major Projects; Operations Support

Overall Culture	Major Projects	Operations Support	Ops Data_Analytics and Tools	TS Prj and Prgm Mgmt	TS Project Controls North	TS Project Controls South
I believe managers apply the same rules for all workers	4.03	4.03	2.80	3.93	4.33	4.42
Information about important events and lessons learned is shared within my work group	4.37	4.32	4.00	4.07	4.22	4.36
Leaders encourage people to ask questions	4.35	4.37	4.00	4.33	4.56	4.67
Managers treat workers with respect	4.24	4.13	3.00	4.27	4.56	4.50
My supervisor makes sure all employee concerns are heard before job decisions are made	4.31	4.06	4.00	4.33	4.44	4.17
My supervisor would use whatever power they have to help me out	4.53	4.21	4.20	4.53	4.44	4.64
People in my work group treat each other with respect	4.47	4.23	4.00	4.47	4.67	4.67
People listen to one another: it is rare that someone's views go unheard	4.00	3.71	3.60	3.93	4.22	4.25
People report mistakes they make, even if others do not notice them	3.97	3.65	3.80	3.73	3.56	3.92
The company cares about my opinions	3.85	3.94	3.40	3.60	4.11	3.58

Average Response Scores by Statement - People; Power Generation; Service Planning and Design

Wildfire Safety	People	Power Gen Planning and Asset Management	Power Generation Project Execution	Service Planning and Design
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.71	4.00	4.20	3.29
I feel comfortable discussing wildfire hazards with my supervisor	4.29	4.83	4.40	4.43
Leaders actively seek out signs of potential wildfire hazards	4.29	4.50	4.60	4.29
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.29	4.67	4.60	4.43
Our management acts quickly to address wildfire hazards	4.29	4.33	4.60	4.43
People in my work group report all wildfire hazards, no matter how minor	4.29	4.67	4.00	4.29
People look for wildfire hazards and risks as work progresses	4.43	4.33	4.00	4.00
Protecting the community from wildfire hazards is clearly a high priority with management	4.57	4.67	4.40	4.57
Wildfire and personal safety concerns are communicated openly	4.14	4.67	4.40	4.57

Average Response Scores by Statement - People; Power Generation; Service Planning and Design

Personal Safety	People	Power Gen Planning and Asset Management	Power Generation Project Execution	Service Planning and Design
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.00	4.83	4.40	4.43
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.14	4.33	4.60	4.29
I take responsibility for the safety of myself and others in my work area	4.43	4.83	4.60	4.57
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.29	4.83	4.20	4.43
Leaders keep people prepared to intervene when an emergency occurs	4.43	4.17	4.60	3.86
Leaders use mistakes and incidents as learning opportunities	4.43	4.33	4.00	4.14
Pausing work for hazards and safety concerns is viewed positively	4.00	4.50	4.60	4.43
People focus on one task at a time and avoid distractions	4.00	3.50	4.20	3.86
People have the ability to respond to and correct problems and errors before they get out of control	4.14	4.17	4.60	4.29
People have the skills they need to resolve workplace safety issues	4.14	4.33	4.40	3.86
We have the right tools for the job	4.43	4.17	4.60	3.29

Average Response Scores by Statement - People; Power Generation; Service Planning and Design

Overall Culture	People	Power Gen Planning and Asset Management	Power Generation Project Execution	Service Planning and Design
I believe managers apply the same rules for all workers	4.43	4.50	4.40	3.29
Information about important events and lessons learned is shared within my work group	4.29	4.67	4.40	4.00
Leaders encourage people to ask questions	4.57	4.83	4.40	3.57
Managers treat workers with respect	4.29	5.00	4.40	4.14
My supervisor makes sure all employee concerns are heard before job decisions are made	4.29	4.83	4.60	4.17
My supervisor would use whatever power they have to help me out	4.29	4.67	4.40	4.43
People in my work group treat each other with respect	4.29	5.00	4.20	4.29
People listen to one another: it is rare that someone's views go unheard	4.14	4.50	3.80	3.57
People report mistakes they make, even if others do not notice them	3.71	4.00	3.80	3.57
The company cares about my opinions	4.14	4.00	4.40	3.29

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 - Average Response Scores by Statement - Supply Chain & Materials								
Wildfire Safety	Contract Lifecycle Management	Electric Distribution Services Strategic	IT and Corporate Services Sourcing	Materials and Distribution Operations	Materials Planning	Supplier Quality Assurance	Supply Chain Responsibility 03	Supply Chain_Materials
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.08	3.63	3.25	3.08	3.60	3.50	3.60	2.82
I feel comfortable discussing wildfire hazards with my supervisor	4.21	4.38	4.38	4.20	4.40	4.40	3.80	4.06
Leaders actively seek out signs of potential wildfire hazards	3.86	4.13	4.25	3.74	4.00	4.00	3.60	3.75
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.21	4.38	4.25	4.09	4.00	4.40	4.00	4.09
Our management acts quickly to address wildfire hazards	3.93	4.00	4.50	4.09	4.40	4.40	3.80	4.00
People in my work group report all wildfire hazards, no matter how minor	3.92	4.00	4.25	3.97	3.60	4.00	3.60	3.81
People look for wildfire hazards and risks as work progresses	4.00	4.00	4.00	3.80	4.00	4.11	3.60	3.76
Protecting the community from wildfire hazards is clearly a high priority with management	4.21	4.38	4.38	4.20	4.80	4.50	4.40	4.21
Wildfire and personal safety concerns are communicated openly	4.14	4.25	4.50	4.03	4.20	4.40	4.20	4.12

Average Response Scores by Statement - Average Response Scores by Statement - Supply Chain & Materials								
Personal Safety	Contract Lifecycle Management	Electric Distribution Services Strategic	IT and Corporate Services Sourcing	Materials and Distribution Operations	Materials Planning	Supplier Quality Assurance	Supply Chain Responsibility 03	Supply Chain_Materials
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.23	4.00	4.38	3.92	4.20	4.20	4.20	3.94
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	3.85	4.38	4.50	4.19	4.20	4.22	4.20	3.91
I take responsibility for the safety of myself and others in my work area	4.50	4.25	4.75	4.57	4.60	4.70	4.60	4.58
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.29	4.38	4.50	4.25	4.00	4.22	4.20	4.09
Leaders keep people prepared to intervene when an emergency occurs	4.00	4.00	4.38	3.83	4.20	4.10	4.00	3.88
Leaders use mistakes and incidents as learning opportunities	4.29	4.00	4.50	3.97	-	4.10	4.40	3.88
Pausing work for hazards and safety concerns is viewed positively	4.21	4.25	4.38	3.97	4.00	4.30	4.40	4.18
People focus on one task at a time and avoid distractions	3.21	3.50	3.25	3.77	3.60	3.40	3.20	3.24
People have the ability to respond to and correct problems and errors before they get out of control	3.79	4.13	3.88	4.00	4.20	4.20	4.40	3.97
People have the skills they need to resolve workplace safety issues	4.08	4.13	4.63	3.81	3.60	4.00	4.20	4.03
We have the right tools for the job	3.86	4.00	3.88	3.94	4.20	3.90	3.80	4.03

Average Response Scores by Statement - Supply Chain & Materials								
Overall Culture	Contract Lifecycle Management	Electric Distribution Services Strategic	IT and Corporate Services Sourcing	Materials and Distribution Operations	Materials Planning	Supplier Quality Assurance	Supply Chain Responsibility 03	Supply Chain_Materials
I believe managers apply the same rules for all workers	3.86	4.13	4.25	3.44	3.80	3.60	3.60	3.48
Information about important events and lessons learned is shared within my work group	4.21	4.13	4.13	4.03	-	4.60	3.40	4.03
Leaders encourage people to ask questions	4.14	4.13	4.13	3.92	4.00	4.30	4.00	3.94
Managers treat workers with respect	4.21	4.00	4.38	3.80	4.00	3.90	4.00	3.97
My supervisor makes sure all employee concerns are heard before job decisions are made	4.14	4.25	4.50	3.94	4.20	4.50	4.00	3.94
My supervisor would use whatever power they have to help me out	4.21	4.13	4.25	3.83	4.20	4.40	4.40	4.15
People in my work group treat each other with respect	4.36	4.25	4.63	3.92	4.20	4.50	4.40	4.15
People listen to one another: it is rare that someone's views go unheard	3.86	4.25	3.88	3.56	4.00	4.10	4.40	3.70
People report mistakes they make, even if others do not notice them	3.79	3.75	4.13	3.28	3.60	3.90	3.80	3.39
The company cares about my opinions	3.79	4.00	3.75	3.29	3.80	3.50	3.60	3.58

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 - Average Response Scores by Statement - Wildfire, Emergency and Operations

Wildfire Safety	Electric System Operations	Emergency Field Operations	Emergency Preparedness and Response	Meteorology and Fire Science	Wildfire Mitigation	Wildfire Preparedness Operations	Wildfire_Emergency and Operations
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.08	3.23	3.73	4.33	3.90	3.90	3.53
I feel comfortable discussing wildfire hazards with my supervisor	4.29	4.30	4.54	4.78	4.55	4.57	4.31
Leaders actively seek out signs of potential wildfire hazards	4.22	4.08	4.22	4.83	4.38	4.07	4.20
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.29	4.05	4.35	4.67	4.41	4.33	4.33
Our management acts quickly to address wildfire hazards	4.42	4.06	4.44	4.78	4.49	4.23	4.20
People in my work group report all wildfire hazards, no matter how minor	4.33	4.08	4.29	4.71	4.38	4.29	4.27
People look for wildfire hazards and risks as work progresses	4.21	3.94	4.17	4.67	4.40	4.16	4.20
Protecting the community from wildfire hazards is clearly a high priority with management	4.42	4.33	4.63	4.83	4.59	4.58	4.47
Wildfire and personal safety concerns are communicated openly	4.29	4.05	4.41	4.72	4.44	4.33	4.28

Average Response Scores by Statement - Average Response Scores by Statement - Wildfire, Emergency and Operations

Personal Safety	Electric System Operations	Emergency Field Operations	Emergency Preparedness and Response	Meteorology and Fire Science	Wildfire Mitigation	Wildfire Preparedness Operations	Wildfire_Emergency and Operations
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.17	3.94	4.12	4.56	4.42	4.19	4.21
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.33	3.97	4.13	4.22	4.14	4.19	4.15
I take responsibility for the safety of myself and others in my work area	4.67	4.58	4.68	4.83	4.71	4.57	4.64
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.25	4.21	4.49	4.94	4.50	4.33	4.38
Leaders keep people prepared to intervene when an emergency occurs	4.25	3.97	4.27	4.56	4.29	4.12	4.08
Leaders use mistakes and incidents as learning opportunities	4.17	3.80	4.14	4.50	4.26	4.21	4.14
Pausing work for hazards and safety concerns is viewed positively	4.38	3.88	4.44	4.67	4.46	4.24	4.25
People focus on one task at a time and avoid distractions	4.08	3.33	3.26	4.00	3.75	3.17	3.67
People have the ability to respond to and correct problems and errors before they get out of control	4.42	3.85	4.15	4.47	4.23	4.02	4.09
People have the skills they need to resolve workplace safety issues	4.25	3.88	4.13	4.50	4.17	3.98	4.11
We have the right tools for the job	4.33	3.91	3.99	4.44	4.12	4.05	4.11

Average Response Scores by Statement - Average Response Scores by Statement - Wildfire, Emergency and Operations

Overall Culture	Electric System Operations	Emergency Field Operations	Emergency Preparedness and Response	Meteorology and Fire Science	Wildfire Mitigation	Wildfire Preparedness Operations	Wildfire_Emergency and Operations
I believe managers apply the same rules for all workers	4.17	3.32	3.82	4.33	3.97	3.65	3.67
Information about important events and lessons learned is shared within my work group	4.35	3.95	4.24	4.44	4.33	4.28	4.24
Leaders encourage people to ask questions	4.25	3.88	4.36	4.39	4.32	4.24	4.09
Managers treat workers with respect	4.25	3.80	4.13	4.61	4.24	4.29	4.00
My supervisor makes sure all employee concerns are heard before job decisions are made	4.33	3.86	4.18	4.39	4.26	4.05	3.95
My supervisor would use whatever power they have to help me out	4.42	4.03	4.36	4.56	4.40	4.29	4.15
People in my work group treat each other with respect	4.00	4.00	4.44	4.56	4.35	4.26	4.07
People listen to one another: it is rare that someone's views go unheard	4.13	3.41	3.90	4.28	4.13	3.81	3.71
People report mistakes they make, even if others do not notice them	4.00	3.36	3.78	4.17	3.92	3.56	3.70
The company cares about my opinions	3.79	3.30	3.92	4.39	4.00	3.79	3.56

