Workshop Slides and Recording

2022 Safety Culture Assessment Public Workshop

The Office of Energy Infrastructure Safety (Energy Safety) held a public workshop on August 30, 2022, to discuss a component of Energy Safety's 2022 Safety Culture Assessment (SCA): the results of the Management Self-Assessments of the large electrical corporations (San Diego Gas & Electric, Southern California Edison, Pacific Gas & Electric Company).

The recording of the workshop is available on Energy Safety's YouTube channel (https://www.youtube.com/watch?v=UNiEbfObEhw).

The slides shown during the workshop presentation are attached to this document.

2022 Safety Culture Assessment (SCA) Workshop

Office of Energy Infrastructure Safety

Tuesday Aug. 30, 2022, 10 a.m. to 12 p.m.

CALIFORNIA
OFFICE OF ENERGY INFRASTRUCTURE SAFETY
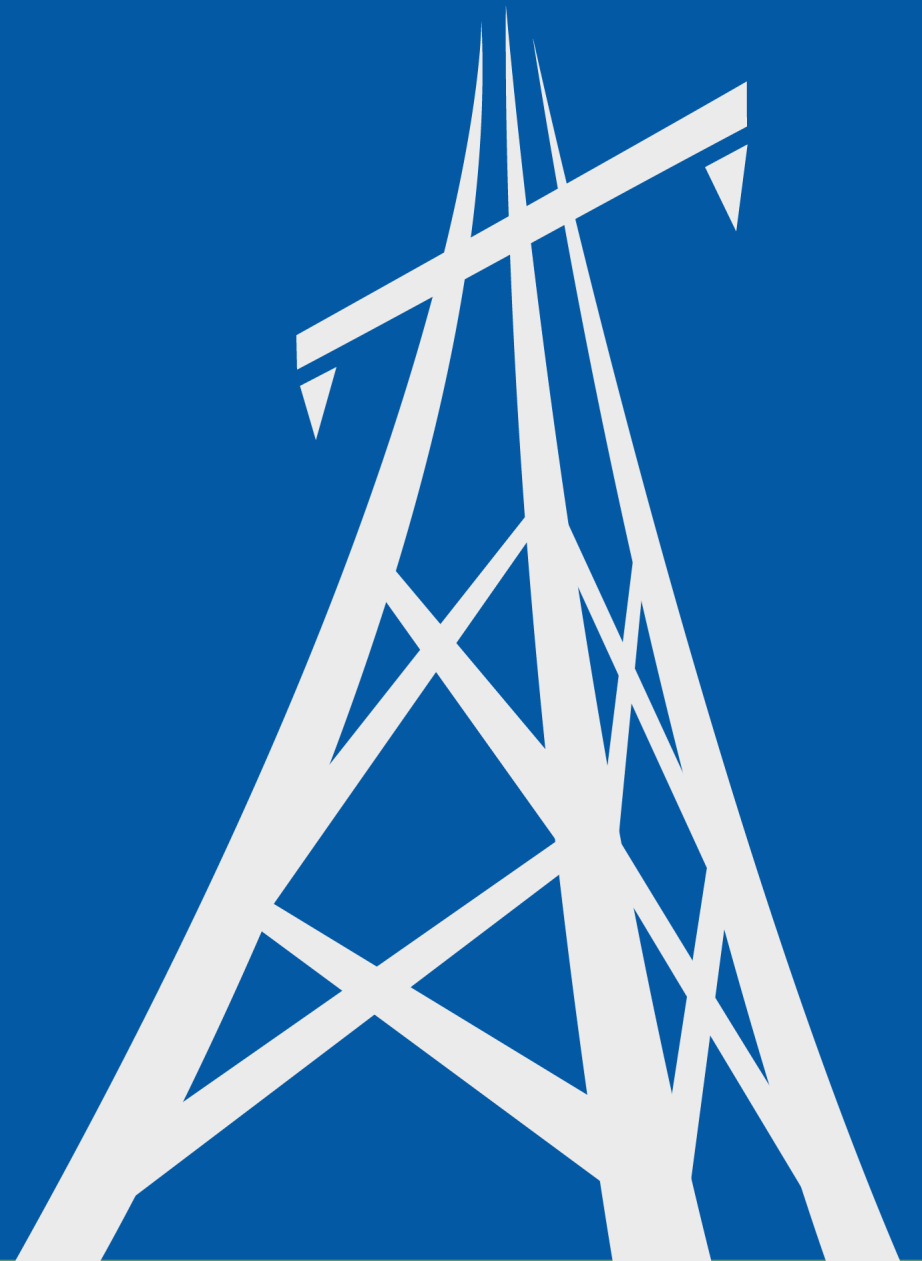
Introduction & Safety Message

Welcome to Energy Safety's 2022 Safety Culture Assessment Public Workshop

- Be aware of your surroundings

- Know your evacuation route(s)

- Get up and move around

- Follow public health guidance

- If you feel unwell, say something (medical)

- Take care of your mental health, too

Agenda

1. Introduction and safety message

2. Workshop goals

3. Overview of the SCA process

4. Safety culture presentations by PG&E, SCE, SDG&E

   Break

5. Q&A panel followed by public comment

6. Next steps in the SCA process

7. Closing remarks

Workshop Goals

Workshop Goals

- Opportunity for the public to gain an insight into the results of the Management Self-Assessments for the large utilities: PG&E, SCE, and SDG&E

- Allow the public to ask questions about reported safety culture objectives, lessons learned since 2021, and the status of Energy Safety's 2021 SCA Recommendations

Overview of the SCA Process

SCA Requirement

- Public Utility Code Section 8389(d)(4):

  CPUC shall adopt and approve (by Dec. 1, 2020, and annually thereafter):

    "A process for the division to conduct annual safety culture assessments for each electrical corporation."

