



March 22, 2024

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Subject: 2023 Safety Culture Assessment for Pacific Gas and Electric Company

Mr. Hayes:

Enclosed is the 2023 Safety Culture Assessment (SCA) for Pacific Gas and Electric Company (PG&E) presenting the findings (including recommendations) of the assessment conducted by the National Safety Council (NSC) on behalf of the Office of Energy Infrastructure Safety (Energy Safety) pursuant to the process approved through Public Utilities Code section 8389(d)(4).

On February 23, 2024, Energy Safety provided PG&E with a draft of its 2023 SCA for factual review. PG&E did not submit a response.

PG&E can satisfy the “good standing” requirement in Public Utilities Code section 8389(e)(2) by agreeing to implement the findings (including recommendations) of its most recent SCA performed pursuant to Public Utilities Code section 8386.2 and section 8389(d)(4), if applicable. This may be done by PG&E submitting a letter to this effect to the 2023 Safety Culture Assessments docket (Docket #2023-SCAs).¹

Sincerely,

A handwritten signature in black ink, appearing to read "Suzie Rose".

Suzie Rose
Program Manager, Electrical Safety Policy Division
Office of Energy Infrastructure Safety

¹ [2023 Safety Culture Assessments \(SCAs\) docket](https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2023-SCAs)

(<https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2023-SCAs>, accessed February 23, 2024).



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The Office of Energy Infrastructure Safety's 2023 Safety Culture Assessment

Pacific Gas and Electric Company

Prepared by the National Safety Council

Published March 2024





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Executive Summary

The Office of Energy Infrastructure Safety's (Energy Safety's) third annual Safety Culture Assessment (SCA) of electrical corporations in California took place from June to September 2023. Energy Safety directed the process pursuant to the requirements of Public Utilities Code section 8389(d)(4). The process was carried out by Energy Safety's Safety Culture Assessment contractor. In 2023, Energy Safety's Safety Culture Assessment contractor was the National Safety Council.

According to its Safety Culture Assessment inputs in 2021, 2022, and 2023, Pacific Gas and Electric Company (PG&E) has exhibited continued growth in safety culture maturity. PG&E's 2023 management self-assessment demonstrates an organization continuing to improve its safety culture. PG&E generated positive results on the 2023 workforce survey, with 24 of the 30 statements showing improvements from 2021 to 2023. A focus group session with frontline employees, supervisors, and contractors revealed positive and optimistic perceptions regarding PG&E's safety culture. Focus group participants described PG&E as an organization that has made improvements in its safety culture in recent years and continues to move in the right direction.

Although there is evidence of improvement in PG&E's safety culture, it still has key opportunities for further improvement in 2024. This assessment shows that PG&E should strengthen safety communications, improve safety-enabling systems, and continue to build upon the current training plan.

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

- PG&E should strengthen its safety communications by improving safety-related communication, addressing worker concerns about the lack of easy access to information on near misses and information on wildfire conditions, and providing leadership listening sessions.

- PG&E should optimize its safety-enabling systems to improve the quality of event investigations 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.
- PG&E should continue building on its current worker training plan by:
 - Incorporating new safety-related training modalities. This should include more hands-on training and topics that enable all levels of the organization to develop a more proactive and curious mindset. It should also include assessing participant feedback and using it to make trainings more effective, relevant, and engaging.
 - Conducting post-training peer learning activities. This should include group discussions. PG&E should also cultivate a mentoring program and/or encourage the appointment of a senior team member to be a “safety steward”—someone experienced who can be an effective communicator about responding to real-life situations that involve judgement calls in the field that are not covered by standard policies or procedures.
- PG&E should continue to recognize and take action to mitigate the risk exposure posed by interactions with the public.

1 Safety Culture Assessment

1.1 Safety Culture Assessment Framework

The Office of Energy Infrastructure Safety's (Energy Safety's) Safety Culture Assessment (SCA) process is described in the Safety Culture Assessment Guidelines for Electrical Corporations (SCA Guidelines).¹ The SCA Guidelines are informed by the SCA process as set out in Resolution SPD-6, adopted by the California Public Utilities Commission (CPUC) on December 1, 2022.² The framework for Energy Safety's SCA, included in Resolution SPD-6,³ is rooted in the belief that safety culture affects both personal and wildfire safety outcomes and by extension its study provides insights into strengths and key opportunities for improvement.

1.2 Overview

Pursuant to Public Utilities Code Section 8389(d)(4),⁴ Energy Safety must conduct an annual SCA for each California electrical corporation.⁵ Energy Safety contracted with the

¹ [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](https://efiling.energy-safety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true)

(<https://efiling.energy-safety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true>, accessed Feb. 28, 2024).

² [Resolution SPD-6 "Resolution Adopting Safety Culture Assessment Process for Electrical Corporations Pursuant to Public Utilities Code § 8389\(d\)\(4\)"](https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M499/K482/499482543.pdf)

(<https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M499/K482/499482543.pdf>, accessed Sept. 28, 2023).

³ [Resolution SPD-6 "Resolution Adopting Safety Culture Assessment Process for Electrical Corporations Pursuant to Public Utilities Code § 8389\(d\)\(4\)"](https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M499/K482/499482543.pdf) page 11

(<https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M499/K482/499482543.pdf>, accessed Sept. 28, 2023).

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

(https://leginfo.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC, accessed Sept. 28, 2023).

⁵ In 2023, the California electrical corporations required to participate in Energy Safety's Safety Culture Assessment were Pacific Gas and Electric Company (PG&E), San Diego Gas & Electric Company, Southern California Edison Company, Liberty Utilities, PacifiCorp, Bear Valley Electric Service, Inc., Horizon West Transmission, Trans Bay Cable, and LS Power Grid California.

National Safety Council (NSC)⁶ to conduct the third annual SCA, which took place between June and September 2023.

1.2.1 Focus of Energy Safety's SCA

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

1.2.2 Energy Safety's SCA Components

Energy Safety published the 2023 SCA Guidelines in April 2023.⁷ The SCA Guidelines outline the SCA framework, components, and requirements for each category of electrical corporation. The SCA Guidelines categorize electrical corporations as follows:

- **Large electrical corporations, also called investor-owned utilities⁸ (Large IOUs):** Pacific Gas and Electric Company (PG&E), San Diego Gas & Electric Company, and Southern California Edison Company.

⁶ The National Safety Council is a nonprofit, mission-based organization focused on eliminating the leading causes of preventable death and injury.

⁷ [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](https://efiling.energy-safety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true) (https://efiling.energy-safety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024). See [Energy Safety's Safety Culture Assessments web page](https://energysafety.ca.gov/what-we-do/electrical-infrastructure-safety/wildfire-mitigation-and-%20safety/safety-culture-assessments/) for more information (https://energysafety.ca.gov/what-we-do/electrical-infrastructure-safety/wildfire-mitigation-and-%20safety/safety-culture-assessments/, accessed Sept. 28, 2023).

⁸ In this document "utility" means "electrical corporation."

- **Small and multijurisdictional utilities (SMJUs):** Liberty Utilities, PacifiCorp, and Bear Valley Electric Service, Inc.
- **Independent transmission operators (ITOs):** Horizon West Transmission, Trans Bay Cable, and LS Power Grid California.

The 2023 SCA process included a management self-assessment with a summary plan for 2024, 12-month and 3-year safety culture objectives, lessons learned, progress on the 2022 SCA recommendations, a workforce survey, and follow-up interviews to give context and clarity to the management self-assessment (one interview) and workforce survey (one interview in the form of a focus group session). See below for more details about each of these components. The SCA Guidelines require different categories of electrical corporations to complete different components of the SCA as follows:⁹

Component	Electrical corporations that must complete this component	Commentary
Workforce survey	Large IOUs, SMJUs	Energy Safety uses the workforce survey to assess key workforce perceptions and behaviors at the large and small electrical corporations, but not the independent transmission operators, where the workforces are too small to ensure the anonymity of respondents.
Management self-assessment with	Large IOUs	Energy Safety uses the management self-assessment, a detailed assessment of organizational systems, to

⁹ See Section 2 “Application of Safety Culture Assessment Components to Different Electrical Corporations,” [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true) (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024).

Component	Electrical corporations that must complete this component	Commentary
summary plan for the coming year		evaluate the larger, more complex electrical corporations.
Safety culture objectives and summary of lessons learned (including reporting on implementation of recommendations)	Large IOUs, SMJUs, ITOs	Energy Safety uses the safety culture objectives and summary of lessons learned in the evaluation of all electrical corporations. This is the only requirement for ITOs, which are small organizations with a lower risk profile than the large IOUs and SMJUs.
Interviews	To be determined by Energy Safety upon review of submissions	Interviews may be required of any electrical corporation.
Observational visits	To be determined by Energy Safety upon review of submissions	Observational visits may be required of any electrical corporation.
Supporting documentation	To be determined by Energy Safety upon review of submissions	Supporting documentation may be required of any electrical corporation.

Below are descriptions of the different components of the 2023 SCA.

1.2.2.1 Workforce Survey

The workforce survey was administered by NSC (via the electrical corporations) and consisted of 30 statements covering three dimensions of safety culture: wildfire safety, personal safety, and overall culture. These were the same statements as those used on the 2021 and 2022 workforce survey. It was targeted at employees and contractors who spend at least 10 percent of their time engaged in wildfire mitigation activities.

Respondents rated the statements on a five-point scale from strongly agree on the high end to strongly disagree on the low end.¹⁰ The statements are framed in a positive light (e.g., “managers treat workers with respect”), so greater agreement—and an associated higher score—indicates a better opinion of the organization’s performance.

NSC assisted the electrical corporations in administering the workforce survey within the period of June 26 to July 24, 2023. NSC provided electronic survey administration options and provided Spanish translation upon request.

1.2.2.2 Management Self-Assessment with 2024 Summary Plan

The management self-assessment was only completed by the large electrical corporations in the 2024 SCA process.

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

Unlike some components of the SCA that are only applicable to some electrical corporations (see Section 1.2.2), each electrical corporation is required to submit its safety culture objectives, summary of lessons learned, and progress on the previous year’s

¹⁰ The survey used a Likert scale going from “Strongly Agree” (5) to “Strongly Disagree” (1). NSC calculated average response scores based on the answers of the respondents. For more information on Likert scales, see [“What is a Likert Scale – Definition, example, characteristics, & advantages” by Question Pro](https://www.questionpro.com/blog/what-is-likert-scale/) (https://www.questionpro.com/blog/what-is-likert-scale/, accessed Sept. 29, 2023).

recommendations.¹¹ Electrical corporations submitted these using an online survey administered by NSC.

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

Electrical corporations also presented their lessons learned and a description of progress made on their 2022 SCA recommendations.

1.2.2.4 Interviews

Follow-up interviews were only conducted with the large electrical corporations in the 2023 SCA process. These interviews were intended to give context and clarity to SCA inputs and consisted of two interviews per electrical corporation: one to follow-up on the management self-assessment and one to follow-up on the workforce survey (in the form of a focus group session).¹²

1.2.2.5 Observational Visits

The 2023 SCA process did not include observational visits due to time constraints.

¹¹ See Section 2 “Application of Safety Culture Assessment Components to Different Electrical Corporations,” [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true) (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024).

¹² Note that in 2023, there was a single workforce focus group session per large electrical corporation, whereas in 2022, there were three such sessions per large electrical corporation.

1.2.2.6 Supporting Documentation

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

The online survey used to elicit safety culture objectives, summary of lessons learned, and progress on 2022 recommendations permitted electrical corporations to upload additional supporting documentation as attachments to illustrate actions taken since the 2022 SCA.

2 PG&E Inputs and Findings

2.1 PG&E Inputs to the SCA

The findings and recommendations below are based on PG&E's inputs to the 2023 SCA, including its management self-assessment with 2024 summary plan, safety culture objectives, lessons learned, progress on 2022 recommendations, a workforce survey, the management self-assessment follow-up interview with contributors to the assessment, and one workforce interview in the form of a focus group with members of the workforce targeted by the workforce survey: those who spend at least 10 percent of their time engaged in wildfire mitigation activities.¹⁴ As a large electrical corporation, PG&E was required to complete all components of the SCA process.

¹³ See the [Safety Culture Assessment Guidelines for Electrical Corporations](#) Section 6.2 "Documentation to Support Responses to the Management Self-Assessment" for more information about supporting documentation Energy Safety may require (<https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true>, accessed Sept. 28, 2023).

¹⁴ See Section 5 for PG&E's safety culture objectives, lessons learned, progress on 2022 recommendations, and 2023 workforce survey results.

In 2023, the first step of the SCA process was submission of the management self-assessment with a summary plan for 2024, safety culture objectives, lessons learned, and progress on 2022 recommendations. PG&E submitted these components on July 7, 2023.

PG&E voluntarily appended 40 supporting documents to provide additional context to its responses.^{15, 16} PG&E's supporting documentation included files outlining PG&E's organizational leadership changes, wildfire goals, metrics, forms, and fire potential index ratings, training program information, and safety management procedures. NSC reviewed the supporting documentation to further understand PG&E's responses to the management self-assessment.

On July 17, 2023, NSC conducted a 90-minute follow-up interview with PG&E's contributors to the management self-assessment and accompanying components. In the interview, NSC asked questions to better understand PG&E's practices regarding leadership selection and promotion practices, integration of wildfire safety responsibilities into frontline supervisors' goals, training and support resources for frontline workers, the level of accountability for wildfire safety, wildfire safety measures, PG&E's investigation process, and protocols around hazard identification.

Following receipt of the management self-assessment and accompanying components, NSC (via PG&E) administered the PG&E workforce survey using an anonymous online survey between June 26 and July 24, 2023. NSC encouraged PG&E to include as many individuals as possible within the target audience of employees and contractors who spend at least 10 percent of their time engaged in wildfire mitigation activities.

¹⁵ PG&E 2023 SCA Supporting Documentation [Part 1](https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=56234&shareable=true); [Part 2](https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=56235&shareable=true) (initially submitted July 2023, revised January 2024) (<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=56234&shareable=true>; <https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=56235&shareable=true>, both accessed Jan. 31, 2024).

¹⁶ In January 2024, PG&E amended its supporting documentation to include redactions to protect confidential information. It submitted this version of the documentation to the 2023 SCA docket on January 31, 2024.

A total of 11,944 PG&E employees and contractors responded to the workforce survey. Of these, 6,827 identified as employees, 4,963 identified as contractors, and 154 did not identify their employee status. PG&E reported a base number of 8,016 employees and 9,000 contractors (estimated)¹⁷ working on wildfire mitigation. With these base numbers, PG&E achieved a 70 percent overall response rate for its wildfire mitigation workforce with an employee response rate (excluding contractors) of 85 percent, compared to a 53 percent employee response rate in 2022 and a 20 percent employee response rate in 2021.¹⁸ Further, PG&E elicited 4,963 contractor responses, compared to 1,967 responses in 2022. Using PG&E's estimated base number of 9,000 contractors working on wildfire mitigation, the 2023 contractor response rate was about 55 percent, compared to a 22 percent response rate in 2022.

Finally, 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 2022, NSC conducted the focus group using an online virtual meeting platform, with an option to join via a teleconference line. The focus group session was held on September 6, 2023.

The purpose of the focus groups was to better understand how frontline workers, supervisors, and contractors view the organization's safety culture and identify priority areas for improvement. Focus group sessions followed a semi-structured format including open-ended prompts that allowed for further questioning 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?
- What shortcuts do people take?

¹⁷ In 2021, PG&E estimated its wildfire mitigation contractor population to be about 9,000 individuals. PG&E could not determine the exact base number of contractors working on wildfire mitigation, so a precise contractor response rate cannot be calculated.

¹⁸ Although the 2022 survey included a paper option and the 2023 did not, the proportions of different categories of employees represented in the responses remained stable across from 2022 to 2023.

- How are wildfire hazards identified and communicated to you?
- 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 changes have you seen in safety culture in your organization or work group?
- How does the organization address safety issues (including wildfire hazards) that are reported by frontline workers?
- How does the organization incentivize the reporting of near misses?¹⁹
- 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 23 PG&E workers participated in the focus group, representing different employment levels and PG&E business units. Of the 23 focus group participants, 8 were frontline workers (including 2 contractors), 14 were supervisors, and 1 was in a frontline support role.

Workforce focus group participants provided insights regarding 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). Focus group participants also suggested safety metrics and lessons learned, as well as supplemental information about wildfire hazards beyond the metrics, should be more

¹⁹ 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 \(April 2023\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true) (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024).

accessible. Finally, focus group participants expressed interest in more hands-on training and peer-to-peer training opportunities.

2.2 Strengths

Through its SCA inputs, PG&E has demonstrated safety culture strengths, identified in the following sections. PG&E should continue to build on these to advance its safety culture.

2.2.1 Improved Management Self-Assessment Responses and Overall Safety Culture

PG&E has exhibited continued growth in safety culture maturity as demonstrated in its 2023 management self-assessment responses and workforce survey results. PG&E's 2023 management self-assessment indicated that its safety culture is evolving. In 2021, PG&E indicated that it was on the lower end of maturity in 11 of the 22 questions, whereas in 2023 PG&E indicated it had achieved medium to high levels of maturity for all questions. PG&E reported the most progress related to safety enabling systems. For example, PG&E reported in its management self-assessment that it conducts investigations that include root cause analysis²⁰ for adverse events including events involving an actual serious injury or fatality and also events with the potential for serious injury or fatality (near misses). Since 2022, PG&E has implemented enhanced processes to identify hazards in the field including the availability of application-based tools for reporting hazards in the field. Additionally, PG&E's ignition investigation team holds weekly cross-functional meetings to review recent near misses and incidents.

PG&E worker feedback through the focus group and the workforce survey further indicated PG&E's evolving safety culture.²¹ Focus group discussions about PG&E's safety

²⁰ Root cause analysis: a systematic process for identifying root causes of problems or events and an approach for responding to them. [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024).

²¹ See Section 5 for PG&E's 2023 workforce survey results.

culture generated comments like “from an overall perspective, company-wide, I think that there’s been a big, big change in culture towards the positive [over the past five years]” and “I think generally people work every day with the highest regard for safety; there are some that are lackadaisical about it, but I see that it seems to be getting better in my time with the company.” Some words focus group participants used to describe the safety culture at PG&E included learning, work in progress, open, adapting, strong, growing, and thoughtful.

Survey participation increased seven-fold between 2021 and 2023 (with 1,737 respondents in 2021 compared to 11,944 in 2023). Scores for 21 of 30 survey statements were higher compared to the baseline year of 2021.

Notably, in 2023 about 42 percent of respondents identified themselves as contractors, compared to 9 percent in 2021. Despite the number of contractor respondents significantly increasing from 165 in the baseline year to 4,963 in 2023, the trend of PG&E contractors holding more positive perceptions regarding PG&E’s safety culture than its full-time employees has remained steady. In 2023, the overall average response score for contractors was 4.38, while the overall average response score for full-time employees was 0.16 lower at 4.22; in 2021, the overall average response score for contractors was 4.39, while the overall average response score for full-time employees was 0.3 lower at 4.09. The difference has narrowed slightly since 2021, but contractors continue to demonstrate a more positive experience of PG&E’s safety culture than full-time employees.

2.2.2 Organizational Leadership Focused on Safety

In 2020 PG&E launched a five-year 2025 Workforce Safety Strategy to advance its safety culture and systems for personal and wildfire safety. SCA recommendations in 2021 and 2022 addressed the need for PG&E to ensure effective implementation and tracking of the 2025 Workforce Safety Strategy using clearly defined tactics and performance measurements for leadership. In its 2023 report on progress on 2022 recommendations,

PG&E reports that it is continuing to execute the Workforce Safety Strategy,²² pointing to a two-page presentation in its supporting documentation titled “Enterprise Health & Safety: Functional Plan on a Page.”²³ This plan, describing activities in 2023, includes annual key functional targets, “True North Strategy” targets, and key work plan activities to achieve annual targets. Among these work plan activities PG&E lists the “roll-out” of a “safety culture monitoring program” and the development of “a single Safety App for Daily Safety update” which PG&E expects to include incident reporting, job hazard analyses, and safety observations, among other information. PG&E also mentions aligning the “Fatigue Management policy” in partnership with the unions including the International Brotherhood of Electrical Workers (IBEW) and Engineers and Scientists of California (ESC).

PG&E reports in its 2023 management self-assessment that the CEO and other executives continue to attend the wildfire risk weekly operating review at the Wildfire Command Center on a monthly basis. In its 2024 summary plan, PG&E notes that Regional Safety Directors will continue participating in the wildfire risk weekly operating review to “engage in performance dialogue and raise additional learnings or trends related to wildfire risk from a safety perspective.”

Responses from the workforce survey focus group and management self-assessment interview participants indicated that PG&E has opportunities to improve, but is ultimately moving in the right direction, with leadership that prioritizes safety.

²² See Section 5 for PG&E’s 2023 management self-assessment and accompanying components.

²³ In [PG&E’s Supporting Documentation Part 2](#) see “Recommendation 1_EHS 2023 Plan on a Page” (<https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=56235&shareable=true>, accessed Jan. 31, 2024).

2.2.3 Improvements in Mitigating Risk from Interactions with the Public

PG&E has taken steps to address the issue of risk exposure posed by frontline workers interacting with the public. For example, PG&E describes the following measures in its management self-assessment supporting documentation:²⁴

- Corporate Security continues to maintain a database to track reports of hostile customers and/or specific properties where threats and other hostile acts are reported, currently amounting to 500 entries, typically adding several more every month. Frontline workers can check the database remotely before visiting specific locations.
- Corporate Security personnel are now embedded in PG&E's Vegetation Management (VM) Program. PG&E reports that these VM personnel are increasingly relying on Corporate Security for assistance with hostile customers, so it is expanding the program: “[b]y mid-July 2023, four Corporate Security investigators will be embedded full time in the VM program, with additional personnel likely to be added before the end of 2023.” PG&E reports that Corporate Security is “in many cases” successful at mitigating or eliminating customer hostility, allowing crews to perform their necessary vegetation work.

Despite these improvements, PG&E still has opportunity to increase the safety of frontline workers facing risks from interactions with the public. See the corresponding recommendation in Section 3.4 of this report.

²⁴ In [PG&E's Supporting Documentation Part 2](#) see “Recommendation 4: Mitigate Risk Exposure Posed by Interactions with the Public” (indexed under Recommendation 7 with file name “Recommendation 7_Mitigate Risk Exposure Posed by Interactions with the Public”) (<https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=56235&shareable=true>, accessed Jan. 31, 2024).

2.3 Opportunities

PG&E has several areas where it can strengthen its safety culture. The following section describes the areas where PG&E should prioritize improving its safety culture. Specific recommendations are described in Section 3.

2.3.1 Safety Communications

A topic that arose among focus group participants is one that also came up in a 2022 focus group: the need for an accessible place for information about near misses and the associated lessons learned from across work groups. In 2022, a focus group participant indicated a wish for a website or web page where you could find safety-related issues and lessons learned (e.g., near misses) organized by week and department, to see everything listed for that department with follow-up actions. In 2023, a different participant brought up the need for an index of Safety Flashes that are currently affecting work.²⁵ This participant elaborated that there was a “vehicle rollaway”—a mechanical problem—affecting work, but it “lives in a Safety Flash at this point. Unless you have the backstory on that—you didn’t just start work yesterday—you don’t know it exists.” Another participant pointed to the need for an index or registry of lessons learned or corrective actions in vegetation management, something “in Core Share,”²⁶ something “solid,” because right now the participant is “having a hard time locating those things outside of [their] email inbox.”

In addition to more accessible information on near misses and lessons learned, another participant expressed a wish for more easily accessible information on fire conditions and incidents, such as an “easy tab on [the] home page [...] along with the App.”²⁷ Another

²⁵ “Safety Flash” is a publication that PG&E issues “intended to provide rapid awareness of a safety incident.” [See a sample Safety Flash from February 2022](https://ibew1245.com/wp-content/uploads/2022/02/Steward-Weekly-Safety-Message-02.21.22.pdf) (https://ibew1245.com/wp-content/uploads/2022/02/Steward-Weekly-Safety-Message-02.21.22.pdf, accessed Oct. 25, 2023).

²⁶ The participant may be referring to OpenText Core Share, a program designed for remote information sharing and collaboration.

²⁷ The “App” referenced here may refer to a fire conditions information app for frontline workers, referenced by other focus group participants, and described in one case as enabling you to enter a location to find out the fire rating and what you need for fire tools there.

participant also commented on the need for more comprehensive communication about wildfire hazards to frontline workers. One participant noted that while PG&E ensures workers know the fire potential index (FPI) and associated cautions, just because it's a low FPI day doesn't mean that you can't start a fire by parking in some grass, suggesting that, regardless of the FPI rating, frontline workers may need more consistent reminders about basic safety considerations, such as a reminder to watch where they park as the grass dries out and temperatures go up.

Results from the 2023 workforce survey also indicated opportunities for improvement in organizational listening. Despite a slight improvement in their average response scores from 2022 to 2023, these two statements are among those consistently scoring the lowest on PG&E's workforce survey since 2021:

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

In response to the 2022 "Improve Safety Communications" recommendation verification requirement of providing a safety communication plan for 2023, PG&E provided its 2023 Enterprise Health and Safety Communications Calendar as a supporting document, indicating the type and frequency of safety communications and some communication topics.²⁸ PG&E's plan does not address safety communications issues identified in the 2022 recommendation, such as the need for streamlining the sharing of personal safety and wildfire safety information, increasing organizational listening, and sharing information on near misses and lessons learned across business units.²⁹ This recommendation is continued in this report.

²⁸ In [PG&E's Supporting Documentation Part 2](#) see "Safety Communication Plan," PDF p. 30 (indexed under Recommendation 3 with file name "Recommendation 3_Safety Communication Plan") (<https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=56235&shareable=true>, accessed Jan. 31, 2024).

²⁹ Due to a short reporting period for the 2023 SCA reports, the electrical corporation had limited time to make progress on the 2022 recommendations.

Additionally, there is a notable trend in the workforce survey responses across all three large IOUs (PG&E, SCE, and SDG&E) for all three years (2021, 2022, and 2023) wherein the lowest-ranked categories of employees (in the case of PG&E, “front line coworker” and “individual contributor”) gave lower scores than the other categories of employees, with the scores trending higher with increased rank and the highest-ranked employees giving the highest scores. The overall average score for all years for PG&E’s lowest-ranked categories of employees is 4.27 out of 5, with 5 indicating the highest opinion of the organization’s performance, while the highest-ranked category has an average score of 4.5 out of 5, a difference of 0.23. This may indicate a lack of understanding of frontline safety culture challenges at the top of the organization and an associated opportunity for building PG&E’s capacity as a learning organization through feedback mechanisms like organizational listening sessions.

See the corresponding recommendation in Section 3.1 of this report.

2.3.2 Safety Event Reporting

The process and systems PG&E has in place for reporting and following up on safety events (near misses and hazards) could be improved, based on input from the 2023 management self-assessment, management self-assessment follow-up interview, and workforce focus group session. On all workforce surveys (2021, 2022, 2023) one of the lowest-scored statements has been “People report mistakes they make, even if others do not notice them.”³⁰ In 2023, this statement had one of the highest rates of “neutral” responses at 22 percent, and a relatively high rate of disagreement, at 5 percent.

One workforce focus group participant noted that the subjective nature of the term “near miss” (also called a “near hit”) is a barrier to reporting: “If I drop a roll of tape off a pole, is

³⁰ The four statements that have consistently scored the lowest on PG&E’s workforce survey since 2021 are: “People report mistakes they make, even if others do not notice them” (three-year average score: 3.85); “The company cares about my opinions” (three-year average score: 3.79); “People focus on one task at a time and avoid distractions” (three-year average score: 3.64); and “I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them” (three-year average score: 3.59).

that a near hit? If I drop a grip off of a pole, nobody's there, is that a near hit?" The participant felt the definition of the term needs more clarity to facilitate reporting.

Another participant indicated that workers use discretion on what they report. One participant explained that not everyone is comfortable reporting a near miss: "they are embarrassed," adding "most people don't report near misses." Other participants agreed that embarrassment is a barrier to reporting near misses to leadership, noting that it helps if supervisors encourage workers to speak up: it's about "continuing to push that speak-up authority, stop-the-job authority."

See the corresponding recommendation in Section 3.2 of this report.

2.3.3 Training

Workforce focus group participants indicated the desire for more hands-on training, particularly related to new tools or equipment. In response to the 2022 recommendation to build on its current training plan, PG&E reported in its management self-assessment that it actively engages with frontline personnel and supervisors through a combination of in-person and online trainings, yard-by-yard road shows, and engagement or listening sessions depending on worker roles and responsibilities.³¹ PG&E also provided some materials from a training session on how to use the "FieldWorker" app to report ignitions in its supporting documentation. However, PG&E did not provide documentation to meet all verification requirements for the 2022 recommendation "Incorporate New Training Modalities and Topics; Improve Training Based on Feedback."^{32, 33}

See the corresponding recommendations in Sections 3.3.1 and 3.3.2 of this report.

³¹ See Section 5 for PG&E's 2023 management self-assessment and accompanying components.

³² Verification requirements PG&E did not provide include metrics to describe the percentage of online versus hands-on training and PG&E's 2023 training plan, including the number of employees trained or training effectiveness measures.

³³ Due to a short reporting period for the 2023 SCA reports, the electrical corporation had limited time to make progress on the 2022 recommendations.

2.3.4 Risk from Interactions with the Public

As in 2021 and 2022, PG&E's 2023 focus group participants discussed risks posed by interactions with the public. One participant mentioned among the top three hazards of the job were aggressive dogs and angry customers. As noted above, PG&E has taken steps to address the issue of risk exposure posed by frontline workers interacting with the public (see Section 2.2.3). However, the risk posed by hostile interactions with the public remains a significant safety concern for PG&E's frontline workers.

See the corresponding recommendation in Section 3.4 of this report.