9. Comparison by Contractor Company

Number of Responses and Average Response Scores

Contractor Company	Count	Overall	Wildfire Safety	Personal Safety	Overall Culture
Mountain F Enterprises Inc.	488	4.33	4.42	4.42	4.15
Other	310	4.44	4.44	4.47	4.39
Davey Tree Surgery Co	261	4.31	4.36	4.36	4.21
Arborworks LLC	176	4.22	4.27	4.27	4.13
Mge Underground Inc.	152	4.38	4.42	4.43	4.30
Anvil Power Inc.	128	4.51	4.51	4.56	4.47
Alvah Group Inc.	125	4.55	4.59	4.56	4.50
Wright Tree Service Of The West Inc.	121	4.30	4.35	4.36	4.20
Utility Tree Service LLC	120	4.41	4.45	4.46	4.33
Pinnacle Power Services Inc.	119	4.54	4.56	4.56	4.50
Sierra Forestry Consulting LLC	106	4.25	4.34	4.31	4.10
Core Tree Care, Inc.	95	4.39	4.46	4.45	4.26
Outsource Utility Contractor LLC	91	4.21	4.25	4.25	4.12
Underground Electric Construction C	89	4.49	4.54	4.52	4.41
Summit Line Construction Inc.	87	4.23	4.29	4.26	4.15
Aeri Resources LLC	86	4.20	4.25	4.24	4.10
Family Tree Service Inc.	81	4.21	4.27	4.30	4.06
Community Tree Service LLC	75	4.54	4.56	4.60	4.45
C&C Utility, Inc.	74	4.42	4.49	4.47	4.30
Nates Tree Service Inc.	72	4.35	4.41	4.39	4.26
Tsu Tree Service Unlimited Inc.	71	4.15	4.24	4.22	3.99
Dars Cox Construction Inc.	68	4.58	4.62	4.62	4.51
Outback Contractors Inc.	67	4.38	4.46	4.40	4.28
Arborline Consulting LLC	59	4.13	4.19	4.19	4.02
CANUS Corporation	58	4.33	4.41	4.38	4.21
Atlas Field Services, LLC	58	4.51	4.59	4.53	4.41
Mountain G Enterprises Inc.	55	4.27	4.32	4.36	4.14
Teichert Pipelines, Inc..	53	4.38	4.28	4.50	4.34
CES Utility Solutions-CA Inc.	50	4.72	4.75	4.75	4.68
Henkels & Mccoy West LLC	49	4.27	4.29	4.30	4.23
Core Resource Services LLC	47	4.42	4.51	4.44	4.31
Asomeo Environmental Restoration	42	4.34	4.46	4.40	4.17
International Line Builders Inc.	39	4.31	4.30	4.37	4.25
Clear Path Utility Solutions LLC	39	4.42	4.51	4.42	4.34
P J Helicopters Inc.	35	4.54	4.48	4.60	4.54
Veteran Pipeline Construction	34	4.15	4.18	4.21	4.07
Basin Enterprises Inc.	33	3.92	3.99	3.99	3.76
Bravo Tree Service	32	4.66	4.73	4.68	4.57
Foundation Constructors Inc.	31	4.33	4.32	4.35	4.31
Cyberhawk Inc	28	4.42	4.40	4.46	4.39
Arb Inc.	28	4.47	4.46	4.53	4.43
Veteran Power Inc.	27	4.29	4.33	4.35	4.17
Pro Energy Services Group LLC	27	4.31	4.39	4.28	4.27
American Tree Medics Inc	27	4.46	4.50	4.49	4.41
Donahoo Inc.	22	3.78	3.84	3.86	3.65
TRC	21	4.21	4.21	4.20	4.21
Siller Construction Co	20	4.48	4.51	4.47	4.46
Intren West LLC	20	4.32	4.42	4.32	4.23
JBs High Voltage	19	4.48	4.53	4.49	4.42
Coleman Environmental Engineering, Inc.	19	4.45	4.52	4.49	4.35
Underground Construction Co., Inc.	18	4.49	4.48	4.52	4.47
Edison Power Constructors Inc.	17	4.40	4.43	4.43	4.35
Orion Managed Services LLC	14	4.46	4.51	4.48	4.39
Wilson Construction Co	13	4.25	4.32	4.30	4.13
Specialist Staffing Solutions Inc	12	4.61	4.62	4.56	4.65
Insight Global LLC	12	4.51	4.55	4.45	4.56
Aethon Aerial Solutions	11	4.85	4.83	4.86	4.85
Arborworks Inc	9	4.52	4.56	4.48	4.52
Par Western Line Contractors LLC	8	4.38	4.46	4.36	4.31
Jacobs Project Management Co	8	4.20	4.14	4.24	4.20
Exponent, Inc.	8	4.42	4.46	4.32	4.50
ACRT Pacific	8	4.42	4.45	4.48	4.34
Wilson Utility Construction Company	7	4.51	4.56	4.51	4.47
Wild West Reforesters Inc.	7	4.98	4.98	4.97	4.97
Skyskopes	7	4.51	4.48	4.56	4.49
Gulf Interstate Engineering Company	7	4.54	4.65	4.48	4.49
Perrin Construction Inc.	6	4.49	4.65	4.40	4.44
TCB Industrial, Inc.	5	4.19	4.27	4.27	4.04
Qualus, LLC	5	4.31	4.49	4.19	4.28
Peak Mineral Services LLC	5	4.33	3.98	4.47	4.50
Gulf Interstate Field Services, Inc.	5	4.41	4.49	4.31	4.46
AWS Technologies Inc.	5	4.32	4.58	4.35	4.06



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 Wildfire Safety Statement (Group 1)

Wildfire Safety	ACRT Pacific	Aeri Resources LLC	Aethon Aerial Solutions	Alvah Group Inc.	American Tree Medics Inc	Anvil Power Inc.	Arb Inc.	Arborline Consulting LLC	Arborworks Inc
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.38	3.74	4.09	4.04	3.85	4.27	3.79	3.14	4.22
I feel comfortable discussing wildfire hazards with my supervisor	4.71	4.33	5.00	4.76	4.44	4.54	4.54	4.41	4.67
Leaders actively seek out signs of potential wildfire hazards	4.25	4.21	4.82	4.54	4.48	4.46	4.39	4.08	4.33
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.50	4.44	4.91	4.74	4.74	4.64	4.71	4.37	4.56
Our management acts quickly to address wildfire hazards	4.50	4.31	5.00	4.69	4.52	4.50	4.61	4.39	4.67
People in my work group report all wildfire hazards, no matter how minor	4.63	4.28	4.91	4.64	4.63	4.54	4.54	4.17	4.56
People look for wildfire hazards and risks as work progresses	4.63	4.22	4.82	4.50	4.56	4.44	4.29	4.31	4.67
Protecting the community from wildfire hazards is clearly a high priority with management	4.88	4.47	4.91	4.76	4.67	4.65	4.71	4.51	4.67
Wildfire and personal safety concerns are communicated openly	4.63	4.27	5.00	4.66	4.59	4.57	4.54	4.31	4.67

Average Response Scores by Wildfire Safety Statement (Group 2)

Wildfire Safety	Arborworks LLC	Asomeo Environmental Restoration	Atlas Field Services, LLC	AWS Technologies Inc.	Basin Enterprises Inc.	Bravo Tree Service	C&C Utility, Inc.	CANUS Corporation	CES Utility Solutions-CA Inc.
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.83	4.05	3.97	4.00	3.06	4.50	3.85	3.76	4.12
I feel comfortable discussing wildfire hazards with my supervisor	4.28	4.40	4.78	4.80	4.30	4.75	4.58	4.62	4.84
Leaders actively seek out signs of potential wildfire hazards	4.28	4.39	4.56	4.40	4.00	4.66	4.49	4.39	4.72
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.40	4.55	4.74	4.60	4.24	4.78	4.61	4.54	4.82
Our management acts quickly to address wildfire hazards	4.29	4.43	4.65	4.80	4.06	4.81	4.57	4.53	4.86
People in my work group report all wildfire hazards, no matter how minor	4.31	4.50	4.52	4.60	4.06	4.84	4.49	4.46	4.70
People look for wildfire hazards and risks as work progresses	4.20	4.55	4.56	4.60	3.84	4.69	4.59	4.38	4.82
Protecting the community from wildfire hazards is clearly a high priority with management	4.42	4.74	4.83	4.80	4.30	4.78	4.66	4.58	4.96
Wildfire and personal safety concerns are communicated openly	4.40	4.55	4.72	4.60	4.06	4.72	4.55	4.45	4.88

Average Response Scores by Wildfire Safety Statement (Group 3)

Wildfire Safety	Clear Path Utility Solutions LLC	Coleman Environmental Engineering, Inc.	Community Tree Service LLC	Core Resource Services LLC	Core Tree Care, Inc.	Cyberhawk Inc	Dars Cox Construction Inc.	Davey Tree Surgery Co	Donahoo Inc.
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.03	3.79	4.27	4.13	4.00	3.79	4.21	4.04	3.41
I feel comfortable discussing wildfire hazards with my supervisor	4.77	4.84	4.60	4.45	4.42	4.50	4.69	4.31	3.73
Leaders actively seek out signs of potential wildfire hazards	4.49	4.47	4.45	4.47	4.42	4.32	4.60	4.29	3.86
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.62	4.58	4.68	4.64	4.69	4.57	4.72	4.49	3.86
Our management acts quickly to address wildfire hazards	4.59	4.68	4.59	4.55	4.49	4.50	4.71	4.44	3.86
People in my work group report all wildfire hazards, no matter how minor	4.41	4.53	4.62	4.55	4.62	4.39	4.65	4.40	4.05
People look for wildfire hazards and risks as work progresses	4.46	4.61	4.42	4.49	4.38	4.36	4.59	4.22	3.91
Protecting the community from wildfire hazards is clearly a high priority with management	4.64	4.74	4.71	4.66	4.61	4.67	4.72	4.57	3.95
Wildfire and personal safety concerns are communicated openly	4.56	4.47	4.72	4.64	4.55	4.50	4.69	4.43	3.91

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 Wildfire Safety Statement (Group 4)

Wildfire Safety	Edison Power Constructors Inc.	Exponent, Inc.	Family Tree Service Inc.	Foundation Constructors Inc.	Gulf Interstate Engineering Company	Gulf Interstate Field Services, Inc.	Henkels & McCoy West LLC	Insight Global LLC	International Line Builders Inc.
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.12	3.88	3.84	4.00	4.14	4.00	3.96	3.83	3.87
I feel comfortable discussing wildfire hazards with my supervisor	4.59	4.75	4.25	4.42	4.71	4.80	4.33	4.83	4.49
Leaders actively seek out signs of potential wildfire hazards	4.59	4.50	4.20	4.29	4.86	4.20	4.24	4.33	4.26
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.41	4.38	4.37	4.32	4.43	4.60	4.37	4.75	4.38
Our management acts quickly to address wildfire hazards	4.47	4.63	4.38	4.42	4.71	4.40	4.41	4.67	4.36
People in my work group report all wildfire hazards, no matter how minor	4.29	4.25	4.17	4.19	4.71	4.40	4.35	4.58	4.39
People look for wildfire hazards and risks as work progresses	4.47	4.50	4.41	4.35	4.57	4.20	4.16	4.33	4.31
Protecting the community from wildfire hazards is clearly a high priority with management	4.47	4.75	4.47	4.45	5.00	5.00	4.43	4.75	4.31
Wildfire and personal safety concerns are communicated openly	4.47	4.50	4.35	4.39	4.71	4.80	4.37	4.83	4.33

Average Response Scores by Wildfire Safety Statement (Group 5)

Wildfire Safety	Intren West LLC	Jacobs Project Management Co	JBs High Voltage	Mge Underground Inc.	Mountain F Enterprises Inc.	Mountain G Enterprises Inc.	Nates Tree Service Inc.	Orion Managed Services LLC	Other
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.84	3.38	4.16	3.83	3.96	3.50	3.96	3.64	4.13
I feel comfortable discussing wildfire hazards with my supervisor	4.50	4.38	4.74	4.59	4.49	4.51	4.47	4.57	4.50
Leaders actively seek out signs of potential wildfire hazards	4.45	4.13	4.42	4.42	4.40	4.39	4.41	4.64	4.42
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.40	4.38	4.68	4.53	4.53	4.37	4.61	4.64	4.52
Our management acts quickly to address wildfire hazards	4.40	4.25	4.53	4.47	4.51	4.44	4.39	4.64	4.46
People in my work group report all wildfire hazards, no matter how minor	4.55	4.00	4.58	4.42	4.48	4.20	4.44	4.43	4.54
People look for wildfire hazards and risks as work progresses	4.50	3.75	4.42	4.38	4.36	4.43	4.32	4.64	4.32
Protecting the community from wildfire hazards is clearly a high priority with management	4.65	4.50	4.68	4.62	4.61	4.54	4.61	4.79	4.54
Wildfire and personal safety concerns are communicated openly	4.45	4.50	4.58	4.50	4.47	4.47	4.48	4.57	4.53

Average Response Scores by Wildfire Safety Statement (Group 6)

Wildfire Safety	Outback Contractors Inc.	Outsource Utility Contractor LLC	P J Helicopters Inc.	Par Western Line Contractors LLC	Peak Mineral Services LLC	Perrin Construction Inc.	Pinnacle Power Services Inc.	Pro Energy Services Group LLC	Qualus, LLC
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.96	3.86	3.86	4.00	3.20	3.60	4.27	3.92	4.00
I feel comfortable discussing wildfire hazards with my supervisor	4.63	4.38	4.86	4.63	4.20	4.83	4.63	4.56	4.60
Leaders actively seek out signs of potential wildfire hazards	4.48	4.21	4.34	4.25	3.80	4.60	4.55	4.33	4.60
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.55	4.31	4.43	4.50	4.40	4.80	4.69	4.37	4.80
Our management acts quickly to address wildfire hazards	4.51	4.36	4.69	4.75	4.00	4.83	4.59	4.58	4.40
People in my work group report all wildfire hazards, no matter how minor	4.49	4.30	4.37	4.50	3.80	4.80	4.61	4.37	4.60
People look for wildfire hazards and risks as work progresses	4.48	4.27	4.43	4.38	3.80	4.67	4.49	4.37	4.40
Protecting the community from wildfire hazards is clearly a high priority with management	4.58	4.33	4.80	4.63	4.60	4.80	4.66	4.52	4.60
Wildfire and personal safety concerns are communicated openly	4.50	4.25	4.51	4.50	4.00	4.80	4.57	4.48	4.40

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 Wildfire Safety Statement (Group 7)

Wildfire Safety	Sierra Forestry Consulting LLC	Siller Construction Co	Skyskopes	Specialist Staffing Solutions Inc	Summit Line Construction Inc.	TCB Industrial, Inc.	Teichert Pipelines, Inc..	TRC	Tsu Tree Service Unlimited Inc.
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.46	4.20	3.50	3.90	3.80	3.60	3.79	3.38	3.69
I feel comfortable discussing wildfire hazards with my supervisor	4.55	4.65	4.71	4.75	4.46	4.60	4.32	4.33	4.46
Leaders actively seek out signs of potential wildfire hazards	4.31	4.45	4.57	4.40	4.30	4.20	4.32	4.19	4.14
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.45	4.50	4.57	4.75	4.36	4.60	4.36	4.48	4.44
Our management acts quickly to address wildfire hazards	4.42	4.50	4.86	4.73	4.29	4.40	4.40	4.24	4.31
People in my work group report all wildfire hazards, no matter how minor	4.46	4.65	4.29	4.75	4.29	4.00	4.36	4.19	4.30
People look for wildfire hazards and risks as work progresses	4.37	4.45	4.43	4.58	4.36	4.20	4.11	4.29	4.23
Protecting the community from wildfire hazards is clearly a high priority with management	4.57	4.60	4.57	4.83	4.44	4.40	4.54	4.43	4.39
Wildfire and personal safety concerns are communicated openly	4.52	4.60	4.71	4.75	4.34	4.40	4.36	4.38	4.23

Average Response Scores by Wildfire Safety Statement (Group 8)

Wildfire Safety	Underground Construction Co., Inc.	Underground Electric Construction C	Utility Tree Service LLC	Veteran Pipeline Construction	Veteran Power Inc.	Wild West Reforesters Inc.	Wilson Construction Co	Wilson Utility Construction Company	Wright Tree Service Of The West Inc.
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.22	4.08	4.01	3.59	3.96	5.00	3.77	4.14	3.73
I feel comfortable discussing wildfire hazards with my supervisor	4.50	4.69	4.48	4.32	4.44	4.86	4.31	4.71	4.51
Leaders actively seek out signs of potential wildfire hazards	4.61	4.53	4.43	4.09	4.30	5.00	4.38	4.50	4.33
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.61	4.64	4.56	4.32	4.37	5.00	4.38	4.71	4.42
Our management acts quickly to address wildfire hazards	4.53	4.62	4.53	4.29	4.48	5.00	4.31	4.57	4.46
People in my work group report all wildfire hazards, no matter how minor	4.44	4.55	4.54	4.21	4.33	5.00	4.54	4.57	4.33
People look for wildfire hazards and risks as work progresses	4.39	4.49	4.30	4.21	4.37	5.00	4.31	4.57	4.31
Protecting the community from wildfire hazards is clearly a high priority with management	4.50	4.64	4.62	4.32	4.33	5.00	4.46	4.71	4.56
Wildfire and personal safety concerns are communicated openly	4.56	4.65	4.56	4.24	4.37	5.00	4.46	4.57	4.46