  Energy Safety's first SCA process took place in 2021.

What is Safety Culture…

- Not formally defined in statute

- Refers to organizational attitude toward safety procedures

- Involves **process safety** (organizational actions – accountability mechanisms, training) more than **personal safety** (individual actions - slips, trips, falls)

- Is cultivated by management among workforce

Scope of Energy Safety's SCA

- Assess the safety culture present in the **wildfire mitigation work setting**

- Workforce survey target: employees, supervisors, managers, and contractors spending at least 10% of time conducting work related to the electrical corporation's most recent wildfire mitigation plan as defined by any initiative listed within that plan

Purpose of the SCA

Includes

- Assessing safety outcomes over time and "foster[ing] continuous and collaborative improvement and learning" (WSD-011 Attachment 4)

- The electrical corporations seeking a Safety Certification can demonstrate good standing by committing to implement the most recent findings of an SCA

SCA Core Components

- Management self-assessment (Large IOUs)
  - Summary plan for how utility plans to achieve management self-assessment targets for end of 2023

- Workforce survey (Large IOUs and SMJUs)

- Interviews to better understand survey and self-assessment (Large IOUs)

- Safety culture objectives & lessons learned including progress on 2021 SCA recommendations (Large IOUs, SMJUs, ITOs)

Who Does What

Requirement	PG&E, SCE, SDG&E	BVES, LU, PC	HWT, TBC
Management self-assessment, summary plan for coming year	✓		
Workforce survey	✓	✓	
Safety culture objectives, Summary of lessons learned (2021 recommendations)	✓	✓	✓
Interviews	✓		

Utility Presentations

- **PG&E**
  - Andy Abranches, Senior Director, Wildfire Risk
  - Paul Jeske, Director, Regional Safety

- **SCE**
  - Andrew Martinez, Vice President of Safety, Security, and Business Resiliency
  - Shinjini Menon, Vice President, Asset Management & Wildfire Safety

- **SDG&E**
  - Jonathan Woldemariam, Director of Wildfire Mitigation
  - Ron Kiralla, Director of Safety

Break (5 min.)

Driven by progress across wildfire safety – and particularly our newly developed Purpose, Virtues, and Stands – our 2022 goal has been met for five of seven categories in Organizational Sustaining Systems.

Progress Made

- **Wildfire safety integrated into leader goals and objectives (2)**
  - 70% of supervisors in Electric and Wildfire have Wildfire Safety Goals
- **Training available to frontline workers (3)**
  - Job-specific wildfire training for employees involved directly in wildfire mitigation
  - Updated PSPS Emergency Operations training
- **Training requirements for contractors (3)**

Areas Maintained

- **Safety incorporated into position descriptions (3)**
  - Safety is engrained in the Company's newly developed Purpose, Virtues and Stands which include that everyone and everything is always safe and catastrophic wildfires shall stop.
- **Rewards and incentives to support safety (3)**

Reassessed Areas

- **Wildfire safety integrated into leader selection and promotion (2)**
  - Current leaders in the Wildfire Risk organization were selected in 2021.
  - Published Purpose, Virtues, and Stands are being included in selection and promotion decisions.
- **Training available to frontline leaders (3)**

Legend: (1) – Public Compliance   (2) – Private Compliance   (3) – Stewardship   (4) – Citizenship   Internal

Dimension 2: Structure and Governance

Our Structure and Governance 2022 goals have been met or exceeded for all six categories.

Progress Made	Areas Maintained	Reassessed Areas
Accountable for personal safety outcomes (4)	**Accountable for wildfire safety outcomes (4)**	**None**
Wildfire measures tracked by senior leadership (4) • Outcome indicators and leading indicators	• Our CEO, Chief Risk Officer, Chief Safety Officer, and Executive Officer Team attend the wildfire risk weekly operating review at the wildfire command center and are accountable for driving results.	
Effectiveness of wildfire measures (4)		
Monitor and adjust strategies to wildfire safety (4)		
Communication of wildfire safety metrics (4)		

Legend: (1) – Public Compliance   (2) – Private Compliance   (3) – Stewardship   (4) – Citizenship   Internal

Dimension 3: Safety Enabling Systems

Our Safety Enabling Systems 2022 goals have been met or exceeded in eight of nine categories.

Progress Made

- **Investigations using root cause analysis (2)**
  - Investigations conducted on actual events and near misses.
- **Results of investigations (3)**
- **Systems to encourage sensitivity to weak signals (2)**
- **Process/structures to create a learning organization (3)**
  - Blue Sky Playbook
- **Audits of wildfire hazard activities (4)**

Areas Maintained

- **Quality of event investigations (2)**
  - Event investigations focus on identifying cause and actions to control exposure.
- **Process for reporting wildfire hazards (2)**
  - Corrective Action Program (CAP) and Corrective Tags
- **Responding to upset conditions (3)**
  - Incident Command System
  - PSPS exercise

Reassessed Areas

- **Use of audit findings and tracking to closure (3)**
  - Report provided to leadership
  - Action Plans developed and tracked
  - CAP created, if needed

Legend: (1) – Public Compliance   (2) – Private Compliance   (3) – Stewardship   (4) – Citizenship   Internal

Appendix

Safety Culture Objectives

Our Safety Culture Objectives are primarily driven by the implementation of our newly added components of the 5 year Workforces Strategy.