3 Recommendations

Culture change takes time, dedication, and starts with understanding where a company is on its organizational safety journey and the underlying drivers influencing the workforce. The recommendations in this report are based on observations from PG&E's 2023 SCA inputs: a management self-assessment with summary plan for 2024; safety culture objectives; lessons learned; progress on 2022 recommendations; a workforce survey; and the follow-up interviews that gave context and clarity to the management self-assessment and workforce survey. The recommendations included here continue or build on recommendations from PG&E's 2022 SCA report.^{34, 35}

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

3.1 Strengthen Safety Communications

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

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

³⁴ See [PG&E's 2022 Safety Culture Assessment \(May 2023\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53798&shareable=true) (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53798&shareable=true, accessed Sept. 28, 2023).

³⁵ Due to a short reporting period for the 2023 SCA reports, the electrical corporation had limited time to make progress on the 2022 recommendations. Therefore, the 2022 recommendations are continued herein.

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.

3.1.1 Observations

Focus group participants discussed the need for supplemental information about wildfire hazards beyond the metrics that are currently reported and the need for more effective communication of near misses and lessons learned.

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” have consistently had some of the lowest scores on PG&E’s workforce survey since 2021.

There is a trend in the workforce survey responses wherein the lowest-ranked categories of employees give lower scores than the other categories of employees, with the scores trending higher with increased rank and the highest-ranked employees giving the highest scores. As noted above in Section 1.2.2.1, the statements are framed in a positive light (e.g., “managers treat workers with respect”), so greater agreement—and an associated higher score—indicates a better opinion of the organization’s performance.

3.1.2 Goals of Recommendation

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

3.1.3 Verification Method

As part of its 2024 management self-assessment supplementary documentation, PG&E must provide:

1. A safety communication plan for 2024 that includes steps being taken to address worker concerns about the lack of easy access to information on near misses and information on wildfire conditions beyond the routine reporting of FPI.
2. Documentation of leadership listening sessions including dates, times, attendance, and any follow-up actions.

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

3.2 Improve Safety-Enabling Systems

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

report and when to report. PG&E should also continue to take steps to increase workers' psychological safety,³⁶ building confidence in their speak-up and stop-the-job authority.

3.2.1 Observations

The statement "People report mistakes they make, even if others do not notice them" has consistently had some of the lowest scores on PG&E's workforce survey since 2021.

One workforce focus group participant noted that the lack of a definition of the term "near miss" (or "near hit") is a barrier to reporting. Several participants noted that embarrassment is a barrier to reporting, with one underlining the need to keep reinforcing workers' "speak-up authority, stop-the-job authority."

3.2.2 Goal of Recommendation

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

3.2.3 Verification Method

In its 2024 SCA management self-assessment, PG&E must provide detailed descriptions of its improvements to safety-enabling systems including quality of event investigations, near miss and hazard reporting, improved controls, and how systems are being used to improve the flow of communication across the organization.

³⁶ A "psychologically safe work environment" is "one in which employees feel safe to voice ideas, willingly seek feedback, provide honest feedback, collaborate, take risks and experiment" ([Psychological safety: A systematic review of the literature](#), Newman, Donohue, and Eva [2017] [<https://www.sciencedirect.com/science/article/pii/S1053482217300013>, accessed Oct. 27, 2023]).

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

3.3 Build on Current Training Plan

PG&E should build on its current training plan to increase safety knowledge and awareness. This recommendation has two parts, addressing the need for new training modalities based on feedback, and the need for more peer-to-peer learning opportunities.

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

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

3.3.1.1 Observations

In 2023, focus group participants indicated concerns about training, including the need for more hands-on training and relevant training facilitated by people with experience in the field.

In its 2023 report on 2022 recommendations, PG&E did not provide its 2023 training plan including the number of employees trained or training effectiveness measures, a recommendation verification requirement for the 2022 recommendation “Incorporate New Training Modalities and Topics; Improve Training Based on Feedback.” It also did not provide any metrics to describe the percentage of online versus hands-on training.

3.3.1.2 Goal of Recommendation

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

3.3.1.3 Verification Method

In its 2024 SCA management self-assessment, PG&E must provide:

1. A description of how PG&E updated its training topics, presentations, and delivery methods to improve wildfire safety awareness among crews.
2. Its 2024 training plan and the number of employees trained and any training effectiveness measures.
3. Metrics to describe the percentage of online versus hands-on training.

3.3.2 Integrate Training with Peer Learning Activities

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

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

3.3.2.1 Observations

Focus group participants expressed interest in more peer-to-peer training opportunities focused on unexpected safety issues and how to fail safely. In 2022, one workforce focus group participant described the idea of appointing a “safety steward” to share their knowledge of safety practices with crews.

3.3.2.2 Goal of Recommendation

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

3.3.2.3 Verification Method

In its 2024 SCA management self-assessment, PG&E must provide information on its formal peer learning activities, including post-training discussions and the development of mentoring opportunities. PG&E must also include the results of its training integration plan in its 2024 SCA.

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

3.4 Mitigate Risk Exposure Posed by Interactions with the Public

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

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.

3.4.1 Observations

In the workforce focus groups, frontline workers and supervisors identified interactions with the public as a top hazard on the job.

3.4.2 Goals of Recommendation

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

3.4.3 Verification Method

In addition to providing a description of progress in its 2024 management self-assessment, PG&E must provide:

1. An update on the findings of the PG&E Corporate Security program tracking hostile customers and/or specific properties where threats and other hostile acts are reported.
2. Further information on outcomes from training programs addressing conflict with the public (e.g., any reports of improvements in interactions with the public using tactics learned in a training).



3. A description of how the outputs of the Corporate Security hostile interaction tracking program influenced changes in the training programs addressing conflict with the public, including examples where possible.

4 Conclusion

This report provides the findings and recommendations from PG&E's 2023 SCA, its third 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 safety culture at PG&E. Energy Safety seeks to develop a longitudinal view of safety culture across electrical corporations to identify best practices and relative gaps, along with an understanding of PG&E's relative strengths and opportunities in designing and implementing a strong safety culture. As stated above, Energy Safety ultimately seeks to assess safety culture outcomes over time and incorporate continuous learning into the SCA process.



5 Data Attachments

5.1 Workforce Survey Results

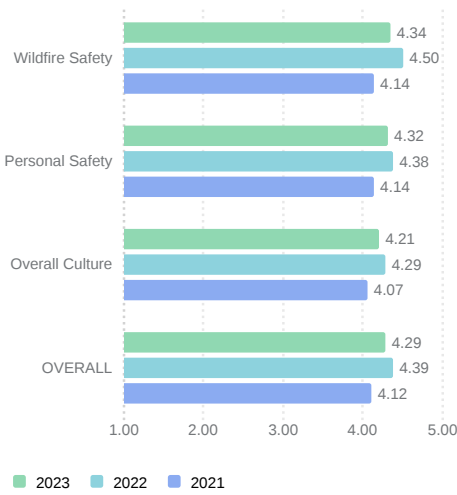


Energy Safety Workforce Survey 2023: Overall Results and 30 Standard Statements

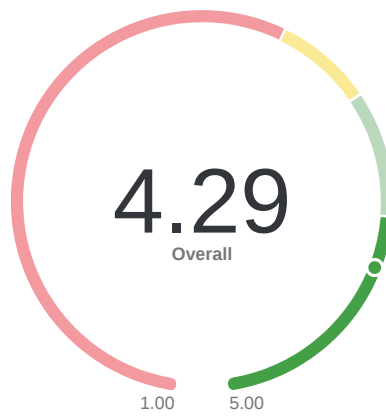
This page contains average response scores and percent distributions of response categories for the overall survey.

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)

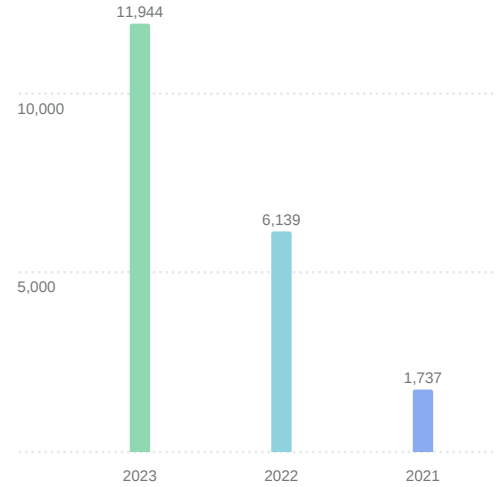
Average Response Scores



Average Response Score 2023



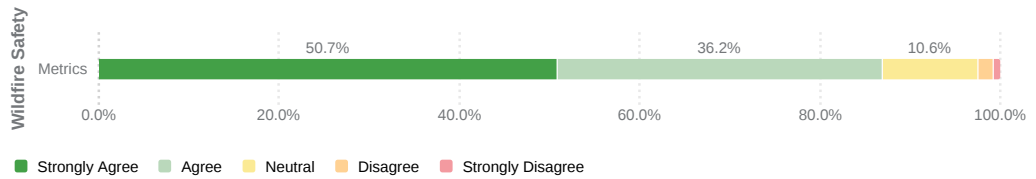
Response Count 19,820



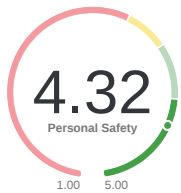
Wildfire Safety 2023



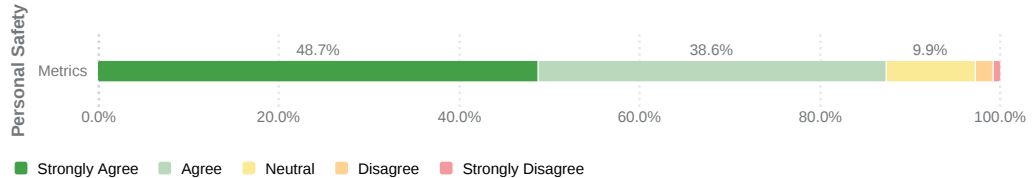
Percent Distributions 2023



Personal Safety 2023



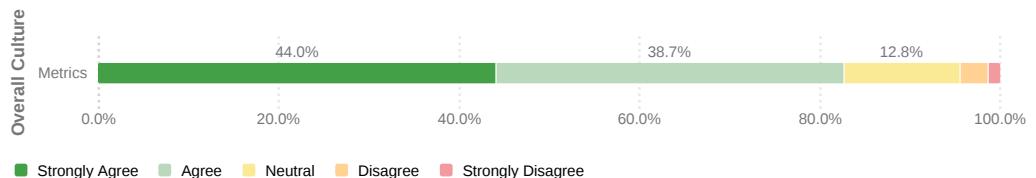
Percent Distributions 2023



Overall Culture 2023



Percent Distributions 2023



Energy Safety Workforce Survey 2023: 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	2023	2022	2021	Change 2022-2023 ▼	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Our management acts quickly to address wildfire hazards	4.37	4.49	4.06	-0.120	51%	37%	10%	1%	1%
Protecting the community from wildfire hazards is clearly a high priority with management	4.56	4.68	4.47	-0.120	65%	28%	5%	1%	1%
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.74	3.87	3.15	-0.123	27%	33%	28%	8%	3%
Leaders actively seek out signs of potential wildfire hazards	4.28	4.42	3.88	-0.140	45%	40%	13%	1%	1%
People in my workgroup report all wildfire hazards, no matter how minor	4.36	4.51	4.12	-0.154	50%	37%	11%	1%	0%
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.48	4.63	4.51	-0.159	55%	38%	6%	0%	0%
I feel comfortable discussing wildfire hazards with my supervisor	4.53	4.72	4.57	-0.187	62%	32%	5%	1%	1%
People look for wildfire hazards and risks as work progresses	4.32	4.54	4.10	-0.224	46%	42%	10%	1%	1%
Wildfire and personal safety concerns are communicated openly	4.44	4.67	4.38	-0.225	53%	39%	6%	1%	0%
Overall Average Response Scores by Statement									
Personal Safety	2023	2022	2021	Change 2022-2023 ▼	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
People focus on one task at a time and avoid distractions	3.87	3.83	3.23	0.038	30%	39%	21%	8%	2%
We have the right tools for the job	4.20	4.19	3.88	0.010	43%	40%	12%	3%	1%
People have the skills they need to resolve workplace safety issues	4.26	4.28	4.09	-0.021	41%	46%	10%	2%	1%
Leaders keep people prepared to intervene when an emergency occurs	4.29	4.31	4.00	-0.022	45%	42%	11%	2%	1%
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.39	4.43	4.33	-0.043	50%	40%	9%	1%	0%
People have the ability to respond to and correct problems and errors before they get out of control	4.28	4.32	3.87	-0.044	43%	45%	10%	2%	1%
Leaders use mistakes and incidents as learning opportunities	4.30	4.37	4.13	-0.065	47%	40%	10%	2%	1%
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.36	4.44	4.27	-0.080	51%	38%	10%	1%	1%
I take responsibility for the safety of myself and others in my work area	4.68	4.77	4.76	-0.090	71%	26%	2%	0%	0%
Pausing work for hazards and safety concerns is viewed positively	4.45	4.58	4.43	-0.132	56%	35%	7%	1%	1%
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.48	4.63	4.56	-0.143	59%	33%	6%	1%	1%
Overall Average Response Scores by Statement									
Overall Culture	2023	2022	2021	Change 2022-2023 ▼	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The company cares about my opinions	3.89	3.90	3.59	-0.011	32%	38%	22%	5%	3%
My supervisor makes sure all employee concerns are heard before job decisions are made	4.29	4.32	4.16	-0.032	48%	38%	11%	2%	1%
People report mistakes they make, even if others do not notice them	3.94	4.00	3.62	-0.060	29%	43%	22%	4%	1%
People in my workgroup treat each other with respect	4.40	4.47	4.50	-0.075	53%	38%	7%	2%	1%
I believe managers apply the same rules for all workers	4.07	4.14	3.77	-0.076	40%	37%	14%	5%	3%
My supervisor would use whatever power they have to help me out	4.42	4.51	4.44	-0.090	57%	33%	8%	2%	1%
Information about important events and lessons learned is shared within my workgroup	4.37	4.46	4.26	-0.091	49%	41%	7%	2%	1%
Leaders encourage people to ask questions	4.35	4.47	4.28	-0.126	50%	38%	9%	2%	1%
Managers treat workers with respect	4.27	4.40	4.13	-0.136	47%	38%	11%	2%	1%
People listen to one another: it is rare that someone's views go unheard	4.06	4.22	3.91	-0.161	35%	43%	16%	4%	1%

Energy Safety Workforce Survey 2023: Demographic Comparisons

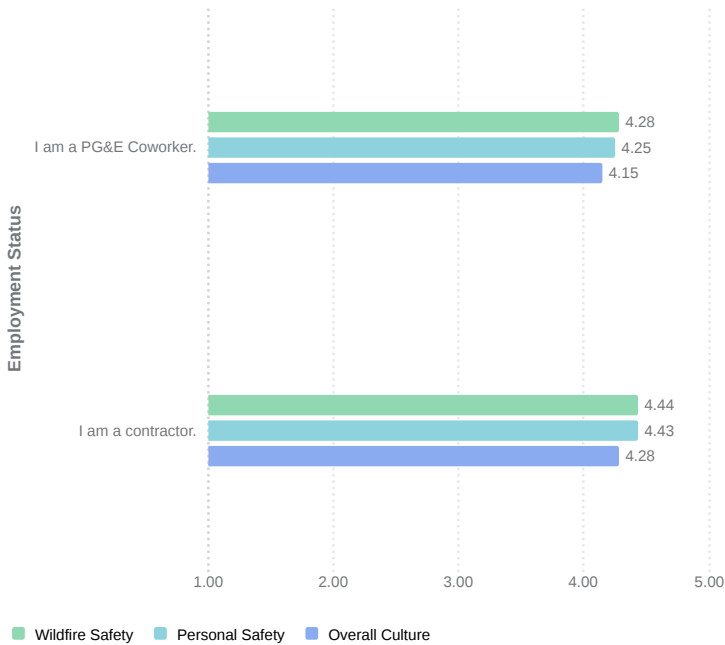
Survey respondents were asked to provide demographic information at the conclusion of the **Energy Safety Workforce Survey**. These responses were used to conduct analyses and provide these subgroup comparisons.

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

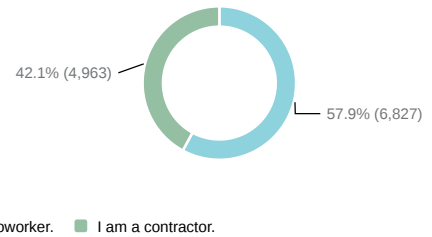
Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

1. Comparison by Employment Status

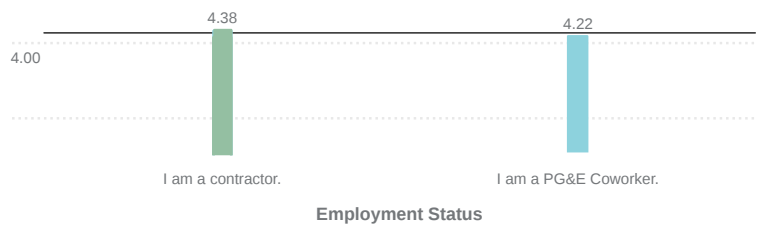
Average Response Scores by Statement Category



Number of Responses 11,790



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 contractor.	I am a PG&E Coworker.
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.91	3.62
I feel comfortable discussing wildfire hazards with my supervisor	4.56	4.52
Leaders actively seek out signs of potential wildfire hazards	4.42	4.18
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.55	4.43
Our management acts quickly to address wildfire hazards	4.48	4.29
People in my workgroup report all wildfire hazards, no matter how minor	4.45	4.29
People look for wildfire hazards and risks as work progresses	4.42	4.24
Protecting the community from wildfire hazards is clearly a high priority with management	4.61	4.52
Wildfire and personal safety concerns are communicated openly	4.52	4.39

Average Response Scores by Statement

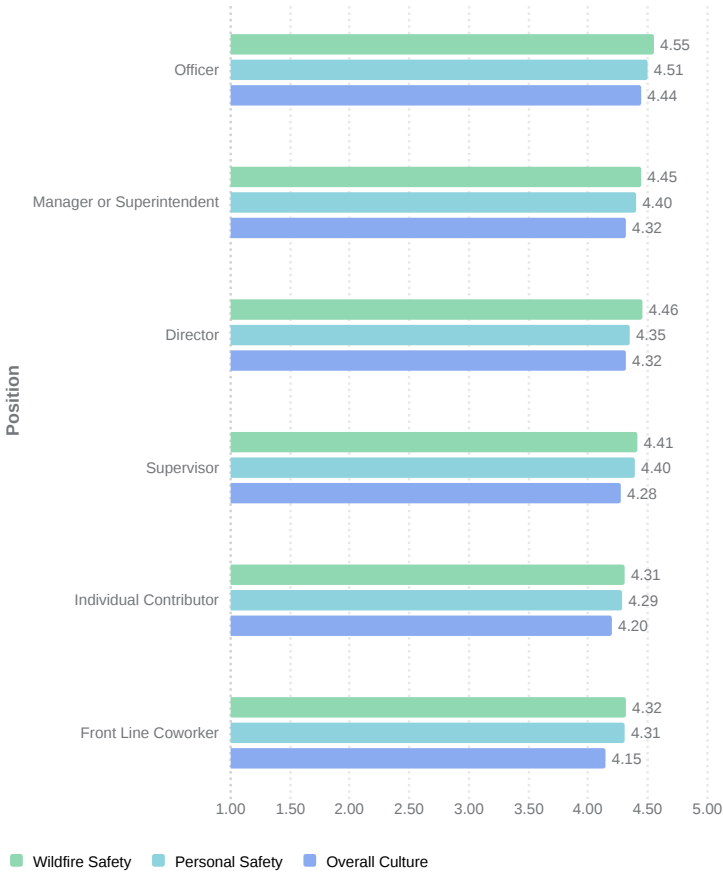
Personal Safety	I am a contractor.	I am a PG&E Coworker.
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.48	4.28
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.45	4.34
I take responsibility for the safety of myself and others in my work area	4.71	4.66
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.48	4.49
Leaders keep people prepared to intervene when an emergency occurs	4.42	4.20
Leaders use mistakes and incidents as learning opportunities	4.43	4.21
Pausing work for hazards and safety concerns is viewed positively	4.50	4.41
People focus on one task at a time and avoid distractions	4.11	3.69
People have the ability to respond to and correct problems and errors before they get out of control	4.41	4.18
People have the skills they need to resolve workplace safety issues	4.37	4.18
We have the right tools for the job	4.36	4.09

Average Response Scores by Statement

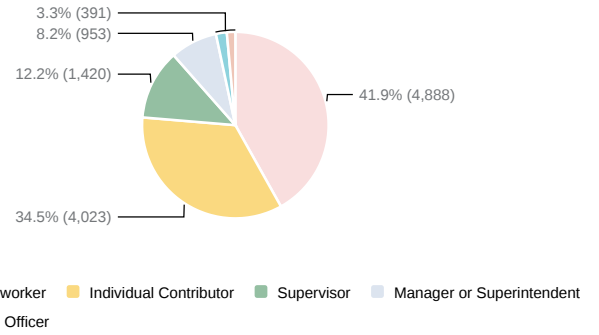
Overall Culture	I am a contractor.	I am a PG&E Coworker.
I believe managers apply the same rules for all workers	4.18	3.98
Information about important events and lessons learned is shared within my workgroup	4.45	4.31
Leaders encourage people to ask questions	4.44	4.28
Managers treat workers with respect	4.32	4.23
My supervisor makes sure all employee concerns are heard before job decisions are made	4.33	4.27
My supervisor would use whatever power they have to help me out	4.44	4.41
People in my workgroup treat each other with respect	4.43	4.37
People listen to one another: it is rare that someone's views go unheard	4.16	3.99
People report mistakes they make, even if others do not notice them	4.05	3.87
The company cares about my opinions	4.05	3.78

2. Comparison by Position

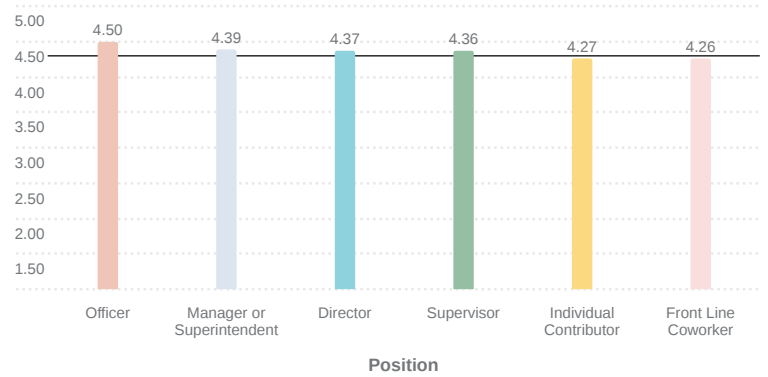
Average Response Scores by Statement Category



Number of Responses 11,675



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	Front Line Coworker	Individual Contributor	Manager or Superintendent	Officer	Supervisor
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.96	3.79	3.61	3.86	4.18	3.80
Leaders actively seek out signs of potential wildfire hazards	4.44	4.26	4.23	4.37	4.50	4.35
People look for wildfire hazards and risks as work progresses	4.35	4.30	4.29	4.42	4.47	4.40
People in my workgroup report all wildfire hazards, no matter how minor	4.37	4.36	4.30	4.45	4.54	4.42
Our management acts quickly to address wildfire hazards	4.51	4.32	4.35	4.50	4.60	4.46
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.51	4.47	4.44	4.53	4.60	4.53
Wildfire and personal safety concerns are communicated openly	4.53	4.39	4.45	4.54	4.64	4.52
I feel comfortable discussing wildfire hazards with my supervisor	4.70	4.47	4.55	4.65	4.69	4.60
Protecting the community from wildfire hazards is clearly a high priority with management	4.73	4.49	4.57	4.69	4.77	4.65

Average Response Scores by Statement

Personal Safety	Director	Front Line Coworker	Individual Contributor	Manager or Superintendent	Officer	Supervisor
People focus on one task at a time and avoid distractions	3.48	4.05	3.69	3.70	4.11	3.85
People have the skills they need to resolve workplace safety issues	4.22	4.26	4.23	4.32	4.39	4.31
People have the ability to respond to and correct problems and errors before they get out of control	4.30	4.29	4.24	4.30	4.44	4.33
Leaders use mistakes and incidents as learning opportunities	4.36	4.23	4.31	4.41	4.45	4.40
We have the right tools for the job	4.22	4.21	4.14	4.27	4.49	4.29
Leaders keep people prepared to intervene when an emergency occurs	4.38	4.28	4.24	4.39	4.56	4.37
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.46	4.30	4.34	4.53	4.57	4.47
Pausing work for hazards and safety concerns is viewed positively	4.54	4.38	4.46	4.56	4.57	4.54
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.46	4.39	4.32	4.50	4.59	4.47
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.65	4.39	4.52	4.64	4.62	4.58
I take responsibility for the safety of myself and others in my work area	4.80	4.65	4.67	4.79	4.76	4.75

Average Response Scores by Statement

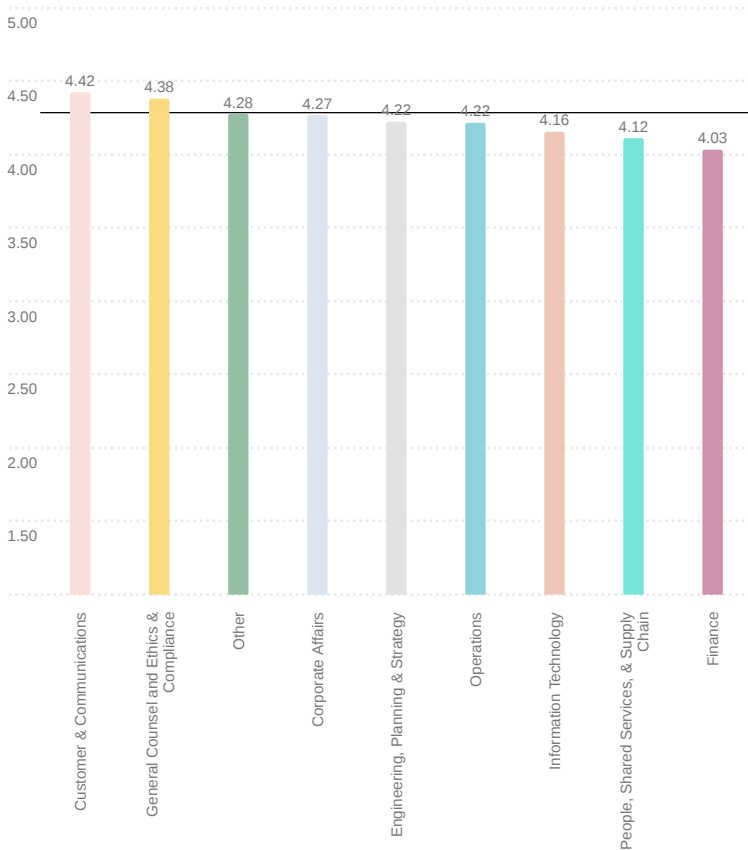
Overall Culture	Director	Front Line Coworker	Individual Contributor	Manager or Superintendent	Officer	Supervisor
People report mistakes they make, even if others do not notice them	3.94	3.97	3.88	3.97	4.14	3.96
People listen to one another: it is rare that someone's views go unheard	4.11	4.01	4.07	4.13	4.26	4.11
The company cares about my opinions	4.20	3.78	3.88	4.17	4.40	4.02
I believe managers apply the same rules for all workers	4.17	3.98	4.04	4.28	4.34	4.20
My supervisor makes sure all employee concerns are heard before job decisions are made	4.38	4.27	4.29	4.31	4.47	4.32
Managers treat workers with respect	4.42	4.19	4.27	4.44	4.53	4.35
Information about important events and lessons learned is shared within my workgroup	4.46	4.33	4.35	4.45	4.53	4.43
Leaders encourage people to ask questions	4.51	4.27	4.37	4.45	4.54	4.45
People in my workgroup treat each other with respect	4.50	4.33	4.44	4.51	4.55	4.43
My supervisor would use whatever power they have to help me out	4.54	4.35	4.45	4.52	4.67	4.50

3. Comparison by Functional Area (Level 1)

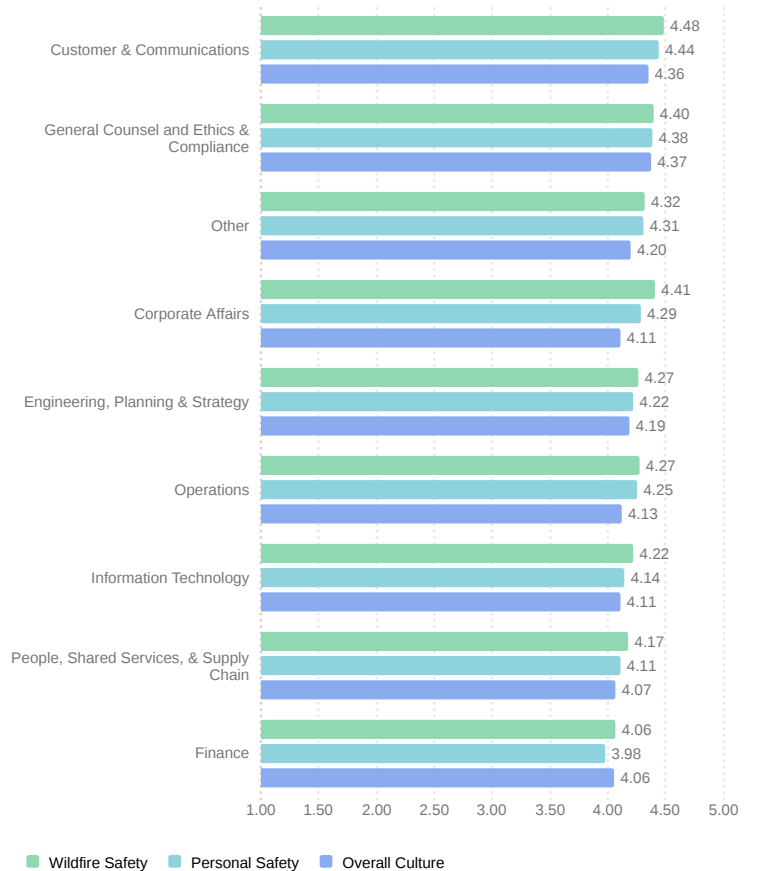
Number of Responses

FA Level 1 - PG&E	↓ Count
Operations	3,971
Other	1,258
Engineering, Planning & Strategy	853
People, Shared Services, & Supply Chain	380
Information Technology	126
Customer & Communications	112
Finance	55
General Counsel and Ethics & Compliance	42
Corporate Affairs	20

Overall Average Response Score



Average Response Scores by Statement Category



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

Average Response Scores by Statement

Wildfire Safety	Corporate Affairs	Customer & Communications	Engineering, Planning & Strategy	Finance
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.85	4.01	3.55	3.33
I feel comfortable discussing wildfire hazards with my supervisor	4.55	4.56	4.55	4.32
Leaders actively seek out signs of potential wildfire hazards	4.35	4.43	4.15	3.94
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.50	4.56	4.42	4.15
Our management acts quickly to address wildfire hazards	4.55	4.55	4.27	4.11
People in my workgroup report all wildfire hazards, no matter how minor	4.50	4.55	4.21	3.92
People look for wildfire hazards and risks as work progresses	4.30	4.43	4.26	3.89
Protecting the community from wildfire hazards is clearly a high priority with management	4.50	4.66	4.57	4.54
Wildfire and personal safety concerns are communicated openly	4.60	4.58	4.41	4.35

Average Response Scores by Statement

Personal Safety	Corporate Affairs	Customer & Communications	Engineering, Planning & Strategy	Finance
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.45	4.41	4.30	3.96
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.50	4.48	4.24	4.15
I take responsibility for the safety of myself and others in my work area	4.65	4.65	4.64	4.45
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.45	4.54	4.52	4.39
Leaders keep people prepared to intervene when an emergency occurs	4.30	4.48	4.20	4.06
Leaders use mistakes and incidents as learning opportunities	3.80	4.45	4.25	4.05
Pausing work for hazards and safety concerns is viewed positively	4.30	4.58	4.43	4.20
People focus on one task at a time and avoid distractions	3.75	4.04	3.52	3.13
People have the ability to respond to and correct problems and errors before they get out of control	4.30	4.42	4.14	3.83
People have the skills they need to resolve workplace safety issues	4.30	4.43	4.17	3.73
We have the right tools for the job	4.35	4.34	4.05	3.84

Average Response Scores by Statement

Overall Culture	Corporate Affairs	Customer & Communications	Engineering, Planning & Strategy	Finance
I believe managers apply the same rules for all workers	3.85	4.21	4.00	3.89
Information about important events and lessons learned is shared within my workgroup	4.45	4.52	4.30	4.09
Leaders encourage people to ask questions	4.25	4.50	4.30	4.27
Managers treat workers with respect	4.10	4.40	4.27	4.22
My supervisor makes sure all employee concerns are heard before job decisions are made	4.15	4.46	4.30	4.13
My supervisor would use whatever power they have to help me out	4.45	4.53	4.46	4.16
People in my workgroup treat each other with respect	4.55	4.51	4.50	4.39
People listen to one another: it is rare that someone's views go unheard	3.65	4.13	4.04	3.98
People report mistakes they make, even if others do not notice them	3.80	4.12	3.87	3.71
The company cares about my opinions	3.85	4.18	3.82	3.75

Comparisons by Functional Area (Level 1) and response category continued on the next page.