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 Personal Safety Statement (Group 1)									
Personal Safety	ACRT Pacific	Aeri Resources LLC	Aethon Aerial Solutions	Alvah Group Inc.	American Tree Medics Inc	Anvil Power Inc.	Arb Inc.	Arbortline Consulting LLC	Arborworks Inc
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.63	4.33	5.00	4.64	4.52	4.56	4.57	4.34	4.67
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.50	4.24	4.36	4.62	4.41	4.63	4.64	4.03	4.56
I take responsibility for the safety of myself and others in my work area	4.88	4.53	5.00	4.77	4.67	4.66	4.68	4.63	4.56
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.88	4.28	5.00	4.57	4.63	4.50	4.75	4.29	4.56
Leaders keep people prepared to intervene when an emergency occurs	4.38	4.16	4.73	4.50	4.44	4.54	4.32	4.08	4.56
Leaders use mistakes and incidents as learning opportunities	4.00	4.21	4.91	4.59	4.41	4.47	4.43	4.25	4.22
Pausing work for hazards and safety concerns is viewed positively	4.63	4.38	5.00	4.63	4.59	4.61	4.71	4.34	4.56
People focus on one task at a time and avoid distractions	4.38	4.13	4.73	4.25	4.26	4.50	4.14	3.64	4.00
People have the ability to respond to and correct problems and errors before they get out of control	4.00	4.35	5.00	4.56	4.52	4.59	4.50	4.17	4.56
People have the skills they need to resolve workplace safety issues	4.50	4.16	4.82	4.46	4.37	4.50	4.50	4.08	4.56
We have the right tools for the job	4.50	3.85	4.91	4.60	4.56	4.56	4.57	4.17	4.56

Average Response Scores by Personal Safety Statement (Group 2)									
Personal Safety	Arborworks LLC	Asomeo Environmental Restoration	Atlas Field Services, LLC	AWS Technologies Inc.	Basin Enterprises Inc.	Bravo Tree Service	C&amp;C Utility, Inc.	CANUS Corporation	CES Utility Solutions-CA Inc.
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.33	4.52	4.67	4.80	3.97	4.69	4.58	4.36	4.86
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.38	4.68	4.46	4.40	4.00	4.63	4.49	4.55	4.64
I take responsibility for the safety of myself and others in my work area	4.48	4.54	4.84	4.60	4.27	4.90	4.66	4.59	4.84
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.20	4.36	4.66	4.40	4.12	4.45	4.46	4.48	4.74
Leaders keep people prepared to intervene when an emergency occurs	4.29	4.43	4.48	4.00	4.00	4.81	4.46	4.34	4.71
Leaders use mistakes and incidents as learning opportunities	4.25	4.33	4.64	4.20	3.82	4.44	4.43	4.31	4.78
Pausing work for hazards and safety concerns is viewed positively	4.29	4.48	4.72	4.40	3.91	4.81	4.54	4.55	4.84
People focus on one task at a time and avoid distractions	4.23	4.51	4.10	3.80	3.76	4.69	4.26	3.97	4.46
People have the ability to respond to and correct problems and errors before they get out of control	4.23	4.45	4.45	4.40	4.21	4.72	4.43	4.33	4.78
People have the skills they need to resolve workplace safety issues	4.28	4.39	4.38	4.40	4.03	4.72	4.45	4.32	4.78
We have the right tools for the job	4.05	3.76	4.43	4.40	3.82	4.65	4.38	4.41	4.78

Average Response Scores by Personal Safety Statement (Group 3)									
Personal Safety	Clear Path Utility Solutions LLC	Coleman Environmental Engineering, Inc.	Community Tree Service LLC	Core Resource Services LLC	Core Tree Care, Inc.	Cyberhawk Inc	Dars Cox Construction Inc.	Davey Tree Surgery Co	Donahoo Inc.
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.44	4.53	4.71	4.45	4.45	4.63	4.59	4.36	3.82
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.51	4.53	4.61	4.51	4.47	4.32	4.62	4.46	3.91
I take responsibility for the safety of myself and others in my work area	4.79	4.68	4.71	4.66	4.67	4.73	4.79	4.60	4.14
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.62	4.68	4.51	4.13	4.40	4.48	4.68	4.31	3.86
Leaders keep people prepared to intervene when an emergency occurs	4.41	4.42	4.58	4.45	4.46	4.41	4.52	4.43	3.77
Leaders use mistakes and incidents as learning opportunities	4.49	4.53	4.52	4.45	4.29	4.63	4.63	4.35	3.82
Pausing work for hazards and safety concerns is viewed positively	4.61	4.68	4.61	4.62	4.58	4.54	4.71	4.43	3.82
People focus on one task at a time and avoid distractions	3.90	4.16	4.50	4.41	4.36	4.04	4.35	4.23	3.73
People have the ability to respond to and correct problems and errors before they get out of control	4.23	4.37	4.64	4.60	4.54	4.39	4.63	4.36	3.82
People have the skills they need to resolve workplace safety issues	4.21	4.32	4.58	4.20	4.42	4.36	4.65	4.26	3.73
We have the right tools for the job	4.46	4.53	4.61	4.36	4.31	4.50	4.65	4.14	4.05

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 Personal Safety Statement (Group 4)

Personal Safety	Edison Power Constructors Inc.	Exponent, Inc.	Family Tree Service Inc.	Foundation Constructors Inc.	Gulf Interstate Engineering Company	Gulf Interstate Field Services, Inc.	Henkels & Mccoy West LLC	Insight Global LLC	International Line Builders Inc.
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.47	4.38	4.35	4.42	4.86	4.20	4.35	4.50	4.36
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.47	4.00	4.36	4.39	4.14	4.20	4.41	4.25	4.23
I take responsibility for the safety of myself and others in my work area	4.71	4.50	4.54	4.55	4.57	5.00	4.47	4.75	4.59
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.53	4.38	4.28	4.42	4.43	5.00	4.33	4.58	4.38
Leaders keep people prepared to intervene when an emergency occurs	4.41	4.50	4.28	4.35	4.43	4.20	4.27	4.58	4.33
Leaders use mistakes and incidents as learning opportunities	4.47	4.38	4.20	4.32	4.43	4.60	4.24	4.50	4.41
Pausing work for hazards and safety concerns is viewed positively	4.59	4.25	4.23	4.45	4.43	4.20	4.37	4.75	4.42
People focus on one task at a time and avoid distractions	4.06	3.88	4.21	3.94	4.00	3.60	3.98	3.58	4.18
People have the ability to respond to and correct problems and errors before they get out of control	4.53	4.50	4.26	4.35	4.86	4.20	4.37	4.42	4.33
People have the skills they need to resolve workplace safety issues	4.41	4.50	4.27	4.39	4.29	4.20	4.27	4.58	4.37
We have the right tools for the job	4.12	4.25	4.34	4.23	4.86	4.00	4.29	4.42	4.41

Average Response Scores by Personal Safety Statement (Group 5)

Personal Safety	Intren West LLC	Jacobs Project Management Co	JBs High Voltage	Mge Underground Inc.	Mountain F Enterprises Inc.	Mountain G Enterprises Inc.	Nates Tree Service Inc.	Orion Managed Services LLC	Other
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.50	4.25	4.47	4.54	4.51	4.46	4.49	4.71	4.53
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.35	4.00	4.58	4.42	4.49	4.27	4.42	4.57	4.54
I take responsibility for the safety of myself and others in my work area	4.70	4.50	4.89	4.64	4.70	4.64	4.61	4.79	4.61
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.40	4.00	4.53	4.49	4.36	4.48	4.29	4.57	4.32
Leaders keep people prepared to intervene when an emergency occurs	4.35	4.38	4.58	4.43	4.45	4.39	4.39	4.43	4.50
Leaders use mistakes and incidents as learning opportunities	4.35	4.50	4.37	4.48	4.34	4.36	4.40	4.62	4.41
Pausing work for hazards and safety concerns is viewed positively	4.37	4.38	4.63	4.50	4.47	4.56	4.63	4.50	4.55
People focus on one task at a time and avoid distractions	3.95	3.88	4.21	4.05	4.25	3.91	4.25	3.86	4.37
People have the ability to respond to and correct problems and errors before they get out of control	4.20	4.25	4.37	4.43	4.42	4.29	4.39	4.50	4.50
People have the skills they need to resolve workplace safety issues	4.20	4.25	4.32	4.37	4.34	4.20	4.36	4.43	4.40
We have the right tools for the job	4.20	4.25	4.47	4.33	4.30	4.36	4.04	4.29	4.46

Average Response Scores by Personal Safety Statement (Group 6)

Personal Safety	Outback Contractors Inc.	Outsource Utility Contractor LLC	P J Helicopters Inc.	Par Western Line Contractors LLC	Peak Mineral Services LLC	Perrin Construction Inc.	Pinnacle Power Services Inc.	Pro Energy Services Group LLC	Qualus, LLC
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.52	4.24	4.86	4.63	4.60	4.20	4.55	4.33	4.00
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.34	4.31	4.37	4.38	4.40	4.20	4.53	4.37	4.20
I take responsibility for the safety of myself and others in my work area	4.64	4.48	4.86	4.75	4.80	5.00	4.71	4.52	4.60
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.54	4.20	4.71	4.75	4.80	4.17	4.62	4.37	4.00
Leaders keep people prepared to intervene when an emergency occurs	4.42	4.23	4.57	4.13	4.60	4.33	4.55	4.30	4.40
Leaders use mistakes and incidents as learning opportunities	4.40	4.21	4.80	4.63	4.40	4.67	4.61	4.30	4.00
Pausing work for hazards and safety concerns is viewed positively	4.43	4.29	4.63	4.38	5.00	4.80	4.64	4.37	-
People focus on one task at a time and avoid distractions	4.06	4.21	3.97	3.38	3.80	4.00	4.32	3.70	4.20
People have the ability to respond to and correct problems and errors before they get out of control	4.33	4.29	4.66	4.38	4.40	4.40	4.52	4.26	4.40
People have the skills they need to resolve workplace safety issues	4.36	4.23	4.49	4.25	4.20	3.80	4.56	4.30	4.20
We have the right tools for the job	4.39	4.03	4.69	4.38	4.20	4.67	4.59	4.22	4.00

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 Personal Safety Statement (Group 7)

Personal Safety	Sierra Forestry Consulting LLC	Siller Construction Co	Skyskopes	Specialist Staffing Solutions Inc	Summit Line Construction Inc.	TCB Industrial, Inc.	Teichert Pipelines, Inc..	TRC	Tsu Tree Service Unlimited Inc.
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.29	4.50	4.57	4.73	4.28	4.00	4.55	4.38	4.37
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.34	4.55	4.29	4.50	4.24	4.60	4.47	4.10	4.47
I take responsibility for the safety of myself and others in my work area	4.70	4.70	4.71	4.58	4.50	4.80	4.60	4.38	4.58
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.35	4.55	4.71	4.67	4.30	4.20	4.53	4.55	4.25
Leaders keep people prepared to intervene when an emergency occurs	4.29	4.60	4.71	4.75	4.35	4.40	4.47	4.10	4.10
Leaders use mistakes and incidents as learning opportunities	4.22	4.60	4.86	4.58	4.33	4.00	4.57	4.29	4.17
Pausing work for hazards and safety concerns is viewed positively	4.53	4.55	4.86	4.67	4.36	4.20	4.53	4.33	4.39
People focus on one task at a time and avoid distractions	3.97	4.20	4.29	4.00	4.00	3.80	4.19	3.81	3.81
People have the ability to respond to and correct problems and errors before they get out of control	4.20	4.30	4.57	4.50	4.34	4.40	4.36	4.24	4.11
People have the skills they need to resolve workplace safety issues	4.21	4.35	4.29	4.75	4.23	4.40	4.49	4.10	4.10
We have the right tools for the job	4.30	4.25	4.29	4.42	3.98	4.20	4.70	4.00	4.08

Average Response Scores by Personal Safety Statement (Group 8)

Personal Safety	Underground Construction Co., Inc.	Underground Electric Construction C	Utility Tree Service LLC	Veteran Pipeline Construction	Veteran Power Inc.	Wild West Reforesters Inc.	Wilson Construction Co	Wilson Utility Construction Company	Wright Tree Service Of The West Inc.
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.61	4.66	4.49	4.29	4.41	5.00	4.23	4.71	4.44
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.72	4.56	4.54	4.26	4.44	5.00	4.38	4.57	4.45
I take responsibility for the safety of myself and others in my work area	4.67	4.74	4.69	4.38	4.59	5.00	4.69	4.57	4.69
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.56	4.58	4.33	4.21	4.37	5.00	4.38	4.71	4.43
Leaders keep people prepared to intervene when an emergency occurs	4.50	4.50	4.39	4.29	4.26	4.86	4.23	4.29	4.36
Leaders use mistakes and incidents as learning opportunities	4.50	4.61	4.48	4.41	4.46	4.86	4.08	4.57	4.33
Pausing work for hazards and safety concerns is viewed positively	4.50	4.60	4.53	4.18	4.59	5.00	4.38	4.57	4.44
People focus on one task at a time and avoid distractions	4.39	4.02	4.34	3.94	4.04	5.00	4.08	4.29	4.02
People have the ability to respond to and correct problems and errors before they get out of control	4.44	4.49	4.43	4.15	4.37	5.00	4.23	4.57	4.43
People have the skills they need to resolve workplace safety issues	4.44	4.48	4.35	4.06	4.22	5.00	4.31	4.29	4.20
We have the right tools for the job	4.39	4.49	4.43	4.12	4.11	5.00	4.31	4.43	4.15



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 Overall Culture Statement (Group 1)

Overall Culture	ACRT Pacific	Aeri Resources LLC	Aethon Aerial Solutions	Alvah Group Inc.	American Tree Medics Inc	Anvil Power Inc.	Arb Inc.	Arbortline Consulting LLC	Arborworks Inc
I believe managers apply the same rules for all workers	3.63	4.09	4.91	4.51	4.33	4.42	4.50	4.07	4.33
Information about important events and lessons learned is shared within my work group	4.75	4.28	4.91	4.58	4.56	4.54	4.50	4.20	4.67
Leaders encourage people to ask questions	4.75	4.36	4.73	4.61	4.48	4.46	4.46	4.19	4.56
Managers treat workers with respect	4.38	4.14	4.91	4.65	4.48	4.56	4.39	4.24	4.56
My supervisor makes sure all employee concerns are heard before job decisions are made	4.50	4.09	4.91	4.53	4.37	4.50	4.50	3.88	4.56
My supervisor would use whatever power they have to help me out	4.00	4.16	4.91	4.59	4.59	4.61	4.54	4.27	4.44
People in my work group treat each other with respect	4.86	4.22	5.00	4.67	4.63	4.62	4.64	4.34	4.56
People listen to one another: it is rare that someone's views go unheard	4.38	4.06	4.73	4.35	4.37	4.34	4.39	3.86	4.56
People report mistakes they make, even if others do not notice them	4.13	3.82	4.82	4.15	4.22	4.36	4.07	3.63	4.56
The company cares about my opinions	4.13	3.72	4.73	4.40	4.04	4.27	4.29	3.56	4.44