12 Months   24 Months   36 Months

12 Month Objectives

- **Continue to work with the CPUC to develop the Safety Culture Assessment Process**
- **Continued implementation of the 5-year Workforce Safety Strategy**
- **Continued implementation of newly added components of 5 year Workforces Strategy**
    - Alignment to PG&E Safety Excellence Management System (PSEMS) Framework
    - Serious Injury or Fatality (SIF) Prevention
    - Essential Controls
    - Keys to Life
    - Safety Recognition

3 Year Objectives

- **Continued implementation of the 5-year Workforce Safety Strategy**
- **Continued implementation of newly added components of 5 year Workforces Strategy**
    - Alignment to PSEMS Framework
    - Essential Controls
    - Keys to Life
    - Safety Recognition

Internal

We continue to act on lessons learned related to wildfire safety driven primarily by the evolvement of EPSS.

Lesson Learned		Action Taken
1. Need for robust ignition investigation process.	→	Assigned dedicated cross-functional team to produce extent of condition, containment, and countermeasures on an accelerated timeline.
2. Need to address residual risk not captured by EPSS, PSPS and resiliency programs.	→	Engineers at our high voltage labs have been designing settings of our EPSS program and performing ignition testing through recreating actual field conditions with energized power lines.
3. Need to address high impedance faults not detected by EPSS.	→	Operationalize down conductor detection via Beckwith technology.
4. EPSS Enablement criteria has evolved based on lessons learned from our 2021 EPSS pilot program as well as recent ignition incidents across California in 2022.	→	(1) The 700-acre non-PG&E attributable Colorado Fire (January 21, 2022) ignited due to a burn pile during windy R1 conditions and was the catalyst to review then expand EPSS criteria to include select R1 and R2 conditions. (2) Shift to Summer and Fall elevated fire risk criteria to enable EPSS for all High Fire Risk Areas (HFRA) circuits except during select conditions.

Lessons Learned – Workforce Safety

In light of continued challenges, we continue to act on lessons learned to increase workforce safety.

Lesson Learned		Action Taken
1. Greater focus needed on process safety.	→	Refocused the 5-year workforce strategy for Keys to Life, Pre-job Safety Briefing in coordination with essential controls.
2. Greater focus needed on culture.	→	Refocused the 5-year workforces strategy for Safety Recognition and a broader Leadership Development Program.
3. Outcome of incident investigations should focus on engineering controls.	→	Developed new metric to measure quality of corrective actions resulting from investigations.
4. Additional controls required to validate contractor skills to perform high-risk tasks.	→	Piloting Knowledge Skills Assessment for Vegetation Management contractors.

Internal

Progress on 2021 Recommendations

Numerous actions have been taken to drive results from recommendations received from 2021.

Recommendation	Actions
Build leadership skills and ensure leaders are demonstrating those skills regularly.	1. Initiated project plan to establish a Leadership Development program. 2. Established enterprise-wide operating cadence designating Monday's for leaders in the field.
Establish a governance structure to ensure effective implementation and tracking of the 2025 Workforce Safety Strategy.	1. Safety and Risk lines of business combined under a single Chief Safety and Risk Officer with accountability of Workforce Safety Strategy. 2. Workforce Safety Strategy refreshed to align to pillars of the PG&E Safety Excellence Management System. 3. Components of the Workforce Safety Strategy added to 2022 Tactical Implementation Plan.
Execute the 2025 Workforce Safety Strategy with active leadership by senior executives to ensure implementation.	2022 Tactical Implementation Plans (including components of the Workforce Safety Strategy) posted as part of the visual management in the Central Command Center and covered as part of the Safety Weekly Operating Review with the Senior Leadership Team.
Leverage the new safety management system to improve the flow of information up, down, and across the organization and provide a single mechanism for reporting and tracking wildfire concerns.	1. Operating reviews deployed through-out the enterprise 2. CAP is the mechanism to enter issues. 3. Executed Practical Problem Solving to improve communication of Potential and Actual Serious Injuries & Fatalities to all level of the organization.
Increase engagement on the safety culture assessment within the workforce supporting wildfire mitigation initiatives. Our survey response rate was low relative to other large electrical utilities.	1. Start communication plan two weeks in advance of survey start date. 2. Ask leaders to schedule time during work hours for their teams to complete the survey. 3. Host events in each region to promote survey participation. 4. Assign PG&E liaison as point of contact for each contractor. 5. Communication through ISN as direct message from PG&E.
Recognize and take action to mitigate the risk exposure posed by interactions with certain discontented members of the public	1. Two full time Corporate Security personnel assigned to conduct negotiations with hostile customers and provide de-escalation training to employees in the field. 2. Full time Program Manger assigned to track, monitor, and forewarn hostile customer and external threats. 3. Corporate Security will respond to known hazard locations in an attempt to de-escalate before an incident occurs.

SCE Safety Culture Assessment Results

Energy Safety 2022 Safety Culture Assessment Public Workshop

August 30, 2022

SUMMARY

- Wildfire safety culture and safety culture are inextricably linked and focus on near- and long-term objectives.