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	General Counsel and Ethics & Compliance	Information Technology	Operations	Other	People, Shared Services, & Supply Chain
Wildfire and personal safety concerns are communicated openly	4.54	4.35	4.38	4.43	4.38
Protecting the community from wildfire hazards is clearly a high priority with management	4.69	4.59	4.50	4.56	4.52
People look for wildfire hazards and risks as work progresses	4.40	4.07	4.25	4.27	4.06
People in my workgroup report all wildfire hazards, no matter how minor	4.29	4.15	4.31	4.37	4.14
Our management acts quickly to address wildfire hazards	4.36	4.34	4.28	4.34	4.20
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.56	4.23	4.43	4.46	4.34
Leaders actively seek out signs of potential wildfire hazards	4.31	4.20	4.18	4.22	4.04
I feel comfortable discussing wildfire hazards with my supervisor	4.60	4.49	4.53	4.49	4.48
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.86	3.58	3.61	3.71	3.39

Average Response Scores by Statement

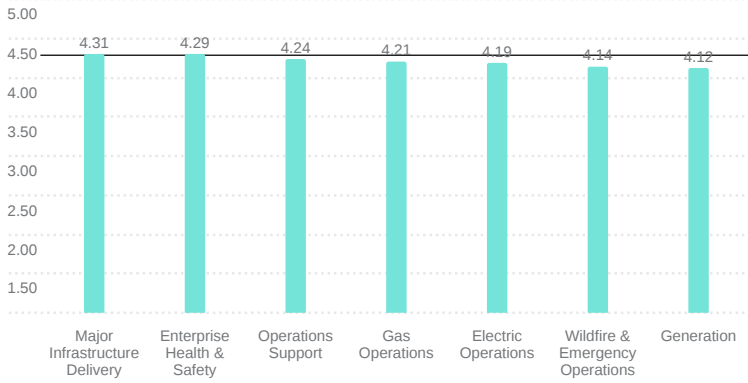
Personal Safety	General Counsel and Ethics & Compliance	Information Technology	Operations	Other	People, Shared Services, & Supply Chain
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.43	4.20	4.28	4.30	4.15
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.44	4.25	4.36	4.40	4.21
I take responsibility for the safety of myself and others in my work area	4.71	4.56	4.69	4.65	4.62
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.64	4.39	4.49	4.45	4.51
Leaders keep people prepared to intervene when an emergency occurs	4.38	4.15	4.18	4.28	4.03
Leaders use mistakes and incidents as learning opportunities	4.57	4.11	4.19	4.25	4.11
Pausing work for hazards and safety concerns is viewed positively	4.55	4.38	4.41	4.42	4.39
People focus on one task at a time and avoid distractions	3.71	3.39	3.69	3.93	3.30
People have the ability to respond to and correct problems and errors before they get out of control	4.29	4.11	4.18	4.26	4.03
People have the skills they need to resolve workplace safety issues	4.31	4.11	4.19	4.23	3.99
We have the right tools for the job	4.17	3.93	4.08	4.21	3.87

Average Response Scores by Statement

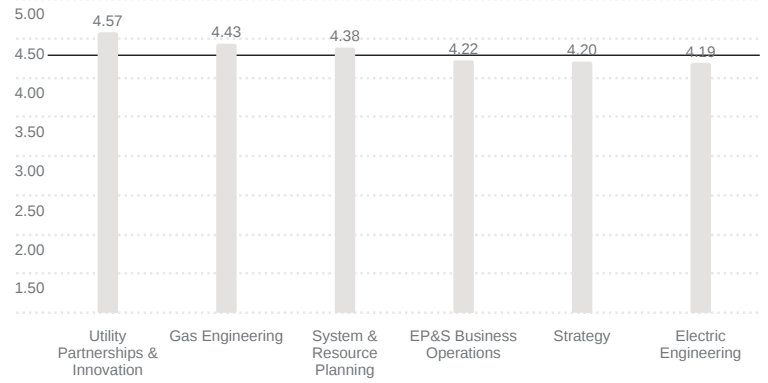
Overall Culture	General Counsel and Ethics & Compliance	Information Technology	Operations	Other	People, Shared Services, & Supply Chain
I believe managers apply the same rules for all workers	4.26	4.01	3.96	4.05	3.88
Information about important events and lessons learned is shared within my workgroup	4.43	4.21	4.29	4.37	4.23
Leaders encourage people to ask questions	4.60	4.21	4.27	4.32	4.23
Managers treat workers with respect	4.48	4.22	4.20	4.28	4.18
My supervisor makes sure all employee concerns are heard before job decisions are made	4.38	4.22	4.24	4.34	4.20
My supervisor would use whatever power they have to help me out	4.52	4.38	4.40	4.44	4.35
People in my workgroup treat each other with respect	4.66	4.30	4.33	4.39	4.42
People listen to one another: it is rare that someone's views go unheard	4.19	4.00	3.97	4.05	3.86
People report mistakes they make, even if others do not notice them	4.07	3.82	3.85	3.94	3.74
The company cares about my opinions	4.14	3.77	3.75	3.84	3.63

4. Comparison by Functional Area (Level 2)

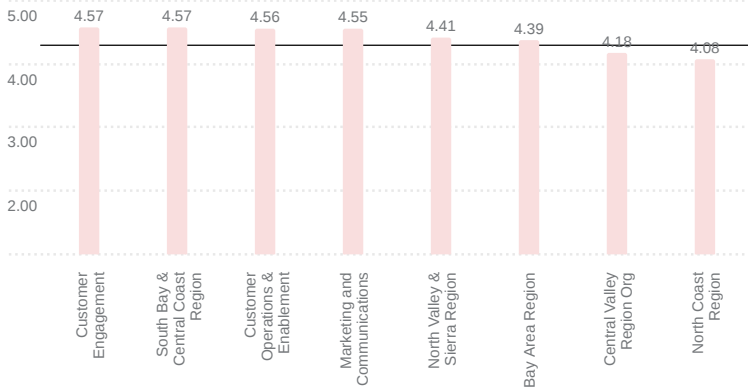
Overall Average Response Score - Operations



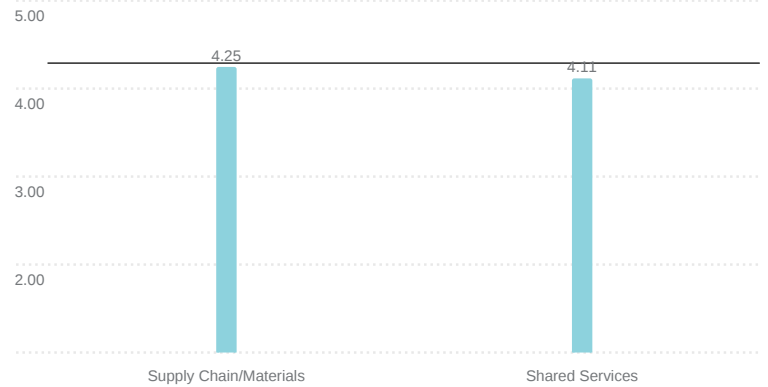
Overall Average Response Score - Engineering, Planning & Strategy



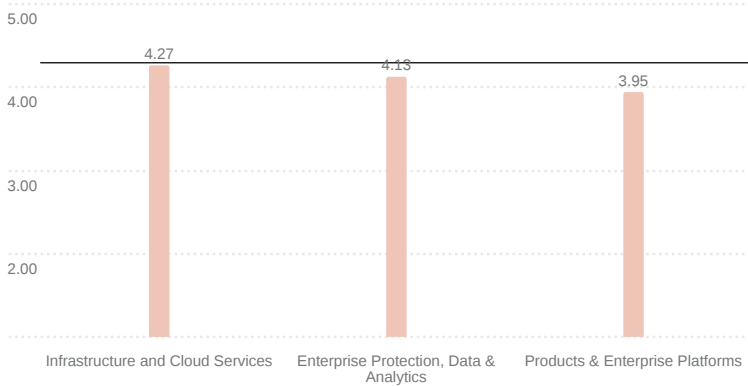
Overall Average Response Score - Customer & Communications



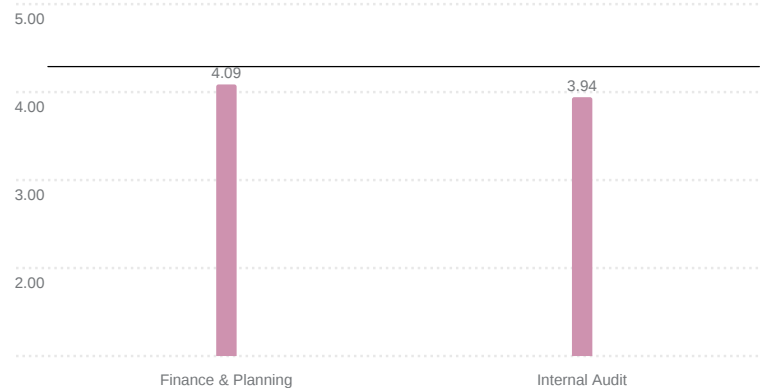
Overall Average Response Score - People, Shared Services, & Supply Chain



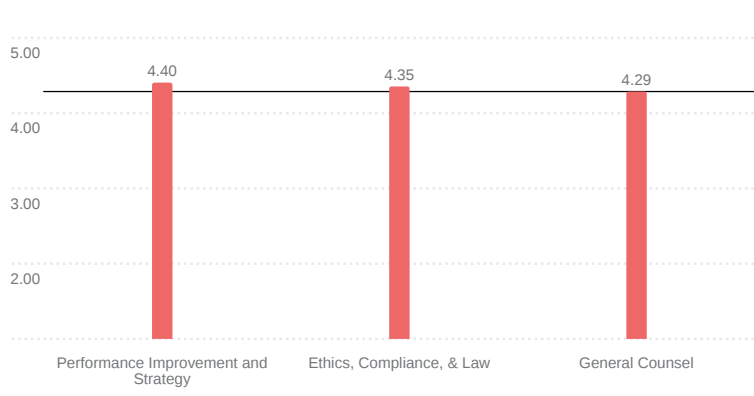
Overall Average Response Score - Information Technology



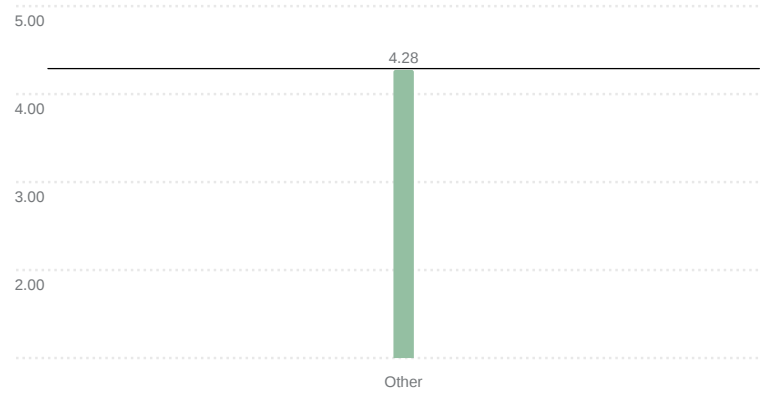
Overall Average Response Score - Finance



Overall Average Response Score - General Counsel and Ethics & Compliance



Overall Average Response Score - Other

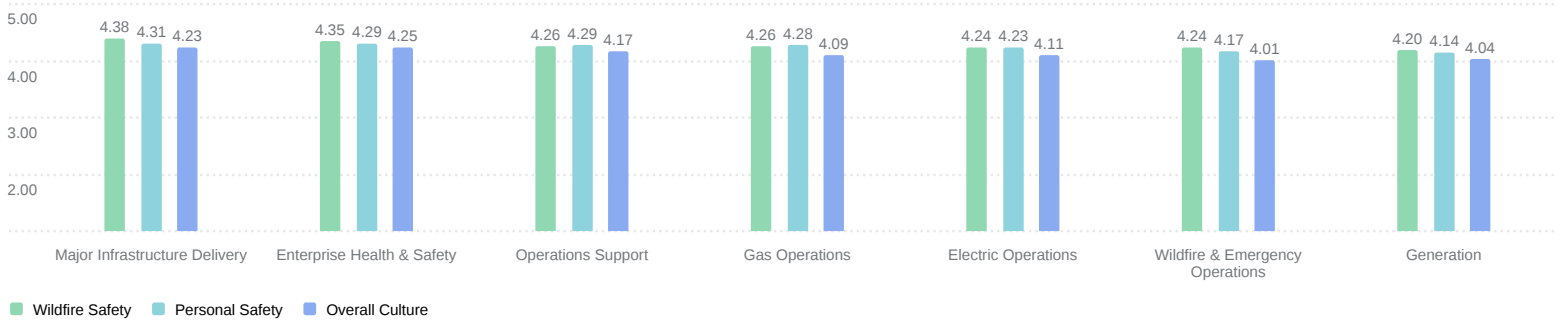


Number of Responses

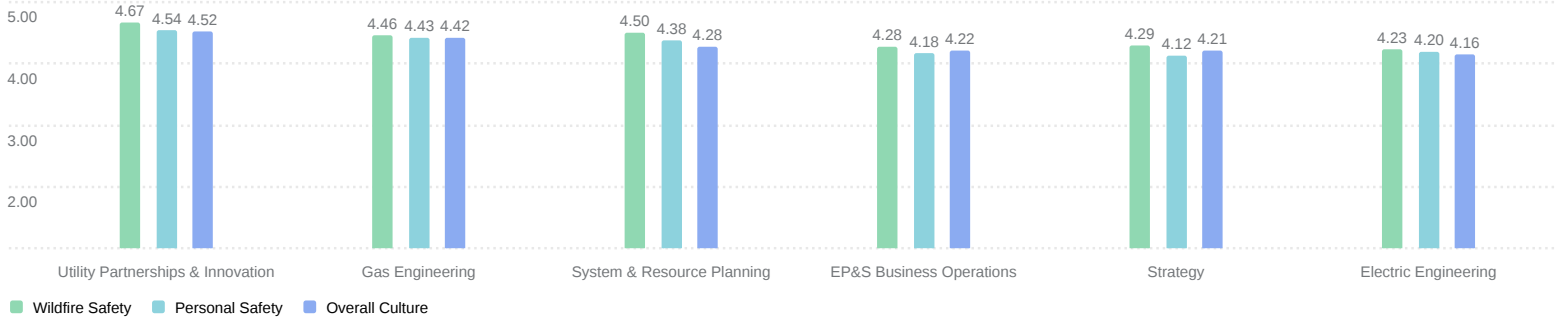
FA Level 2 - PG&E	↓ Count
Electric Operations	2,304
Electric Engineering	645
Major Infrastructure Delivery	638
Shared Services	340
Wildfire & Emergency Operations	324
Other	312
Gas Operations	260
Operations Support	135
Enterprise Health & Safety	94
Generation	75
Enterprise Protection, Data & Analytics	41
Infrastructure and Cloud Services	32
Gas Engineering	32
Products & Enterprise Platforms	29
Strategy	28
System & Resource Planning	26
Customer Engagement	24
North Valley & Sierra Region	23
EP&S Business Operations	22
Bay Area Region	18
Finance & Planning	17
Ethics, Compliance, & Law	16
Internal Audit	15
Central Valley Region Org	13
Utility Partnerships & Innovation	11
General Counsel	9
Supply Chain/Materials	8
Performance Improvement and Strategy	8
South Bay & Central Coast Region	7
Customer Operations & Enablement	6
North Coast Region	5
Marketing and Communications	5
Residential Services & Digital Channels	4
Regulatory Relations	4
Corporate Affairs Compliance, Risk and O	4

Controller	4
HR Service Delivery & Inclusion	3
Community Relations	3
Federal Affairs	2
Enterprise Change Office	2
Total Rewards, Comp and Benefits	1
State Government Relations	1
Regionalization Program Management Ofc.	1
IT Office of the CIO	1
HR & Strategy Solutions	1

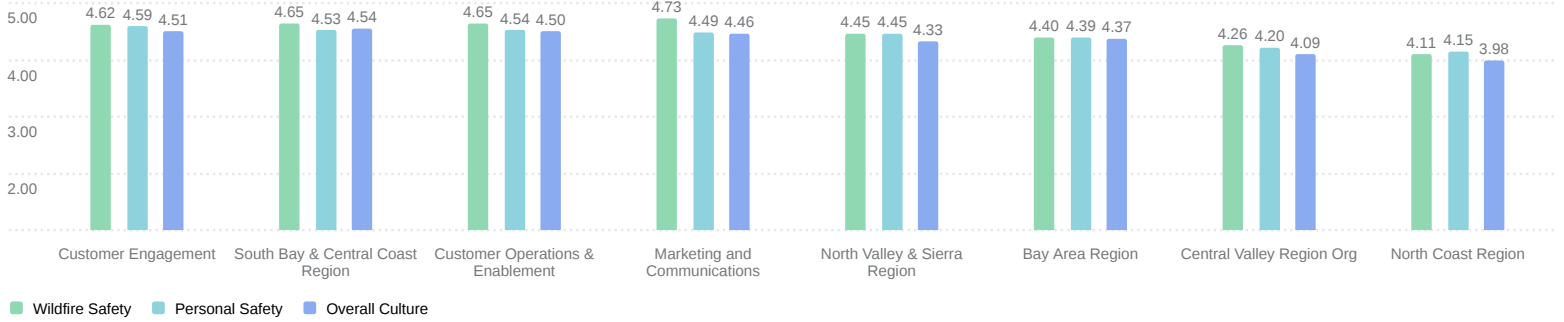
Average Response Scores by Statement Category - Operations



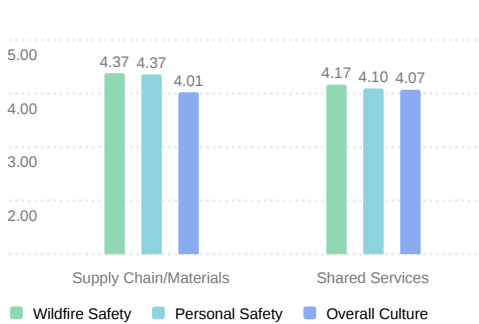
Average Response Scores by Statement Category - Engineering, Planning & Strategy



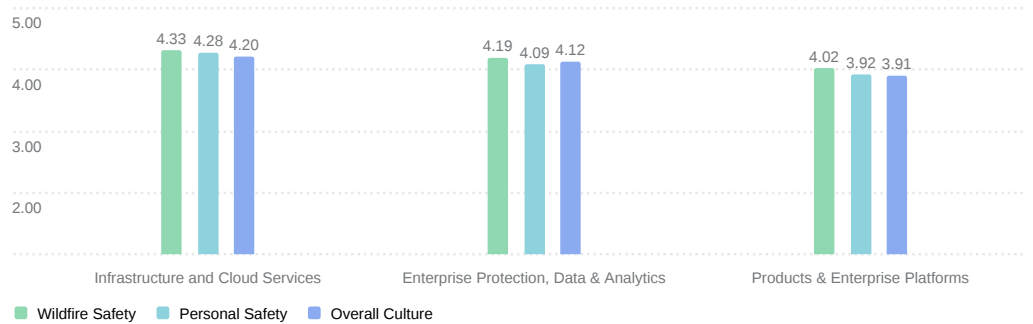
Average Response Scores by Statement Category - Customer & Communications



Average Response Scores by Statement Category - People, Shared Services, & Supply Chain

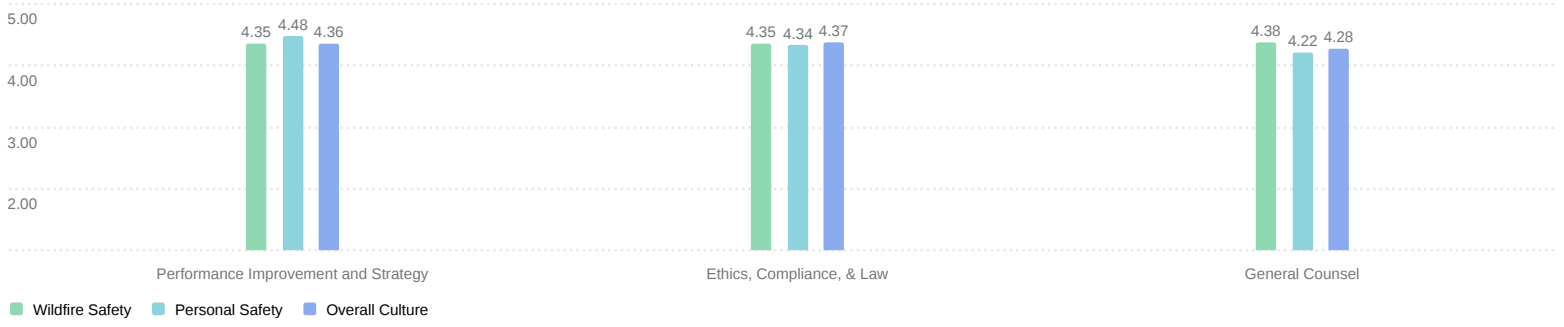


Average Response Scores by Statement Category - Information Technology

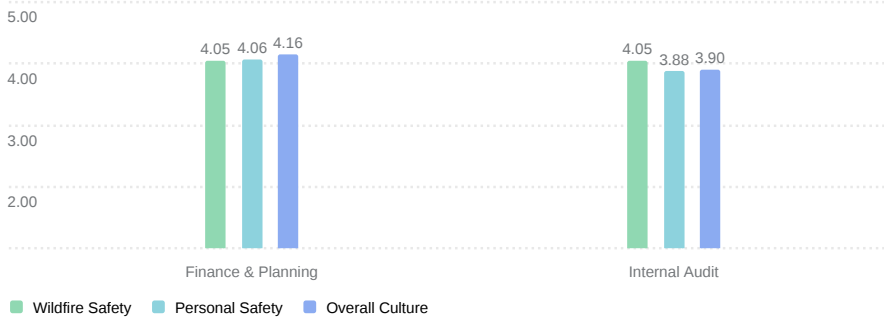


Comparisons by Functional Area (Level 2) continued on the next page.

Average Response Scores by Statement Category - General Counsel and Ethics & Compliance



Average Response Scores by Statement Category - Finance



Average Response Scores by Statement Category - Other



Functional Area - Operations

Average Response Scores by Statement

Wildfire Safety	Electric Operations	Enterprise Health & Safety	Gas Operations	Generation	Major Infrastructure Delivery	Operations Support	Wildfire & Emergency Operations
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.56	3.65	3.58	3.49	3.77	3.49	3.72
I feel comfortable discussing wildfire hazards with my supervisor	4.52	4.57	4.46	4.39	4.60	4.50	4.54
Leaders actively seek out signs of potential wildfire hazards	4.14	4.21	4.22	4.07	4.30	4.24	4.14
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.42	4.60	4.43	4.36	4.50	4.36	4.36
Our management acts quickly to address wildfire hazards	4.24	4.43	4.32	4.32	4.36	4.36	4.22
People in my workgroup report all wildfire hazards, no matter how minor	4.29	4.30	4.28	4.14	4.43	4.23	4.24
People look for wildfire hazards and risks as work progresses	4.23	4.18	4.25	4.18	4.41	4.19	4.14
Protecting the community from wildfire hazards is clearly a high priority with management	4.46	4.69	4.51	4.51	4.59	4.59	4.46
Wildfire and personal safety concerns are communicated openly	4.34	4.51	4.33	4.32	4.51	4.39	4.37

Average Response Scores by Statement

Personal Safety	Electric Operations	Enterprise Health & Safety	Gas Operations	Generation	Major Infrastructure Delivery	Operations Support	Wildfire & Emergency Operations
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.26	4.34	4.24	4.03	4.42	4.41	4.19
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.35	4.46	4.38	4.34	4.41	4.34	4.22
I take responsibility for the safety of myself and others in my work area	4.68	4.80	4.63	4.67	4.73	4.76	4.62
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.47	4.66	4.48	4.47	4.61	4.47	4.41
Leaders keep people prepared to intervene when an emergency occurs	4.16	4.24	4.19	3.97	4.23	4.25	4.17
Leaders use mistakes and incidents as learning opportunities	4.15	4.30	4.17	4.00	4.30	4.29	4.18
Pausing work for hazards and safety concerns is viewed positively	4.39	4.34	4.37	4.32	4.53	4.47	4.32
People focus on one task at a time and avoid distractions	3.71	3.50	3.86	3.59	3.63	3.62	3.55
People have the ability to respond to and correct problems and errors before they get out of control	4.17	4.24	4.27	3.99	4.22	4.19	4.06
People have the skills they need to resolve workplace safety issues	4.17	4.19	4.25	4.15	4.24	4.23	4.11
We have the right tools for the job	4.06	4.16	4.20	4.08	4.10	4.13	4.01

Average Response Scores by Statement

Overall Culture	Electric Operations	Enterprise Health & Safety	Gas Operations	Generation	Major Infrastructure Delivery	Operations Support	Wildfire & Emergency Operations
I believe managers apply the same rules for all workers	3.94	3.93	3.86	3.88	4.12	3.99	3.75
Information about important events and lessons learned is shared within my workgroup	4.28	4.48	4.29	4.11	4.32	4.40	4.19
Leaders encourage people to ask questions	4.26	4.48	4.20	4.16	4.33	4.28	4.23
Managers treat workers with respect	4.16	4.23	4.17	4.14	4.31	4.28	4.13
My supervisor makes sure all employee concerns are heard before job decisions are made	4.25	4.39	4.27	4.27	4.26	4.19	4.09
My supervisor would use whatever power they have to help me out	4.39	4.56	4.43	4.39	4.51	4.31	4.25
People in my workgroup treat each other with respect	4.30	4.55	4.27	4.08	4.48	4.37	4.27
People listen to one another: it is rare that someone's views go unheard	3.96	4.10	3.91	3.96	4.04	3.98	3.81
People report mistakes they make, even if others do not notice them	3.84	3.78	3.78	3.80	3.98	3.87	3.70
The company cares about my opinions	3.69	3.98	3.73	3.59	3.94	3.99	3.66

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)

Functional Area - Engineering, Planning & Strategy

Average Response Scores by Statement

Wildfire Safety	Electric Engineering	EP&S Business Operations	Gas Engineering	Strategy	System & Resource Planning	Utility Partnerships & Innovation
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.52	3.68	3.72	3.79	3.81	4.36
I feel comfortable discussing wildfire hazards with my supervisor	4.51	4.50	4.69	4.61	4.77	4.64
Leaders actively seek out signs of potential wildfire hazards	4.11	4.29	4.47	4.07	4.42	4.73
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.38	4.41	4.72	4.36	4.54	4.82
Our management acts quickly to address wildfire hazards	4.24	4.14	4.58	4.25	4.46	4.82
People in my workgroup report all wildfire hazards, no matter how minor	4.19	4.00	4.25	4.32	4.54	4.55
People look for wildfire hazards and risks as work progresses	4.23	4.27	4.39	4.26	4.46	4.45
Protecting the community from wildfire hazards is clearly a high priority with management	4.54	4.64	4.69	4.57	4.81	4.82
Wildfire and personal safety concerns are communicated openly	4.38	4.64	4.63	4.39	4.69	4.82

Average Response Scores by Statement

Personal Safety	Electric Engineering	EP&S Business Operations	Gas Engineering	Strategy	System & Resource Planning	Utility Partnerships & Innovation
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.29	4.19	4.41	4.18	4.50	4.73
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.21	4.09	4.28	4.25	4.58	4.45
I take responsibility for the safety of myself and others in my work area	4.61	4.68	4.84	4.57	4.69	4.82
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.49	4.36	4.63	4.50	4.69	4.82
Leaders keep people prepared to intervene when an emergency occurs	4.16	4.14	4.47	4.25	4.46	4.27
Leaders use mistakes and incidents as learning opportunities	4.23	4.18	4.47	4.19	4.50	4.55
Pausing work for hazards and safety concerns is viewed positively	4.42	4.45	4.53	4.30	4.46	4.64
People focus on one task at a time and avoid distractions	3.49	3.50	3.97	3.25	3.62	4.30
People have the ability to respond to and correct problems and errors before they get out of control	4.12	4.05	4.47	3.86	4.19	4.36
People have the skills they need to resolve workplace safety issues	4.15	4.23	4.31	4.14	4.38	4.45
We have the right tools for the job	4.02	4.09	4.34	3.86	4.08	4.55

Average Response Scores by Statement

Overall Culture	Electric Engineering	EP&S Business Operations	Gas Engineering	Strategy	System & Resource Planning	Utility Partnerships & Innovation
I believe managers apply the same rules for all workers	3.94	4.09	4.38	4.07	4.00	4.36
Information about important events and lessons learned is shared within my workgroup	4.27	4.27	4.53	4.21	4.46	4.73
Leaders encourage people to ask questions	4.26	4.36	4.59	4.21	4.50	4.64
Managers treat workers with respect	4.23	4.45	4.53	4.43	4.35	4.73
My supervisor makes sure all employee concerns are heard before job decisions are made	4.26	4.36	4.59	4.29	4.50	4.64
My supervisor would use whatever power they have to help me out	4.44	4.36	4.75	4.39	4.54	4.82
People in my workgroup treat each other with respect	4.49	4.55	4.53	4.61	4.54	4.73
People listen to one another: it is rare that someone's views go unheard	4.04	4.18	4.03	4.07	3.96	4.00
People report mistakes they make, even if others do not notice them	3.83	4.00	4.28	3.93	4.08	4.27
The company cares about my opinions	3.80	3.59	3.97	3.86	3.88	4.27

Comparisons by Functional Area (Level 2) and response category continued on the next page.