Average Response Scores by Overall Culture Statement (Group 2)

Overall Culture	Arborworks LLC	Asomeo Environmental Restoration	Atlas Field Services, LLC	AWS Technologies Inc.	Basin Enterprises Inc.	Bravo Tree Service	C&amp;C Utility, Inc.	CANUS Corporation	CES Utility Solutions-CA Inc.
I believe managers apply the same rules for all workers	4.02	3.98	4.29	3.80	3.64	4.55	4.24	4.03	4.48
Information about important events and lessons learned is shared within my work group	4.35	4.36	4.64	4.40	3.91	4.66	4.39	4.33	4.78
Leaders encourage people to ask questions	4.21	4.10	4.62	4.20	3.97	4.59	4.35	4.38	4.78
Managers treat workers with respect	4.13	4.17	4.52	3.60	3.82	4.63	4.31	4.33	4.70
My supervisor makes sure all employee concerns are heard before job decisions are made	4.24	4.29	4.33	3.80	3.84	4.63	4.36	4.33	4.68
My supervisor would use whatever power they have to help me out	4.16	4.26	4.55	4.80	4.03	4.50	4.46	4.47	4.76
People in my work group treat each other with respect	4.29	4.52	4.62	4.40	4.12	4.75	4.36	4.40	4.78
People listen to one another: it is rare that someone's views go unheard	4.03	3.95	4.33	3.80	3.45	4.53	4.23	4.03	4.52
People report mistakes they make, even if others do not notice them	3.98	4.14	4.05	3.60	3.55	4.50	4.20	3.88	4.64
The company cares about my opinions	3.85	3.90	4.18	4.20	3.31	4.41	4.10	3.93	4.66

Average Response Scores by Overall Culture Statement (Group 3)

Overall Culture	Clear Path Utility Solutions LLC	Coleman Environmental Engineering, Inc.	Community Tree Service LLC	Core Resource Services LLC	Core Tree Care, Inc.	Cyberhawk Inc	Dars Cox Construction Inc.	Davey Tree Surgery Co	Donahoo Inc.
I believe managers apply the same rules for all workers	4.15	4.37	4.35	4.11	4.15	4.43	4.56	4.15	3.59
Information about important events and lessons learned is shared within my work group	4.58	4.42	4.65	4.57	4.48	4.48	4.63	4.40	3.73
Leaders encourage people to ask questions	4.49	4.58	4.52	4.38	4.32	4.54	4.62	4.30	3.59
Managers treat workers with respect	4.41	4.53	4.53	4.43	4.27	4.61	4.51	4.24	3.73
My supervisor makes sure all employee concerns are heard before job decisions are made	4.38	4.26	4.51	4.34	4.40	4.39	4.53	4.23	3.59
My supervisor would use whatever power they have to help me out	4.54	4.53	4.51	4.47	4.27	4.43	4.56	4.22	3.73
People in my work group treat each other with respect	4.51	4.32	4.63	4.45	4.54	4.43	4.60	4.37	3.68
People listen to one another: it is rare that someone's views go unheard	4.31	4.11	4.28	4.19	4.00	4.36	4.34	4.13	3.68
People report mistakes they make, even if others do not notice them	3.85	4.22	4.37	4.13	4.18	4.04	4.35	4.09	3.59
The company cares about my opinions	4.23	4.16	4.15	4.00	3.97	4.21	4.44	4.00	3.64

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 Overall Culture Statement (Group 4)

Overall Culture	Edison Power Constructors Inc.	Exponent, Inc.	Family Tree Service Inc.	Foundation Constructors Inc.	Gulf Interstate Engineering Company	Gulf Interstate Field Services, Inc.	Henkels &amp; Mccoy West LLC	Insight Global LLC	International Line Builders Inc.
I believe managers apply the same rules for all workers	4.47	4.50	3.94	4.32	4.43	4.20	4.14	4.58	4.08
Information about important events and lessons learned is shared within my work group	4.53	4.63	4.33	4.39	4.83	4.60	4.29	4.50	4.33
Leaders encourage people to ask questions	4.59	4.50	4.21	4.55	4.86	4.80	4.27	4.83	4.33
Managers treat workers with respect	4.47	4.50	4.09	4.37	4.43	5.00	4.37	4.50	4.28
My supervisor makes sure all employee concerns are heard before job decisions are made	4.41	4.63	4.15	4.35	4.57	4.60	4.29	4.58	4.28
My supervisor would use whatever power they have to help me out	4.47	4.63	4.21	4.48	4.86	5.00	4.35	4.83	4.42
People in my work group treat each other with respect	4.41	4.88	3.98	4.35	4.57	4.40	4.27	4.58	4.31
People listen to one another: it is rare that someone's views go unheard	4.12	4.38	3.78	4.19	4.43	4.20	4.18	4.42	4.18
People report mistakes they make, even if others do not notice them	3.88	4.13	3.96	3.87	3.57	3.60	4.06	4.08	4.03
The company cares about my opinions	4.12	4.25	3.99	4.26	4.43	4.20	4.10	4.67	4.23

Average Response Scores by Overall Culture Statement (Group 5)

Overall Culture	Intren West LLC	Jacobs Project Management Co	JBs High Voltage	Mge Underground Inc.	Mountain F Enterprises Inc.	Mountain G Enterprises Inc.	Nates Tree Service Inc.	Orion Managed Services LLC	Other
I believe managers apply the same rules for all workers	4.25	4.25	4.47	4.17	3.92	4.13	4.17	4.64	4.33
Information about important events and lessons learned is shared within my work group	4.40	4.50	4.58	4.48	4.42	4.36	4.40	4.64	4.53
Leaders encourage people to ask questions	4.40	4.13	4.58	4.48	4.33	4.35	4.39	4.64	4.45
Managers treat workers with respect	4.40	4.38	4.47	4.33	4.13	4.20	4.29	4.57	4.47
My supervisor makes sure all employee concerns are heard before job decisions are made	4.15	4.13	4.42	4.30	4.31	4.13	4.17	4.14	4.47
My supervisor would use whatever power they have to help me out	4.50	4.25	4.58	4.44	4.28	4.29	4.42	4.57	4.50
People in my work group treat each other with respect	4.15	4.63	4.47	4.39	4.34	4.33	4.49	4.36	4.51
People listen to one another: it is rare that someone's views go unheard	3.95	4.13	4.32	4.13	3.97	3.96	4.18	4.07	4.18
People report mistakes they make, even if others do not notice them	4.05	3.75	4.05	4.11	4.00	3.75	4.04	4.00	4.26
The company cares about my opinions	4.00	3.88	4.26	4.20	3.79	3.87	4.06	4.21	4.22

Average Response Scores by Overall Culture Statement (Group 6)

Overall Culture	Outback Contractors Inc.	Outsource Utility Contractor LLC	P J Helicopters Inc.	Par Western Line Contractors LLC	Peak Mineral Services LLC	Perrin Construction Inc.	Pinnacle Power Services Inc.	Pro Energy Services Group LLC	Qualus, LLC
I believe managers apply the same rules for all workers	4.15	4.09	4.46	4.00	4.00	4.33	4.45	4.11	4.40
Information about important events and lessons learned is shared within my work group	4.43	4.21	4.71	4.50	4.80	4.60	4.58	4.48	4.20
Leaders encourage people to ask questions	4.48	4.24	4.77	4.63	4.80	4.60	4.59	4.37	4.40
Managers treat workers with respect	4.25	4.15	4.74	4.38	4.80	4.80	4.49	4.41	4.40
My supervisor makes sure all employee concerns are heard before job decisions are made	4.33	4.16	4.43	4.38	4.40	4.60	4.50	4.37	4.00
My supervisor would use whatever power they have to help me out	4.51	4.25	4.69	4.63	4.80	4.60	4.57	4.37	4.40
People in my work group treat each other with respect	4.36	4.19	4.66	4.50	4.80	4.60	4.56	4.41	4.40
People listen to one another: it is rare that someone's views go unheard	4.16	3.99	4.31	4.13	4.40	4.00	4.48	4.15	4.40
People report mistakes they make, even if others do not notice them	4.01	4.02	4.14	3.75	4.00	3.80	4.35	4.04	4.00
The company cares about my opinions	4.07	3.89	4.49	4.25	4.20	4.50	4.40	3.96	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)

Average Response Scores by Overall Culture Statement (Group 7)

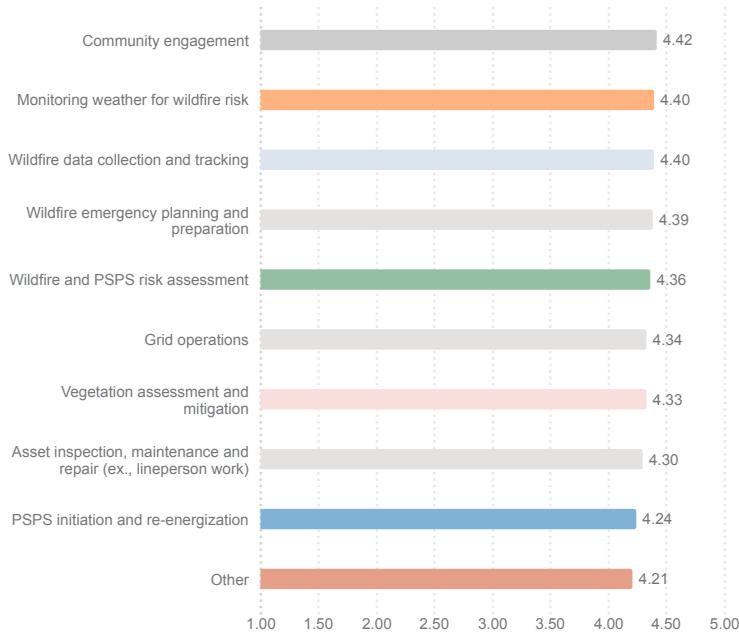
Overall Culture	Sierra Forestry Consulting LLC	Siller Construction Co	Skyskopes	Specialist Staffing Solutions Inc	Summit Line Construction Inc.	TCB Industrial, Inc.	Teichert Pipelines, Inc..	TRC	Tsu Tree Service Unlimited Inc.
I believe managers apply the same rules for all workers	4.11	4.60	4.71	4.67	4.06	3.80	4.30	4.19	3.93
Information about important events and lessons learned is shared within my work group	4.40	4.55	4.57	4.67	4.24	4.40	4.43	4.24	4.04
Leaders encourage people to ask questions	4.28	4.50	4.43	4.92	4.25	4.20	4.45	4.29	4.24
Managers treat workers with respect	4.19	4.45	4.71	4.67	4.28	4.00	4.19	4.29	4.06
My supervisor makes sure all employee concerns are heard before job decisions are made	4.07	4.50	4.43	4.75	4.23	4.20	4.34	4.05	4.11
My supervisor would use whatever power they have to help me out	4.26	4.45	4.57	4.67	4.33	4.20	4.43	4.48	4.21
People in my work group treat each other with respect	4.29	4.55	4.71	4.83	4.21	4.00	4.46	4.43	4.25
People listen to one another: it is rare that someone's views go unheard	4.00	4.40	4.14	4.33	4.02	3.80	4.36	4.14	3.92
People report mistakes they make, even if others do not notice them	3.80	4.35	4.14	4.33	4.05	3.80	4.38	4.10	3.69
The company cares about my opinions	3.58	4.25	4.43	4.67	3.80	4.00	4.06	3.90	3.45

Average Response Scores by Overall Culture Statement (Group 8)

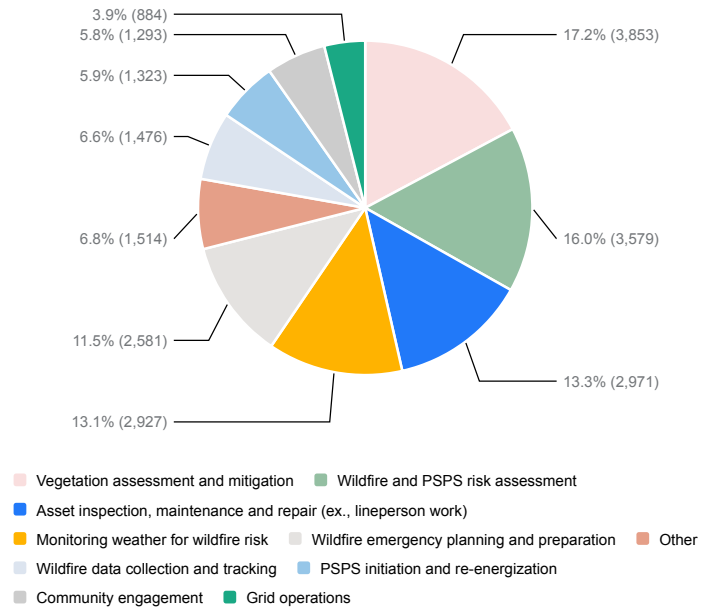
Overall Culture	Underground Construction Co., Inc.	Underground Electric Construction C	Utility Tree Service LLC	Veteran Pipeline Construction	Veteran Power Inc.	Wild West Reforesters Inc.	Wilson Construction Co	Wilson Utility Construction Company	Wright Tree Service Of The West Inc.
I believe managers apply the same rules for all workers	4.39	4.33	4.40	3.97	4.00	5.00	4.15	4.57	4.18
Information about important events and lessons learned is shared within my work group	4.56	4.64	4.54	4.15	4.44	5.00	4.23	4.57	4.38
Leaders encourage people to ask questions	4.67	4.61	4.42	4.12	4.41	4.86	4.23	4.57	4.40
Managers treat workers with respect	4.44	4.43	4.32	4.12	4.30	5.00	4.23	4.29	4.39
My supervisor makes sure all employee concerns are heard before job decisions are made	4.56	4.39	4.38	4.26	4.00	4.86	4.15	4.57	4.27
My supervisor would use whatever power they have to help me out	4.67	4.52	4.42	4.24	4.30	5.00	4.15	4.71	4.29
People in my work group treat each other with respect	4.44	4.52	4.51	4.24	4.33	5.00	4.38	4.43	4.30
People listen to one another: it is rare that someone's views go unheard	4.39	4.28	4.11	3.88	3.96	5.00	4.15	4.29	3.91
People report mistakes they make, even if others do not notice them	4.33	4.09	4.18	3.94	4.00	5.00	3.69	4.43	4.01
The company cares about my opinions	4.28	4.33	4.04	3.76	4.00	5.00	3.92	4.29	3.88