- SCE continues to make timely progress on Energy Safety's 2021 safety culture recommendations.

- In 2021, out of the 22 dimensions evaluated, we were at citizenship for 7 dimensions and at stewardship for 13 dimensions.

- We continue to strengthen our safety culture and in 2022 made progress in achieving citizenship for 17 dimensions and stewardship for 4 dimensions. We are on track for achieving citizenship in an additional dimension in 2023.

- We are seeing leading signs of progress in our leader safety ownership, accountability, and speak up culture efforts. We will continue using our upcoming triennial safety culture assessment in Q1 2023 to drive improvements to our safety culture

SCE SAFETY CULTURE OBJECTIVES

12-MONTH
SAFETY CULTURE OBJECTIVES

- Continue improving leader safety ownership and worker engagement to reinforce hazard identification & control and improve safety performance

- Conduct SCE's triennial safety culture assessment

3-YEAR[1]
SAFETY CULTURE OBJECTIVES

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

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

[1] SCE's 2023 safety culture assessment will lay out the road map for the next 3 years

PROGRESS ON ENERGY SAFETY 2021 SCA RECOMMENDATIONS

1. **Improve safety-related communication. Update current safety leader activities to address issues noted by the workforce concerning wildfire communications, roles, and decisions**

   - Refined communication strategies to improve awareness of wildfire safety protocols

   - Conducted field workforce outreach to address concerns and reinforce PSPS protocols

2. **Use Employee Pulse Surveys to evaluate progress of supervisors in engaging frontline workers on wildfire hazards and providing clear communication about wildfire-related procedures**

   - Implemented quarterly surveys measuring effectiveness of PSPS change strategy and wildfire communication

3. **Embed learning organization concepts into the culture via training, incident investigations, and corrective action systems**

   - Expanded frontline employee communications to link root cause, lessons learned and work practices

   - Completed initial human and organizational performance training

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

   - Initiated incident trend analysis to identify drivers and mitigating actions

   - Initiated employee training to proactively mitigate threats from members of the public

MANAGEMENT SELF-ASSESSMENT RESULTS – RATING CHANGES

Question: 1.2.1 To what extent are training and support resources available to frontline **supervisors** to improve their safety leadership skills?		**Question: 1.2.2** To what extent are training and support resources available to frontline **workers** to improve their wildfire safety skills?	
2021 Rating: **(3) Stewardship:** Job-specific wildfire safety training and wildfire safety training beyond job requirements	**2022/2023 Rating:** **(4) Citizenship:** All criteria in "Stewardship" met; training includes advanced safety topics, e.g., exposure management, human performance reliability	**2021 Rating:** **(3) Stewardship:** Job-specific wildfire safety training and wildfire safety training beyond job requirements	**2022/2023 Rating:** **(4) Citizenship:** All criteria in "Stewardship" met; training includes advanced safety topics, e.g., human performance reliability

Justification

- Continued technical training and job-specific wildfire training

- Deployed Safety Culture Training Company-wide

- Implemented Human and Organizational Performance (HOP) training for Substation Construction & Maintenance

MANAGEMENT SELF-ASSESSMENT RESULTS – RATING CHANGES

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

2021 Rating: (3) Stewardship: Highly effective in providing data and trends in critical exposure areas	**2022/2023 Rating: (4) Citizenship:** Highly effective in providing data, critical exposure area trends, and actionable insights

»» Justification

- Regular review and trend analysis of inspection findings, fire investigations

- Continuous refinement and improvement of wildfire risk models enable SCE to identify priority areas for mitigation

- Potential insights for new or refined mitigations gained from trend analysis of inspection findings and fire investigations

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

2021 Rating: (3) Stewardship: Lagging and leading measures for wildfire safety are posted and discussed in regular management and supervisor meetings	**2022/2023 Rating: (4) Citizenship:** Lagging and leading indicators for wildfire safety are discussed; individual/team contributions to leading indicators are highlighted and recognized publicly

»» Justification

- Leading and lagging wildfire mitigation metrics are discussed regularly in leadership meetings, including metrics and performance against the metrics

- Individuals and teams are recognized for contributions that meet and exceed wildfire mitigation targets

- SCE highlights major wildfire mitigation achievements and progress in its regular public digests/newsletters (e.g., Edison Energized). Going forward, SCE will continue seeking to expand the forums where team and individual contributions are recognized.

MANAGEMENT SELF-ASSESSMENT RESULTS – RATING CHANGES

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

2021 Rating: (3) Stewardship: Process established and communicated widely; there is consistent follow-up to reduce exposure	**2022/2023 Rating: (4) Citizenship:** Process established and communicated for wildfire hazard reporting; workforce is trained in the process and encouraged to report wildfire hazards; results broadly shared across the organization to spur learning and exposure reduction

>>> Justification

- Process for inspections and remediations (including PSPS patrols) and progress are shared broadly for visibility and action

- SCE's inspectors can provide (and have provided) feedback on the risk of the structures they inspect in high fire risk areas

- Communication with execution organizations to provide information on the risk-modeling driving their wildfire work and collect any actionable feedback to modify existing processes and/or mitigations

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

2021 Rating: (3) Stewardship: System established for reporting and mitigating wildfire hazards; leaders encourage reporting of weak signals	**2022/2023 Rating: (4) Citizenship:** Process established and communicated for wildfire hazard reporting; workforce trained in the process and encouraged to report wildfire hazards; results broadly shared across the organization to spur learning and exposure reduction