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)

Functional Area - Customer & Communications

Average Response Scores by Statement

Wildfire Safety	Bay Area Region	Central Valley Region Org	Customer Engagement	Customer Operations & Enablement	Marketing and Communications	North Coast Region	North Valley & Sierra Region	South Bay & Central Coast Region
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.89	3.85	4.08	4.50	4.20	3.60	3.96	4.14
I feel comfortable discussing wildfire hazards with my supervisor	4.53	4.38	4.67	4.83	4.60	4.20	4.48	4.86
Leaders actively seek out signs of potential wildfire hazards	4.22	4.23	4.71	4.50	4.80	4.00	4.26	4.57
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.44	4.46	4.75	4.67	4.60	4.40	4.52	4.71
Our management acts quickly to address wildfire hazards	4.53	4.31	4.71	4.83	5.00	4.00	4.55	4.57
People in my workgroup report all wildfire hazards, no matter how minor	4.53	4.54	4.67	4.67	4.60	4.40	4.48	4.57
People look for wildfire hazards and risks as work progresses	4.50	4.08	4.65	4.17	4.80	3.80	4.52	4.71
Protecting the community from wildfire hazards is clearly a high priority with management	4.50	4.31	4.63	5.00	5.00	4.40	4.74	5.00
Wildfire and personal safety concerns are communicated openly	4.50	4.15	4.75	4.67	5.00	4.20	4.57	4.71

Average Response Scores by Statement

Personal Safety	Bay Area Region	Central Valley Region Org	Customer Engagement	Customer Operations & Enablement	Marketing and Communications	North Coast Region	North Valley & Sierra Region	South Bay & Central Coast Region
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.31	4.23	4.50	4.17	4.80	4.40	4.26	4.57
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	4.67	4.00	4.40	4.40	4.61	4.57
I take responsibility for the safety of myself and others in my work area	4.53	4.62	4.54	5.00	4.80	4.40	4.70	4.86
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.59	4.23	4.58	4.80	4.80	4.40	4.65	4.71
Leaders keep people prepared to intervene when an emergency occurs	4.35	4.23	4.75	4.67	4.40	4.20	4.48	4.43
Leaders use mistakes and incidents as learning opportunities	4.29	4.00	4.58	4.83	4.80	4.20	4.52	4.57
Pausing work for hazards and safety concerns is viewed positively	4.50	4.15	4.71	4.83	5.00	4.40	4.55	4.57
People focus on one task at a time and avoid distractions	4.11	3.85	4.33	4.50	3.40	3.40	4.00	4.00
People have the ability to respond to and correct problems and errors before they get out of control	4.44	4.23	4.67	4.33	4.40	4.00	4.43	4.43
People have the skills they need to resolve workplace safety issues	4.39	4.38	4.63	4.33	4.20	4.00	4.43	4.57
We have the right tools for the job	4.29	4.00	4.54	4.50	4.40	3.80	4.35	4.57

Comparisons by Functional Area (Level 2) and response category continued on the next page.

Average Response Scores by Statement

Overall Culture	Bay Area Region	Central Valley Region Org	Customer Engagement	Customer Operations & Enablement	Marketing and Communications	North Coast Region	North Valley & Sierra Region	South Bay & Central Coast Region
I believe managers apply the same rules for all workers	4.39	3.92	4.54	4.17	4.00	4.00	4.04	4.71
Information about important events and lessons learned is shared within my workgroup	4.39	4.38	4.75	4.67	4.60	3.80	4.52	4.71
Leaders encourage people to ask questions	4.56	4.00	4.58	5.00	4.60	4.20	4.48	4.86
Managers treat workers with respect	4.47	3.85	4.75	4.50	4.60	4.20	4.30	4.43
My supervisor makes sure all employee concerns are heard before job decisions are made	4.56	4.23	4.67	4.83	4.40	4.00	4.39	4.43
My supervisor would use whatever power they have to help me out	4.50	4.54	4.33	5.00	4.60	4.00	4.65	4.71
People in my workgroup treat each other with respect	4.33	4.31	4.75	4.67	4.80	4.20	4.48	4.86
People listen to one another: it is rare that someone's views go unheard	4.06	3.77	4.25	3.83	4.60	3.80	4.17	4.57
People report mistakes they make, even if others do not notice them	4.18	4.08	4.25	3.83	4.00	3.60	4.22	3.86
The company cares about my opinions	4.28	3.85	4.25	4.50	4.40	4.00	4.04	4.29

Comparisons by Functional Area (Level 2) and response category continued on the next page.

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)

Functional Area - People, Shared Services, & Supply Chain

Average Response Scores by Statement

Wildfire Safety	Shared Services	Supply Chain/Materials
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.36	3.57
I feel comfortable discussing wildfire hazards with my supervisor	4.48	4.75
Leaders actively seek out signs of potential wildfire hazards	4.03	4.25
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.33	4.50
Our management acts quickly to address wildfire hazards	4.18	4.38
People in my workgroup report all wildfire hazards, no matter how minor	4.12	4.43
People look for wildfire hazards and risks as work progresses	4.06	4.25
Protecting the community from wildfire hazards is clearly a high priority with management	4.52	4.75
Wildfire and personal safety concerns are communicated openly	4.38	4.38

Average Response Scores by Statement

Personal Safety	Shared Services	Supply Chain/Materials
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.13	4.63
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.18	4.75
I take responsibility for the safety of myself and others in my work area	4.62	4.88
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.54	4.63
Leaders keep people prepared to intervene when an emergency occurs	4.02	4.00
Leaders use mistakes and incidents as learning opportunities	4.09	4.57
Pausing work for hazards and safety concerns is viewed positively	4.40	4.50
People focus on one task at a time and avoid distractions	3.24	3.38
People have the ability to respond to and correct problems and errors before they get out of control	4.01	4.25
People have the skills they need to resolve workplace safety issues	3.99	4.13
We have the right tools for the job	3.84	4.38

Average Response Scores by Statement

Overall Culture	Shared Services	Supply Chain/Materials
I believe managers apply the same rules for all workers	3.89	3.75
Information about important events and lessons learned is shared within my workgroup	4.22	4.50
Leaders encourage people to ask questions	4.25	4.25
Managers treat workers with respect	4.19	4.00
My supervisor makes sure all employee concerns are heard before job decisions are made	4.19	4.13
My supervisor would use whatever power they have to help me out	4.37	4.00
People in my workgroup treat each other with respect	4.42	4.50
People listen to one another: it is rare that someone's views go unheard	3.87	3.63
People report mistakes they make, even if others do not notice them	3.72	3.67
The company cares about my opinions	3.62	3.63

Comparisons by Functional Area (Level 2) and response category continued on the next page.

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)

Functional Area - Information Technology

Average Response Scores by Statement

Wildfire Safety	Enterprise Protection, Data & Analytics	Infrastructure and Cloud Services	Products & Enterprise Platforms
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.85	3.56	3.04
I feel comfortable discussing wildfire hazards with my supervisor	4.30	4.69	4.45
Leaders actively seek out signs of potential wildfire hazards	4.18	4.28	3.96
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.30	4.25	3.89
Our management acts quickly to address wildfire hazards	4.20	4.56	4.14
People in my workgroup report all wildfire hazards, no matter how minor	4.21	4.13	4.00
People look for wildfire hazards and risks as work progresses	4.08	4.25	3.79
Protecting the community from wildfire hazards is clearly a high priority with management	4.40	4.69	4.62
Wildfire and personal safety concerns are communicated openly	4.23	4.53	4.28

Average Response Scores by Statement

Personal Safety	Enterprise Protection, Data & Analytics	Infrastructure and Cloud Services	Products & Enterprise Platforms
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.15	4.25	4.07
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.18	4.25	4.11
I take responsibility for the safety of myself and others in my work area	4.45	4.72	4.52
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.23	4.56	4.31
Leaders keep people prepared to intervene when an emergency occurs	4.08	4.19	3.93
Leaders use mistakes and incidents as learning opportunities	4.17	4.22	3.86
Pausing work for hazards and safety concerns is viewed positively	4.25	4.69	4.14
People focus on one task at a time and avoid distractions	3.50	3.63	2.79
People have the ability to respond to and correct problems and errors before they get out of control	4.03	4.22	3.97
People have the skills they need to resolve workplace safety issues	4.05	4.22	3.93
We have the right tools for the job	3.93	4.09	3.55

Comparisons by Functional Area (Level 2) and response category continued on the next page.

Average Response Scores by Statement

Overall Culture	Enterprise Protection, Data & Analytics	Infrastructure and Cloud Services	Products & Enterprise Platforms
I believe managers apply the same rules for all workers	4.00	4.16	3.79
Information about important events and lessons learned is shared within my workgroup	4.20	4.31	3.89
Leaders encourage people to ask questions	4.10	4.34	4.03
Managers treat workers with respect	4.24	4.31	4.04
My supervisor makes sure all employee concerns are heard before job decisions are made	4.24	4.39	3.93
My supervisor would use whatever power they have to help me out	4.34	4.56	4.14
People in my workgroup treat each other with respect	4.25	4.34	4.21
People listen to one another: it is rare that someone's views go unheard	4.10	4.03	3.72
People report mistakes they make, even if others do not notice them	3.98	3.72	3.76
The company cares about my opinions	3.78	3.88	3.54

Comparisons by Functional Area (Level 2) and response category continued on the next page.

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)

Functional Area - Finance

Average Response Scores by Statement

Wildfire Safety	Finance & Planning	Internal Audit
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.18	3.47
I feel comfortable discussing wildfire hazards with my supervisor	4.25	4.20
Leaders actively seek out signs of potential wildfire hazards	4.06	3.87
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.18	4.27
Our management acts quickly to address wildfire hazards	4.13	4.00
People in my workgroup report all wildfire hazards, no matter how minor	3.94	3.93
People look for wildfire hazards and risks as work progresses	4.00	3.87
Protecting the community from wildfire hazards is clearly a high priority with management	4.47	4.53
Wildfire and personal safety concerns are communicated openly	4.24	4.33

Average Response Scores by Statement

Personal Safety	Finance & Planning	Internal Audit
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	3.94	3.93
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.06	4.20
I take responsibility for the safety of myself and others in my work area	4.29	4.67
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.47	4.47
Leaders keep people prepared to intervene when an emergency occurs	4.19	3.87
Leaders use mistakes and incidents as learning opportunities	4.18	3.80
Pausing work for hazards and safety concerns is viewed positively	4.41	4.13
People focus on one task at a time and avoid distractions	3.59	2.40
People have the ability to respond to and correct problems and errors before they get out of control	3.94	3.73
People have the skills they need to resolve workplace safety issues	3.71	3.53
We have the right tools for the job	3.88	4.00

Average Response Scores by Statement

Overall Culture	Finance & Planning	Internal Audit
I believe managers apply the same rules for all workers	4.18	3.73
Information about important events and lessons learned is shared within my workgroup	4.12	3.87
Leaders encourage people to ask questions	4.35	4.33
Managers treat workers with respect	4.24	4.13
My supervisor makes sure all employee concerns are heard before job decisions are made	4.29	4.13
My supervisor would use whatever power they have to help me out	4.35	3.93
People in my workgroup treat each other with respect	4.41	4.33
People listen to one another: it is rare that someone's views go unheard	4.18	3.67
People report mistakes they make, even if others do not notice them	3.53	3.60
The company cares about my opinions	3.94	3.27

Comparisons by Functional Area (Level 2) and response category continued on the next page.

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)

Functional Area - General Counsel & Ethics and Compliance and "Other"

Average Response Scores by Statement

Wildfire Safety	Ethics, Compliance, & Law	General Counsel	Other	Performance Improvement and Strategy
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.88	3.56	3.68	3.75
I feel comfortable discussing wildfire hazards with my supervisor	4.63	4.78	4.56	4.25
Leaders actively seek out signs of potential wildfire hazards	4.19	4.33	4.26	4.38
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.50	4.63	4.48	4.63
Our management acts quickly to address wildfire hazards	4.38	4.22	4.36	4.25
People in my workgroup report all wildfire hazards, no matter how minor	4.00	4.38	4.32	4.50
People look for wildfire hazards and risks as work progresses	4.31	4.44	4.25	4.25
Protecting the community from wildfire hazards is clearly a high priority with management	4.75	4.56	4.60	4.75
Wildfire and personal safety concerns are communicated openly	4.50	4.56	4.45	4.43

Average Response Scores by Statement

Personal Safety	Ethics, Compliance, & Law	General Counsel	Other	Performance Improvement and Strategy
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.50	4.22	4.32	4.63
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.31	4.38	4.45	4.50
I take responsibility for the safety of myself and others in my work area	4.81	4.56	4.68	4.63
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.63	4.67	4.51	4.50
Leaders keep people prepared to intervene when an emergency occurs	4.25	4.44	4.29	4.50
Leaders use mistakes and incidents as learning opportunities	4.50	4.56	4.28	4.63
Pausing work for hazards and safety concerns is viewed positively	4.38	4.67	4.43	4.63
People focus on one task at a time and avoid distractions	3.69	3.00	3.75	4.25
People have the ability to respond to and correct problems and errors before they get out of control	4.38	3.89	4.27	4.25
People have the skills they need to resolve workplace safety issues	4.31	4.00	4.22	4.25
We have the right tools for the job	4.00	3.89	4.11	4.50

Average Response Scores by Statement

Overall Culture	Ethics, Compliance, & Law	General Counsel	Other	Performance Improvement and Strategy
I believe managers apply the same rules for all workers	4.25	4.22	4.08	4.38
Information about important events and lessons learned is shared within my workgroup	4.44	4.44	4.40	4.25
Leaders encourage people to ask questions	4.50	4.78	4.32	4.50
Managers treat workers with respect	4.50	4.56	4.28	4.38
My supervisor makes sure all employee concerns are heard before job decisions are made	4.44	4.44	4.32	4.00
My supervisor would use whatever power they have to help me out	4.63	4.33	4.40	4.38
People in my workgroup treat each other with respect	4.69	4.67	4.44	4.63
People listen to one another: it is rare that someone's views go unheard	4.13	3.89	4.07	4.38
People report mistakes they make, even if others do not notice them	4.00	3.67	3.93	4.38
The company cares about my opinions	4.13	3.78	3.93	4.38

Comparisons by Functional Area (Level 2) and response category continued on the next page.

5. Comparison by Functional Area (Level 3)

FA Level 3 - PG&E	Count ▼	Overall	Wildfire Safety	Personal Safety	Overall Culture
Electric Distribution Operations	1,372	4.18	4.23	4.23	4.08
Transmission and Substation Operations	374	4.22	4.24	4.27	4.15
Other	302	4.14	4.17	4.18	4.06
Central Design & Estimating	264	4.21	4.26	4.25	4.14
Electric Asset Management	225	4.20	4.25	4.18	4.17
System Inspections	178	4.22	4.28	4.24	4.13
Environmental Management & Programs	167	4.04	4.11	4.00	4.02
Projects & Construction	165	4.19	4.23	4.21	4.13
Enterprise Vegetation Mgmt.	163	4.33	4.43	4.33	4.23
MID Quality Management	144	4.40	4.47	4.39	4.34
Gas T&D Construction	134	4.26	4.33	4.33	4.13
Electric System Operations	126	4.17	4.23	4.18	4.09
Wildfire Risk Management	117	4.21	4.33	4.24	4.08
Electric Safety & Quality Management	98	4.35	4.44	4.34	4.29
Land Management 1	94	4.12	4.14	4.14	4.08
Emergency Preparedness & Response	88	4.10	4.20	4.12	3.99
Operations Support	68	4.34	4.37	4.38	4.26
Power Generation	64	4.24	4.29	4.25	4.20
Gas Distribution Operations	63	4.19	4.22	4.25	4.10
Emergency Field Operations	57	3.97	4.05	4.05	3.82
Underground Program	55	4.36	4.41	4.34	4.34
Gas Operations	47	4.19	4.22	4.25	4.10
Vegetation Portfolio Management	36	4.28	4.36	4.25	4.26
Shared Services	34	4.15	4.20	4.17	4.09
Technology Development	33	4.31	4.40	4.25	4.30
Major Infrastructure Delivery	31	4.18	4.27	4.23	4.03
Enterprise Health & Safety	29	4.36	4.40	4.39	4.30
Gas Distribution	27	4.41	4.43	4.42	4.39
T&S Engineering & Test	25	4.06	4.01	4.04	4.11
Strategy	25	4.19	4.29	4.10	4.20
Data, Analytics, and Insights	25	4.24	4.29	4.19	4.25
Regulatory Compliance	24	4.09	4.18	4.00	4.12
Business Ops & Process Improvement	24	4.20	4.07	4.23	4.29
Execution - Operations	21	4.43	4.49	4.43	4.38
North Valley & Sierra Region	19	4.46	4.51	4.50	4.36
Public Safety Power Shutoff Management	18	4.26	4.41	4.18	4.22
Electric Work & Resource Planning	18	4.11	4.19	4.12	4.04
PG&E Academy	17	4.18	4.24	4.18	4.14
Enhanced Powerline Safety Settings	17	4.38	4.51	4.36	4.30
Telecom and Network	15	4.28	4.33	4.31	4.19
Customer Outreach	14	4.70	4.73	4.72	4.66
Field Operations	13	4.23	4.33	4.22	4.15
Electric Ops, GIS and Wildfire Safety Pr	13	3.98	4.09	3.98	3.88
Corporate Real Estate Strategy & Service	13	4.26	4.34	4.31	4.14
East Bay/Diablo/Mission Divisions	10	4.52	4.54	4.52	4.52
System Planning	9	4.52	4.49	4.49	4.57

Shared Services Business Operations	9	4.07	4.19	4.07	3.98
Operational Safety	9	3.95	3.96	3.88	4.02
North Coast Region Safety	9	4.46	4.60	4.49	4.30
Aviation Services	9	4.43	4.51	4.45	4.34
Risk Management	8	3.99	4.14	3.91	3.95
Execution Support	8	4.14	4.36	4.28	3.79
Transportation Services	7	4.65	4.70	4.62	4.64
System & Resource Planning	7	4.36	4.43	4.31	4.36
Law Utility Strategy & Operations	7	4.27	4.38	4.17	4.27
Enterprise Public Works	7	3.88	4.00	4.04	3.60
Central Coast Region Safety	7	4.54	4.59	4.45	4.59
Asset & Work Management	7	3.90	3.93	3.79	3.99
Sierra Region Safety	6	4.55	4.59	4.61	4.45
San Francisco and Peninsula Divisions	6	4.20	4.21	4.20	4.19
Performance Improvement and Strategy	6	4.51	4.43	4.56	4.52
Ethics, Compliance, & Law	6	4.25	4.35	4.20	4.22
EO Business Strategy Execution	6	4.22	4.41	4.09	4.20
Business Operations	6	4.18	4.31	4.09	4.15
Shared Compliance	5	4.35	4.29	4.38	4.38
LCE Stockton Division	5	4.48	4.62	4.44	4.40
LCE Fresno/Kern	5	3.91	3.93	3.96	3.84
Internal Audit	5	4.17	4.29	4.04	4.22
Execution Performance	5	4.17	4.38	4.24	3.90
Clean Energy Transportation	5	4.69	4.78	4.73	4.58
Business and Technical Services	5	4.38	4.33	4.39	4.41
BF Electric Ops / Engineering & Strategy	5	3.79	3.80	3.70	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

Wildfire Safety	Asset & Work Management	Aviation Services	BF Electric Ops / Engineering & Strategy	Business Operations	Business Ops & Process Improvement
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.00	4.13	3.60	3.83	3.25
I feel comfortable discussing wildfire hazards with my supervisor	4.86	4.67	3.60	4.50	4.46
Leaders actively seek out signs of potential wildfire hazards	3.83	4.44	3.60	4.33	3.96
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	3.86	4.56	3.80	4.17	4.08
Our management acts quickly to address wildfire hazards	3.57	4.56	3.80	4.33	4.08
People in my workgroup report all wildfire hazards, no matter how minor	3.83	4.44	3.60	4.00	4.04
People look for wildfire hazards and risks as work progresses	3.71	4.44	3.80	4.17	3.83
Protecting the community from wildfire hazards is clearly a high priority with management	4.57	4.67	4.40	4.67	4.58
Wildfire and personal safety concerns are communicated openly	4.00	4.67	4.00	4.83	4.38

Average Response Scores by Statement

Personal Safety	Asset & Work Management	Aviation Services	BF Electric Ops / Engineering & Strategy	Business Operations	Business Ops & Process Improvement
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	3.67	4.67	3.60	4.00	4.29
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.29	4.33	-	4.00	4.21
I take responsibility for the safety of myself and others in my work area	4.71	4.67	4.00	4.67	4.75
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.57	4.67	4.00	4.67	4.46
Leaders keep people prepared to intervene when an emergency occurs	4.00	4.22	3.60	4.33	4.33
Leaders use mistakes and incidents as learning opportunities	3.71	4.67	4.20	4.33	4.33
Pausing work for hazards and safety concerns is viewed positively	4.29	4.78	4.00	4.17	4.46
People focus on one task at a time and avoid distractions	2.14	4.00	3.40	3.50	3.38
People have the ability to respond to and correct problems and errors before they get out of control	3.57	4.44	3.20	3.83	4.13
People have the skills they need to resolve workplace safety issues	3.57	4.44	3.60	3.83	4.17
We have the right tools for the job	3.14	4.11	3.40	3.67	4.04

Average Response Scores by Statement

Overall Culture	Asset & Work Management	Aviation Services	BF Electric Ops / Engineering & Strategy	Business Operations	Business Ops & Process Improvement
I believe managers apply the same rules for all workers	3.86	4.22	3.60	4.00	3.83
Information about important events and lessons learned is shared within my workgroup	3.83	4.67	3.60	4.33	4.42
Leaders encourage people to ask questions	3.71	4.56	4.40	4.33	4.33
Managers treat workers with respect	4.14	4.33	4.20	4.17	4.42
My supervisor makes sure all employee concerns are heard before job decisions are made	4.14	4.22	4.00	4.33	4.54
My supervisor would use whatever power they have to help me out	4.71	4.56	4.00	4.17	4.58
People in my workgroup treat each other with respect	4.14	4.56	4.40	4.33	4.61
People listen to one another: it is rare that someone's views go unheard	3.86	4.11	3.80	4.50	4.17
People report mistakes they make, even if others do not notice them	3.71	4.11	3.00	3.50	3.83
The company cares about my opinions	3.71	4.11	3.60	3.83	4.21

Comparisons by Functional Area (Level 3) and response category continued on the next page.

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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	Business and Technical Services	Central Coast Region Safety	Central Design & Estimating	Clean Energy Transportation	Corporate Real Estate Strategy & Service
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.00	4.00	3.50	4.60	3.58
I feel comfortable discussing wildfire hazards with my supervisor	4.60	4.71	4.53	4.60	4.46
Leaders actively seek out signs of potential wildfire hazards	4.40	4.57	4.11	4.80	4.31
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.40	4.86	4.43	5.00	4.46
Our management acts quickly to address wildfire hazards	4.20	4.43	4.27	5.00	4.31
People in my workgroup report all wildfire hazards, no matter how minor	4.40	4.57	4.24	4.60	4.38
People look for wildfire hazards and risks as work progresses	4.20	4.43	4.26	4.80	4.23
Protecting the community from wildfire hazards is clearly a high priority with management	4.40	4.86	4.52	4.80	4.77
Wildfire and personal safety concerns are communicated openly	4.40	4.86	4.43	4.80	4.54

Average Response Scores by Statement

Personal Safety	Business and Technical Services	Central Coast Region Safety	Central Design & Estimating	Clean Energy Transportation	Corporate Real Estate Strategy & Service
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.40	4.57	4.33	4.80	4.46
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.40	4.57	4.22	5.00	4.46
I take responsibility for the safety of myself and others in my work area	4.40	4.86	4.66	5.00	4.62
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.40	4.71	4.50	4.80	4.62
Leaders keep people prepared to intervene when an emergency occurs	4.40	4.43	4.19	4.00	4.23
Leaders use mistakes and incidents as learning opportunities	4.40	4.57	4.29	4.80	4.08
Pausing work for hazards and safety concerns is viewed positively	-	4.29	4.44	4.80	4.38
People focus on one task at a time and avoid distractions	4.20	3.71	3.62	4.60	3.77
People have the ability to respond to and correct problems and errors before they get out of control	4.40	4.43	4.17	4.80	4.23
People have the skills they need to resolve workplace safety issues	4.60	4.29	4.20	4.60	4.23
We have the right tools for the job	4.40	4.57	4.08	4.80	4.38

Average Response Scores by Statement

Overall Culture	Business and Technical Services	Central Coast Region Safety	Central Design & Estimating	Clean Energy Transportation	Corporate Real Estate Strategy & Service
I believe managers apply the same rules for all workers	4.40	4.57	3.84	4.20	4.08
Information about important events and lessons learned is shared within my workgroup	4.40	4.71	4.31	4.80	4.15
Leaders encourage people to ask questions	4.40	4.71	4.24	4.60	4.46
Managers treat workers with respect	-	4.71	4.13	4.80	4.23
My supervisor makes sure all employee concerns are heard before job decisions are made	4.60	4.43	4.27	4.80	4.46
My supervisor would use whatever power they have to help me out	4.40	4.86	4.46	5.00	4.38
People in my workgroup treat each other with respect	4.40	4.57	4.47	4.80	4.38
People listen to one another: it is rare that someone's views go unheard	4.40	4.57	4.02	4.00	3.85
People report mistakes they make, even if others do not notice them	4.40	4.14	3.87	4.60	3.69
The company cares about my opinions	4.40	4.57	3.73	4.20	3.69

Comparisons by Functional Area (Level 3) and response category continued on the next page.

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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	Customer Outreach	Data, Analytics, and Insights	East Bay/Diablo/Mission Divisions	Electric Asset Management	EO Business Strategy Execution
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.21	3.96	4.00	3.58	3.50
I feel comfortable discussing wildfire hazards with my supervisor	4.79	4.38	4.70	4.50	4.33
Leaders actively seek out signs of potential wildfire hazards	4.93	4.29	4.30	4.18	4.50
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.86	4.42	4.60	4.35	4.17
Our management acts quickly to address wildfire hazards	4.79	4.25	4.67	4.22	4.67
People in my workgroup report all wildfire hazards, no matter how minor	4.79	4.30	4.60	4.16	4.67
People look for wildfire hazards and risks as work progresses	4.85	4.18	4.70	4.26	4.67
Protecting the community from wildfire hazards is clearly a high priority with management	4.57	4.50	4.60	4.59	4.67
Wildfire and personal safety concerns are communicated openly	4.79	4.33	4.70	4.38	4.50

Average Response Scores by Statement

Personal Safety	Customer Outreach	Data, Analytics, and Insights	East Bay/Diablo/Mission Divisions	Electric Asset Management	EO Business Strategy Execution
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.50	4.25	4.67	4.28	4.00
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.86	4.21	4.40	4.23	4.67
I take responsibility for the safety of myself and others in my work area	4.71	4.50	4.60	4.59	4.83
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.79	4.38	4.60	4.50	4.50
Leaders keep people prepared to intervene when an emergency occurs	4.86	4.22	4.60	4.21	4.00
Leaders use mistakes and incidents as learning opportunities	4.64	4.32	4.60	4.17	3.83
Pausing work for hazards and safety concerns is viewed positively	4.86	4.42	4.50	4.42	4.17
People focus on one task at a time and avoid distractions	4.50	3.50	4.30	3.35	3.00
People have the ability to respond to and correct problems and errors before they get out of control	4.71	4.08	4.50	4.10	3.67
People have the skills they need to resolve workplace safety issues	4.71	4.21	4.50	4.17	4.33
We have the right tools for the job	4.79	4.00	4.44	3.95	4.00

Average Response Scores by Statement

Overall Culture	Customer Outreach	Data, Analytics, and Insights	East Bay/Diablo/Mission Divisions	Electric Asset Management	EO Business Strategy Execution
I believe managers apply the same rules for all workers	4.71	4.12	4.40	4.04	4.00
Information about important events and lessons learned is shared within my workgroup	4.93	4.29	4.60	4.23	4.50
Leaders encourage people to ask questions	4.71	4.32	4.60	4.25	4.33
Managers treat workers with respect	4.86	4.36	4.56	4.28	4.33
My supervisor makes sure all employee concerns are heard before job decisions are made	4.71	4.32	4.80	4.24	4.33
My supervisor would use whatever power they have to help me out	4.50	4.48	4.80	4.41	4.00
People in my workgroup treat each other with respect	4.86	4.28	4.30	4.47	4.50
People listen to one another: it is rare that someone's views go unheard	4.43	4.28	4.30	4.07	3.67
People report mistakes they make, even if others do not notice them	4.50	4.17	4.40	3.81	4.17
The company cares about my opinions	4.36	3.88	4.40	3.90	4.17

Comparisons by Functional Area (Level 3) and response category continued on the next page.