## 10. Comparison by Wildfire Activities

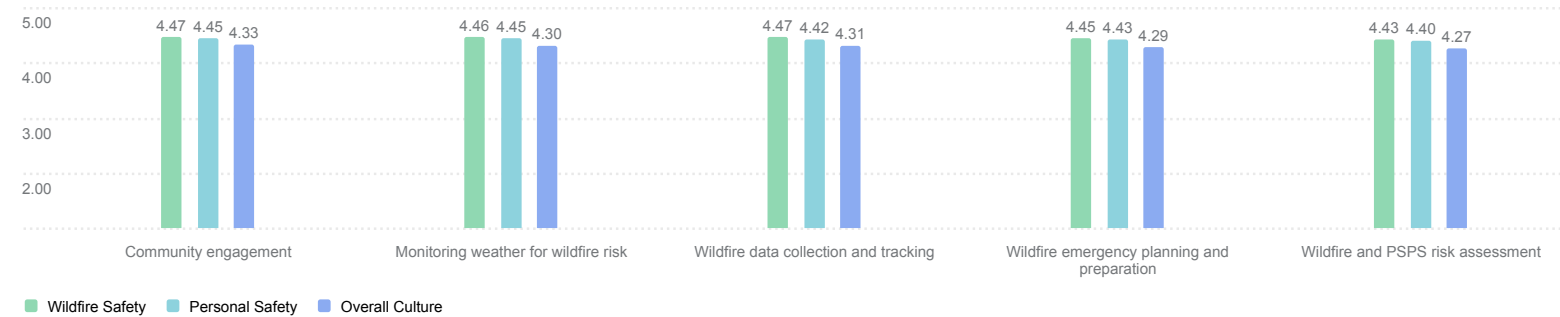
Overall Average Response Score



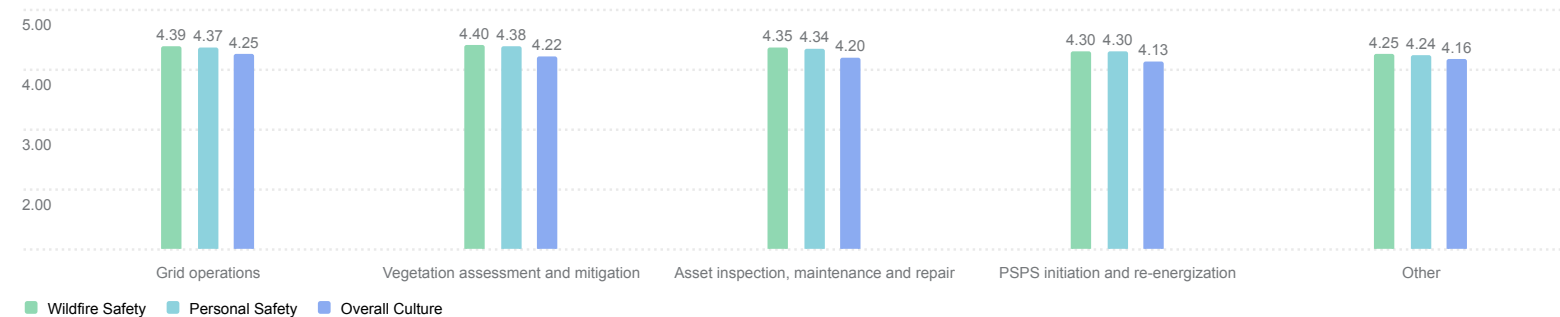
Number of Responses



Performance Category Average Response Scores



Performance Category Average Response Scores cont.



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	Asset inspection, maintenance and repair (ex., lineperson work)	Community engagement	Grid operations	Monitoring weather for wildfire risk	Other	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	3.78	3.96	3.93	3.96	3.51	3.80	3.94	4.00	4.10	4.04
I feel comfortable discussing wildfire hazards with my supervisor	4.53	4.59	4.53	4.57	4.48	4.53	4.56	4.58	4.57	4.59
Leaders actively seek out signs of potential wildfire hazards	4.28	4.45	4.33	4.42	4.14	4.27	4.41	4.41	4.45	4.45
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.51	4.59	4.50	4.58	4.40	4.50	4.57	4.58	4.60	4.60
Our management acts quickly to address wildfire hazards	4.38	4.52	4.42	4.52	4.31	4.35	4.49	4.51	4.55	4.54
People in my work group report all wildfire hazards, no matter how minor	4.42	4.53	4.42	4.50	4.26	4.40	4.51	4.51	4.57	4.54
People look for wildfire hazards and risks as work progresses	4.32	4.43	4.35	4.40	4.18	4.32	4.41	4.42	4.43	4.41
Protecting the community from wildfire hazards is clearly a high priority with management	4.53	4.65	4.56	4.64	4.53	4.50	4.63	4.63	4.67	4.67
Wildfire and personal safety concerns are communicated openly	4.43	4.54	4.46	4.54	4.40	4.40	4.53	4.53	4.56	4.56

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

Average Response Scores by Statement

Personal Safety	Asset inspection, maintenance and repair (ex., lineperson work)	Community engagement	Grid operations	Monitoring weather for wildfire risk	Other	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	4.36	4.52	4.42	4.50	4.30	4.34	4.49	4.49	4.52	4.53
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.44	4.53	4.46	4.52	4.28	4.46	4.52	4.51	4.54	4.54
I take responsibility for the safety of myself and others in my work area	4.69	4.73	4.68	4.71	4.65	4.70	4.72	4.71	4.70	4.72
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.46	4.51	4.48	4.47	4.47	4.47	4.49	4.50	4.47	4.49
Leaders keep people prepared to intervene when an emergency occurs	4.31	4.45	4.34	4.44	4.20	4.28	4.43	4.43	4.47	4.48
Leaders use mistakes and incidents as learning opportunities	4.27	4.42	4.30	4.41	4.22	4.24	4.38	4.37	4.40	4.43
Pausing work for hazards and safety concerns is viewed positively	4.46	4.53	4.47	4.54	4.39	4.43	4.54	4.52	4.57	4.57
People focus on one task at a time and avoid distractions	3.95	4.09	3.99	4.14	3.64	3.94	4.12	4.09	4.16	4.18
People have the ability to respond to and correct problems and errors before they get out of control	4.30	4.42	4.36	4.44	4.20	4.27	4.41	4.41	4.45	4.46
People have the skills they need to resolve workplace safety issues	4.29	4.39	4.32	4.38	4.15	4.28	4.35	4.36	4.40	4.39
We have the right tools for the job	4.22	4.37	4.27	4.35	4.09	4.23	4.31	4.32	4.37	4.36



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

Average Response Scores by Statement

Overall Culture	Asset inspection, maintenance and repair (ex., lineperson work)	Community engagement	Grid operations	Monitoring weather for wildfire risk	Other	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	4.05	4.22	4.10	4.19	3.99	3.97	4.16	4.17	4.23	4.22
Information about important events and lessons learned is shared within my work group	4.38	4.49	4.40	4.49	4.31	4.34	4.48	4.46	4.49	4.51
Leaders encourage people to ask questions	4.32	4.47	4.36	4.44	4.33	4.30	4.42	4.41	4.42	4.46
Managers treat workers with respect	4.25	4.40	4.31	4.36	4.25	4.22	4.34	4.35	4.39	4.37
My supervisor makes sure all employee concerns are heard before job decisions are made	4.29	4.40	4.33	4.37	4.24	4.27	4.34	4.36	4.41	4.40
My supervisor would use whatever power they have to help me out	4.42	4.49	4.46	4.45	4.41	4.43	4.43	4.46	4.49	4.48
People in my work group treat each other with respect	4.37	4.47	4.41	4.45	4.40	4.33	4.43	4.44	4.48	4.47
People listen to one another: it is rare that someone's views go unheard	4.04	4.18	4.12	4.16	4.01	4.02	4.11	4.14	4.16	4.15
People report mistakes they make, even if others do not notice them	3.99	4.10	4.08	4.08	3.84	3.98	4.06	4.08	4.17	4.14
The company cares about my opinions	3.87	4.06	3.95	4.05	3.84	3.82	3.99	4.03	4.11	4.08

11. 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		
	I am a PGE employee	I am an external third-party contractor	I am an internal Agile-1 staff augmentation	I am a PGE employee	I am an external third-party contractor	I am an internal Agile-1 staff augmentation	I am a PGE employee	I am an external third-party contractor	I am an internal Agile-1 staff augmentation	I am a PGE employee	I am an external third-party contractor	I am an internal Agile-1 staff augmentation
	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	3.65	3.87	3.80	3.55	3.92	3.69	3.40	3.95	3.84	3.37	4.00	3.90
I feel comfortable discussing wildfire hazards with my supervisor	4.55	4.51	4.66	4.49	4.49	4.56	4.41	4.48	4.52	4.40	4.52	4.54
Leaders actively seek out signs of potential wildfire hazards	4.29	4.38	4.41	4.16	4.38	4.36	4.03	4.36	4.43	3.93	4.39	4.28
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.47	4.52	4.60	4.41	4.52	4.55	4.29	4.53	4.47	4.30	4.53	4.47
Our management acts quickly to address wildfire hazards	4.41	4.48	4.62	4.30	4.48	4.49	4.14	4.45	4.51	4.12	4.50	4.43
People in my work group report all wildfire hazards, no matter how minor	4.36	4.45	4.44	4.31	4.44	4.45	4.20	4.41	4.52	4.13	4.46	4.38
People look for wildfire hazards and risks as work progresses	4.30	4.37	4.39	4.27	4.37	4.37	4.13	4.36	4.43	4.07	4.32	4.35
Protecting the community from wildfire hazards is clearly a high priority with management	4.61	4.57	4.71	4.52	4.58	4.65	4.39	4.57	4.57	4.35	4.59	4.56
Wildfire and personal safety concerns are communicated openly	4.46	4.48	4.61	4.38	4.49	4.53	4.28	4.47	4.42	4.22	4.51	4.52

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		
	I am a PGE employee	I am an external third-party contractor	I am an internal Agile-1 staff augmentation	I am a PGE employee	I am an external third-party contractor	I am an internal Agile-1 staff augmentation	I am a PGE employee	I am an external third-party contractor	I am an internal Agile-1 staff augmentation	I am a PGE employee	I am an external third-party contractor	I am an internal Agile-1 staff augmentation
	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	4.38	4.43	4.56	4.29	4.50	4.50	4.14	4.46	4.44	4.13	4.45	4.47
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.37	4.40	4.37	4.30	4.45	4.41	4.24	4.46	4.43	4.28	4.49	4.51
I take responsibility for the safety of myself and others in my work area	4.70	4.62	4.74	4.67	4.64	4.72	4.60	4.63	4.62	4.63	4.69	4.74
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.55	4.38	4.58	4.49	4.41	4.54	4.40	4.40	4.48	4.39	4.43	4.50
Leaders keep people prepared to intervene when an emergency occurs	4.35	4.40	4.48	4.18	4.40	4.33	4.05	4.41	4.38	4.00	4.43	4.39
Leaders use mistakes and incidents as learning opportunities	4.28	4.41	4.56	4.19	4.39	4.36	4.07	4.37	4.47	3.99	4.40	4.37
Pausing work for hazards and safety concerns is viewed positively	4.52	4.49	4.65	4.42	4.51	4.55	4.27	4.47	4.49	4.26	4.50	4.54
People focus on one task at a time and avoid distractions	3.80	4.16	4.09	3.65	4.20	4.01	3.52	4.18	4.00	3.50	4.13	3.96
People have the ability to respond to and correct problems and errors before they get out of control	4.28	4.41	4.46	4.18	4.41	4.34	4.04	4.36	4.32	4.03	4.41	4.33
People have the skills they need to resolve workplace safety issues	4.25	4.34	4.36	4.17	4.36	4.34	4.01	4.32	4.34	4.04	4.33	4.26
We have the right tools for the job	4.20	4.30	4.36	4.07	4.32	4.30	3.97	4.35	4.39	3.94	4.32	4.18

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)

Overall Culture Statement Average Response Scores

	0-1 Years			2-5 Years			6-10 Years			10+ Years		
	I am a PGE employee	I am an external third-party contractor	I am an internal Agile-1 staff augmentation	I am a PGE employee	I am an external third-party contractor	I am an internal Agile-1 staff augmentation	I am a PGE employee	I am an external third-party contractor	I am an internal Agile-1 staff augmentation	I am a PGE employee	I am an external third-party contractor	I am an internal Agile-1 staff augmentation
	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average	Average
I believe managers apply the same rules for all workers	4.12	4.25	4.37	3.90	4.18	4.16	3.72	4.12	3.95	3.72	4.19	4.04
Information about important events and lessons learned is shared within my work group	4.41	4.44	4.54	4.28	4.44	4.46	4.17	4.42	4.42	4.12	4.46	4.49
Leaders encourage people to ask questions	4.43	4.43	4.60	4.27	4.39	4.45	4.09	4.37	4.35	4.09	4.41	4.49
Managers treat workers with respect	4.42	4.37	4.51	4.18	4.31	4.42	4.04	4.28	4.27	4.01	4.32	4.24
My supervisor makes sure all employee concerns are heard before job decisions are made	4.31	4.31	4.40	4.18	4.32	4.29	4.16	4.29	4.36	4.08	4.35	4.36
My supervisor would use whatever power they have to help me out	4.47	4.42	4.52	4.35	4.38	4.47	4.32	4.35	4.43	4.28	4.40	4.39
People in my work group treat each other with respect	4.46	4.42	4.58	4.29	4.41	4.43	4.30	4.40	4.27	4.22	4.43	4.42
People listen to one another: it is rare that someone's views go unheard	4.12	4.12	4.31	3.93	4.12	4.17	3.83	4.14	4.03	3.81	4.15	4.07
People report mistakes they make, even if others do not notice them	3.90	4.10	4.04	3.79	4.08	3.97	3.77	4.05	4.08	3.72	4.06	3.94
The company cares about my opinions	3.97	4.03	4.23	3.72	4.02	4.03	3.53	4.00	3.91	3.53	4.13	4.02

## 12. Comparison by Employment Status and Tenure

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

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

Wildfire Safety Statement Average Response Scores

	0-1 Years		2-5 Years		6-10 Years		10+ Years	
	Contractor	Employee	Contractor	Employee	Contractor	Employee	Contractor	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	3.87	3.68	3.92	3.57	3.95	3.44	4.00	3.40
I feel comfortable discussing wildfire hazards with my supervisor	4.51	4.57	4.49	4.50	4.48	4.43	4.52	4.41
Leaders actively seek out signs of potential wildfire hazards	4.38	4.32	4.38	4.19	4.36	4.07	4.39	3.95
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.52	4.50	4.52	4.43	4.53	4.31	4.53	4.31
Our management acts quickly to address wildfire hazards	4.48	4.46	4.48	4.33	4.45	4.18	4.50	4.13
People in my work group report all wildfire hazards, no matter how minor	4.45	4.38	4.44	4.33	4.41	4.23	4.46	4.14
People look for wildfire hazards and risks as work progresses	4.37	4.32	4.37	4.28	4.36	4.16	4.32	4.09
Protecting the community from wildfire hazards is clearly a high priority with management	4.57	4.63	4.58	4.54	4.57	4.41	4.59	4.37
Wildfire and personal safety concerns are communicated openly	4.48	4.49	4.49	4.40	4.47	4.30	4.51	4.24

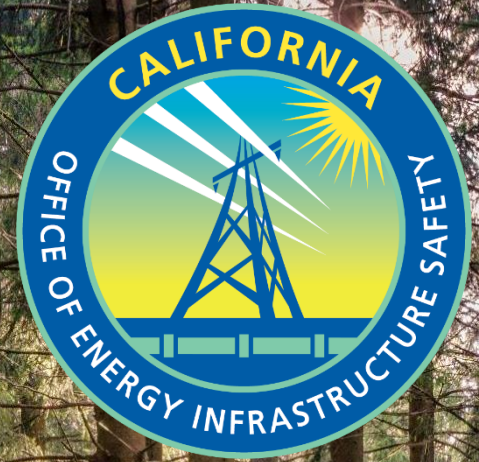
Personal Safety Statement Average Response Scores