>>> Justification

- SCE reviews all ignitions and develops solutions to drivers which can uncover weak signals

- Enterprise Risk Management program has a process to evaluate potential black swans and trains management on how to spot low frequency/high severity and outlier opinions

MANAGEMENT SELF-ASSESSMENT RESULTS – RATING CHANGES

Question: 3.1.1 What types of adverse events are investigated using root cause analysis?	
2021 Rating: (3) Stewardship: All incidents with the potential to be serious or fatal, including near misses	**2022/2023 Rating: (4) Citizenship:** All high potential events and near misses. Also, event learning teams evaluate high risk situations for proactive opportunities to reduce exposure

》》》 Justification

- Root cause analysis on CPUC reportable/non-reportable ignitions, wire downs, underground equipment failures, and faults attributed to serious injury, fatality, high potential events and/or near misses

- Regular forums to share and evaluate root cause findings to enhance learning and determine appropriate mitigations for SCE's wildfire mitigation strategy

- SCE's personal safety approach aligned with EEI's Safety Classification and Learning model. High energy (actual and potential) and low energy serious injuries and all fatalities evaluated using rigorous cause evaluation process or learning team

Question: 3.1.3 What happens with investigation results?	
2021 Rating: (2) Private Compliance: Corrective actions tracked and predominantly focused on rule changes, personal protective equipment, and training	**2022/2023 Rating: (3) Stewardship:** Corrective actions tracked to closure with more focus on high value controls; lessons learned shared throughout the organization

》》》 Justification

- Conducting Cause Evaluations for serious incident (actual & potential); expanding Cause Evaluations to include OSHA Recordable incidents, i.e., DARTs, SIFs, and most incidents requiring some type of medical attention

- Advancing corrective actions toward solutions that eliminate risk or mitigate/isolate the hazard through substitution or engineering design

- Sharing preliminary learnings (within 10 day after incident) for serious incidents (actual & potential) with field workers conducting similar work scopes through targeted communications. Final learnings shared at completion of cause evaluation

LESSONS LEARNED

Worker Safety

- Continued focus on leader safety ownership, accountability, and encouraging workers to speak up is showing leading signs of progress

- 91% of employees agree that they "feel comfortable raising safety concerns with their supervisors"

Wildfire Safety

- Increased wildfire safety communication and public recognition reinforces and encourages a culture where workers feel safe to speak up about wildfire safety hazards

- Effective review of system failures continues to allow SCE to understand different types of risks and take appropriate mitigations

2022 Safety Culture Self-Assessment
Public Workshop

August 30, 2022

Agenda

SDG&E's Management Self-Assessment

- Section 1 - Results

- Section 2 - Summary Plan

- Section 3 - Safety Culture Objectives, Lessons Learned, Recommendations

Build a Better Business

SDG&E Management Self-Assessment Results
2021, 2022 Status to 2023 Goal

1. Organizational Sustaining Systems:

SDG&E improved its rating in 2022

- 2021: Stewardship (Level 3)
- 2022: Citizenship (Level 4)

2. Structure and Governance:

SDG&E maintained the same rating in 2022

- 2021 and 2022: Citizenship (Level 4)

3. Safety Enabling Systems:

SDG&E improved its rating in 2022

- 2021: Stewardship (Level 3)
- 2022: Citizenship (Level 4)