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

Average Response Scores by Statement

Wildfire Safety	Electric Distribution Operations	Electric Ops, GIS and Wildfire Safety Pr	Electric Safety & Quality Management	Electric System Operations	Electric Work & Resource Planning
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.55	3.08	3.93	3.59	3.50
I feel comfortable discussing wildfire hazards with my supervisor	4.51	4.46	4.69	4.49	4.39
Leaders actively seek out signs of potential wildfire hazards	4.12	4.00	4.34	4.11	4.28
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.42	3.83	4.55	4.43	4.33
Our management acts quickly to address wildfire hazards	4.21	4.46	4.45	4.28	4.17
People in my workgroup report all wildfire hazards, no matter how minor	4.29	4.08	4.48	4.27	4.06
People look for wildfire hazards and risks as work progresses	4.24	3.77	4.41	4.14	4.11
Protecting the community from wildfire hazards is clearly a high priority with management	4.43	4.69	4.67	4.48	4.50
Wildfire and personal safety concerns are communicated openly	4.31	4.46	4.45	4.29	4.33

Average Response Scores by Statement

Personal Safety	Electric Distribution Operations	Electric Ops, GIS and Wildfire Safety Pr	Electric Safety & Quality Management	Electric System Operations	Electric Work & Resource Planning
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.24	4.23	4.43	4.22	4.50
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.33	4.00	4.44	4.39	4.28
I take responsibility for the safety of myself and others in my work area	4.67	4.46	4.81	4.61	4.78
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.46	4.23	4.68	4.44	4.39
Leaders keep people prepared to intervene when an emergency occurs	4.15	4.00	4.29	4.11	4.11
Leaders use mistakes and incidents as learning opportunities	4.11	3.92	4.31	4.16	4.00
Pausing work for hazards and safety concerns is viewed positively	4.39	4.08	4.47	4.36	4.44
People focus on one task at a time and avoid distractions	3.75	2.77	3.66	3.60	3.22
People have the ability to respond to and correct problems and errors before they get out of control	4.16	4.23	4.24	4.11	3.89
People have the skills they need to resolve workplace safety issues	4.18	4.08	4.23	4.11	3.89
We have the right tools for the job	4.07	3.77	4.20	3.90	3.78

Average Response Scores by Statement

Overall Culture	Electric Distribution Operations	Electric Ops, GIS and Wildfire Safety Pr	Electric Safety & Quality Management	Electric System Operations	Electric Work & Resource Planning
The company cares about my opinions	3.64	3.42	4.02	3.64	3.67
People report mistakes they make, even if others do not notice them	3.82	3.69	3.89	3.89	3.72
People listen to one another: it is rare that someone's views go unheard	3.94	3.69	4.00	3.90	3.83
People in my workgroup treat each other with respect	4.25	4.23	4.65	4.39	4.39
My supervisor would use whatever power they have to help me out	4.39	4.00	4.49	4.35	4.06
My supervisor makes sure all employee concerns are heard before job decisions are made	4.24	3.92	4.35	4.18	4.06
Managers treat workers with respect	4.14	4.08	4.38	4.15	4.00
Leaders encourage people to ask questions	4.23	4.15	4.39	4.30	4.17
Information about important events and lessons learned is shared within my workgroup	4.27	3.85	4.49	4.11	4.50
I believe managers apply the same rules for all workers	3.90	3.69	4.21	4.02	4.00

Comparisons by Functional Area (Level 3) and response category continued on the next page.

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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	Emergency Field Operations	Emergency Preparedness & Response	Enhanced Powerline Safety Settings	Enterprise Health & Safety	Enterprise Public Works
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.30	3.69	4.29	3.71	2.86
I feel comfortable discussing wildfire hazards with my supervisor	4.48	4.54	4.65	4.52	4.29
Leaders actively seek out signs of potential wildfire hazards	3.91	4.08	4.35	4.21	4.14
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.30	4.32	4.65	4.69	4.14
Our management acts quickly to address wildfire hazards	3.98	4.19	4.53	4.55	4.14
People in my workgroup report all wildfire hazards, no matter how minor	4.18	4.12	4.53	4.25	4.00
People look for wildfire hazards and risks as work progresses	3.96	4.14	4.12	4.29	4.00
Protecting the community from wildfire hazards is clearly a high priority with management	4.23	4.36	4.71	4.72	4.29
Wildfire and personal safety concerns are communicated openly	4.14	4.33	4.76	4.62	4.14

Average Response Scores by Statement

Personal Safety	Emergency Field Operations	Emergency Preparedness & Response	Enhanced Powerline Safety Settings	Enterprise Health & Safety	Enterprise Public Works
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.09	4.13	4.47	4.45	3.71
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.21	4.17	4.35	4.52	4.14
I take responsibility for the safety of myself and others in my work area	4.44	4.63	4.71	4.79	4.71
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.37	4.41	4.35	4.59	3.86
Leaders keep people prepared to intervene when an emergency occurs	4.04	4.20	4.35	4.21	4.14
Leaders use mistakes and incidents as learning opportunities	4.02	4.17	4.24	4.34	3.86
Pausing work for hazards and safety concerns is viewed positively	4.00	4.32	4.59	4.45	4.29
People focus on one task at a time and avoid distractions	3.59	3.27	3.94	3.76	3.57
People have the ability to respond to and correct problems and errors before they get out of control	3.96	4.03	4.18	4.34	4.00
People have the skills they need to resolve workplace safety issues	3.93	4.07	4.35	4.41	4.00
We have the right tools for the job	3.89	3.92	4.41	4.38	4.14

Average Response Scores by Statement

Overall Culture	Emergency Field Operations	Emergency Preparedness & Response	Enhanced Powerline Safety Settings	Enterprise Health & Safety	Enterprise Public Works
I believe managers apply the same rules for all workers	3.56	3.72	4.35	4.00	3.29
Information about important events and lessons learned is shared within my workgroup	4.09	4.19	4.29	4.45	4.14
Leaders encourage people to ask questions	4.05	4.19	4.59	4.48	3.43
Managers treat workers with respect	3.98	4.11	4.35	4.10	3.86
My supervisor makes sure all employee concerns are heard before job decisions are made	3.96	4.09	4.41	4.48	3.43
My supervisor would use whatever power they have to help me out	4.18	4.26	4.35	4.62	3.43
People in my workgroup treat each other with respect	4.16	4.34	4.47	4.62	3.86
People listen to one another: it is rare that someone's views go unheard	3.54	3.79	3.94	4.24	3.29
People report mistakes they make, even if others do not notice them	3.33	3.66	4.18	4.03	3.71
The company cares about my opinions	3.34	3.57	4.06	4.00	3.57

Comparisons by Functional Area (Level 3) and response category continued on the next page.

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 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	Enterprise Vegetation Mgmt.	Environmental Management & Programs	Ethics, Compliance, & Law	Execution - Operations	Execution Performance	Execution Support
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.81	3.17	4.17	4.00	3.60	3.50
I feel comfortable discussing wildfire hazards with my supervisor	4.67	4.50	4.50	4.67	4.80	4.25
Leaders actively seek out signs of potential wildfire hazards	4.35	3.92	4.33	4.48	4.20	4.50
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.50	4.26	4.50	4.62	4.40	4.38
Our management acts quickly to address wildfire hazards	4.41	4.16	4.33	4.48	4.40	4.38
People in my workgroup report all wildfire hazards, no matter how minor	4.48	4.03	4.00	4.33	4.60	4.63
People look for wildfire hazards and risks as work progresses	4.49	4.00	4.33	4.48	4.40	4.50
Protecting the community from wildfire hazards is clearly a high priority with management	4.60	4.59	4.67	4.71	4.60	4.75
Wildfire and personal safety concerns are communicated openly	4.60	4.36	4.33	4.62	4.40	4.38

Average Response Scores by Statement

Personal Safety	Enterprise Vegetation Mgmt.	Environmental Management & Programs	Ethics, Compliance, & Law	Execution - Operations	Execution Performance	Execution Support
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.50	3.98	4.67	4.71	4.20	4.63
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.47	4.16	4.17	4.48	4.40	4.50
I take responsibility for the safety of myself and others in my work area	4.73	4.64	4.67	4.76	5.00	4.88
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.65	4.55	4.50	4.67	4.60	4.38
Leaders keep people prepared to intervene when an emergency occurs	4.28	3.90	4.17	4.35	4.20	3.88
Leaders use mistakes and incidents as learning opportunities	4.34	4.05	4.33	4.62	4.40	4.25
Pausing work for hazards and safety concerns is viewed positively	4.57	4.34	4.17	4.57	4.40	4.50
People focus on one task at a time and avoid distractions	3.63	2.98	3.33	3.43	3.80	3.50
People have the ability to respond to and correct problems and errors before they get out of control	4.20	3.86	4.00	4.48	4.20	4.00
People have the skills they need to resolve workplace safety issues	4.23	3.81	4.00	4.38	4.00	4.50
We have the right tools for the job	4.04	3.66	4.17	4.33	3.40	4.00

Average Response Scores by Statement

Overall Culture	Enterprise Vegetation Mgmt.	Environmental Management & Programs	Ethics, Compliance, & Law	Execution - Operations	Execution Performance	Execution Support
I believe managers apply the same rules for all workers	4.10	3.82	4.00	4.38	3.60	3.88
Information about important events and lessons learned is shared within my workgroup	4.39	4.15	4.33	4.43	4.20	4.00
Leaders encourage people to ask questions	4.33	4.23	4.50	4.62	3.80	4.13
Managers treat workers with respect	4.29	4.19	4.50	4.43	3.60	3.63
My supervisor makes sure all employee concerns are heard before job decisions are made	4.18	4.17	4.33	4.35	4.40	3.29
My supervisor would use whatever power they have to help me out	4.53	4.32	4.50	4.62	4.40	3.63
People in my workgroup treat each other with respect	4.49	4.43	4.33	4.48	4.20	4.13
People listen to one another: it is rare that someone's views go unheard	3.99	3.83	4.00	4.20	3.60	3.63
People report mistakes they make, even if others do not notice them	4.05	3.60	3.67	4.14	3.80	4.00
The company cares about my opinions	3.94	3.51	4.00	4.19	3.40	3.57

Comparisons by Functional Area (Level 3) and response category continued on the next page.

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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	Field Operations	Gas Distribution	Gas Distribution Operations	Gas Operations	Gas T&D Construction	Internal Audit
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.54	3.70	3.75	3.47	3.59	4.00
I feel comfortable discussing wildfire hazards with my supervisor	4.77	4.63	4.41	4.34	4.55	4.80
Leaders actively seek out signs of potential wildfire hazards	4.23	4.44	4.16	4.17	4.28	3.60
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.31	4.78	4.35	4.38	4.51	4.40
Our management acts quickly to address wildfire hazards	4.46	4.56	4.29	4.32	4.36	4.00
People in my workgroup report all wildfire hazards, no matter how minor	4.23	4.19	4.24	4.28	4.34	4.40
People look for wildfire hazards and risks as work progresses	4.23	4.38	4.24	4.15	4.31	4.40
Protecting the community from wildfire hazards is clearly a high priority with management	4.69	4.67	4.34	4.62	4.57	4.60
Wildfire and personal safety concerns are communicated openly	4.54	4.56	4.22	4.28	4.44	4.40

Average Response Scores by Statement

Personal Safety	Field Operations	Gas Distribution	Gas Distribution Operations	Gas Operations	Gas T&D Construction	Internal Audit
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.00	4.41	4.24	4.23	4.28	3.80
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.31	4.26	4.35	4.34	4.45	4.60
I take responsibility for the safety of myself and others in my work area	4.69	4.81	4.52	4.66	4.67	4.60
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.54	4.59	4.46	4.38	4.54	4.80
Leaders keep people prepared to intervene when an emergency occurs	4.23	4.44	4.19	4.11	4.27	3.80
Leaders use mistakes and incidents as learning opportunities	4.08	4.48	4.02	4.26	4.25	4.00
Pausing work for hazards and safety concerns is viewed positively	4.77	4.56	4.29	4.30	4.44	4.00
People focus on one task at a time and avoid distractions	3.46	4.00	3.98	3.87	3.85	2.80
People have the ability to respond to and correct problems and errors before they get out of control	4.08	4.48	4.29	4.21	4.30	4.00
People have the skills they need to resolve workplace safety issues	4.23	4.33	4.33	4.09	4.32	3.80
We have the right tools for the job	4.00	4.30	4.08	4.26	4.26	4.20

Average Response Scores by Statement

Overall Culture	Field Operations	Gas Distribution	Gas Distribution Operations	Gas Operations	Gas T&D Construction	Internal Audit
I believe managers apply the same rules for all workers	4.23	4.37	3.94	3.87	3.86	4.00
Information about important events and lessons learned is shared within my workgroup	4.31	4.56	4.27	4.34	4.32	3.80
Leaders encourage people to ask questions	4.23	4.59	4.16	4.30	4.26	4.40
Managers treat workers with respect	4.31	4.48	4.29	4.21	4.16	4.20
My supervisor makes sure all employee concerns are heard before job decisions are made	4.31	4.56	4.31	4.34	4.30	4.80
My supervisor would use whatever power they have to help me out	4.54	4.70	4.48	4.34	4.48	4.80
People in my workgroup treat each other with respect	4.38	4.44	4.21	4.28	4.31	4.80
People listen to one another: it is rare that someone's views go unheard	3.92	3.96	3.92	3.91	3.97	4.00
People report mistakes they make, even if others do not notice them	3.69	4.26	3.75	3.55	3.92	3.60
The company cares about my opinions	3.62	3.93	3.70	3.81	3.76	3.80

Comparisons by Functional Area (Level 3) and response category continued on the next page.

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	Land Management 1	Law Utility Strategy & Operations	LCE Fresno/Kern	LCE Stockton Division	Major Infrastructure Delivery	MID Quality Management
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.40	3.57	3.40	4.60	3.61	3.85
I feel comfortable discussing wildfire hazards with my supervisor	4.48	4.71	4.00	4.60	4.52	4.62
Leaders actively seek out signs of potential wildfire hazards	3.98	4.29	3.80	4.60	4.23	4.39
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.39	4.67	4.40	4.80	4.48	4.65
Our management acts quickly to address wildfire hazards	4.08	4.14	4.00	4.60	4.19	4.50
People in my workgroup report all wildfire hazards, no matter how minor	4.09	4.50	4.60	4.60	4.23	4.57
People look for wildfire hazards and risks as work progresses	4.11	4.57	3.80	4.60	4.35	4.43
Protecting the community from wildfire hazards is clearly a high priority with management	4.39	4.57	3.80	4.60	4.45	4.66
Wildfire and personal safety concerns are communicated openly	4.34	4.43	3.60	4.60	4.32	4.58

Average Response Scores by Statement

Personal Safety	Land Management 1	Law Utility Strategy & Operations	LCE Fresno/Kern	LCE Stockton Division	Major Infrastructure Delivery	MID Quality Management
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.19	4.29	3.80	4.60	4.32	4.52
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.08	4.50	4.00	4.60	4.39	4.42
I take responsibility for the safety of myself and others in my work area	4.62	4.57	4.60	4.60	4.74	4.78
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.60	4.71	3.80	4.60	4.58	4.60
Leaders keep people prepared to intervene when an emergency occurs	4.07	4.43	4.00	4.60	4.29	4.25
Leaders use mistakes and incidents as learning opportunities	4.12	4.57	3.40	4.60	4.26	4.40
Pausing work for hazards and safety concerns is viewed positively	4.42	4.57	4.00	4.20	4.48	4.60
People focus on one task at a time and avoid distractions	3.23	2.67	3.60	4.40	3.23	3.90
People have the ability to respond to and correct problems and errors before they get out of control	4.13	3.86	3.80	4.60	4.10	4.32
People have the skills they need to resolve workplace safety issues	4.12	4.00	4.40	4.60	4.16	4.33
We have the right tools for the job	3.99	3.57	4.20	3.40	4.00	4.17

Average Response Scores by Statement

Overall Culture	Land Management 1	Law Utility Strategy & Operations	LCE Fresno/Kern	LCE Stockton Division	Major Infrastructure Delivery	MID Quality Management
I believe managers apply the same rules for all workers	3.83	4.29	3.20	4.60	3.74	4.28
Information about important events and lessons learned is shared within my workgroup	4.28	4.57	4.20	4.60	4.13	4.37
Leaders encourage people to ask questions	4.24	4.71	4.20	3.80	4.16	4.43
Managers treat workers with respect	4.17	4.57	3.40	4.40	4.13	4.47
My supervisor makes sure all employee concerns are heard before job decisions are made	4.17	4.43	4.00	4.60	4.19	4.26
My supervisor would use whatever power they have to help me out	4.42	4.29	4.40	4.60	4.23	4.45
People in my workgroup treat each other with respect	4.38	4.57	4.00	4.60	4.32	4.68
People listen to one another: it is rare that someone's views go unheard	3.85	3.86	3.80	3.80	3.87	4.20
People report mistakes they make, even if others do not notice them	3.77	3.71	3.80	4.60	3.84	4.15
The company cares about my opinions	3.67	3.71	3.40	4.40	3.71	4.07

Comparisons by Functional Area (Level 3) and response category continued on the next page.

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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	North Coast Region Safety	North Valley & Sierra Region	Operational Safety	Operations Support	Other	PG&E Academy
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.78	4.00	3.44	3.63	3.42	3.24
I feel comfortable discussing wildfire hazards with my supervisor	4.67	4.47	4.33	4.59	4.44	4.76
Leaders actively seek out signs of potential wildfire hazards	4.67	4.42	3.67	4.31	4.08	4.13
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.89	4.58	4.22	4.49	4.30	4.47
Our management acts quickly to address wildfire hazards	4.56	4.61	4.11	4.54	4.22	4.18
People in my workgroup report all wildfire hazards, no matter how minor	4.78	4.58	4.00	4.34	4.17	4.29
People look for wildfire hazards and risks as work progresses	4.44	4.58	3.67	4.31	4.10	4.06
Protecting the community from wildfire hazards is clearly a high priority with management	4.78	4.74	4.33	4.63	4.50	4.71
Wildfire and personal safety concerns are communicated openly	4.89	4.63	3.89	4.46	4.33	4.29

Average Response Scores by Statement

Personal Safety	North Coast Region Safety	North Valley & Sierra Region	Operational Safety	Operations Support	Other	PG&E Academy
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.78	4.37	3.67	4.47	4.19	4.06
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.78	4.68	4.44	4.38	4.24	4.24
I take responsibility for the safety of myself and others in my work area	4.89	4.68	4.67	4.75	4.62	4.82
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.67	4.63	4.44	4.56	4.41	4.71
Leaders keep people prepared to intervene when an emergency occurs	4.00	4.58	4.11	4.31	4.09	4.12
Leaders use mistakes and incidents as learning opportunities	4.78	4.58	3.67	4.40	4.21	4.18
Pausing work for hazards and safety concerns is viewed positively	4.33	4.67	3.78	4.50	4.36	4.41
People focus on one task at a time and avoid distractions	3.89	4.05	2.78	3.82	3.60	3.35
People have the ability to respond to and correct problems and errors before they get out of control	4.56	4.47	3.78	4.34	4.08	4.18
People have the skills they need to resolve workplace safety issues	4.11	4.42	3.89	4.32	4.11	4.13
We have the right tools for the job	4.56	4.37	3.44	4.31	4.05	3.82

Average Response Scores by Statement

Overall Culture	North Coast Region Safety	North Valley & Sierra Region	Operational Safety	Operations Support	Other	PG&E Academy
I believe managers apply the same rules for all workers	3.78	4.16	3.56	4.10	3.84	3.71
Information about important events and lessons learned is shared within my workgroup	4.67	4.63	4.22	4.47	4.28	4.47
Leaders encourage people to ask questions	4.33	4.47	4.33	4.35	4.20	4.47
Managers treat workers with respect	4.33	4.32	4.22	4.43	4.15	4.13
My supervisor makes sure all employee concerns are heard before job decisions are made	4.56	4.47	4.22	4.27	4.19	4.47
My supervisor would use whatever power they have to help me out	4.56	4.63	4.44	4.48	4.33	4.38
People in my workgroup treat each other with respect	4.67	4.42	4.44	4.41	4.29	4.47
People listen to one another: it is rare that someone's views go unheard	4.00	4.21	3.78	4.09	3.86	3.76
People report mistakes they make, even if others do not notice them	3.89	4.26	3.33	3.94	3.74	3.59
The company cares about my opinions	4.22	4.00	3.67	4.09	3.70	3.94

Comparisons by Functional Area (Level 3) and response category continued on the next page.

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 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	Performance Improvement and Strategy	Power Generation	Projects & Construction	Public Safety Power Shutoff Management	Regulatory Compliance	Risk Management
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.00	3.52	3.39	3.83	3.58	3.38
I feel comfortable discussing wildfire hazards with my supervisor	4.50	4.61	4.55	4.83	4.50	4.13
Leaders actively seek out signs of potential wildfire hazards	4.33	4.22	4.12	4.28	4.13	4.25
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.67	4.44	4.42	4.50	4.33	4.25
Our management acts quickly to address wildfire hazards	4.17	4.31	4.25	4.28	4.04	4.25
People in my workgroup report all wildfire hazards, no matter how minor	4.67	4.42	4.22	4.33	3.88	3.88
People look for wildfire hazards and risks as work progresses	4.33	4.31	4.24	4.17	4.17	3.88
Protecting the community from wildfire hazards is clearly a high priority with management	4.67	4.47	4.49	4.83	4.67	4.88
Wildfire and personal safety concerns are communicated openly	4.60	4.33	4.40	4.61	4.33	4.38

Average Response Scores by Statement

Personal Safety	Performance Improvement and Strategy	Power Generation	Projects & Construction	Public Safety Power Shutoff Management	Regulatory Compliance	Risk Management
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.67	4.28	4.26	3.94	4.30	4.13
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.67	4.47	4.32	4.28	4.13	3.88
I take responsibility for the safety of myself and others in my work area	4.67	4.75	4.67	4.78	4.58	4.63
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.50	4.65	4.47	4.61	4.46	4.63
Leaders keep people prepared to intervene when an emergency occurs	4.67	4.20	4.16	4.28	4.00	4.13
Leaders use mistakes and incidents as learning opportunities	4.67	4.19	4.19	4.22	4.04	3.88
Pausing work for hazards and safety concerns is viewed positively	4.67	4.42	4.40	4.56	4.33	4.50
People focus on one task at a time and avoid distractions	4.50	3.44	3.55	3.39	2.96	2.13
People have the ability to respond to and correct problems and errors before they get out of control	4.33	4.16	4.18	4.28	3.71	3.63
People have the skills they need to resolve workplace safety issues	4.33	4.09	4.13	4.44	3.70	3.63
We have the right tools for the job	4.50	4.05	3.97	3.22	3.75	3.88

Average Response Scores by Statement

Overall Culture	Performance Improvement and Strategy	Power Generation	Projects & Construction	Public Safety Power Shutoff Management	Regulatory Compliance	Risk Management
I believe managers apply the same rules for all workers	4.50	4.08	3.97	4.00	4.00	3.88
Information about important events and lessons learned is shared within my workgroup	4.50	4.31	4.26	4.11	4.13	4.25
Leaders encourage people to ask questions	4.50	4.23	4.32	4.39	4.25	4.38
Managers treat workers with respect	4.50	4.22	4.16	4.33	4.29	4.50
My supervisor makes sure all employee concerns are heard before job decisions are made	4.17	4.36	4.25	4.28	4.13	4.13
My supervisor would use whatever power they have to help me out	4.50	4.61	4.31	4.44	4.38	3.63
People in my workgroup treat each other with respect	4.83	4.48	4.32	4.61	4.42	4.38
People listen to one another; it is rare that someone's views go unheard	4.67	4.02	4.02	4.11	4.04	3.63
People report mistakes they make, even if others do not notice them	4.50	3.97	3.84	3.83	3.79	3.50
The company cares about my opinions	4.50	3.73	3.82	4.11	3.75	3.25

Comparisons by Functional Area (Level 3) and response category continued on the next page.

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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	San Francisco and Peninsula Divisions	Shared Compliance	Shared Services	Shared Services Business Operations	Sierra Region Safety	Strategy
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.67	3.80	3.56	3.56	4.17	3.76
I feel comfortable discussing wildfire hazards with my supervisor	4.20	4.80	4.29	4.33	4.83	4.60
Leaders actively seek out signs of potential wildfire hazards	4.17	4.00	4.18	4.44	4.00	4.08
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.33	4.40	4.32	4.13	5.00	4.36
Our management acts quickly to address wildfire hazards	4.33	4.40	4.24	4.11	4.83	4.24
People in my workgroup report all wildfire hazards, no matter how minor	4.40	4.20	4.29	4.22	4.67	4.32
People look for wildfire hazards and risks as work progresses	4.33	4.00	4.06	4.00	4.33	4.25
Protecting the community from wildfire hazards is clearly a high priority with management	4.33	4.60	4.50	4.44	4.83	4.56
Wildfire and personal safety concerns are communicated openly	4.17	4.40	4.39	4.44	4.67	4.40

Average Response Scores by Statement

Personal Safety	San Francisco and Peninsula Divisions	Shared Compliance	Shared Services	Shared Services Business Operations	Sierra Region Safety	Strategy
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	3.80	4.20	4.29	4.11	5.00	4.16
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.50	4.40	4.34	4.00	4.83	4.24
I take responsibility for the safety of myself and others in my work area	4.40	5.00	4.56	4.33	5.00	4.52
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.60	4.80	4.41	4.22	5.00	4.52
Leaders keep people prepared to intervene when an emergency occurs	3.80	4.20	4.15	4.11	4.50	4.24
Leaders use mistakes and incidents as learning opportunities	3.80	4.40	4.00	4.00	4.67	4.17
Pausing work for hazards and safety concerns is viewed positively	4.50	4.40	4.41	4.44	4.50	4.29
People focus on one task at a time and avoid distractions	4.00	3.60	3.59	3.78	4.00	3.20
People have the ability to respond to and correct problems and errors before they get out of control	4.33	4.60	4.00	4.00	4.33	3.80
People have the skills they need to resolve workplace safety issues	4.17	4.60	4.12	3.89	4.17	4.12
We have the right tools for the job	4.17	4.00	4.00	3.89	4.67	3.84

Average Response Scores by Statement

Overall Culture	San Francisco and Peninsula Divisions	Shared Compliance	Shared Services	Shared Services Business Operations	Sierra Region Safety	Strategy
I believe managers apply the same rules for all workers	4.50	4.20	4.06	3.78	4.33	4.04
Information about important events and lessons learned is shared within my workgroup	4.00	4.40	4.26	4.00	4.83	4.20
Leaders encourage people to ask questions	4.50	4.20	4.09	4.00	4.67	4.20
Managers treat workers with respect	4.33	4.40	4.15	4.11	4.17	4.44
My supervisor makes sure all employee concerns are heard before job decisions are made	4.17	4.40	4.21	4.00	4.67	4.28
My supervisor would use whatever power they have to help me out	4.17	4.60	4.35	4.22	5.00	4.36
People in my workgroup treat each other with respect	4.33	4.80	4.32	4.44	4.83	4.60
People listen to one another: it is rare that someone's views go unheard	3.83	4.20	3.91	3.89	4.17	4.16
People report mistakes they make, even if others do not notice them	3.80	4.20	3.97	3.67	3.83	3.92
The company cares about my opinions	4.17	4.40	3.56	3.67	4.00	3.80

Comparisons by Functional Area (Level 3) and response category continued on the next page.