	0-1 Years		2-5 Years		6-10 Years		10+ Years	
	Contractor	Employee	Contractor	Employee	Contractor	Employee	Contractor	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	4.43	4.42	4.50	4.32	4.46	4.17	4.45	4.15
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.40	4.37	4.45	4.32	4.46	4.26	4.49	4.29
I take responsibility for the safety of myself and others in my work area	4.62	4.71	4.64	4.68	4.63	4.60	4.69	4.64
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.38	4.56	4.41	4.50	4.40	4.41	4.43	4.40
Leaders keep people prepared to intervene when an emergency occurs	4.40	4.38	4.40	4.20	4.41	4.08	4.43	4.02
Leaders use mistakes and incidents as learning opportunities	4.41	4.34	4.39	4.21	4.37	4.11	4.40	4.01
Pausing work for hazards and safety concerns is viewed positively	4.49	4.55	4.51	4.44	4.47	4.29	4.50	4.28
People focus on one task at a time and avoid distractions	4.16	3.86	4.20	3.70	4.18	3.57	4.13	3.53
People have the ability to respond to and correct problems and errors before they get out of control	4.41	4.32	4.41	4.20	4.36	4.07	4.41	4.05
People have the skills they need to resolve workplace safety issues	4.34	4.27	4.36	4.19	4.32	4.04	4.33	4.06
We have the right tools for the job	4.30	4.23	4.32	4.11	4.35	4.02	4.32	3.95

Overall Culture Statement Average Response Scores

	0-1 Years		2-5 Years		6-10 Years		10+ Years	
	Contractor	Employee	Contractor	Employee	Contractor	Employee	Contractor	Employee
	Average	Average	Average	Average	Average	Average	Average	Average
I believe managers apply the same rules for all workers	4.25	4.17	4.18	3.94	4.12	3.74	4.19	3.74
Information about important events and lessons learned is shared within my work group	4.44	4.44	4.44	4.31	4.42	4.19	4.46	4.15
Leaders encourage people to ask questions	4.43	4.47	4.39	4.30	4.37	4.12	4.41	4.11
Managers treat workers with respect	4.37	4.43	4.31	4.22	4.28	4.06	4.32	4.02
My supervisor makes sure all employee concerns are heard before job decisions are made	4.31	4.33	4.32	4.19	4.29	4.19	4.35	4.09
My supervisor would use whatever power they have to help me out	4.42	4.48	4.38	4.36	4.35	4.33	4.40	4.29
People in my work group treat each other with respect	4.42	4.49	4.41	4.31	4.40	4.30	4.43	4.23
People listen to one another: it is rare that someone's views go unheard	4.12	4.16	4.12	3.97	4.14	3.85	4.15	3.82
People report mistakes they make, even if others do not notice them	4.10	3.93	4.08	3.81	4.05	3.80	4.06	3.73
The company cares about my opinions	4.03	4.03	4.02	3.77	4.00	3.57	4.13	3.56





## **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

## Pacific Gas and Electric Company

## 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
<b>1.1.1</b> Wildfire safety integrated into leader selection and promotion	Private Compliance	Private Compliance	Stewardship	Stewardship	Stewardship
<b>1.1.2</b> Wildfire safety integrated into frontline supervisors' goals and objectives	Stewardship	Citizenship	Citizenship	Citizenship	Citizenship
<b>1.1.3</b> Safety incorporated into position descriptions	Stewardship	Stewardship	Stewardship	Stewardship	Stewardship
<b>1.2.1</b> Training available to frontline supervisors	Private Compliance	Stewardship	Stewardship	Stewardship	Stewardship
<b>1.2.2</b> Training available to frontline workers	Private Compliance	Stewardship	Stewardship	Citizenship	Citizenship
<b>1.2.3</b> Training requirements for contractors	Private Compliance	Stewardship	Stewardship	Stewardship	Citizenship
<b>1.3.1</b> Rewards and incentives to support safety	Stewardship	Stewardship	Stewardship	Stewardship	Stewardship

### Governance

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

## Safety Enabling Systems

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

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



## Section 1. Management Self-Assessment and Justification

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

### Dimension 1: Organizational Sustaining Systems

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

#### Justification

The Company's Purpose, Virtues, and Stands (PVS) and True North Strategy (TNS) continue to be integrated into the selection process and assessment. The PVS and TNS include Catastrophic Wildfires Shall Stop and Everyone and Everything is Always Safe. In our existing selection process, candidates are interviewed by a panel who assess and provide a numerical rating for Company Virtues, including Safety. The panel debriefs and all interviewers review their ratings. Areas of disagreement are discussed to properly assess the candidates. Additionally, we have published a selection guide as well as panel scorecards to better document decisions and systematically archive scores.

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

Safety Culture Maturity Scale

<b>Public Compliance</b>	<b>Private Compliance</b>	<b>Stewardship</b>	<b>Citizenship</b>
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	Citizenship	Citizenship	Citizenship	Citizenship

Justification

Aligned with the Company's Purpose, Virtues and Stands, our goal categories include direct reference to: Catastrophic Wildfires Shall Stop; and Everyone and Everything is Always Safe. More than 90% of all people leaders in Wildfire and Emergency Operations, Enterprise Vegetation Management and Electric Distribution Operations have goals categorized as either or both of the Stands above.

Monitoring goal status is done in 2 ways: individual goals are reviewed during quarterly check-ins and annual performance reviews; and the Company has implemented a lean management system with operating reviews allowing for daily/weekly/monthly escalation of goal performance concerns.

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

Safety Culture Maturity Scale

Public Compliance

No mention of safety

Private Compliance

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

Stewardship

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

Citizenship

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

Electrical Corporation Self-Ranking

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

Justification

As outlined previously, the expectation to work safely is clearly communicated in the Company’s Purpose, Virtues and Stands and True North Strategy which include that Everyone and Everything is Always Safe and Catastrophic Wildfires Shall Stop.

Many job descriptions and postings include safety related qualifications and responsibilities but not all positions include them. The requirement is not specific for negotiated job descriptions, in particular.

The safety stands are included in our job postings, and as previously mentioned, scorecards and interview guides include the Safety component for all positions.

Enterprise Ethics and Compliance promotes a Speak Up, Listen Up, Follow Up workplace culture where everyone feels safe to raise concerns—and one where everyone is confident that those concerns will be heard and taken seriously.

Safety issues are to be reported to the Enterprise Corrective Action Program (CAP). CAP is a trusted and valued program effectively used to identify, evaluate, trend and track resolution of known and perceived issues.



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	Private Compliance	Stewardship	Stewardship	Stewardship	Stewardship

Justification

SAFE-1503 WBT "Fire Danger Precautions" training is required annually for employees and contract partners performing PG&E work which may result in a spark, fire, or flame on or near any forest-, brush-, or grass-covered lands. This course outlines the requirements of multiple California Public Resource Codes (PRC) with emphasis on PRC § 4427, PRC § 4428 & PRC § 4431. These codes lay out specific practices to aid in preventing and mitigating the potential ignition of a fire while performing any type of hazardous work. In addition, Utility Standard EMER 4102S (formerly TD-1464S) "Preventing and Mitigating Fires While Performing PG&E Work" was written to meet the statutes outlined in the Public Resource Code (PRC) and to address the prohibited activities of the PRC. The standard serves as a foundational mitigation for adapting our work practices on a daily basis to changing ignition potential. Annual EMER-4102S refresher training is also made available to internal and contract partner crews.

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

Safety Culture Maturity Scale

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

Electrical Corporation Self-Ranking

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

Justification

In addition to job-specific wildfire training for employees involved directly in wildfire mitigation, SAFE-1503WBT: Fire Danger Precautions is required for all coworkers performing PG&E work which may result in a spark, fire, or flame on or near any forest-, brush-, or grass-covered lands. All employees complete SAFE-3002WBT: Wildfire Smoke Exposure. Safety topics in trainings cover physical and psychological safety. Since 2023, we have incorporated the Energy Wheel into trainings to train coworkers on identifying hazards and using essential controls on the job. Application of human performance tools are incorporated throughout our trainings. In 2024, we implemented a standalone SIF Energy Based Capacity training required for all frontline coworkers.

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

Safety Culture Maturity Scale

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

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

Justification

Contract partners complete SAFE-0101 Corporate Contractor Safety Awareness when they begin work for PG&E and on a two-year refresher cycle. In 2024, 747 prime contract companies attended 1 of 10, in-person sessions, covering the SIF Capacity and Learning Model and how it correlates with PG&E’s Safety Excellence Management System. Contract partners who perform work which may result in a fire comply with EMER-4102S, Preventing and Mitigating Fires While Performing PG&E Work (previously TD-1464S). Annual training SAFE-1503WBT, Fire Danger Precautions is required for the profiled audience. In 2024, PG&E developed a Power BI Dashboard to have better visibility of training completion.

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

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

Electrical Corporation Self-Ranking

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

Justification

Our compensation philosophy ties compensation for base salary increase and Short-Term Incentive Plan (STIP) bonus eligibility to performance on goals and demonstration of competencies and behaviors consistent with PG&E's culture and values. STIP is designed to incent and reward eligible employees for performance in core areas that drive our business and is a variable/at-risk compensation component. PG&E's 2024 metrics continued to be focused on: safety, our customers, and meeting our financial commitments, with the safety category receiving the most, weighted at 60%.

Officer team's annual performance ratings, as well as both Short and Long term incentive plans, have a modifier built in where safety performance either positively or negatively impacts the total annual compensation package for leaders.

A notable STIP Scorecard change from 2023 to 2024 converted the wildfire risk reduction metric into a modifier of the weather normalized reportable fire ignitions (RFI) metric.

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

Our SVP of Wildfire & Emergency Operations receives daily reporting related to wildfire ignition metrics that outlines where the ignition has happened and the associated infrastructure involved in the ignition. The SVP of Wildfire & Emergency Operations then relays this information to the Chief Operating Officer during his daily operating review. In addition, a daily ignition email is sent out to the Operations leadership team containing an ignition dashboard and details. A weekly cross-functional wildfire operational review is held to review and ensure support for any emerging conditions and the progress of the Wildfire Mitigation Plan commitments. This operating review is attended by our Senior Director, Wildfire Preparedness & Operations and our SVP of Wildfire & Emergency Operations weekly.

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	Stewardship	Citizenship	Citizenship	Citizenship	Citizenship

Justification

PG&E's Safety Excellence Management System (PSEMS) sets the direction that all employees have accountability for their personal safety. Element 1 speaks to Leadership, Commitment and Engagement because leaders set the example for the Enterprise. Element 5 of PSEMS, Operational Control, requires all workers within PG&E to identify Energy Sources/hazards and to implement controls to prevent the hazard and reduce severity.



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

#### Safety Culture Maturity Scale

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

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

#### Justification

Reportable Fire Ignitions Systemwide and in High Fire Threat Districts (HFTDs), wildfires meeting the OEIS guidelines as significant (>5000 acres, >500 structures, >1 fatality) are all tracked as outcomes within the scope of work being done to prevent catastrophic wildfires. Indicators are based on the metrics in each of the major programs - Enhanced Powerline Safety Settings (EPSS) -Circuits Activated, outage Response Time, Ignitions that occur on EPSS circuits, and Fire Size of Ignitions that occur on EPSS circuits. Public Safety Power Shutoff (PSPS), number of locations where damage has been found after a PSPS event, Estimated Time of Restoration (ETOR) of the PSPS event after the all clear. All the indicators are covered in the Wildfire Risk Command Center during the Wildfire Weekly Operating Review (WOR).

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

Safety Culture Maturity Scale

<b>Public Compliance</b> Not effective	<b>Private Compliance</b> Reasonably effective in providing data and trends across company	<b>Stewardship</b> Highly effective in providing data and trends in critical exposure areas	<b>Citizenship</b> Highly effective in providing data, critical exposure area trends, and actionable insights
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Electrical Corporation Self-Ranking

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

Justification

PG&E established a Fire Potential Index (FPI) model to provide a leading indicator to show where/when the environmental conditions pose an increase in wildfire risk. PG&E utilizes this leading indicator to trigger operational mitigations (like Public Safety Power Shutoff (PSPS) and Enhanced Powerline Safety Settings (EPSS)) and restrict how work can be performed in the field to reduce wildfire exposure.

In 2024, PG&E introduced a new metric to measure the wildfire risk actualized by normalizing the ignitions that occur in high-risk/Fire Potential Index (FPI) conditions (ignitions where and when they matter) by the volume of exposure, in terms of the volume of circuit mileage exposed to these high-risk conditions. This metric is the count of reportable ignitions that occur in FPI conditions of R3 and above (R3+) divided by the sum of total circuit mileage observed in R3+ conditions. The unit of measurement is ignitions by 100,000 circuit mile days. (PG&E's overall Fire Potential Index scale ranges from R1 to R5, least to most dangerous potential wildfire conditions moving from 1 to 5. The rating includes factors like weather, fuel moisture, topography and fuel model type.)

In light of the worsening conditions experienced in July 2024, based on the FPI and the weather normalized ignition metric, PG&E initiated a task force to mitigate the possibility of a catastrophic wildfire.

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	Stewardship	Citizenship	Citizenship	Citizenship	Citizenship

Justification

The VP of EH&S and other senior PG&E leaders regularly attend the Wildire Monthly Operating Review (MOR) where wildfire action plans and strategies are reviewed. Also, the Wildfire Emergency Operations team continuously looks for areas of improvement to prevent wildfires. For example, in 2024, a PSPS execution dashboard was developed to be a single location to monitor data such as asset location, wind speeds, relative humidity, weather station location, and minimum fire potential to support better decision making. The models are updated post-event to improve accuracy.

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

Safety Culture Maturity Scale

<b>Public Compliance</b> Safety metrics are not shared	<b>Private Compliance</b> Lagging indicators for wildfire outcomes are posted at local/site operations	<b>Stewardship</b> Lagging and leading indicators for wildfire safety are posted and discussed in regular management and supervisor meetings	<b>Citizenship</b> Lagging and leading indicators for wildfire safety are discussed; individual / team contributions to leading indicators are highlighted and recognized publicly
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Electrical Corporation Self-Ranking

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

Justification

Lagging and leading indicators for wildfire safety are discussed on Daily, Weekly and Monthly Operating Reviews by teams that are responsible for delivering on them. When teams hit a milestone with a program or in delivering on a particularly leading indicator, those successes are shared through our Daily Digest which reaches the entire enterprise, including contractors and our PG&E Currents which is shared publicly.

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 as 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	Public Compliance	Private Compliance	Stewardship	Stewardship	Stewardship

Justification

Many investigations (i.e. Serious Injury and Fatality (SIF)) are conducted not only on actual events (SIF-actual), but also near hits (SIF-potential).

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

We continue to improve our cause evaluations and investigations to help reduce future exposure.