2021 Assessment Ranking

2022 Assessment Ranking, if different than 2021

2023 Goal, if different than 2022 or 2021

Build a Better Business

# 2021, 2022 and 2023 Stats

2022 Maturity Questions Rating Levels

● 2021 Current ● 2021 Future ● 2022 Current ● 2022 Future

Total 22 Questions

2021:
Level 2: 1 Question
Level 3: 12 Questions
Level 4: 9 Questions

2022:
Level 2: 0 Question
Level 3: 7 Questions
Level 4: 15 Questions

2023 Expected Goal:
Level 2: 0 Question
Level 3: 3 Questions
Level 4: 19 Questions

Level 0   Level 1   Level 2   Level 3   Level 4
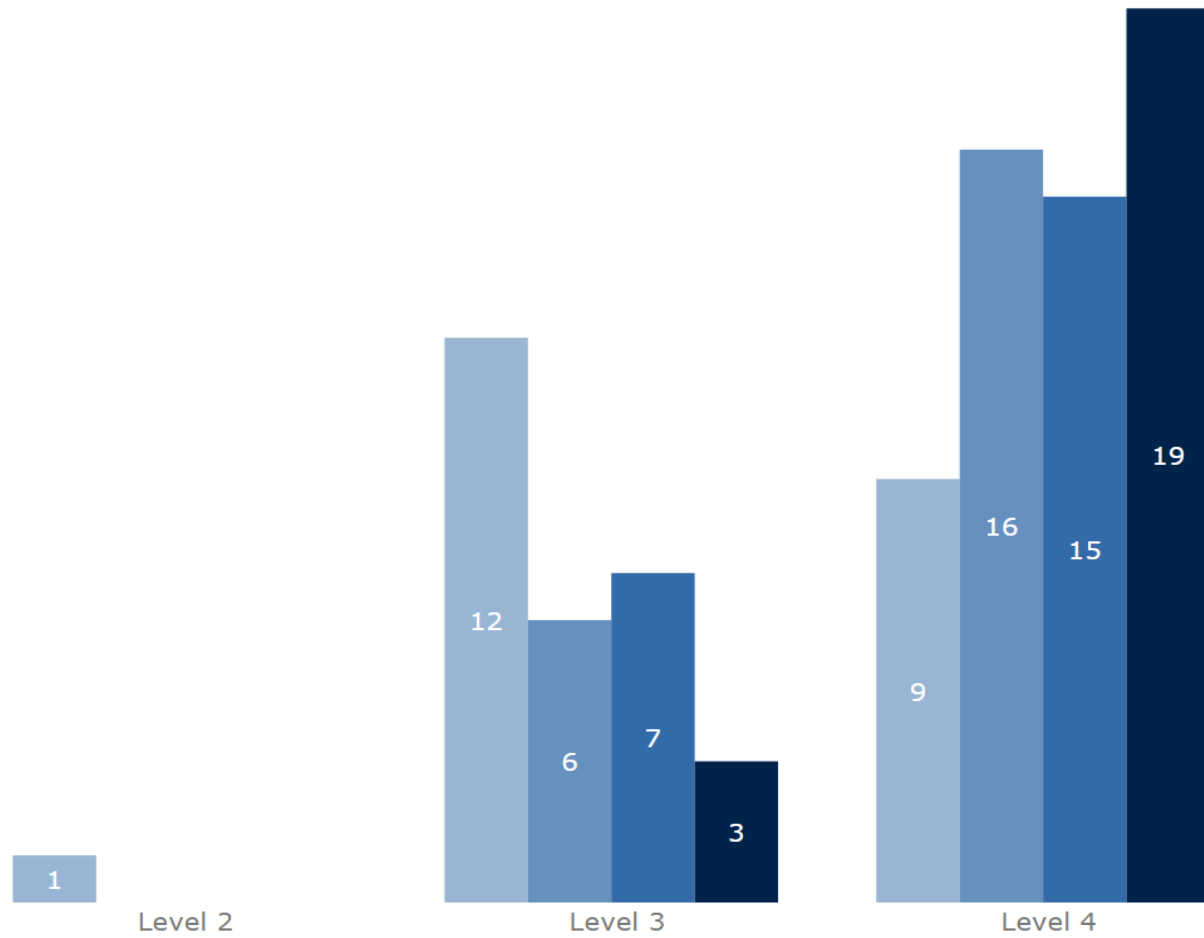
Category 1: Organizational Sustaining Systems

	Public Compliance	Private Compliance	Stewardship	Citizenship
Organizational Sustaining Systems			●	●
Wildfire Safety integrated into leader selection and promotion				●
Wildfire safety integrated into leader goals and objectives				●
Safety incorporated into position descriptions			●	●
Training available to frontline leaders			●	●
Training available to frontline workers			●	●
Training requirements for contractors			●	●
Rewards and incentives to support safety			●	

Category 1: 7 Questions

- 4 questions - Higher rating in 2022 than 2021

- 3 questions - Rating did not change from 2021 to 2022
  - 2 of 3 questions were already in highest rating level – Citizenship
  - 1 at Stewardship

● 2021 Self-Assessment Status   ● 2022 Self-Assessment Present Rating if different than 2021   ● 2023 Goal, if different than 2022 or 2021

Build a Better Business

Category 2: Structure and Governance

Public Compliance   **Private Compliance**   **Stewardship**   **Citizenship**

Structure and Governance

2021 (Status)

Accountable for wildfire safety outcomes

2022 (Current)

Accountable for personal safety outcomes

2023 (Goal)

Wildfire measures tracked by senior leadership

Effectiveness of wildfire measures

Monitor and adjust strategies to wildfire safety

Communication of wildfire safety metrics

Category 2: 6 Questions

- 5 questions - rating did not change from 2021.
  - Already at highest rating level (Citizenship).

- 1 question expected to mature to Citizenship in 2023.

2021 Self-Assessment Status

2022 Self-Assessment Present Rating if different than 2021

2023 Goal, if different than 2022 or 2021

Build a Better Business

Category 3: Safety Enabling Systems

	Public Compliance	Private Compliance	Stewardship	Citizenship
Safety Enabling Systems				
Investigations using root cause analysis				
Quality of event investigations				
Results of investigations				
Process for reporting wildfire hazards				
Systems to encourage sensitivity to weak signals				
Responding to upset conditions				
Process/structures to create a learning organization				
Audits of wildfire hazard activities				
Use of audit findings and tracking to closure				

2021 (Status)

2022 (Current)

2023 (Goal)

Category 3: 9 Questions

- 3 questions have a higher rating in 2022 than 2021

- 3 additional questions expected to mature to Citizenship in 2023

- 3 questions - rating did not change from 2021.
  - 2 already at Citizenship
  - 1 at Stewardship

● 2021 Self-Assessment Status

● 2022 Self-Assessment Present Rating if different than 2021

● 2023 Goal, if different than 2022 or 2021

Section 2: Summary Plan For the Following Year

Out of 22 Questions:
- 15 Questions are at Citizenship level
- 7 questions at Stewardship level
- 4 additional questions will move to Citizenship level by end of 2023
- See actions below (and in next slide)

Structure and Governance

Question (2.1.3): Rate the types of wildfire safety measures and objectives tracked by senior operational leadership.

Actions:

1. **Air Quality Index (AQI) Program** will install particulate sensors and an automatic notification system. This program has the option of sending real time alerts of poor air quality that are hazardous to employees and the public.