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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	System & Resource Planning	System Inspections	System Planning	T&S Engineering & Test	Technology Development	Telecom and Network
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.29	3.62	4.11	3.20	3.88	3.73
I feel comfortable discussing wildfire hazards with my supervisor	4.86	4.50	4.67	4.60	4.58	4.67
Leaders actively seek out signs of potential wildfire hazards	4.29	4.23	4.44	3.76	4.15	4.27
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.71	4.41	4.56	4.16	4.58	4.27
Our management acts quickly to address wildfire hazards	4.43	4.24	4.44	4.00	4.44	4.60
People in my workgroup report all wildfire hazards, no matter how minor	4.57	4.36	4.33	4.16	4.28	4.07
People look for wildfire hazards and risks as work progresses	4.14	4.33	4.56	3.92	4.45	4.20
Protecting the community from wildfire hazards is clearly a high priority with management	4.86	4.48	4.67	4.24	4.76	4.67
Wildfire and personal safety concerns are communicated openly	4.71	4.40	4.67	4.08	4.48	4.53

Average Response Scores by Statement

Personal Safety	System & Resource Planning	System Inspections	System Planning	T&S Engineering & Test	Technology Development	Telecom and Network
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.57	4.22	4.56	4.13	4.21	4.47
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.57	4.35	4.44	4.00	4.21	4.20
I take responsibility for the safety of myself and others in my work area	4.71	4.68	4.67	4.44	4.73	4.73
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.57	4.51	4.78	4.40	4.58	4.53
Leaders keep people prepared to intervene when an emergency occurs	4.57	4.17	4.56	3.92	4.18	4.27
Leaders use mistakes and incidents as learning opportunities	4.43	4.12	4.44	4.08	4.27	4.27
Pausing work for hazards and safety concerns is viewed positively	4.57	4.42	4.44	4.40	4.58	4.60
People focus on one task at a time and avoid distractions	3.29	3.69	4.11	3.40	3.48	3.67
People have the ability to respond to and correct problems and errors before they get out of control	4.14	4.15	4.44	3.96	4.22	4.20
People have the skills they need to resolve workplace safety issues	4.00	4.20	4.56	3.88	4.15	4.13
We have the right tools for the job	4.00	4.16	4.44	3.88	4.12	4.33

Average Response Scores by Statement

Overall Culture	System & Resource Planning	System Inspections	System Planning	T&S Engineering & Test	Technology Development	Telecom and Network
I believe managers apply the same rules for all workers	4.14	3.94	4.56	3.68	4.21	4.00
Information about important events and lessons learned is shared within my workgroup	4.57	4.24	4.56	4.28	4.27	4.20
Leaders encourage people to ask questions	4.43	4.21	4.67	4.29	4.52	4.33
Managers treat workers with respect	4.43	4.17	4.67	4.36	4.39	4.20
My supervisor makes sure all employee concerns are heard before job decisions are made	4.57	4.26	4.78	4.28	4.36	4.43
My supervisor would use whatever power they have to help me out	4.71	4.49	4.78	4.40	4.59	4.60
People in my workgroup treat each other with respect	4.71	4.35	4.56	4.60	4.64	4.33
People listen to one another: it is rare that someone's views go unheard	4.14	4.01	4.56	3.96	4.24	4.07
People report mistakes they make, even if others do not notice them	4.14	3.86	4.44	3.68	3.85	3.87
The company cares about my opinions	3.71	3.78	4.11	3.60	3.97	3.93

Comparisons by Functional Area (Level 3) and response category continued on the next page.

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	Transmission and Substation Operations	Transportation Services	Underground Program	Vegetation Portfolio Management	Wildfire Risk Management
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.58	4.43	3.78	4.03	3.90
I feel comfortable discussing wildfire hazards with my supervisor	4.52	4.86	4.69	4.67	4.54
Leaders actively seek out signs of potential wildfire hazards	4.15	4.71	4.26	4.17	4.28
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.40	4.71	4.51	4.31	4.38
Our management acts quickly to address wildfire hazards	4.24	4.86	4.44	4.26	4.37
People in my workgroup report all wildfire hazards, no matter how minor	4.27	4.57	4.33	4.37	4.33
People look for wildfire hazards and risks as work progresses	4.20	4.71	4.42	4.41	4.22
Protecting the community from wildfire hazards is clearly a high priority with management	4.47	4.71	4.72	4.57	4.55
Wildfire and personal safety concerns are communicated openly	4.37	4.71	4.53	4.44	4.41

Average Response Scores by Statement

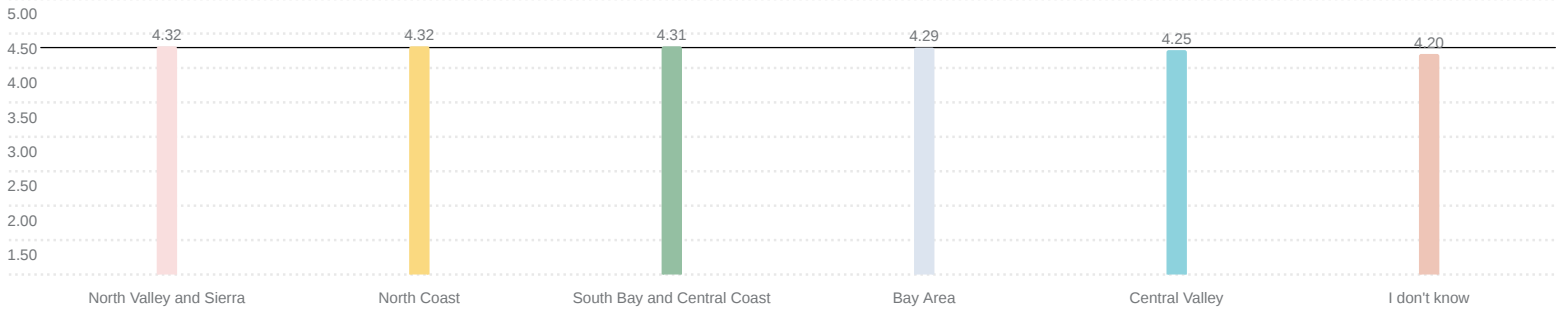
Personal Safety	Transmission and Substation Operations	Transportation Services	Underground Program	Vegetation Portfolio Management	Wildfire Risk Management
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.27	4.71	4.56	4.43	4.34
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.40	4.57	4.40	4.51	4.21
I take responsibility for the safety of myself and others in my work area	4.71	4.86	4.76	4.63	4.68
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.47	4.71	4.76	4.77	4.41
Leaders keep people prepared to intervene when an emergency occurs	4.17	4.71	4.27	4.11	4.22
Leaders use mistakes and incidents as learning opportunities	4.21	4.43	4.45	4.26	4.26
Pausing work for hazards and safety concerns is viewed positively	4.38	4.86	4.62	4.54	4.41
People focus on one task at a time and avoid distractions	3.78	4.43	3.35	3.26	3.67
People have the ability to respond to and correct problems and errors before they get out of control	4.22	4.71	4.29	4.09	4.09
People have the skills they need to resolve workplace safety issues	4.21	4.57	4.28	4.09	4.16
We have the right tools for the job	4.13	4.29	4.00	3.97	4.21

Average Response Scores by Statement

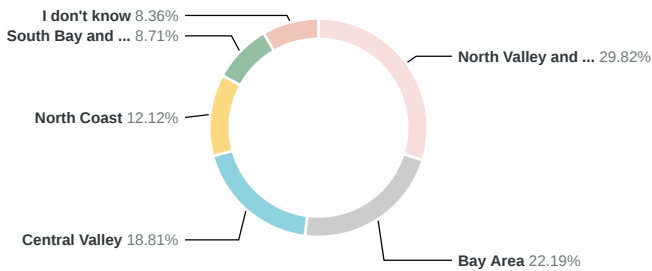
Overall Culture	Transmission and Substation Operations	Transportation Services	Underground Program	Vegetation Portfolio Management	Wildfire Risk Management
I believe managers apply the same rules for all workers	4.03	4.43	4.33	4.34	3.84
Information about important events and lessons learned is shared within my workgroup	4.30	4.57	4.37	4.26	4.26
Leaders encourage people to ask questions	4.28	4.86	4.45	4.49	4.28
Managers treat workers with respect	4.23	4.57	4.47	4.37	4.20
My supervisor makes sure all employee concerns are heard before job decisions are made	4.27	4.86	4.53	4.17	4.14
My supervisor would use whatever power they have to help me out	4.41	4.71	4.72	4.56	4.29
People in my workgroup treat each other with respect	4.36	4.71	4.42	4.51	4.19
People listen to one another: it is rare that someone's views go unheard	4.03	4.71	4.04	3.97	3.93
People report mistakes they make, even if others do not notice them	3.87	4.57	3.91	3.86	3.87
The company cares about my opinions	3.73	4.43	4.16	4.09	3.76

6. Comparison by Region

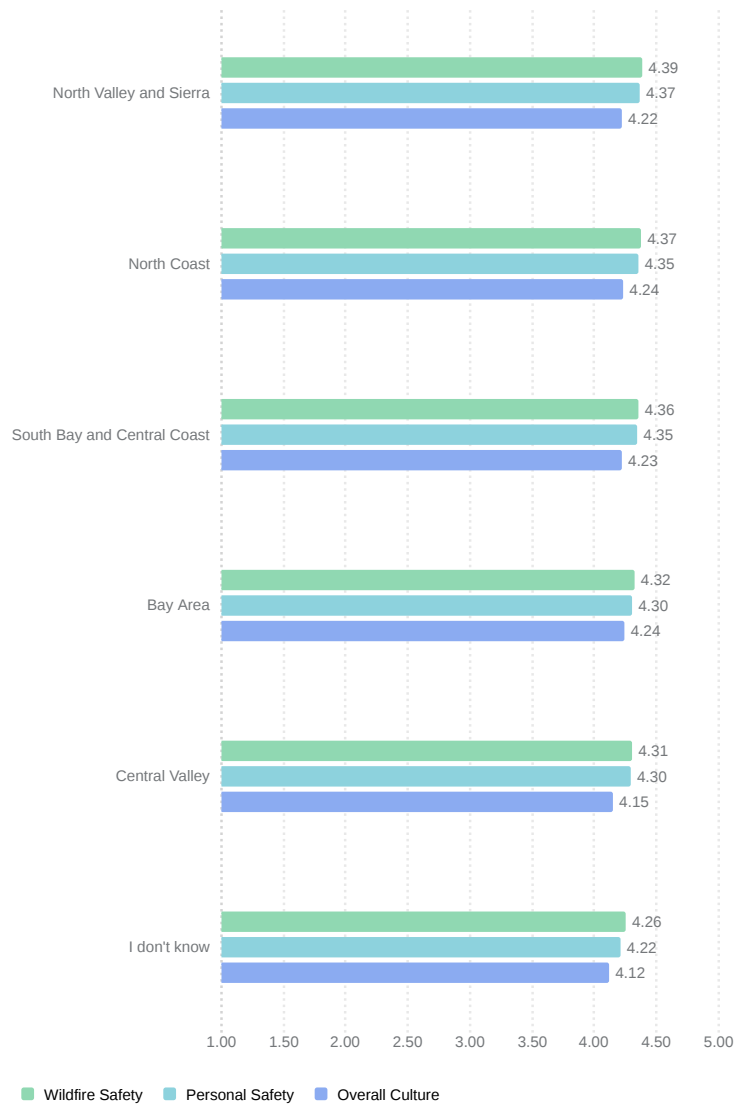
Overall Average Response Score



Number of Responses



Average Response Scores by Safety Components



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

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

Average Response Scores by Statement

Wildfire Safety	Bay Area	Central Valley	I don't know	North Coast	North Valley and Sierra	South Bay and Central Coast
Wildfire and personal safety concerns are communicated openly	4.44	4.39	4.35	4.47	4.49	4.48
Protecting the community from wildfire hazards is clearly a high priority with management	4.57	4.51	4.47	4.58	4.60	4.57
People look for wildfire hazards and risks as work progresses	4.26	4.30	4.24	4.37	4.37	4.35
People in my workgroup report all wildfire hazards, no matter how minor	4.31	4.35	4.28	4.40	4.41	4.36
Our management acts quickly to address wildfire hazards	4.36	4.33	4.29	4.38	4.42	4.38
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.43	4.47	4.38	4.50	4.53	4.50
Leaders actively seek out signs of potential wildfire hazards	4.26	4.24	4.22	4.31	4.32	4.28
I feel comfortable discussing wildfire hazards with my supervisor	4.52	4.51	4.44	4.58	4.56	4.55
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.76	3.66	3.65	3.78	3.79	3.75

Comparisons by Region and response category continued on the next page.

Average Response Scores by Statement

Personal Safety	Bay Area	Central Valley	I don't know	North Coast	North Valley and Sierra	South Bay and Central Coast
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.35	4.32	4.26	4.39	4.41	4.39
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.33	4.39	4.29	4.41	4.44	4.40
I take responsibility for the safety of myself and others in my work area	4.64	4.67	4.61	4.70	4.72	4.73
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.49	4.45	4.41	4.49	4.51	4.52
Leaders keep people prepared to intervene when an emergency occurs	4.28	4.23	4.19	4.32	4.35	4.30
Leaders use mistakes and incidents as learning opportunities	4.30	4.24	4.21	4.34	4.34	4.31
Pausing work for hazards and safety concerns is viewed positively	4.46	4.42	4.36	4.46	4.47	4.50
People focus on one task at a time and avoid distractions	3.81	3.87	3.68	3.91	3.93	3.88
People have the ability to respond to and correct problems and errors before they get out of control	4.26	4.26	4.16	4.30	4.32	4.33
People have the skills they need to resolve workplace safety issues	4.25	4.24	4.16	4.29	4.29	4.30
We have the right tools for the job	4.16	4.19	4.07	4.25	4.26	4.20

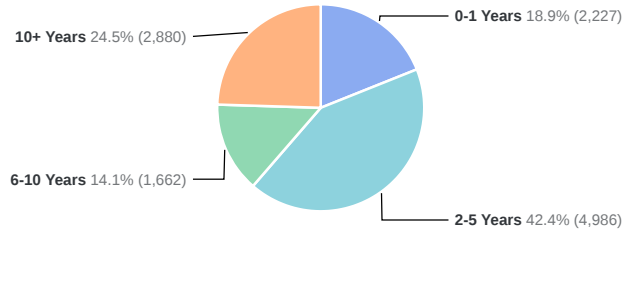
Comparisons by Functional Area (Level 3) and response category continued on the next page.

Average Response Scores by Statement:

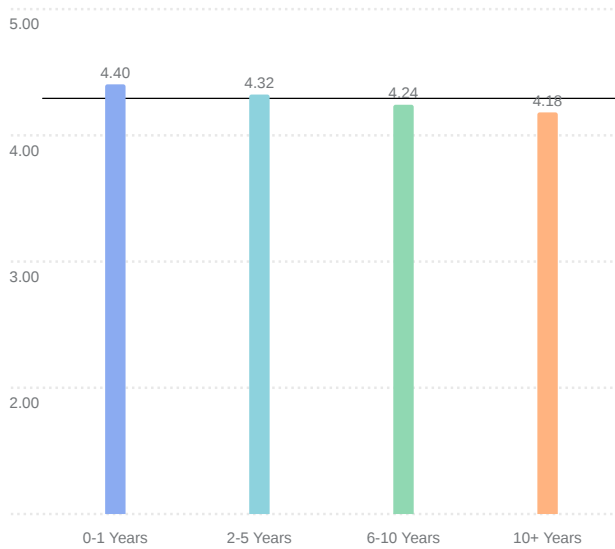
Wildfire Safety	Bay Area	Central Valley	I don't know	North Coast	North Valley and Sierra	South Bay and Central Coast
The company cares about my opinions	3.98	3.79	3.83	3.90	3.89	3.91
People report mistakes they make, even if others do not notice them	3.95	3.92	3.92	3.97	3.94	3.96
People listen to one another: it is rare that someone's views go unheard	4.10	4.02	3.97	4.09	4.06	4.08
People in my workgroup treat each other with respect	4.43	4.35	4.35	4.40	4.42	4.42
My supervisor would use whatever power they have to help me out	4.42	4.39	4.32	4.46	4.45	4.46
My supervisor makes sure all employee concerns are heard before job decisions are made	4.32	4.24	4.16	4.33	4.32	4.32
Managers treat workers with respect	4.34	4.19	4.17	4.33	4.25	4.28
Leaders encourage people to ask questions	4.38	4.29	4.26	4.35	4.37	4.38
Information about important events and lessons learned is shared within my workgroup	4.35	4.33	4.27	4.40	4.40	4.40
I believe managers apply the same rules for all workers	4.11	3.99	3.97	4.14	4.08	4.07

7. Comparison by Tenure

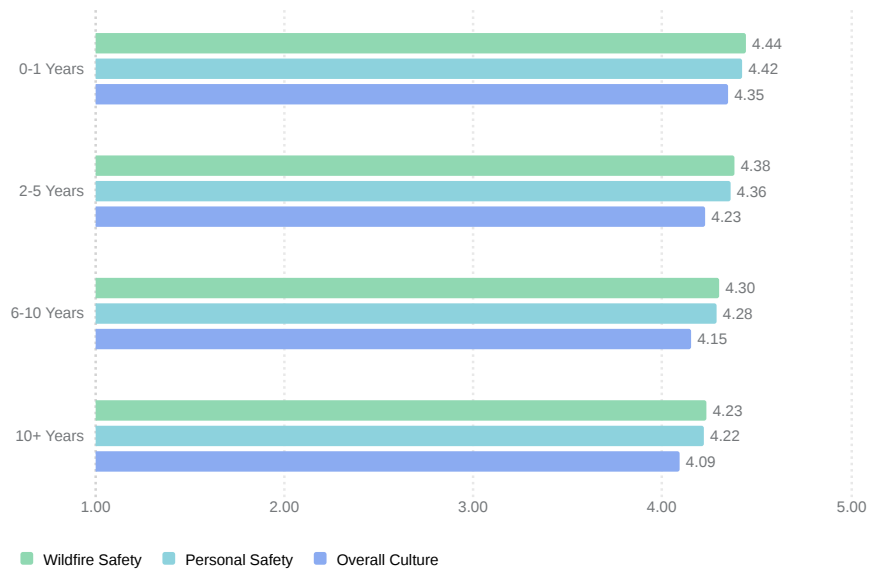
Number of Responses 11,755



Overall Average Response Score



Performance Category Average Response Scores



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	3.87	3.80	3.69	3.58
I feel comfortable discussing wildfire hazards with my supervisor	4.58	4.56	4.54	4.47
Leaders actively seek out signs of potential wildfire hazards	4.42	4.33	4.20	4.13
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.56	4.51	4.42	4.39
Our management acts quickly to address wildfire hazards	4.50	4.42	4.29	4.24
People in my workgroup report all wildfire hazards, no matter how minor	4.45	4.40	4.31	4.25
People look for wildfire hazards and risks as work progresses	4.40	4.36	4.28	4.21
Protecting the community from wildfire hazards is clearly a high priority with management	4.63	4.59	4.52	4.48
Wildfire and personal safety concerns are communicated openly	4.53	4.48	4.41	4.34

Average Response Scores by Statement

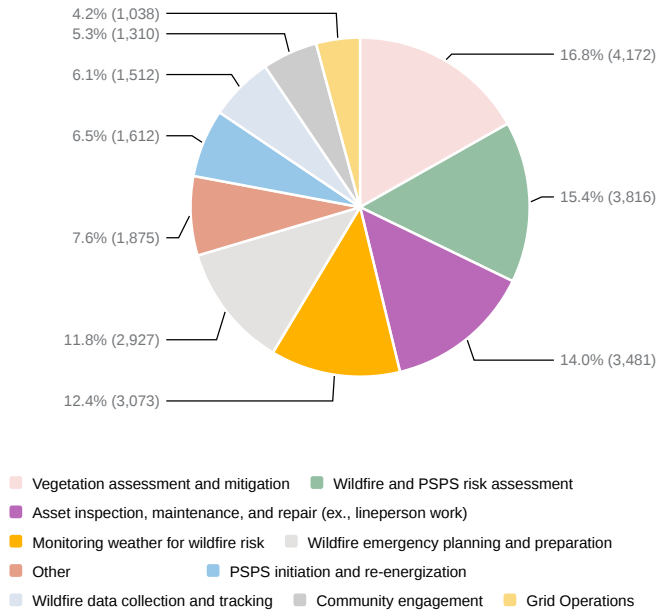
Personal Safety	0-1 Years	2-5 Years	6-10 Years	10+ Years
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.46	4.41	4.31	4.24
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.43	4.40	4.37	4.35
I take responsibility for the safety of myself and others in my work area	4.71	4.69	4.67	4.66
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.53	4.50	4.50	4.42
Leaders keep people prepared to intervene when an emergency occurs	4.42	4.34	4.22	4.15
Leaders use mistakes and incidents as learning opportunities	4.44	4.35	4.25	4.14
Pausing work for hazards and safety concerns is viewed positively	4.53	4.48	4.41	4.36
People focus on one task at a time and avoid distractions	4.04	3.91	3.80	3.68
People have the ability to respond to and correct problems and errors before they get out of control	4.39	4.32	4.24	4.15
People have the skills they need to resolve workplace safety issues	4.36	4.30	4.20	4.15
We have the right tools for the job	4.31	4.24	4.14	4.10

Average Response Scores by Statement

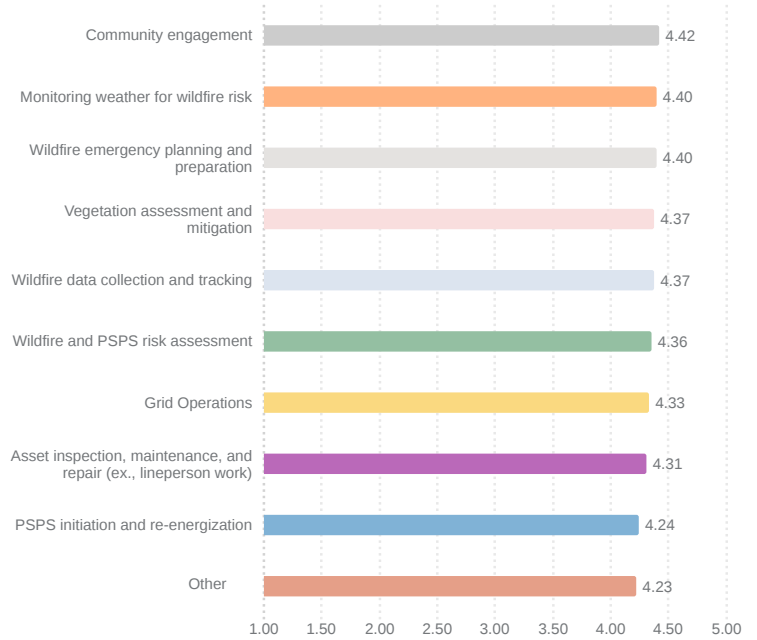
Overall Culture	0-1 Years	2-5 Years	6-10 Years	10+ Years
I believe managers apply the same rules for all workers	4.27	4.09	3.98	3.92
Information about important events and lessons learned is shared within my workgroup	4.49	4.40	4.31	4.25
Leaders encourage people to ask questions	4.47	4.39	4.28	4.22
Managers treat workers with respect	4.44	4.29	4.22	4.12
My supervisor makes sure all employee concerns are heard before job decisions are made	4.38	4.31	4.28	4.20
My supervisor would use whatever power they have to help me out	4.49	4.43	4.43	4.36
People in my workgroup treat each other with respect	4.49	4.42	4.37	4.31
People listen to one another: it is rare that someone's views go unheard	4.23	4.08	3.98	3.95
People report mistakes they make, even if others do not notice them	4.08	3.98	3.88	3.81
The company cares about my opinions	4.10	3.92	3.81	3.74

8. Comparison by Wildfire Activities

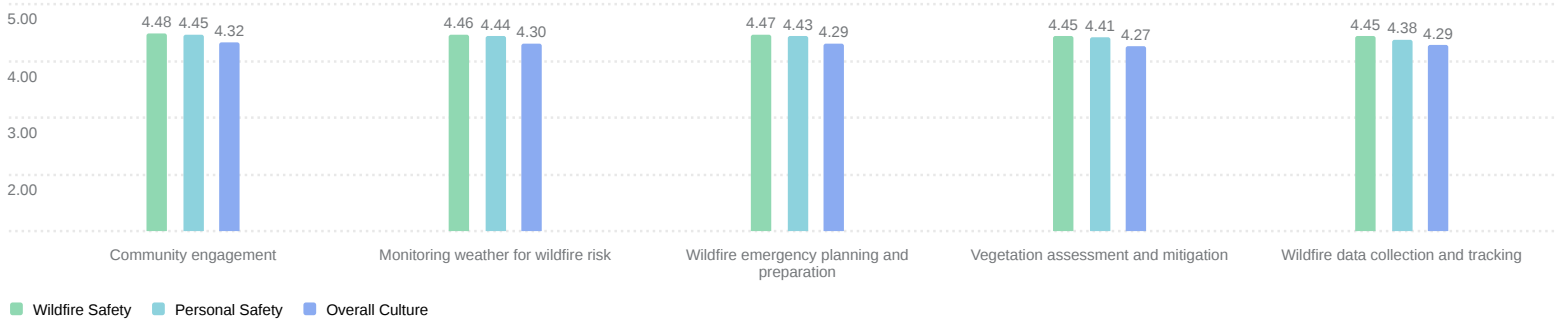
Number of Responses 11,097



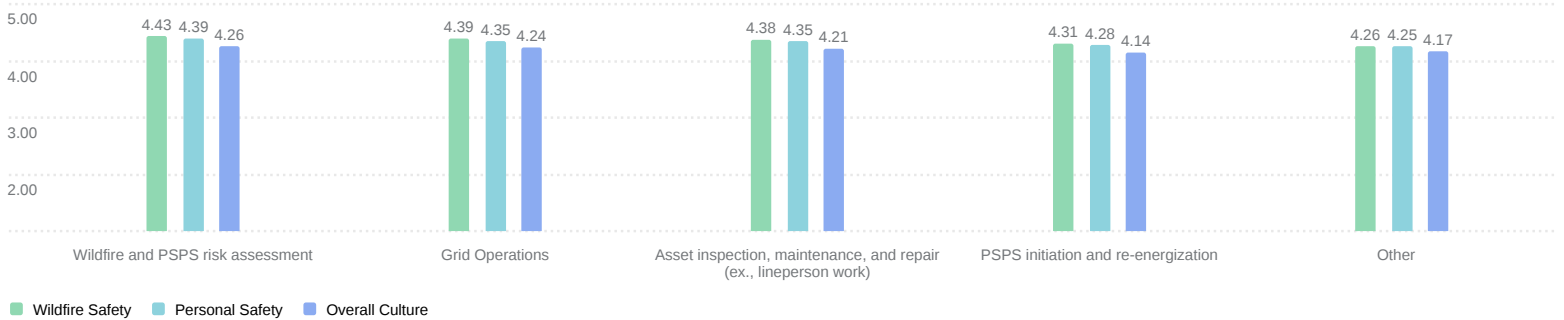
Overall Average Response Score



Performance Category Average Response Scores



Performance Category Average Response Scores



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	3.81	3.98	3.87	3.96	3.53	3.75	3.88	3.96	4.03	4.00
I feel comfortable discussing wildfire hazards with my supervisor	4.56	4.65	4.55	4.59	4.51	4.53	4.60	4.59	4.58	4.61
Leaders actively seek out signs of potential wildfire hazards	4.31	4.43	4.35	4.42	4.15	4.24	4.40	4.38	4.41	4.42
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.52	4.60	4.51	4.58	4.41	4.44	4.57	4.54	4.53	4.58
Our management acts quickly to address wildfire hazards	4.37	4.50	4.40	4.50	4.30	4.30	4.48	4.45	4.45	4.49
People in my workgroup report all wildfire hazards, no matter how minor	4.42	4.50	4.40	4.50	4.23	4.35	4.49	4.46	4.50	4.51
People look for wildfire hazards and risks as work progresses	4.37	4.45	4.39	4.42	4.22	4.30	4.43	4.40	4.39	4.41
Protecting the community from wildfire hazards is clearly a high priority with management	4.55	4.66	4.56	4.64	4.56	4.50	4.63	4.61	4.63	4.65
Wildfire and personal safety concerns are communicated openly	4.47	4.57	4.47	4.55	4.39	4.39	4.54	4.50	4.51	4.54

Comparisons by Wildfire Activities and response category continued on the next page.

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	4.50	4.39	4.49	4.30	4.31	4.48	4.42	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	4.46	4.52	4.45	4.52	4.32	4.39	4.47	4.46	4.44	4.50
I take responsibility for the safety of myself and others in my work area	4.71	4.76	4.70	4.74	4.67	4.65	4.74	4.71	4.71	4.73
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.50	4.55	4.48	4.52	4.51	4.46	4.52	4.51	4.47	4.51
Leaders keep people prepared to intervene when an emergency occurs	4.30	4.46	4.33	4.43	4.19	4.24	4.39	4.38	4.40	4.45
Leaders use mistakes and incidents as learning opportunities	4.29	4.44	4.32	4.41	4.26	4.22	4.40	4.34	4.36	4.40
Pausing work for hazards and safety concerns is viewed positively	4.47	4.56	4.48	4.53	4.42	4.41	4.52	4.50	4.51	4.53
People focus on one task at a time and avoid distractions	3.93	4.03	3.93	4.07	3.63	3.83	4.00	3.97	3.95	4.07
People have the ability to respond to and correct problems and errors before they get out of control	4.30	4.43	4.32	4.42	4.19	4.22	4.37	4.35	4.35	4.41
People have the skills they need to resolve workplace safety issues	4.30	4.37	4.29	4.37	4.17	4.21	4.35	4.33	4.34	4.36
We have the right tools for the job	4.24	4.33	4.20	4.36	4.10	4.13	4.30	4.27	4.23	4.34

Comparisons by Wildfire Activities and response category continued on the next page.