3.1.2 Rate the quality of event investigations.

Safety Culture Maturity Scale

<b>Public Compliance</b>	<b>Private Compliance</b>	<b>Stewardship</b>	<b>Citizenship</b>
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	Private Compliance	Private Compliance	Stewardship	Stewardship	Stewardship

Justification

The Enterprise Cause Evaluation team performed reviews of serious safety incident cause evaluations quarterly. These reviews utilized the quality rubric that was developed in Q2 of 2024.

The objective was to:

- 1. Assess the skills of the cause evaluators based on how well the cause evaluations were documented
- 2. Use the insights to coach individual causal evaluators to improve their performance
- 3. Use the insights to coach team managers to provide improvement feedback on changes they might implement to ensure high quality cause evaluations are consistently performed



### 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	<b>Corrective actions are tracked to closure and include more focus on high value controls; lessons learned are shared throughout the organization</b>	Systemic approach to tracking/closing actions using high value controls; lessons learned leveraged broadly across the organization to effect change and control exposure (e.g., leading to procedural or policy changes throughout organization where applicable)

#### Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
3.1.3 Results of investigations	Private Compliance	Stewardship	Stewardship	Stewardship	Stewardship

#### Justification

Causal evaluations include corrective actions to address the issue and reduce likelihood of recurrence. Actions are tracked through the Corrective Action Program (CAP) to closure. Improvement has been realized over the course of 2024 resulting in improved corrective actions with a focus on controls. Lessons learned are shared in various venues such as Third Thursday safety discussions, Safety Summits, and Daily Safety Updates.

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

Safety Culture Maturity Scale

<b>Public Compliance</b>	<b>Private Compliance</b>	<b>Stewardship</b>	<b>Citizenship</b>
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	Private Compliance	Private Compliance	Stewardship	Citizenship	Citizenship

Justification

PG&E has developed a field-based application to report all self-propogating fires observed by electirc operations employees. These employees have been trained on how to utilize the application with on-the-ground training and an annual web-based refresher training (new in 2024).

An audit process has been developed to review all outages that meet a keyword criteria to ensure all ignitions have been reported. This process has brought visibility to training and technology gaps which get addressed in real time.

PG&E shares ignition and wildfire trends with PG&E first responders in a series of annual engagement sessions that take place across the system, to ensure that information is broadly shared and to spur learning and exposure reduction.

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

Safety Culture Maturity Scale

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

Electrical Corporation Self-Ranking

	2021	2022	2023	2024	2025 Goal
3.3.1 Systems to encourage sensitivity to weak signals	Public Compliance	Private Compliance	Stewardship	Citizenship	Citizenship

Justification

Since 2021, our Ignition Analysis team holds a weekly cross-functional review with representation from Asset Failure Analysis, Applied Technology Services (Technical Lab), Vegetation Management and Analytics, to review recent near hits and incidents to understand what can be learned and the extent of condition. Information gathered here is also shared in various collaborative forums with external parties, including other utilities and fire suppression agencies like CalFire. In 2024, we performed extensive benchmarking with other utilities to share best practices around wildfire related risks, ignition investigation, and mitigation strategies. The Ignition Analysis team attends CalFire's monthly Wildfire Mitigation Advisory Council meeting to learn about new hazards.

### 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	Stewardship	Stewardship	Stewardship	Citizenship

#### Justification

The Emergency Preparedness & Response team regularly designs drills and exercises to prepare teams for emergency response. In 2024, a Public Safety Power Shutoff and wildfire full scale exercise was conducted over five days. The exercise included additional fires that were not included in identified time-places to improve the "what could go wrong?" mentality of responders.

A tabletop exercise was also conducted to improve the knowledge and skills of team members as it relates to wildfires for Public Safety Power Shutoff events.

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	Citizenship

Justification

Initial Incident Reports (IIR) are generated routinely within 24 hours of an incident. IIRs share safety incident actions and learnings and are distributed across functional areas. Learnings from Serious Injury and Fatality SIF-Actual and SIF-Potential events are consistently shared at the Enterprise Safety Weekly Operating Review (WOR). This venue also shares best practices. For example, when it was identified that the North Coast region had the best safety performance of all five regions, Enterprise Health & Safety (EH&S) worked with functional areas and determined that teamwork and being a keeper of each other's safety was key to the performance. This information was subsequently shared at the following Weekly Operating Review (WOR).

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

Systemic audits are performed on a sampling basis by our quality verifications and quality control teams. The findings from these quality audits are used to provide feedback and drive improvements in the standards and work procedures. Internal audits are conducted on the wildfire mitigations of Vegetation Management, Inspections and System Hardening. We leverage Safety Net as a tool to document safety observations for various tasks that include wildfire mitigation activities. Safety Net observation data is utilized as a leading Safety indicator.



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

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Safety Culture Maturity Scale

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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

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

Justification

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For the population of safety-related audits performed by Internal Audit (IA), the IA team provides the leadership team a detailed report on any audit that was conducted or requested. The intent of the report is to identify and report gaps and assess the severity of the gap. These reports trigger the creation of action plans to address and mitigate the identified risks. These actions are reviewed and confirmed through testing prior to being closed by IA. In parallel, if appropriate, CAPs are created and logged into the Corrective Action Program to ensure tracking is in place.



## Section 2. Summary Plan for 2025

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

### A1. Action/Activity 1

- Continue SAFE-0101, Corporate Contractor Safety Awareness, and SAFE-1503, Fire Danger Precautions requirements.
- Conduct SIF Capacity and Learning Model and how it correlates with PG&E's Safety Excellence Management System seminars with prime contractors.

### B1. Deadline

Complete by 12/31/2025

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

1.2.3

### A2. Action/Activity 2

- Continue to regularly conduct exercises, drills, and seminars for Public Safety Power Shutoff and wildfire events.

### B2. Deadline

Complete by 12/31/2025

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

3.3.2

### A3. Action/Activity 3

- Continue cross-functional Enterprise Safety Weekly Operating Review and Initial Incident Report process to share learnings across the enterprise.

### B3. Deadline

Complete by 12/31/2025

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

3.3.3



## 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

- Continued Implementation of the Serious Injury and Fatality (SIF) Capacity Model

#### B1. Progress Metrics

- Decrease in SIF events

#### C1. 12-Month Target

- All prejob safety briefings and observation checklists include hazard wheel and essential controls

#### D1. Description of Objective

- Identification of high energy hazards and controls before work begins allows capacity to fail safely.

#### A2. Objective

- Continued implementation of PG&E Safety Excellence Management System (PSEMS)

#### B2. Progress Metrics

- Complete PSEMS Manual. Execute on Lloyd's Register Quality Assurance (LRQA) gap assessment and develop a multi-year implementation roadmap.

#### C2. 12-Month Target

- Multi-year road map in place

#### A3. Objective

- Complete a Safety Culture Assessment Order Instituting Rulemaking (OIR) Pre-Self-Evaluation

#### B3. Progress Metrics

- Creates a baseline for cultural performance and provides opportunity for lessons learned ahead of 2026 required Safety Culture Improvement Self-Evaluation

#### C3. 12-Month Target

- Completion of the first Safety Culture Assessment OIR Self-Evaluation prior to the 2026 regulatory-required Self-Evaluation

### **D3. Description of Objective**

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- Identification of cultural issues across the Enterprise, not just in the Wildfire organizations, will give PG&E an opportunity to correct issues across all Functional Areas.

### **A4. Objective**

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- Continue Lean maturity

### **B4. Progress Metrics**

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- Standardized reporting at Safety Weekly Operating Reviews (WORs)

### **C4. 12-Month Target**

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- More consistent use of Problem Solving

### **D4. Description of Objective**

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- Allows for cross-functional sharing of lessons learned and best practices as well as discussion of leading indicators. Also results in improved understanding of identified root causes and trends.

## 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

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#### A1. Objective

- Continued implementation of the 5-year Workforce Safety Strategy

#### B1. Progress Metrics

- Reduction in Serious Injuries, DART, PMVI, and SPMVI
- DART - Days Away Restricted or Transferred  
PMVI - Preventable Motor Vehicle Incident  
SPMVI - Serious Preventable Motor Vehicle Incident

#### C1. 3-Year Target

- Improving safety performance year-over-year

#### D1. Description of Objective

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

#### A2. Objective

- Continue implementation of PG&E Safety Excellence Management System (PSEMS)

#### B2. Progress Metrics

- PSEMS Maturity improvement for asset-based Functional Areas
- Closure of Gaps from 2023 Pre-Assessment by Lloyd's Register Quality Assurance (LRQA)

#### C2. 3-Year Target

- PSEMS improved maturity metric
- Continued closure of Gaps from the 2023 Pre-Assessment by LRQA

#### D2. Description of Objective

- PSEMS is based on ISO 55001 - Asset Management, ISO 45001 - Occupational Health & Safety and API 1173 - Pipeline Safety Management Systems. The Asset Management focus is intended to ensure public safety. The Occupational Health & Safety focus is intended to protect all coworkers, including employees and contractors.
- ISO 55001 requires the development of a Strategic Asset Management Plan, which includes documentation of all assets, their maintenance intervals and replacement schedules.
- ISO 45001 requires the identification of hazards and the addition of enough controls to eliminate coworker injuries and fatalities.

### A3. Objective

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- Compliance with AB1054 Wildfire Safety
- Culture Assessment and the SB901 Safety Culture Assessment Order Instituting Rulemaking (OIR)

### B3. Progress Metrics

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- Safety Culture Pre-Assessment to prepare for 2026 Safety Culture Self-Evaluation (SB901 CPUC SCA OIR) using the CPUC chosen framework of the 10 Traits of a Healthy Safety Culture from the Institute of Nuclear Power Operations (INPO).

### C3. 3-Year Target

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- Completion of the CPUC SPD Safety Culture OIR
  - Completion of the 1st Comprehensive Safety Culture 3rd Party assessment mandated by CPUC OIR in 2028 for PG&E
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### D3. Description of Objective

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- AB1054 established the California Wildfire Fund and also provides for a utility certification process that confirms compliant utility eligibility for funding access.

## 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

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

- Greater focus on reducing our most serious incidents

#### B1. Actions Taken

- Rollout of SIF Capacity model including Hazard Identification and controls as part of Pre-job Safety Briefing
  - Incorporating the SIF Capacity Model and validation of the presence of Essential Controls into Safety Net (Safety Observation Tool)
  - Teaching the workforce about Human Performance Tools also reduces human error and reduces risk
- 

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

- Need for a Safety Management System

#### B2. Actions Taken

- Closure of 90% of gaps from the 2023 Lloyd's Register Quality Assurance (LRQA) Pre-Assessment
  - Focus shifting in 2025 to Element 1, Element 5, and an Element chosen by the Functional Area for all asset-based Functional Areas (Electric Ops, Gas Ops, Power Generation, etc)
- 

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

- Greater focus on Safety Recognition

#### B3. Actions Taken

- Ability to submit recognition nominations on Daily Safety Update
  - Weekly message on Daily Safety Update for Safety recognition
  - Dashboard created with visibility to recognition submittals
- 

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

- Continue to address residual risk not captured by Down Conductor Detection (DCD), Enhanced Powerline Safety Settings (EPSS), Public Safety Power Shutoff (PSPS) and resiliency programs.

#### B4. Actions Taken

- Fully understand the failure modes on ignitions that occur when these capabilities have been enabled
-



## 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

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#### A1. Recommendation 1

**Effective safety communication** is key to achieving and maintaining a strong safety culture.

Communication should include all levels of the organization, horizontal communication, and organizational listening tactics. Not all communication is equally effective. Increasing the quantity of communication does not always lead to more effective communication. PG&E should review communication channels and tactics for opportunities to increase the effectiveness and consistency of safety communications across the organization. As part of this review, PG&E should identify opportunities to reduce the barriers to effective communication in its current organizational safety communications, identify the most effective channel for different levels of communication, and optimize current channels for employees to easily access safety communications. PG&E employees would benefit from having a central repository of information—a single source of data accessible to frontline workers—providing easy access to safety-related information coming from all departments, including information on near misses and information on wildfire conditions.

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

#### B1. Actions Taken

##### Communications Plan:

- The 2024 Safety Communication Plan included frequent safety communications with an expanded scope beyond safety incidents to address coworker concerns about the lack of awareness and availability of information on Near Hits.
- This information was published in daily safety messages within the Enterprise Daily Safety Update which is distributed daily to all coworkers.
- The Near Hit information is a standing weekly topic in our Daily Operating Review (DOR) discussions, only preempted if an emergency safety message is necessary.
- A link to the Near Hits website is consistently provided in the Daily Safety Update and is often referenced in communications.
- Near Hits were featured in the company's newsletter and in videos to highlight the valuable learning opportunity they present for all coworkers and drive company-wide discussion of possible prevention strategies.
- Links to the Near Hit Dashboard and the Near Hit Standard are attached to articles focused on this topic.
- Corrective Action Program (CAP) roadshows promoted Near Hit reporting and included process information on how to report a Near Hit using the CAP platform.
- For communication about wildfire conditions (beyond routine report of the Fire Potential Index (FPI)), a wildfire safety message is included in the Enterprise Daily Safety update at regular intervals through wildfire season.

##### Leadership Listening Sessions:

Executive Leaders engaged in several types listening sessions, including:

- Leadership Townhalls, which are hosted throughout the service territory to ensure insights from the various regions are represented. These sessions are attended by Leaders across the organization, no individual contributors. Topics included Lean, Breathrough and other non-safety related topics, in addition to safety.
- The executive leadership team hosting calls for all coworkers to attend and ask questions. These calls included thousands in attendance from across the organization - everyone invited.
- In person discussion sessions for executive operations leaders to engage with coworkers in their work locations, and
- Safety-focused summits held by the functional areas and Enterprise Health & Safety
- Safety and Security Summit hosted by Enterprise Health & Safety

#### 100% Wildfire Focused Engagement Sessions:

- Managers in the Wildfire Risk Mgmt team held 23 separate engagement sessions with frontline employees across the system to discuss ignition and wildfire concerns and gather feedback about wildfire issues observed in the field.

These sessions provided a critical forum for frontline employees to provide detailed feedback to wildfire management on issues such as observed equipment failures and other concerns they encounter in their daily mitigation efforts.

In addition:

- All PG&E leaders engaged in Go-Sees in 2024, increasing their presence and availability to learn and support safety risks and concerns of coworkers. A Go-See is a planned leadership field visit focused on observing a specific type of work or work activity.
- PG&E continues to encourage and manage employee concerns and ideas through our Corrective Action Program (CAP). CAP submissions are viewed daily by senior leadership, and multiple CAP roadshows are hosted to ensure a specific type of field work activity.
- PG&E hosted three Safety Weeks in 2024, expanding and refreshing the safety knowledge and skills of our coworkers. Subjects included Driving Safety, PG&E Safety Excellence Management System, and Human Performance Tools.