2. Existing **weather stations** continue to be replaced and/or updated to improve weather data and ultimately provide more accurate forecasting. Installing additional sensors to better measure and validate fuel moisture conditions across the region.

3. **The resolution of the modeling used to generate the SAWTI will be increased**.

4. **Improve the quality of the DIAR assessments** - Continue to refine and expand damage detection models. Also, streamline the process of gaining government agency authorizations from California State Parks, as well as coordination with sensitive customer.

Section 2: Summary Plan For the Following Year

- Continue from previous slide
- See actions below

Safety Enabling Systems

Question (3.1.2): Rate the quality of event investigations.
Action: SDG&E's Ignition Management Program (IMP) is resolving issues with gathering data and getting proper notification from the events that are occurring in the field.

Question (3.1.3): What happens with investigation results?
Action: As SMS program matures, SDG&E will move toward its 2023 target where lessons learned are shared broadly across the organization.

Question (3.4.2): How are the findings from safety audits used for activities related to wildfire hazard mitigation tracked to closure?
Action: Under Emergency Management, third-party aviation audit will be conducted in August 2022 to focus on SDGE's Flight Operations Management, in conformance with international business operations standards, and will be completed in early 2023.

Section 3: Safety Culture Objectives Over the Next 12 Months

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

- Communicate and follow-up on reported hazards and incidents, including:
  - Those that pose wildfire risk,
  - Proactively reduce exposure or
  - Prevent future incidents.

- Near miss reports also indicate:
  - Employees' comfort level in raising risks and
  - trusting management

Number of Near Misses

350

- Document safety incidents
- Identify action plan and
- Track action through completion in a timely manner

Environment & safety compliance management program (ESCMP) Findings Mediated

100%

- Supervisors/leaders observing tasks and peer-to-peer observations to provide:
  - Safety assurances and
  - lead to positive engagement with employees.
  - Identify and communicate safe and at-risk behaviors.
  - Increased trust and transparency
  - Constant improvement of SDG&E's workplace safety culture a
  - Safety performance in all areas.

Number of Safety Observations

17,000

- Safety observations of third-party contractors provide:
  - Additional safety assurances that the work is being performed in a safe manner
  - Identify and communicate safe and at-risk behaviors.
  - Coaching regarding avoidance of at-risk behaviors and
  - Recognition of safe behaviors help move the safety culture forward
  - Ultimately improve safety performance of contractors performing work
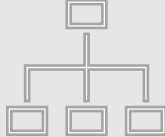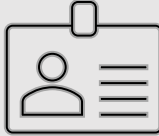
Number of Contractor Safety Observations

15,500

Section 3: Safety Culture Objectives Over the Next 3 Years

SDGE
A Sempra Energy utility®

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

• Stopping the task that is perceived to be unsafe, indicates employees' comfort levels in: ○ Speaking up, risk awareness, and trust	• Assessing Near Miss/Safety Incidents for the potential to have caused serious injury or fatality allows for: ○ Identification of corrective and/or preventative actions to reduce risk and exposure ○ Broad sharing of lessons learned	• Communicate and follow-up on reported hazards and incidents, including: ○ Those that pose wildfire risk, proactively reduce exposure or prevent future incidents. • Near miss reports also indicate: ○ Employees' comfort level in raising risks ○ Trusting management	• Supervisors/leaders observing tasks and peer-to-peer observations to provide: ○ Safety assurances ○ Lead to positive engagement with employees ○ Identify and communicate safe and at-risk behaviors. ○ Increase trust and transparency ○ Constant improvement of SDG&E's workplace safety culture ○ Safety performance in all areas	• Safety observations of third-party contractors provide: ○ Additional safety assurances that the work is being performed in a safe manner ○ Identify and communicate safe and at-risk behaviors. ○ Coaching regarding avoidance of at-risk behaviors and ○ Recognition of safe behaviors help move the safety culture forward ○ Ultimately improve safety performance of contractors performing work	• Document safety incidents • Identify action plan and • Track action through completion in a timely manner
Number of Stop the Job/Stop the Task	**Number of SIF potential assessments completed**	**Number of near misses**	**Number of Safety Observations**	**Number of Contractor Safety Observations**	**ESCMP Findings Mediated**
20/Year	100%	300-400	18,000-20,000	15,500-17,000	100%

Section 3: Major Lessons Learned Over Past 12 months

SDG&E

Management Commitment

- Examples of top management demonstrating their leadership and commitment to safety include:

  o Bi-monthly Executive Safety Council
  o Chief Safety Officer and management participation in various safety committees
  o Chief Safety Officer and management participation in monthly Behavior Based Safety (BBS) meetings

Employee Safety Barometer Survey results: **Improved**
2018: 91.7
2020: 98.3

Supervisor Engagement

- Examples of improved Supervisor Engagement include:

  o Increased field safety visits
  o Training curriculum and testing program Employee Safety

Employee Safety Barometer Survey results: **Improved**
2018: 90.8
2020: 99.0

Employee Involvement

- SDG&E increased measures to promote safety awareness and promoted an active role in incident investigations and in identifying and eliminating hazards. For example:

  o Increased number of near miss events reported by contractors and employees
  o Implemented a specific skills audit team from the Skill Training Center