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	4.06	4.18	4.09	4.19	4.02	3.97	4.16	4.12	4.16	4.16
Information about important events and lessons learned is shared within my workgroup	4.38	4.48	4.40	4.48	4.33	4.31	4.45	4.42	4.44	4.48
Leaders encourage people to ask questions	4.35	4.48	4.39	4.44	4.31	4.28	4.42	4.39	4.42	4.44
Managers treat workers with respect	4.27	4.38	4.30	4.36	4.24	4.18	4.32	4.33	4.36	4.34
My supervisor makes sure all employee concerns are heard before job decisions are made	4.32	4.42	4.37	4.38	4.26	4.27	4.33	4.35	4.37	4.40
My supervisor would use whatever power they have to help me out	4.43	4.52	4.44	4.47	4.44	4.41	4.44	4.45	4.46	4.47
People in my workgroup treat each other with respect	4.39	4.49	4.42	4.44	4.41	4.32	4.45	4.44	4.47	4.46
People listen to one another: it is rare that someone's views go unheard	4.06	4.17	4.11	4.13	4.02	3.99	4.11	4.12	4.12	4.13
People report mistakes they make, even if others do not notice them	3.99	4.09	4.01	4.05	3.83	3.89	4.02	4.03	4.07	4.06
The company cares about my opinions	3.88	4.03	3.91	4.02	3.85	3.77	3.97	3.97	4.00	4.01

9. Comparison by Contractor Company

Number of Responses 4,882

Contractor Company - PG&E	Count ▼	Overall	Wildfire Safety	Personal Safety	Overall Culture
Other	1,299	4.41	4.46	4.44	4.34
Mountain F. Enterprises, Inc.	567	4.35	4.45	4.44	4.16
Davey Tree Surgery Company	260	4.31	4.38	4.36	4.20
ARB, Inc.	240	4.12	4.19	4.16	4.03
Core Tree Care, Inc.	204	4.44	4.46	4.47	4.39
Mario's Tree Service	200	4.46	4.52	4.51	4.35
MGE Underground, Inc.	186	4.40	4.44	4.47	4.28
Pro Energy Services Group LLC	170	4.39	4.44	4.44	4.27
Henkels & McCoy, Inc.	145	4.47	4.49	4.51	4.40
TRC	130	4.37	4.37	4.38	4.37
Alvah Contracting LLC	120	4.55	4.54	4.59	4.50
Kingsborough Atlas Tree Surgery, Inc.	94	4.14	4.25	4.21	3.97
ArborWorks LLC	94	4.36	4.47	4.43	4.19
Pinnacle Power Services Inc	86	4.62	4.61	4.67	4.58
Teichert Pipelines, Inc.	84	4.30	4.27	4.37	4.25
Wright Tree Service of the West, Inc.	79	4.25	4.31	4.31	4.13
CN Utility Consulting Inc.	74	4.42	4.52	4.44	4.31
PAR Western Line Contractors, LLC	71	4.37	4.42	4.43	4.26
C&C UTILITY INC	68	4.72	4.76	4.75	4.67
International Line Builders, Inc.	64	4.32	4.34	4.41	4.22
Underground Electric Construction Co., LLC	60	4.67	4.66	4.71	4.63
Mountain G Enterprises, Inc.	60	4.36	4.44	4.40	4.24
Intren, LLC	59	4.30	4.37	4.31	4.24
Asomeo Environmental Restoration Industry LLC	58	4.47	4.48	4.50	4.41
Nate's Tree Service	53	4.48	4.52	4.50	4.42
Maximus Tree Works	53	4.34	4.41	4.39	4.22
Outsource Utility Contractor Corporation	49	4.22	4.30	4.25	4.12
Family Tree Service, Inc.	41	4.35	4.38	4.39	4.26
Wilson Construction Co	38	4.32	4.42	4.34	4.20
Outback Contractors, Inc	38	4.35	4.45	4.43	4.17
Summit Line Construction, Inc.	36	4.41	4.46	4.44	4.33
Community Tree Service, LLC	36	4.65	4.68	4.71	4.57
Basin Enterprises Inc	26	4.36	4.36	4.43	4.27
Tree Service Unlimited	18	4.43	4.52	4.51	4.25
Utility Tree Service	10	4.35	4.43	4.42	4.20
Veteran Power Inc	6	3.52	3.72	3.61	3.25

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	Alvah Contracting LLC	ARB, Inc.	ArborWorks LLC	Asoemo Environmental Restoration Industry LLC	Basin Enterprises Inc	C&C UTILITY INC
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.10	3.59	3.67	4.03	3.77	4.42
I feel comfortable discussing wildfire hazards with my supervisor	4.63	4.42	4.63	4.60	4.52	4.78
Leaders actively seek out signs of potential wildfire hazards	4.50	4.16	4.51	4.41	4.31	4.79
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.67	4.31	4.68	4.62	4.35	4.82
Our management acts quickly to address wildfire hazards	4.66	4.18	4.57	4.50	4.46	4.84
People in my workgroup report all wildfire hazards, no matter how minor	4.57	4.25	4.54	4.45	4.27	4.79
People look for wildfire hazards and risks as work progresses	4.50	4.29	4.40	4.47	4.40	4.75
Protecting the community from wildfire hazards is clearly a high priority with management	4.66	4.28	4.67	4.72	4.62	4.87
Wildfire and personal safety concerns are communicated openly	4.60	4.21	4.51	4.52	4.58	4.81

Average Response Scores by Statement

Personal Safety	Alvah Contracting LLC	ARB, Inc.	ArborWorks LLC	Asoemo Environmental Restoration Industry LLC	Basin Enterprises Inc	C&C UTILITY INC
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.63	4.02	4.53	4.62	4.31	4.74
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.52	4.30	4.40	4.62	4.54	4.79
I take responsibility for the safety of myself and others in my work area	4.83	4.63	4.78	4.78	4.85	4.88
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.58	4.26	4.55	4.66	4.42	4.75
Leaders keep people prepared to intervene when an emergency occurs	4.65	4.08	4.36	4.45	4.46	4.75
Leaders use mistakes and incidents as learning opportunities	4.58	4.04	4.36	4.52	4.46	4.81
Pausing work for hazards and safety concerns is viewed positively	4.63	4.05	4.56	4.65	4.50	4.75
People focus on one task at a time and avoid distractions	4.31	3.95	4.10	4.09	4.04	4.54
People have the ability to respond to and correct problems and errors before they get out of control	4.63	4.17	4.44	4.43	4.35	4.75
People have the skills they need to resolve workplace safety issues	4.53	4.15	4.41	4.42	4.31	4.75
We have the right tools for the job	4.60	4.07	4.27	4.28	4.46	4.71

Average Response Scores by Statement

Overall Culture	Alvah Contracting LLC	ARB, Inc.	ArborWorks LLC	Asoemo Environmental Restoration Industry LLC	Basin Enterprises Inc	C&C UTILITY INC
I believe managers apply the same rules for all workers	4.48	3.90	3.98	4.44	4.04	4.51
Information about important events and lessons learned is shared within my workgroup	4.57	4.12	4.40	4.47	4.42	4.75
Leaders encourage people to ask questions	4.59	4.08	4.41	4.53	4.35	4.75
Managers treat workers with respect	4.62	4.02	4.30	4.43	4.46	4.66
My supervisor makes sure all employee concerns are heard before job decisions are made	4.52	4.11	4.16	4.42	4.44	4.69
My supervisor would use whatever power they have to help me out	4.58	4.32	4.37	4.55	4.42	4.76
People in my workgroup treat each other with respect	4.60	4.30	4.35	4.61	4.42	4.72
People listen to one another: it is rare that someone's views go unheard	4.35	3.85	4.06	4.33	4.08	4.66
People report mistakes they make, even if others do not notice them	4.31	3.86	4.01	4.14	3.92	4.53
The company cares about my opinions	4.44	3.72	3.83	4.21	4.19	4.62

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	CN Utility Consulting Inc.	Community Tree Service, LLC	Core Tree Care, Inc.	Davey Tree Surgery Company	Family Tree Service, Inc.	Henkels & McCoy, Inc.
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.67	4.14	4.29	3.88	3.93	4.16
I feel comfortable discussing wildfire hazards with my supervisor	4.76	4.72	4.48	4.50	4.54	4.55
Leaders actively seek out signs of potential wildfire hazards	4.53	4.72	4.46	4.40	4.46	4.49
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.67	4.72	4.57	4.46	4.39	4.54
Our management acts quickly to address wildfire hazards	4.68	4.75	4.47	4.43	4.44	4.52
People in my workgroup report all wildfire hazards, no matter how minor	4.42	4.81	4.51	4.39	4.34	4.51
People look for wildfire hazards and risks as work progresses	4.47	4.61	4.27	4.38	4.34	4.51
Protecting the community from wildfire hazards is clearly a high priority with management	4.80	4.86	4.56	4.54	4.59	4.59
Wildfire and personal safety concerns are communicated openly	4.65	4.75	4.56	4.46	4.37	4.55

Average Response Scores by Statement

Personal Safety	CN Utility Consulting Inc.	Community Tree Service, LLC	Core Tree Care, Inc.	Davey Tree Surgery Company	Family Tree Service, Inc.	Henkels & McCoy, Inc.
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.61	4.81	4.50	4.36	4.54	4.60
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.27	4.75	4.56	4.38	4.34	4.51
I take responsibility for the safety of myself and others in my work area	4.74	4.83	4.60	4.69	4.68	4.66
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.63	4.75	4.31	4.38	4.34	4.56
Leaders keep people prepared to intervene when an emergency occurs	4.49	4.69	4.51	4.35	4.32	4.55
Leaders use mistakes and incidents as learning opportunities	4.54	4.75	4.43	4.39	4.46	4.53
Pausing work for hazards and safety concerns is viewed positively	4.64	4.78	4.50	4.49	4.33	4.56
People focus on one task at a time and avoid distractions	3.76	4.53	4.43	4.05	4.10	4.28
People have the ability to respond to and correct problems and errors before they get out of control	4.35	4.75	4.50	4.39	4.41	4.50
People have the skills they need to resolve workplace safety issues	4.36	4.56	4.40	4.30	4.39	4.52
We have the right tools for the job	4.42					

Average Response Scores by Statement

Overall Culture	CN Utility Consulting Inc.	Community Tree Service, LLC	Core Tree Care, Inc.	Davey Tree Surgery Company	Family Tree Service, Inc.	Henkels & McCoy, Inc.
I believe managers apply the same rules for all workers	4.20	4.42	4.34	4.12	4.17	4.34
Information about important events and lessons learned is shared within my workgroup	4.55	4.67	4.48	4.39	4.39	4.52
Leaders encourage people to ask questions	4.50	4.69	4.44	4.37	4.32	4.53
Managers treat workers with respect	4.28	4.61	4.52	4.18	4.29	4.48
My supervisor makes sure all employee concerns are heard before job decisions are made	4.30	4.61	4.46	4.25	4.35	4.37
My supervisor would use whatever power they have to help me out	4.47	4.61	4.45	4.31	4.46	4.48
People in my workgroup treat each other with respect	4.43	4.75	4.50	4.37	4.29	4.50
People listen to one another: it is rare that someone's views go unheard	4.28	4.42	4.22	4.09	4.10	4.26
People report mistakes they make, even if others do not notice them	3.92	4.44	4.28	3.98	3.90	4.18
The company cares about my opinions	4.11	4.47	4.23	3.95	4.37	4.29

Comparisons by Contractor Company and response category continued on the next page.

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	International Line Builders, Inc.	Intren, LLC	Kingsborough Atlas Tree Surgery, Inc.	Mario's Tree Service	Maximus Tree Works	MGE Underground, Inc.
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.95	3.80	3.83	4.24	3.92	3.76
I feel comfortable discussing wildfire hazards with my supervisor	4.39	4.44	4.48	4.56	4.45	4.62
Leaders actively seek out signs of potential wildfire hazards	4.26	4.34	4.19	4.53	4.38	4.37
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.45	4.51	4.44	4.61	4.51	4.56
Our management acts quickly to address wildfire hazards	4.40	4.42	4.12	4.48	4.46	4.58
People in my workgroup report all wildfire hazards, no matter how minor	4.35	4.36	4.31	4.60	4.58	4.43
People look for wildfire hazards and risks as work progresses	4.38	4.53	4.24	4.42	4.40	4.41
Protecting the community from wildfire hazards is clearly a high priority with management	4.44	4.44	4.46	4.63	4.55	4.68
Wildfire and personal safety concerns are communicated openly	4.41	4.49	4.22	4.59	4.45	4.53

Average Response Scores by Statement

Personal Safety	International Line Builders, Inc.	Intren, LLC	Kingsborough Atlas Tree Surgery, Inc.	Mario's Tree Service	Maximus Tree Works	MGE Underground, Inc.
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.45	4.22	4.33	4.57	4.45	4.65
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.44	4.29	4.36	4.59	4.49	4.49
I take responsibility for the safety of myself and others in my work area	4.53	4.51	4.53	4.70	4.72	4.74
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.48	4.36	4.09	4.41	4.31	4.62
Leaders keep people prepared to intervene when an emergency occurs	4.34	4.39	4.19	4.57	4.40	4.45
Leaders use mistakes and incidents as learning opportunities	4.39	4.22	4.20	4.43	4.33	4.50
Pausing work for hazards and safety concerns is viewed positively	4.52	4.39	4.15	4.58	4.38	4.57
People focus on one task at a time and avoid distractions	4.27	4.24	4.02	4.44	4.09	3.93
People have the ability to respond to and correct problems and errors before they get out of control	4.39	4.31	4.20	4.53	4.49	4.44
People have the skills they need to resolve workplace safety issues	4.31	4.41	4.23	4.42	4.32	4.32
We have the right tools for the job	4.36	4.05	3.97	4.45	4.32	4.45

Average Response Scores by Statement

Overall Culture	International Line Builders, Inc.	Intren, LLC	Kingsborough Atlas Tree Surgery, Inc.	Mario's Tree Service	Maximus Tree Works	MGE Underground, Inc.
I believe managers apply the same rules for all workers	4.13	4.16	3.96	4.30	4.21	4.13
Information about important events and lessons learned is shared within my workgroup	4.30	4.24	4.13	4.53	4.48	4.49
Leaders encourage people to ask questions	4.30	4.39	4.12	4.44	4.42	4.47
Managers treat workers with respect	4.25	4.27	3.91	4.37	4.28	4.32
My supervisor makes sure all employee concerns are heard before job decisions are made	4.14	4.42	4.04	4.45	4.32	4.20
My supervisor would use whatever power they have to help me out	4.44	4.39	4.06	4.46	4.21	4.48
People in my workgroup treat each other with respect	4.19	4.31	4.28	4.54	4.34	4.34
People listen to one another: it is rare that someone's views go unheard	4.19	4.17	3.78	4.12	3.94	4.12
People report mistakes they make, even if others do not notice them	4.11	4.14	3.82	4.24	4.11	4.08
The company cares about my opinions	4.16	3.92	3.59	4.05	3.92	4.16

Comparisons by Contractor Company and response category continued on the next page.

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	Mountain F. Enterprises, Inc.	Mountain G Enterprises, Inc.	Nate's Tree Service	Other	Outback Contractors, Inc	Outsource Utility Contractor Corporation
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.96	3.68	3.96	3.89	3.97	3.73
I feel comfortable discussing wildfire hazards with my supervisor	4.56	4.65	4.53	4.60	4.58	4.45
Leaders actively seek out signs of potential wildfire hazards	4.42	4.37	4.56	4.44	4.43	4.18
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.57	4.60	4.66	4.57	4.50	4.44
Our management acts quickly to address wildfire hazards	4.45	4.53	4.62	4.53	4.55	4.29
People in my workgroup report all wildfire hazards, no matter how minor	4.51	4.43	4.53	4.46	4.34	4.33
People look for wildfire hazards and risks as work progresses	4.39	4.52	4.51	4.47	4.42	4.35
Protecting the community from wildfire hazards is clearly a high priority with management	4.65	4.62	4.66	4.66	4.74	4.49
Wildfire and personal safety concerns are communicated openly	4.55	4.58	4.64	4.55	4.47	4.47

Average Response Scores by Statement

Personal Safety	Mountain F. Enterprises, Inc.	Mountain G Enterprises, Inc.	Nate's Tree Service	Other	Outback Contractors, Inc	Outsource Utility Contractor Corporation
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.50	4.43	4.58	4.49	4.49	4.29
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.53	4.47	4.40	4.41	4.50	4.27
I take responsibility for the safety of myself and others in my work area	4.77	4.78	4.74	4.73	4.74	4.63
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.45	4.49	4.57	4.54	4.58	4.35
Leaders keep people prepared to intervene when an emergency occurs	4.44	4.32	4.58	4.42	4.39	4.25
Leaders use mistakes and incidents as learning opportunities	4.43	4.43	4.51	4.46	4.45	4.20
Pausing work for hazards and safety concerns is viewed positively	4.49	4.58	4.53	4.55	4.45	4.29
People focus on one task at a time and avoid distractions	4.18	3.95	4.17	4.03	3.81	4.10
People have the ability to respond to and correct problems and errors before they get out of control	4.38	4.33	4.51	4.40	4.34	4.35
People have the skills they need to resolve workplace safety issues	4.34	4.28	4.47	4.40	4.32	4.22
We have the right tools for the job	4.39	4.37	4.42	4.39	4.61	3.80

Average Response Scores by Statement

Overall Culture	Mountain F. Enterprises, Inc.	Mountain G Enterprises, Inc.	Nate's Tree Service	Other	Outback Contractors, Inc	Outsource Utility Contractor Corporation
I believe managers apply the same rules for all workers	3.96	4.10	4.43	4.26	4.00	3.98
Information about important events and lessons learned is shared within my workgroup	4.45	4.36	4.58	4.50	4.34	4.22
Leaders encourage people to ask questions	4.41	4.48	4.51	4.49	4.34	4.25
Managers treat workers with respect	4.06	4.38	4.46	4.42	4.26	4.24
My supervisor makes sure all employee concerns are heard before job decisions are made	4.35	4.35	4.49	4.34	4.16	4.08
My supervisor would use whatever power they have to help me out	4.39	4.48	4.53	4.49	4.42	4.24
People in my workgroup treat each other with respect	4.37	4.43	4.52	4.51	4.29	4.27
People listen to one another: it is rare that someone's views go unheard	4.01	4.05	4.32	4.24	4.03	4.08
People report mistakes they make, even if others do not notice them	3.94	3.88	4.11	4.04	3.68	3.98
The company cares about my opinions	3.66	3.87	4.29	4.14	4.18	3.82

Comparisons by Contractor Company and response category continued on the next page.

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	PAR Western Line Contractors, LLC	Pinnacle Power Services Inc	Pro Energy Services Group LLC	Summit Line Construction, Inc.	Teichert Pipelines, Inc.	TRC
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.89	4.32	3.80	3.86	3.76	3.76
I feel comfortable discussing wildfire hazards with my supervisor	4.46	4.71	4.62	4.56	4.50	4.55
Leaders actively seek out signs of potential wildfire hazards	4.44	4.60	4.44	4.49	4.23	4.33
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.62	4.69	4.54	4.61	4.39	4.50
Our management acts quickly to address wildfire hazards	4.41	4.69	4.56	4.44	4.31	4.44
People in my workgroup report all wildfire hazards, no matter how minor	4.46	4.58	4.41	4.36	4.29	4.31
People look for wildfire hazards and risks as work progresses	4.44	4.56	4.45	4.49	4.24	4.38
Protecting the community from wildfire hazards is clearly a high priority with management	4.61	4.74	4.63	4.75	4.45	4.52
Wildfire and personal safety concerns are communicated openly	4.51	4.63	4.54	4.63	4.28	4.52

Average Response Scores by Statement

Personal Safety	PAR Western Line Contractors, LLC	Pinnacle Power Services Inc	Pro Energy Services Group LLC	Summit Line Construction, Inc.	Teichert Pipelines, Inc.	TRC
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.44	4.72	4.51	4.42	4.43	4.42
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.44	4.66	4.47	4.53	4.39	4.28
I take responsibility for the safety of myself and others in my work area	4.70	4.81	4.72	4.77	4.54	4.64
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.46	4.73	4.46	4.64	4.49	4.51
Leaders keep people prepared to intervene when an emergency occurs	4.38	4.60	4.49	4.56	4.27	4.34
Leaders use mistakes and incidents as learning opportunities	4.38	4.67	4.46	4.39	4.43	4.45
Pausing work for hazards and safety concerns is viewed positively	4.55	4.73	4.45	4.58	4.39	4.49
People focus on one task at a time and avoid distractions	4.08	4.50	4.00	4.09	4.06	4.01
People have the ability to respond to and correct problems and errors before they get out of control	4.54	4.65	4.44	4.42	4.38	4.36
People have the skills they need to resolve workplace safety issues	4.44	4.65	4.41	4.36	4.26	4.31
We have the right tools for the job	4.38	4.60	4.42	4.11	4.48	4.33

Average Response Scores by Statement

Overall Culture	PAR Western Line Contractors, LLC	Pinnacle Power Services Inc	Pro Energy Services Group LLC	Summit Line Construction, Inc.	Teichert Pipelines, Inc.	TRC
I believe managers apply the same rules for all workers	3.96	4.44	4.14	4.23	4.18	4.38
Information about important events and lessons learned is shared within my workgroup	4.44	4.67	4.49	4.50	4.36	4.47
Leaders encourage people to ask questions	4.48	4.66	4.50	4.56	4.39	4.49
Managers treat workers with respect	4.39	4.67	4.39	4.29	4.39	4.48
My supervisor makes sure all employee concerns are heard before job decisions are made	4.31	4.63	4.31	4.47	4.31	4.29
My supervisor would use whatever power they have to help me out	4.41	4.70	4.49	4.47	4.40	4.44
People in my workgroup treat each other with respect	4.35	4.63	4.31	4.39	4.31	4.56
People listen to one another: it is rare that someone's views go unheard	4.11	4.51	4.06	4.22	4.07	4.35
People report mistakes they make, even if others do not notice them	4.08	4.40	3.92	4.08	4.05	4.05
The company cares about my opinions	4.08	4.46	4.12	4.06	4.08	4.18

Comparisons by Contractor Company and response category continued on the next page.

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	Tree Service Unlimited	Underground Electric Construction Co., LLC	Utility Tree Service	Veteran Power Inc	Wilson Construction Co	Wright Tree Service of the West, Inc.
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.61	4.23	4.00	3.00	3.95	3.71
I feel comfortable discussing wildfire hazards with my supervisor	4.47	4.75	4.70	3.67	4.53	4.41
Leaders actively seek out signs of potential wildfire hazards	4.59	4.57	4.40	3.50	4.42	4.28
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.59	4.78	4.40	4.17	4.47	4.42
Our management acts quickly to address wildfire hazards	4.72	4.75	4.30	3.50	4.55	4.38
People in my workgroup report all wildfire hazards, no matter how minor	4.59	4.67	4.60	4.00	4.41	4.25
People look for wildfire hazards and risks as work progresses	4.59	4.62	4.20	3.83	4.38	4.39
Protecting the community from wildfire hazards is clearly a high priority with management	4.94	4.82	4.90	4.00	4.58	4.61
Wildfire and personal safety concerns are communicated openly	4.59	4.78	4.40	3.83	4.47	4.38

Average Response Scores by Statement

Personal Safety	Tree Service Unlimited	Underground Electric Construction Co., LLC	Utility Tree Service	Veteran Power Inc	Wilson Construction Co	Wright Tree Service of the West, Inc.
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.67	4.82	4.50	3.50	4.50	4.33
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.72	4.73	4.30	4.17	4.37	4.34
I take responsibility for the safety of myself and others in my work area	4.78	4.92	4.80	4.67	4.55	4.62
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.56	4.85	4.40	3.50	4.46	4.35
Leaders keep people prepared to intervene when an emergency occurs	4.67	4.67	4.30	3.33	4.32	4.38
Leaders use mistakes and incidents as learning opportunities	4.25	4.68	4.70	3.67	4.35	4.37
Pausing work for hazards and safety concerns is viewed positively	4.50	4.75	4.80	3.67	4.37	4.42
People focus on one task at a time and avoid distractions	4.11	4.35	3.90	3.00	3.89	3.89
People have the ability to respond to and correct problems and errors before they get out of control	4.44	4.76	4.50	3.67	4.30	4.27
People have the skills they need to resolve workplace safety issues	4.35	4.62	4.30	3.33	4.29	4.20
We have the right tools for the job	4.53	4.70	4.10	3.17	4.39	4.25

Average Response Scores by Statement

Overall Culture	Tree Service Unlimited	Underground Electric Construction Co., LLC	Utility Tree Service	Veteran Power Inc	Wilson Construction Co	Wright Tree Service of the West, Inc.
I believe managers apply the same rules for all workers	3.94	4.62	4.30	3.17	4.08	4.05
Information about important events and lessons learned is shared within my workgroup	4.50	4.70	4.70	3.50	4.34	4.37
Leaders encourage people to ask questions	4.56	4.78	4.50	3.33	4.42	4.30
Managers treat workers with respect	4.28	4.68	4.20	3.00	4.24	4.13
My supervisor makes sure all employee concerns are heard before job decisions are made	4.24	4.52	4.00	3.50	4.22	4.19
My supervisor would use whatever power they have to help me out	4.61	4.73	4.00	3.17	4.37	4.22
People in my workgroup treat each other with respect	4.44	4.72	4.30	3.67	4.18	4.25
People listen to one another: it is rare that someone's views go unheard	4.17	4.57	4.30	3.17	4.22	3.96
People report mistakes they make, even if others do not notice them	3.83	4.38	3.70	3.33	3.74	4.00
The company cares about my opinions	3.94	4.57	4.00	2.67	4.21	3.84



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**Safety Culture Assessment
Management Self-Assessment Report
July 2023**

Pacific Gas and Electric Company



Section 1. Management Self-Assessment Results - 2021, 2022, 2023 to 2024 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, and where the electrical corporation expects to be at the end of 2024.

	2021	2022	2023	2024 Goal
Organizational Sustaining Systems	Private Compliance	Stewardship	Stewardship	Stewardship
Wildfire Safety integrated into leader selection and promotion	Private Compliance	Private Compliance	Stewardship	Stewardship
Wildfire safety integrated into supervisor goals and objectives	Stewardship	Citizenship	Citizenship	Citizenship
Safety incorporated into position descriptions	Stewardship	Stewardship	Stewardship	Stewardship
Training available to frontline leaders	Private Compliance	Stewardship	Stewardship	Stewardship
Training available to frontline workers	Private Compliance	Stewardship	Stewardship	Stewardship
Training requirements for contractors	Private Compliance	Stewardship	Stewardship	Stewardship
Rewards and incentives to support safety	Stewardship	Stewardship	Stewardship	Stewardship
Structure and Governance	Stewardship	Citizenship	Citizenship	Citizenship
Accountable for wildfire safety outcomes	Citizenship	Citizenship	Citizenship	Citizenship
Accountable for personal safety outcomes	Stewardship	Citizenship	Citizenship	Citizenship
Wildfire indicators tracked by senior leadership	Stewardship	Citizenship	Citizenship	Citizenship
Effectiveness of wildfire safety metrics	Private Compliance	Citizenship	Citizenship	Citizenship
Monitor and adjust strategies to wildfire safety	Stewardship	Citizenship	Citizenship	Citizenship
Communication of wildfire safety metrics	Stewardship	Citizenship	Citizenship	Citizenship
Safety Enabling Systems	Private Compliance	Stewardship	Stewardship	Stewardship
Investigations using root cause analysis	Public Compliance	Private Compliance	Stewardship	Stewardship
Quality of event investigations	Private Compliance	Private Compliance	Stewardship	Stewardship
Results of investigations	Private Compliance	Stewardship	Stewardship	Stewardship
Process for reporting wildfire hazards	Private Compliance	Private Compliance	Stewardship	Stewardship
Systems to encourage sensitivity to weak signals	Public Compliance	Private Compliance	Stewardship	Stewardship
Responding to upset conditions	Stewardship	Stewardship	Stewardship	Stewardship
Process/structures to create a learning organization	Private Compliance	Stewardship	Stewardship	Stewardship
Audits of wildfire mitigation activities	Stewardship	Citizenship	Citizenship	Citizenship
Use of audit findings and tracking to closure	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 Feb. 28, 2023) and Hofmann, Morgeson, and Gerras (2003), (<https://psycnet.apa.org/record/2003-04931-017>, accessed Feb. 28, 2023) and the work of Sentis Pty Ltd (<https://sentis.com.au/articles/safety-citizenship>, accessed Feb. 28, 2023).

Section 1. Management Self-Assessment and Justification

Dimension 1: Organizational Sustaining Systems

The electrical corporation reported the current status of 22 safety culture elements of its organizational culture and projected their state at the end of 2024. 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, and where the electrical corporation expects to be at the end of 2024. All responses submitted by the electrical corporation are presented as submitted, without revision. Responses exceeding the character limit are truncated.

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

Safety Culture Maturity Scale

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

Electrical Corporation Self-Ranking

2021	2022	2023	2024 Goal
Private Compliance	Private Compliance	Stewardship	Stewardship

Justification

Since the last self-assessment, the Company's Purpose, Virtues, and Stands (PVS) and True North Strategy (TNS) have been 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 current selection process, candidates are interviewed by a panel assess and providing a rating for virtues, including Safety. The panel debriefs and all interviewers review their ratings. Areas of disagreement are discussed to properly assess the candidates.

Additionally, we will soon publish an improved selection guide and panel scorecards to better document discussions.

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

Safety Culture Maturity Scale

Public Compliance

No annual goals or objectives related to wildfire safety

Private Compliance

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

Stewardship

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

Citizenship

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

Electrical Corporation Self-Ranking

2021	2022	2023	2024 Goal
Stewardship	Citizenship	Citizenship	Citizenship

Justification

With the Company's revised virtues, the goal categories include specific goal areas including: Catastrophic wildfires shall stop; and Everyone and everything is always safe. Similar to last year when the program was implemented more than 70% of the supervisors in Electric Distribution, Vegetation management and Electric Distribution Operations have goals specific for stopping catastrophic wildfire. They in most cases also have goals that everyone and everything is always safe. Monitoring goal status is done in 2 primary ways: individual goals are reviewed in quarterly check-ins and annual performance review; and the Company has implemented a lean management system with operating reviews allowing for daily escalation of 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	Private Compliance	Stewardship	Citizenship
No mention of safety	Focus is on compliance with rules and dismissal if found out of compliance	Emphasis on more than just compliance with rules, but each employee’s position description includes that each employee has to speak up and intervene if unsafe conditions exist, both for wildfire and personal safety	Emphasis on each person’s role and the expectation and mechanism to hold the organization accountable if unsafe conditions exist, both for wildfire and personal safety

Electrical Corporation Self-Ranking

2021	2022	2023	2024 Goal
Stewardship	Stewardship	Stewardship	Stewardship

Justification

Job descriptions and postings may include safety related responsibilities, but not all positions include them and particularly with the negotiated job descriptions, the requirement is not specific. As outlined previously, the expectation to work safety 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.