## C1. Results

- From Jan. 1 - Dec. 31, 2024, 26 Near Hits updates were published in the Enterprise Daily Safety Update.
- From Jan. 1 - Dec. 31, 2024, 10 wildfire safety messages were published in the Enterprise Daily Safety Update.
- A Grassroots Hub (SharePoint site) provides company-wide centralized access to all frontline and office/hybrid grassroots safety teams. They can access each other's safety events (e.g., driving rodeos), grassroots charters, membership, GrassrootsTV videos, and other resources. Each grassroots team owns its site, which links from the Grassroots Hub main page.
- In 2024, the weekly Enterprise Health and Safety (EHS) Snapshot was changed to have an edition tailored for frontline coworkers regarding relevant, safety-related information, including near misses. Another edition was tailored for hybrid coworkers focusing on relevant safety content such as ergonomics. The EHS Snapshot is emailed to every coworker on Mondays, and it is easily accessible and engaging to read all the articles in one document or email. All EHS safety communications (EHS Snapshot, videos, Safety Awareness, Safety Advisory, Tailboards and SIF Alerts) are accessible from the EHS Communications SharePoint site and are aligned to numerous SharePoint sites owned by other functional areas.
- Published 114 Safety Advisory communications.
- Published 154 Safety Awareness communications.
- Published 16 SIF Alert communications.
- Updated 123 Safety Tailboards.
- A Near Hits SharePoint site includes a dashboard containing all the reported near hits that all coworkers can access and share at all-hands meetings and Daily Operating Reviews to learn from and help prevent incidents and injuries.

## A2. Recommendation 2

PG&E uses **safety-enabling systems** to improve wildfire mitigation activities, understand worker behaviors, and identify external threats. PG&E should optimize its safety-enabling systems to improve the quality of event investigations (with a focus on controls), continue to share event investigation results across the organization (not just workgroups), and improve the hazard and near-miss reporting process to align expectations on what to report and when to report. PG&E should also continue to take steps to increase workers' psychological safety, building confidence in their speak-up and stop-the-job authority.

## B2. Actions Taken

- In 2024, PG&E published and trended results of Serious Injury & Fatality (SIF) Cause Evaluation reviews utilizing the quality rubric to monitor and identify areas that warranted additional oversight and support.
- Field Safety Specialists performed High-Energy Control Assessments (HECA) during safety engagements/observations, and the purpose was to prioritize and pre-emptively identify high energy exposures and corresponding essential controls, document and pass along learnings from these interactions, as well as analyze basic trending of the related data.
- Over 99% of employees and contractors were taught about SIF Capacity and Learning, including the 10 High Energy sources identified in the Energy Wheel and their associated Essential Controls. The course taught coworkers the importance/value of hazard identification and control establishment.
- In addition to the section on Improving Safety Communication, Near Hits communication was also improved by publication and change management regarding the Near Hit Standard.
- PG&E also launched the Enterprise Safety Recognition Program to celebrate stop work events/stop work moments. The intent of these actions is to improve coworker psychological safety around stopping work when unsafe conditions are identified. Safety Recognitions were celebrated at the Enterprise Safety Weekly Operating Review and also as messages in the Daily Safety Update.

## C2. Results

- Based on a review of 7 SIF-Actual cause evaluations and 15 SIF-potential cause evaluations utilizing the SIF Quality Rubric, the following opportunities for improvement were provided to functional area cause evaluation leadership:
  1. Review report documentation for verbose reports to achieve the goal of providing complete, clear, and concise documentation of the evaluation and its conclusions, while ensuring specifics are included where appropriate, such as the effectiveness review plan requirements.
  2. The review also identified a few individual evaluator gaps in understanding steps of the evaluation process and cause evaluation fundamentals. These learnings will be shared with all cause evaluators during refresher training in early 2025 to support continued improvement throughout 2025.
- Near Hit submittals increased by 5% from 2022 to 2023 (722 to 755) and by 25% from 2023 to 2024 (755 to 944)
- Completed 7,800 HECA Observations in 2024
- The High and Life Threat identification program saw a 6% increase in findings from 2023 to 2024 (127 to 134). The program started at the end of 2022 with two documented findings.
- Approximately 80% of employees and contractors were trained on the SIF Capacity & Learning Model
- 229 coworkers were recognized through the 2024 Safety Recognition Program

### A3. Recommendation 3

PG&E should incorporate **new safety-related training modalities and topics** that enable all levels of the organization to develop a more proactive and curious mindset. PG&E should also assess participant feedback and use it to make trainings more effective, relevant, and engaging. A well-trained workforce is crucial to improving and sustaining safety culture. Workforce focus group participants voiced concerns about the shortcomings of online self-administered safety trainings. PG&E should offer more options for instructor-led safety trainings, ideally from experts with field experience. Additionally, PG&E should make training on wildfire safety a priority for frontline crews and supervisors (e.g., make sure all field workers know what to do in a wildland fire, including information on accidental ignition and fire patterns). It should also continuously update training material to include topics relevant to current risks (e.g., active shooter, chainsaws, etc.). Safety trainings should encourage workers to ask questions and provide feedback on how training content relates (or does not relate) to current conditions on-the-job. Trainings should teach that mistakes are going to happen and, when they do, how to fail safely.

Safety trainings can become ineffective if the same information is presented in the same way each year. PG&E should conduct, when possible, **post-training peer learning activities such as group discussions**. Peer learning activities will provide more opportunities for workers to discuss ideas and solutions for addressing wildfire safety hazards. PG&E should also encourage grassroots peer learning initiatives, cultivate a mentoring program, and/or encourage the appointment of a senior team member to be a "safety steward" - someone experienced who can effectively communicate about responding to real-live situations that involve judgement calls in the field that are not covered by standard policies or procedures.

### B3. Actions Taken

#### Training Updates:

- PG&E has placed an increased emphasis on skills-based hands-on training to enhance and refresh the skills of tenured coworkers. These trainings include the application of Human Performance Tools and place emphasis on identifying hazards and ensuring essential controls are in place so that coworkers can fail safely - all of which are transferable to wildfire safety scenarios.
- Examples of new hands-on trainings implemented for field coworkers in 2024 include Grounding Refresher training, Controller training, Gas for Electric training, Transmission Troubleshooter training, Linework Fundamentals training for non-traditional supervisors and Field Safety Specialists, Power Generation Refresher trainings, M&C Coordinator training, Safe Driver training delivered across the service territory, SIF Energy Based Capacity Training, and an Excavation Safety training update delivered to coworkers in the field.
- We also updated trainings based on feedback from field coworkers. PG&E Academy seeks feedback from coworkers about training through multiple channels including post-training surveys, feedback received from participants during a course pilot, training alignment committees (comprised of leaders from the field, union representatives, Safety and the Academy), Corrective Action Program, as well as direct emails and phone calls from coworkers.

The following are examples of updates made based on feedback from coworkers. This is just a sample:

- Fall Protection (Safety at Heights) trainings - Increased hands-on practice and exercises based on feedback from field coworkers:
- Hands-on Confined Space Training - Updated field scenarios based on feedback from course participants
- Backing, Parking & Vehicle Control Skills - course content and live practice scenarios revised based on pilot sessions held in the field.
- Transmission Switching - Revised to align with latest field procedures.

#### Training Effectiveness Measures:

- Training effectiveness measures in 2024 included results from Level 1, Level 2 and Level 3 surveys and assessments.
  - Level 1 surveys are sent to course participants after they complete training, allowing them to provide feedback related to quality of facilitation, materials and applicability to their jobs. The survey uses a five-point scale.
  - Level 2 effectiveness strategies include knowledge and skill checks/assessments with various remediation strategies based on the safety risks associated with the tasks covered in the training. Level 2 assessment results can be provided at request.
  - Level 3 effectiveness measures include a predictive Level 3 metric based on participants' post-training responses to the question of how much impact they expected the training to have on their job performance.

#### Peer Learning:

- Implementation of the SIF Energy Based Capacity Training and the Excavation Safety training update in 2024 are examples of opportunities provided for increased peer learning. The SIF Energy Based Capacity training was delivered by leaders to frontline coworkers and field safety specialists, allowing for field coworkers to learn and share their experiences identifying workplace hazards, essential controls and building capacity for safe recovery when accidents occur. The Excavation Safety training update was delivered by Field Safety Specialists to coworkers in the field to provide critical updates. These field sessions allowed coworkers to engage with each other related to their experience with excavation safety and how to apply the updates from the Excavation Safety Manual.
- Additionally, the Stuff That Kills You (STKY) Frontline Safety Culture Program was launched in Gas Operations and Electric Operations in October 2024, focused on recognizing the STKY on job sites. Daily interactions with utility experts empower coworkers to speak up about unsafe conditions (i.e., STKYs) and have controls to fail safely when incidents occur. Teams are supported by coaches who model a positive safety culture.
- Additional peer learning opportunities at PG&E include Third Thursdays, Safety Weeks, PG&E Grassroots-Led Safety Council, the Coaching & Partnering Sessions/Live Interactive Scenarios conducted by Grassroots, the Operations Safety Collaboration Center, and PG&E's Mentorship Program. Supplemental information about these programs is provided in an attachment.

### **C3. Results**

#### 2024 Training Plan and Metrics:

- 48,578 P&GE employees and contractors were provided PG&E training in 2024.
- 71% of the training completed was in-person/hands-on training, and 29% was online/web-based. A list of all trainings provided is included in attachment 3.3.1 2024 Training Plan and Metrics.

#### Training Effectiveness:

- Level 1 post-training survey uses a five-point scale, and the average score for trainings in 2024 was 4.64, exceeding the Top 25 Corporate University target of 4.57.
- Level 2 effectiveness strategies include knowledge and skill checks/assessments with various remediation strategies based on the safety risks associated with the tasks covered in the training. Level 2 assessment results for courses can be provided at request.
- Level 3 effectiveness measures include a predictive Level 3 metric based on participants' post-training responses to the question of how much impact they expected the training to have on their job performance. The average predictive Level 3 score for trainings in 2024 was 4.6 on a 5-point scale.



## A4. Recommendation 4

PG&E should continue to recognize and take action to mitigate the risk exposure posed by interactions with the public. Areas where PG&E has opportunities to build on its recent efforts include focusing on **effective customer communication, in particular concerning vegetation management and other activities requiring multiple visits to the same property.**

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

## B4. Actions Taken

### Hostile Customer Interaction Mitigation Strategies:

- Corporate Security has a proactive warning system for hostile customer locations and other hazardous situations. The LiveSafe application will geofence a specific location that is deemed hostile or hazardous and proactively alert a coworker via an App notification if they go into the geofenced area. There are identified and confirmed violent/hostile customers set up as alerts in LiveSafe, and those locations are also entered into Geographic Information System (GIS) mapping as well as the Customer Care and Billing System.
- In 2024, PG&E provided LiveSafe Training to employees - LiveSafe is PG&E's tool to notify coworkers about threats and hostile acts.
- Intervened and negotiated with hostile customers so vegetation and inspection crews could work in a safe environment.
- Corporate Security provided virtual reality training, the training placed the coworker in an immersive environment where they identify and respond to different threats from hostile individuals in a safe environment.
- Corporate Security also provided training to over 10,000 coworkers on situational awareness, field safety and how to operate the LiveSafe application. The training program will continue in 2025
- Corporate Security increased the staffing of the Vegetation Management Field Security Team to a total of 8 by the end of 2024.

### General Interactions with the Public Mitigation Strategies:

- In Q2 2024, Corporate Security, in coordination with the Oakland Police Department, hired off-duty Police Officers to patrol the downtown area of Oakland in an effort to reduce crime that affected PG&E coworkers who worked in Oakland.
- In Q4 2024, private security guards and off-duty Oakland Police Officers continued to escort field crews who operated in Oakland. A typical deployment day usually involves 20 security officers and eight police officers deploying with field personnel.
- Corporate Security embedded resources into the geographic locations where needed and standardized incident notification communications.
- For training, Corporate Security conducted bi-annual surveys of coworkers on Corporate Security Training

## C4. Results

### Hostile Customer Mitigation Results:

- By the end of Q4 2024, Corporate Security had sent out 1,898 situational awareness alerts for activity involving shootings, stabbings, protests, etc. In addition, 525 Safety Alerts were set up in the hostile customer program. These alerts warned thousands of coworkers throughout the enterprise of unsafe locations in almost real time.
- The hostile customer tracking program and field security team used information from customer interactions to create a training curriculum for field personnel on how to deescalate situations with customers and actions that can be taken to mitigate negative customer reactions. For example, the lack of advanced notification before entering customer properties is one of the most significant factors that caused customers to become

hostile. Employees have been trained on how to make advanced notifications and Corporate Security has entered over 1,000 locations into the LiveSafe app, Geographic Information System (GIS) Mapping and Customer Care and Billing with alerts to make advanced notifications to the customer before entering the property.

- The feedback from coworkers trained with the virtual reality has been extremely positive. Coworkers like the immersive environment and how it provides consistent and meaningful training of each coworker. The positive feedback has created an increased demand for the training throughout the company and Corporate Security is providing the training at different service centers for field personnel.

- The efforts of the Field Security Team reduced overall workplace violence incidents by 10% in 2024 in comparison to 2023. The Field Security Team will continue to operate in 2025, with a goal of reducing workplace violence incidents by another 2.4%.

General Interactions with the Public Mitigation Strategies:

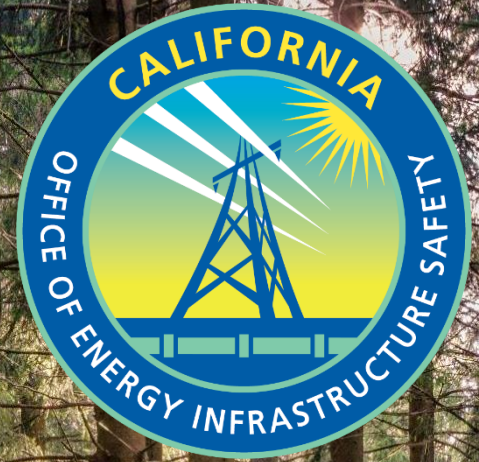
- In Q4, in coordination with the Oakland Police Department, hired off-duty Police Officers to patrol the downtown area of Oakland in an effort to reduce crime that affected PG&E coworkers who worked in Oakland. At the end of 2024, there was an overall 68% reduction in crime for the downtown area in comparison to the same time period in 2024. Survey results in Q4 2024 of coworkers who worked in the Oakland General Office stated they felt safer than the previous survey that was completed in Q1 2024. This program will continue in 2025.

- In Q4, private security guards and off-duty Oakland Police Officers continued to escort field crews who operated in Oakland. A typical deployment day usually involves 20 security officers and 8 police officers deploying with field personnel. In all of 2024, there were no reported incidents of workplace violence involving a work crew that had been escorted by security. This program will continue in 2025.

- In Q4 2024, provided virtual reality training to 206 field coworkers. The training placed the coworker in an immersive environment where they identify and respond to different threats from hostile individuals in a safe environment. In all of 2024, 801 field personnel were training using virtual reality. Corporate Security also provided training to over 10,000 coworkers on situational awareness, field safety and how to operate the LiveSafe application. This program will continue in 2025.

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# APPENDIX C: Supporting Documentation





OFFICE OF ENERGY  
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## Supporting Documentation

January 2025

# Pacific Gas and Electric Company



OFFICE OF ENERGY  
INFRASTRUCTURE  
SAFETY



**PG&E**  
*2024 Safety Culture Assessment*

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## Section 4. Supporting Documents

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