Employee Safety Barometer Survey results: **Improved**
2018: 85.3
2020: 95.8

Safety Support Activities

- SDG&E improved the frequency of detailed and regularly scheduled inspections and focused on improving safety training for new employees. For example:

  o SDG&E's Behavioral Accident Prevention Process (BAPP):
  o Provides a structured process for continuous safety improvements
  o Developed hazard and risk assessment checklists; focused on key areas of "critical risk."
  o Conduct on the spot accountability conversations
  o Identify and further act on undiagnosed risk exposure
  o Drive hazard and risk removal and mitigation efforts

Employee Safety Barometer Survey results: **Improved**
2018: 89.0
2020: 96.9

Safety Support Climate

- Improved the status and value of safety committees and more management focus from supervisors on how they think about safety. For example:

  o SDG&E's Near Miss Reporting program: Report close calls in SDG&E tailgates, safety meetings, through an online process, or by using a newly developed smart device application

Employee Safety Barometer Survey results: **Improved**
2018: 89.8
2020: 98.6

Build a Better Business

Section 3: Recommendations from last SCA

SDGE

Recommendations

Actions

Results

Integrate safe behaviors associated with mitigating hazards from wildfires and hostile interactions with discontented members of the public into the Behavior-Based Safety (BBS) observation program.

→

- **Communication & Awareness**
  - Operational and manager training & focused meetings hosted by safety advisors
  - Company-wide psychological safety town halls & District safety all-hands meetings
- **Engagement**
  - On-site safety visits by Chief Safety Officer and District leadership
  - Feedback collected by Executive Safety Council (ESC) from front-line operational employees and supervision
- **Process & Technology**
  - New BBS process for electric distribution system operators to identify safe and at-risk behaviors associated with mitigating hazards from wildfires
  - Expanding BBS checklist accordingly and enhancing near miss reporting application

→

EOY 2021
- Highest number of safety observations performed
- Highest number of Near Miss Reports submitted

YTD 2022
- Highest results so far for near miss reports and safety observations (July 2022)

Clarify, coach, and track the behaviors field leadership needs to adopt to advance the safety culture.

→

- **Company-wide manager training workshops** to promote a culture of safety and trust
- Increased leadership safety observations and visits
- Safety all-hands meetings held by District leadership to clarify safety expectations
- Launched company-wide Supervisor Training Academy for frontline leaders, which covers safety, supervisor effectiveness, diversity and inclusion, compliance, employee engagement and culture

→

2022 YTD progress with near miss reports and safety observations are the highest ever results YTD July.

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

→

- **Delivered social media communications** reminding members of the public that SDG&E employees may be on their property performing work to maintain safety and reliability
- **Heightened company-wide focus and attention around hostile interactions** with discontented members of the public resulting from bill increases and media attention
- Company and operational leadership provided all employees with talking points and safety tips for customer interactions and communications around safely interacting with members of the public

→

Broader sharing of Near Miss reports and proactive safety improvements resulting from submitted reports.

Thank You!

Questions

Q&A Panel with Safety Culture Leads 1/2

1. What do you expect to be the biggest challenges in achieving your organization's safety culture 1-year objectives? How about your 3-year objectives?

2. What do you think is your organization's most ambitious safety culture objective and why?

3. What organizational structure changes, if any, have you made since your previous Safety Culture Assessment to support safety culture improvements?

Q&A Panel with Safety Culture Leads 2/2

4. How do you plan on including corporate, community, and public safety partners in your safety culture improvement efforts?

5. Are there emerging safety culture topics that your organization is looking to integrate into future safety culture objectives? If so, what topics?
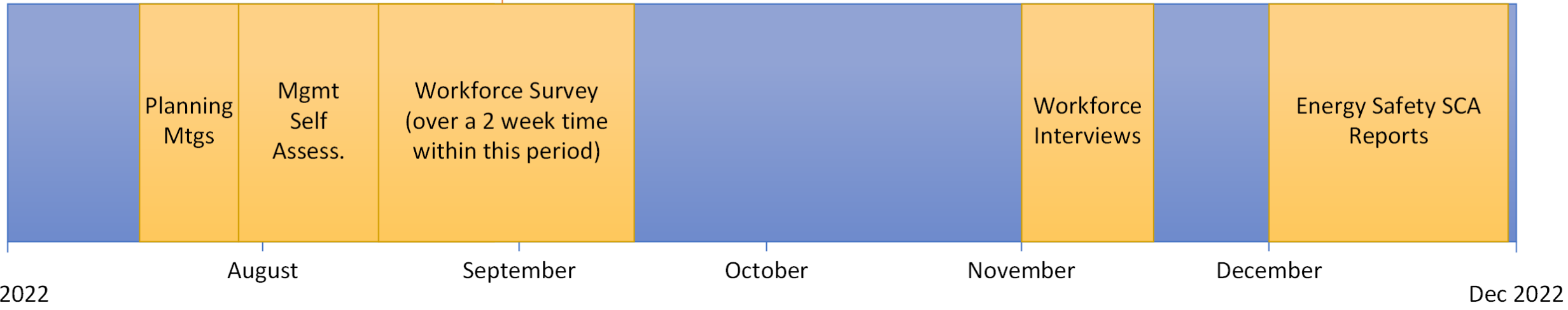
Public Comment

If you wish to comment:

- Press the "raise hand" button on Zoom
    - Participants will be unmuted in order of hands raised
- Dial-in participants need to press #2 to raise hand

Next Steps

Closing Remarks

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