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 Goal
Private Compliance	Stewardship	Stewardship	Stewardship

Justification

In 2023, implementing the PSEMS program and provided a one stop shop to frontline supervisors called "Supervisor Central," which includes safety. Frontline supervisors and crew leads in workgroups at high-risk of SIF participate in the Safety Leadership Development Program. Also moving to implement the Energy Hazard Wheel to guide systematic identification of safety threats to build the capacity for coworkers and contractors to fail safe when incidents occur. Continuing wildfire safety training (SAFE-1503WBT, "Fire Danger Precautions") as well as TD-1464S (Preventing and Mitigating Fires while Performing PG&E Work) for wildfire prevention, mitigations, and requirements.

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

Safety Culture Maturity Scale

Public Compliance

No training available

Private Compliance

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

Stewardship

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

Citizenship

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

Electrical Corporation Self-Ranking

2021	2022	2023	2024 Goal
Private Compliance	Stewardship	Stewardship	Stewardship

Justification

PG&E has job-specific wildfire training for employees involved directly in wildfire mitigation, Safety topics included in those trainings are physical safety, as it pertains to the job and work environment and emotional safety centered around the "Speak Up" culture. Additionally, SAFE-1503WBT: Fire Danger Precautions is required for all field employees who work on or near associated facilities, equipment, tools and vehicles, and whose actions could result in vegetation or wildland fires, and SAFE-3002WBT: Wildfire Smoke Exposure is required for all employees.

We also review the Energy Wheel with all employees and specifically the electrical and temperature hazards would cover Wildfire Risk.

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

Safety Culture Maturity Scale

Public Compliance

No safety training required

Private Compliance

Site or location-specific general safety introduction and orientation

Stewardship

Electrical corporation-wide standardized safety training in addition to site-specific orientation

Citizenship

Electrical corporation-wide standardized safety training in addition to site-specific orientation and wildfire hazard awareness training

Electrical Corporation Self-Ranking

2021	2022	2023	2024 Goal
Private Compliance	Stewardship	Stewardship	Stewardship

Justification

PG&E requires all contract partners to comply with Utility Standard: TD-1464S: Preventing and Mitigating Fires While Performing PG&E Work, and contract partners who perform PG&E work which may result in a spark, fire, or flame on or near any forest-, brush-, or grass-covered lands must complete required training. Training (SAFE-1503WBT, "Fire Danger Precautions") targets work personnel working on or near any forest-, brush-, or grass-covered lands. This training is profiled to the target audience as mandatory, generally to be completed annually between January 1 and April 1.

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

Safety Culture Maturity Scale

Public Compliance

No rewards or incentives specific to safety or wildfire safety

Private Compliance

Rewards and incentives only focus on lagging indicators such as achieving no injuries or wildfires

Stewardship

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

Citizenship

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 Goal
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 value. 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. 2023 Goals are tied to Reportable Fire Ignitions, Wildfire Risk Reduction, among other metrics. The STIP incentive weight for Reportable Fire Ignitions is 10% and Wildfire Risk Reduction is 15%.



Section 1. Management Self-Assessment and Justification

Dimension 2: Structure and Governance

The electrical corporation reported the current status of 22 safety culture elements of its organizational culture and projected their state at the end of 2024. 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, and where the electrical corporation expects to be at the end of 2024. All responses submitted by the electrical corporation are presented as submitted, without revision. Responses exceeding the character limit are truncated.

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 Goal
Citizenship	Citizenship	Citizenship	Citizenship

Justification

Our CEO and Executive Officer Team attend the wildfire risk weekly operating review at the wildfire command center on a monthly basis and are accountable for driving results. Our VP of Enterprise Risk and VP of Safety are also in attendance. The Safety & Nuclear Operations Committee of the Board also attend every quarter.

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 Goal
Stewardship	Citizenship	Citizenship	Citizenship

Justification

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 tone and culture for the Enterprise. Furthermore, while working with the CPUC SPD on the Safety Culture OIR, they have agreed to adopt the 10 Traits of a Healthy Safety Culture as the framework, and that framework starts with Individual Accountability. 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

Public Compliance

No wildfire safety objectives

Private Compliance

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

Stewardship

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

Citizenship

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

Electrical Corporation Self-Ranking

2021	2022	2023	2024 Goal
Stewardship	Citizenship	Citizenship	Citizenship

Justification

Reportable Fire Ignitions Systemwide and in HFTD, wildfires meeting the OEIS guidelines as significant (>5000 acres, >500 structures, >1 fatality) as outcomes of all the work being done to prevent catastrophic wildfires. Indicators are based on the metrics in each of the major programs - EPSS -Circuits Activated, outage Response Time, Ignitions that occur on EPSS circuits, and Fire Size of Ignitions that occur on EPSS circuits. PSPS, number of locations where damage has been found after a PSPS event, ETOR of the PSPS event after the all clear. All the indicators are covered in the Wildfire Risk Command Center during Wildfire WOR

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

Safety Culture Maturity Scale

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

Electrical Corporation Self-Ranking

2021	2022	2023	2024 Goal
Private Compliance	Citizenship	Citizenship	Citizenship

Justification

The leading indication of wildfire danger is PG&E's Fire Potential Index (FPI). This index serves to provide daily guidance to Enhanced Powerline Safety Settings and Public Safety Power Shutoff. FPI also provides guidance to teams conducting work in elevated fire risk areas. The Reportable Fire Ignitions in HFTD metric provides insight into where risk is materializing. The metrics collected as part of the EPSS outage and ignition analysis guide actions that are planned both during the year and into the following year. This process has thus far resulted in lowering the number of reportable fire ignitions occurring in HFTD.

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

Never

Private Compliance

Periodically (at even or uneven intervals; for example, once or twice a year as wildfire season approaches)

Stewardship

Often (at even or uneven intervals; for example, 3-5 times per year) monitors action plans and responds to emerging issues and developments

Citizenship

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 Goal
Stewardship	Citizenship	Citizenship	Citizenship

Justification

The senior safety team reviews metrics daily, weekly and monthly. We use Tactical Implementation Plans (TIPs) to measure progress against plans. Specifically to wildfire, Safety ensures that we are meeting the Cal Fire requirements on job sites. PSEMS Element 12, Performance Evaluation and Improvement, speaks to continuously improving operations where coworker, public and asset safety are concerned.

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

Safety Culture Maturity Scale

Public Compliance

Safety metrics are not shared

Private Compliance

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

Stewardship

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

Citizenship

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

Electrical Corporation Self-Ranking

2021	2022	2023	2024 Goal
Stewardship	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 electrical corporation reported the current status of 22 safety culture elements of its organizational culture and projected their state at the end of 2024. 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, and where the electrical corporation expects to be at the end of 2024. All responses submitted by the electrical corporation are presented as submitted, without revision. Responses exceeding the character limit are truncated.

3.1.1 What types of adverse events are investigated using root cause 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 Goal
Public Compliance	Private Compliance	Stewardship	Stewardship

Justification

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

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

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

3.1.2 Rate the quality of event investigations.

Safety Culture Maturity Scale

Public Compliance

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

Private Compliance

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

Stewardship

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

Citizenship

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

Electrical Corporation Self-Ranking

2021	2022	2023	2024 Goal
Private Compliance	Private Compliance	Stewardship	Stewardship

Justification

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

3.1.3 What happens with investigation results?

Safety Culture Maturity Scale

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

Electrical Corporation Self-Ranking

2021	2022	2023	2024 Goal
Private Compliance	Stewardship	Stewardship	Stewardship

Justification

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

Additionally, leadership support to drive ownership still has room to grow. We continue to have discussions on who's on point to drive improvements, including controls. However, organizational (leadership and subject matter experts) churn may present challenges to near-term improvement and sustainability.

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

Safety Culture Maturity Scale

Public Compliance

No formal process

Private Compliance

Process exists to report wildfire hazards but no training or feedback

Stewardship

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

Citizenship

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

Electrical Corporation Self-Ranking

2021	2022	2023	2024 Goal
Private Compliance	Private Compliance	Stewardship	Stewardship

Justification

Since 2022, processes have been enhanced to identify hazards in the field, e.g. facility ignitions. Continue to work with field personnel to improve hazard identification through the use of the Report It app, success stories, and continued reinforcement of the Corrective Action Process.

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; frontline supervisors 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 Goal
Public Compliance	Private Compliance	Stewardship	Stewardship

Justification

Since 2021, our ignition investigations team holds a weekly cross-functional review with representation from Asset Failure Analysis, ATS (spell out), Vegetation Management and Analytics, to review recent near misses and incidents to understand what can be learned and the extent of condition. Information gathered here is also shared in a collaborative forum with CalFire. The Wildfire Mitigation Plan 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 Goal
Stewardship	Stewardship	Stewardship	Stewardship

Justification

PSEMS Element 7 - Emergency Response requires PG&E to have drills, exercises, and procedures for quickly responding to incidents. Additionally, we have Business Continuity Plans (BCPs) that review how to keep the business going during emergencies. To be a PG&E's Emergency Operations Center member, employees undergo training from FEMA and the Standardized Emergency Management System (SEMS). Tabletop exercises and drills occur regularly to instill the "what could go wrong" mentality in leaders. The end-to-end process to prepare, respond, and learn from events has ensured the program's success. Yearly full-scale PSPS exercise events are simulated to prepare coworkers for the upcoming PSPS season.

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	The organization has 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 Goal
Private Compliance	Stewardship	Stewardship	Stewardship

Justification

PG&E Performance Playbook includes Breakthrough Thinking, the Lean Operating System, and PSEMS. The Lean Operating System gives us the structure and tools to raise and learn from events in real time. PSEMS Element 12, Performance Evaluation and Improvement, requires the company to adopt a continuous improvement and learning organization culture. We conduct Incident Investigations and share the learnings with the Enterprise to prevent recurrences, in which initial and final communications share root cause, direct causes, corrective actions, and best practices. Wildfire Mitigation observations are performed utilizing the Safety Net tool. Industry Best Practices are distributed to department safety leaders and posted online.

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 Goal
Stewardship	Citizenship	Citizenship	Citizenship

Justification

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

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

Safety Culture Maturity Scale

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

Electrical Corporation Self-Ranking

2021	2022	2023	2024 Goal
Stewardship	Stewardship	Stewardship	Stewardship

Justification

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 2024

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 2024 indicated in its management self-assessment. All responses submitted by the electrical corporation are presented as submitted, without revision. Responses exceeding the character limit are truncated.

A1. Action/Activity 1

PG&E will continue to require and provide job-specific wildfire training for employees directly involved in wildfire mitigation activities. We also plan to continue the training requirements SAFE-1503WBT and SAFE-3002WBT.

B1. Deadline

Ongoing

C1. Management Self-Assessment Reference(s)

1.2.2

A2. Action/Activity 2

Regional Safety Directors will continue participating in the Wildfire Weekly Operating review to engage in performance dialogue and raise additional learnings or trends related to wildfire risk from a safety perspective.

B2. Deadline

Ongoing

C2. Management Self-Assessment Reference(s)

2.2.2

A3. Action/Activity 3

Continue to leverage the Regional External townhall meetings (Monthly) and community engagement activities to provide updates on the progress of the Wildfire Mitigation Plan to the public as well as inform the Public on PG&E resources/information available to help mitigate wildfires.

B3. Deadline

Ongoing

C3. Management Self-Assessment Reference(s)

2.2.3

A4. Action/Activity 4

PG&E will continue to require drills, exercises, and procedures for quickly responding to incidents when the EOC, OEC, REC, or IMT's are activated to support wildfire mitigation efforts. We will continue to improve our end-to-end process to prepare, respond, and learn from events to ensure continuous improvement. PG&E will continue full-scale PSPS exercise events to prepare coworkers for the upcoming PSPS seasons.

B4. Deadline

Ongoing

C4. Management Self-Assessment Reference(s)

3.3.2

A5. Action/Activity 5

PG&E will continue to cross-functionally collaborate with our contractors to get ideas, recommendations, and feedback as it relates to the 2024 Wildfire Mitigation Plan.

B5. Deadline

Ongoing

C5. Management Self-Assessment Reference(s)

3.3.3



Section 3. Safety Culture Objectives, Lessons Learned, and 2022 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. Responses exceeding the character limit are truncated.

3.1 Objectives for the Next 12 Months

A1. Objective 1

Implement SIF Capacity Model

C1. 12-Month Target

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

A2. Objective 2

Continue implementation of PSEMS

C2. 12-Month Target

Multi year road map in place

A3. Objective 3

Continue Lean maturity

C3. 12-Month Target

More consistent use of Problem Solving

B1. Progress Metrics (if applicable)

Decrease in SIF events

D1. Description of Objective

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

B2. Progress Metrics (if applicable)

Complete PSEMS Manual. Execute on LRQA gap assessment and develop a multi-year implementation roadmap.

D2. Description of Objective

[No Response Provided]

B3. Progress Metrics (if applicable)

Standardized reporting at Safety WORs

D3. Description of Objective

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

A4. Objective 4

Understand drivers of RFIs (RfW and R3+ days)/increased awareness

C4. 12-Month Target

Standard Metric for Safety Reporting (RFIs on RfW days in HFTD)

B4. Progress Metrics (if applicable)

Reduction in ignitions on RfW/R3+ days relative to normalized
Heightened sensitivity of fire risk level

D4. Description of Objective

Reduces risk of catastrophic wildfires



Section 3. Safety Culture Objectives, Lessons Learned, and 2022 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. Responses exceeding the character limit are truncated.

3.2 Objectives for the Next 3 Years

A1. Objective 1

Continued implementation of the 5-year Workforce Safety Strategy

C1. 3-Year Target

Improving safety performance year over year

A2. Objective 2

Improve safety culture performance on Safety Barometer Survey

C2. 3-Year Target

Continuing improvement from prior survey and Industry Best practices

A3. Objective 3

Continue implementation of PSEMS

B1. Progress Metrics (if applicable)

Reduction in Serious Injuries, DART and PMVI

D1. Description of Objective

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

B2. Progress Metrics (if applicable)

Improved response rate and overall performance

D2. Description of Objective

Indication of improved safety culture across enterprise

B3. Progress metrics (if applicable)

- PSEMS Maturity
- Closure of Gaps from 2023 Pre-Assessment by LRQA
- TBD on Culture - we are working with the CPUC SPD on the Safety Culture OIR, which is not finalized.

A3. Objective 3 (Continued)

C3. 3-Year Target

- PSEMS improved maturity metric
- Continued closure of Gaps from the 2023 Pre-Assessment by LRQA
- Completion of the CPUC SPD Safety Culture OIR
- Completion of the 1st Safety Culture 3rd Party assessment mandated by CPUC OIR

D3. Description of Objective

- PSEMS is based on ISO 55001 - Asset Management, IS 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.

Section 3. Safety Culture Objectives, Lessons Learned, and 2022 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. Responses exceeding the character limit are truncated.

3.3 Lessons Learned

A1. Major Theme/ Lesson Learned 1

Greater focus reducing most serious incidents

B1. Actions Taken

Rollout of SIF Capacity model including Keys to Life, Hazard Identification and controls as part of Pre-job Safety Briefing. Incorporating the SIF Capacity Model and validation of the presence of Essential controls in our Safety Net (Safety Observation Tool).

A2. Major Theme/ Lesson Learned 2

Need for Safety Management System

B2. Actions Taken

PSEMS manual published and LRQA pre-assessment performed.

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

Greater focus on Safety Leadership

B4. Actions Taken

Development and Implementation of Leadership development Program

A5. Major Theme/ Lesson Learned 5

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

B5. 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 2022 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. Responses exceeding the character limit are truncated.

3.4 2022 Recommendations

A1. Recommendation 1

Build Safety Leadership Skills: Execute Its 2025 Workforce Safety Strategy: PG&E should continue to execute its 2025 Workforce Safety Strategy with clearly defined tactics and performance measurements for leadership.

Verification Method:

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

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

B1. Actions Taken

PG&E's is continuing to execute the Workforce Safety Strategy based on our Plan on a Page. The 2023 plan is attached (see Recommendation 1.1_EHS 2023 Plan on a Page) and includes activities supporting Workforce Safety, Contractor Safety, Public Safety, Safety Culture, Transportation Safety and Personal Safety along with key metrics tied to these actions. From this plan, Tactical Implementation Plans (TIP) have been developed which include detailed activities, owners, due dates and status of completion and expected effectiveness. These TIPs are reviewed at weekly and monthly operational reviews at all levels of the enterprise including with the Executive team in the weekly Safety Weekly Operational Review (WOR). During these reviews, we track progress against our outcomes, identify where we have gaps and the drivers behind these gaps. Any off track activities or outcomes require a recovery plan. An example of the 2023 EHS TIP is attached- see document Recommendation 1.1_TIP Example. This TIP item is linked to the first item under Workforce Safety in the Plan on a Page.

Wildfire Safety metrics though reviewed in multiple Daily, Weekly and Monthly Operating reviews are not currently shown in the Workforce Safety Strategy. This recommendation has been added as part of our TIP.

We have started showing leading indicators in our EHS Dashboard and Daily Safety Update but are still maturing in this area. A copy of the Daily Safety Update which is delivered to all employees daily is attached.

We have attached the roles and responsibilities of the Chief Safety Officer, SVP Wildfire & Emergency Operations, Regional Safety Directors and the Senior Director for Operational Safety.

A1. Recommendation 1 (Continued)

C1. Results

WOR process continues to mature with a focus on timely completion of TIP actions, identification of gaps to target, problem solving and recovery plans.

A2. Recommendation 2

Build Safety Leadership Skills: Build On and Execute the PG&E Leadership Development Program: PG&E should finalize and execute this program for all levels of its leadership, including senior leadership and frontline supervisors in the field.

Verification Method:

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

B2. Actions Taken

Rolled out Leadership development program which includes 6 courses including Leading with Purpose, Leading our Business, Breakthrough Intensive, Lean 401, Safety Leadership for Leaders, Leading Represented Coworker. 2023 is focused on Supervisor skill development. By end of year, all supervisors are required to take at least one class. Future rollout planned for managers and above. A description of the classes and the class schedules is attached- Recommendation 1.2_Leader Dev Guide

Please see the attached list of leadership field visits or discussions related to wildfire mitigation- see Recommendation 1.2_Field Visit Attendance. In addition to these formally scheduled meetings, a number of standing meetings address wildfire mitigation. Our leadership make teams feel heard; collect findings and adjust procedures and trainings and develop communications. E.g. Ignition investigation; roadshow These include:

- Daily conversations during Daily Operating Reviews.
- Weekly Wildfire Safety Message during Fire Season.
- Monthly “Third Thursday” safety training.
- Wildfire Safety Observations

C2. Results

75% of Supervisors have met this Leadership development goal to date.

A3. Recommendation 3

Optimize Safety Communications and Safety-Enabling Systems: Improve Safety Communications:

Verification Method:

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

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

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

B3. Actions Taken

The 2023 Safety Communication Plan is attached- Recommendation 2.1_Safety Communication Plan

Leadership listening sessions this year include:

Daily Operating Reviews (DOR) and Weekly Operating Reviews where frontline coworkers have an opportunity to escalate ideas and concerns up through all levels of management including the executive team. An example of this structure for Vegetation Management team is attached - Recommendation

2.1_DOR Structure

Coworker Town Halls

Meeting with Oakland team to understand their concerns on personal safety . Outcome of this meeting were a number of actions.

Pilot for Safety Culture Villages In the Gas organization

Monthly calls with Chief Safety Officer with open agenda

Officer and Director Meetings

Future:

Formation of Enterprise Grassroots Safety team that will bring together grassroots representatives across functional areas. This team will facilitate the sharing of grassroots-based ideas across all functional areas in order to improve safety performance and best practices to improve safety efforts.

C3. Results

Coworker Town Halls held in 7 locations to date - dates for these are noted in the Field Visit attachment for Recommendation 1.2

Follow up actions in place to address coworker concerns in Oakland - see Recommendation #4

A4. Recommendation 4

Optimize Safety Communications and Safety-enabling Systems: Improve Safety-Enabling Systems: 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.

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

B3. Actions Taken

Several efforts are in process to improve the quality of investigations and the communication of findings

- Continued work on implementing CARB and Cause Evaluation Qualifications based on nuclear industry standards, including required annual re-qual to ensure evaluator population receives continual training.
- Continued work on improving and standardizing Cause evaluation related training
- Updating the Quality Closure Review process to ensure corrective actions address the issue
- On track to update and publish CE Roles and Responsibilities
- Overhauling the Extent of Condition (EOC) and Extent of Cause (EOCa) processes to prevent repeat/similar events from occurring

Awareness of serious safety incidents, near hits, corrective actions, learnings, and improved controls are communicated in the following ways:

- Serious Incident Alert – an incident (likely to be a serious injury or fatality/SIF) is communicated within a day of the occurrence as the next day's Safety Message. The Safety Message is shared at every Daily Operating Review (DOR) meeting throughout the company, thereby creating awareness and discussion of the incident and reminders to prevent a similar event. A report of the incident is saved to a repository for coworkers to learn more about the event from what is known at the time of occurrence.
- A Near Hit Safety Message is sent on Mondays and shared throughout the company's DORs. Coworkers can subscribe to receive Near Hit reports to learn about all events. Near Hit reporting information is available in real time via ECAP MII and SAP as well as the Near Hit Leader Dashboard. There is also a Daily Near Hit Report available that included the descriptions for any Near Hits with event dates within the prior 24 hours.
- SIFs are communicated via an Initial SIF Alert that provides initial information about the incident and the investigation team. Once the investigation is concluded, a Final SIF Alert is communicated that includes the corrective actions for preventative purposes. Both the Initial and Final SIF Alerts are published in the company's newsletter; the Final is published as a top feature article.
- Essential controls utilizing the hazard wheel of energy sources have been communicated via numerous learning sessions, distributing stickers, wallet cards, and other collateral to reinforce using the resource to identify hazards before starting a job according to the energy source involved that can kill a person.

We are also rolling out the SIF Capacity model in 2023 which has been shared extensively with the field teams. The key components of the model are the Hazard wheel which helps feild teams identify where they may have high energy risk in the work they are doing and Essential Controls which provide the capacity to recover safely when an accident occurs. For details on this program, see document Recommendation 2.2_SIF Capacity Model.

C4. Results

[No Response Provided]

A5. Recommendation 5

Build on Current Training Plan: Incorporate New Training Modalities and Topics; Improve Training Based on Feedback: PG&E should build on its current training plan to increase safety knowledge and awareness

B5. Actions Taken

PG&E actively engages with frontline personnel and supervisors through a combination of in-person and online trainings, as well as yard-by-yard road shows, and engagement/listening sessions depending on the role and responsibilities of the coworkers. These trainings are provided in-person and online, and are accompanied by post-training discussions and activities intended to reinforce the messages across the workforce. The intent of the training and delivery methods is to increase wildfire safety and awareness, reinforce safe behaviors, potential wildfire mitigations, and data gathering to support ignition investigations. As a result of the trainings and engagements, additional insight from field employees on equipment failure modes and/or processes which could be a wildfire concern are gathered, developed into additional training, and shared with relevant personnel. PG&E has also made wildfire mitigation a primary topic of its 2023 Ethics and Compliance training, which all PG&E coworkers participate in. For details see attached training documentation for 3.1

PG&E is also rolling out more hands-on skills based refresher training with a training completed for Electric and planning underway for Gas

Implementing Training Alignment Committee for Gas and Electric with a focus on collaboration and stakeholder reviews.

C5. Results

Completed rubber glove refresher training in Electric with excellent feedback from participants

Completed stakeholder discussion on priorities for Gas hands-on training topics

A6. Recommendation 6

Build on Current Training Plan: Integrate Training with Peer Learning Activities: PG&E should conduct, when possible, post-training peer learning activities such as group discussions.

Verification Method: In its 2023 SCA management self-assessment, PG&E must provide information on its formal peer learning activities, including post-training discussions and the development of mentoring opportunities. Progress should be evident in future workforce focus groups in the responses from participants when asked about PG&E peer learning activities.

B6. Actions Taken

PG&E will build out a plan to address this recommendation.

C6. Results

[No Response Provided]

A7. Recommendation 7

Mitigate Risk Exposure Posed by Interactions with the Public:

Verification Method:

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

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

B7. Actions Taken

Corporate Security created and maintains a database to track hostile customers and/or specific properties where threats and other hostile acts are reported. They have also implemented a number of actions to improve the safety of our coworkers and contractors. For details on these efforts, please see attached document Recommendation 4_Mitigate Exposure Risk posed by interaction with the public

In October of 2022, a cross functional team was stood up to address coworker concerns regarding the increase in crime in the Bay Area. Specifically, Oakland. The team met with coworkers that reported to and worked in Oakland to gain their perspective and offer their solutions. The goal is to either implement or pilot solutions in Oakland and share them with the company. For details on actions implemented, see attached document Recommendation 4_Person Security and Safety Initiative

C7. Results

[No Response Provided]

A8. Recommendation 8

Mitigate Impairment Risk:

Verification Method:

In its 2023 management self-assessment, PG&E must provide: 1. A description of how it updated its policies and procedures or created new policies and procedures regarding impairment (fatigue, stress management, distracted driving). 2. Actions PG&E took to reduce impairment risk, including training provided to frontline supervisors and workers

B8. Actions Taken

In the process of developing an enterprise Fatigue Management Standard and toolkit that will help leaders and coworkers identify and take steps to mitigate fatigue. Estimated completion in Q3.

Exploring a pilot of AlertMeter®, a cognitive impairment tool that is designed to help identify the alertness of the workforce. It's used to indicate a coworker may be struggling with alertness or distracted to the point of creating a safety risk. Estimated completion in Q1 2024.

Additional training, resources and communications are offered throughout the year by PG&E's health and wellness partners, including stress management tools, support, resources and risk assessments, and regular education and tips on these topics.

A8. Recommendation 8 (Continued)

Examples include:

An enterprise-wide challenge aimed at reducing stress and/or fatigue at least once a year (coworkers can also run their own healthy habit challenges at any time).

Planned communications on stress/anxiety and holiday stress, through various channels and vendor provided portals. Partnership with our onsite clinic resources on education, webinars (including Heat Illness)

Webinars on emotional fitness and sleep

Dedicated webpage for Heat Illness

Prevention

The Motor Vehicle Safety Team within the Enterprise Health and Safety Dept reviews PG&E's Motor Vehicle Safety Standard (SAFE--1002S) annually. The training requirements were last updated in April of 2022. The training updates were reviewed with grass roots team leads, PG&E's training dept, the IBEW and the senior leadership teams within the major functional areas prior to implementation.

All employees who drive a company vehicle or personal vehicle are required to take TECH-9164 (Distracted Driving Training 90 minute web based training) and TECH-9162 (Defensive Driving 30 minute web based training) in alternating years. Additionally, all employees are required to take TECH-0081 (Driving Expectations and New Laws 30 minute web based training) annually.

PG&E also has a phone free driving standard (SAFE-1018S), last published May of 2021. SAFE-1018S describes the requirements and prohibitions for using Cellular Phones and their Bluetooth® Devices, and limitations on the use of two-way radios while driving on Company business or while driving a Company owned, leased or rented vehicle.

April 2023 was distracted driving month and the following activities took place:

1. Ran a 5 week communication plan, distributed to all employees, with weekly messages, videos, posters, and activities for leaders and employees to discuss, share, and learn.
2. Open invitations for all employees to participate in the National Safety Council (NSC) webinar on "Combating Distractions".
3. Promoted and highlighted Distracted Driving training provided by PG&E. Included all PG&E coworkers, including those that do not actually drive on PG&E business.
4. Created and shared a Safety Awareness communication, enterprise wide, to highlight PG&E's efforts and expansion of a technology solutions to reduce distractions from company provided electronic devices. In Q2 2023, PG&E completed a pilot of an AI based camera system on 430 vehicles. Cameras were both driver facing and forward facing. The system provided coaching to the driver as well as recorded videos. The pilot was launched on September 6th and continued through March 2023. The results show a 54% reduction in distracted driving and a 66% reduction in tailgating events when compared to the PG&E driver baseline. PG&E is conducting an RFI in Q3 2023 with several vendors to determine the best operational system.

Phase 3 of the cell phone blocking system was approved, and we are adding an additional 1,000 users by end of Q3 2023, bringing the total users count to 2,000. The app is installed on the employee's company phone suppresses calls, texts and app notifications when the vehicle is in motion. As of 6/30/2023, the system has logged over 11.5 million miles, suppressing 312K text messages, 78K calls, and over 708K app notifications.

C8. Results

[No Response Provided]



Section 4. Supporting Documents

The electrical corporation submitted supporting documentation for the management self-assessment. An index of the file names provided by the electrical corporation are provided below.

1.1.1

1.1.1_True_North_Strategy

1.2.1

SAFE-01_PGE+Safety+Excellence+Policy

SAFE-5000M_PG&E+Safety+Excellence+Management+System+Manual

Supervisor_Central

1.3.1

6.27.23 L1 MOR Materials (May Performance)

2.1.2

SAFE-5000M_PG&E+Safety+Excellence+Management+System+Manual

2.1.3

06.06.2023 WRCC WOR Boards

06.13.2023 WRCC WOR Boards

06.20.2023 WRCC WOR Boards

06.27.2023 WRCC WOR Boards

2.2.1

06.13.2023 WRCC WOR Boards

WMP_8.3.6

2.2.2

SAFE-5000M_PG&E+Safety+Excellence+Management+System+Manual

Section 4. Supporting Documents (continued)

2.2.3

Currents_2022.07.15

Currents_2022.09.30

Currents_2023.03.27

Currents_2022.06.22

3.2.1

5MM - Fire Ignition Reporting Host Form v3

5MM - July 2023 FAS Enhancements v3

Asset View - Install and Setup Job Aid v1

FINAL_RoadShow_Ignitions_FW_MPR_Slide_Deck

Fire-Ignition Reporting Form Job Aid - iPad v1

Fire-Ignition Reporting Form Job Aid - iPhone v1

MPR_Quick_Guide

3.3.1

OH Vehicle Contact Ignitions_June 2023

Recommendation 1

Recommendation 1__SVP Wildfire Emerg Ops Job Desc

Recommendation 1_CSO Roles and Resp

Recommendation 1_Daily Safety Update

Recommendation 1_Director Safety Job Desc

Recommendation 1_EHS 2023 Plan on a Page

Recommendation 1_Sr Dir Roles and Responsibilities

Recommendation 1_TIP Example

Recommendation 2

Recommendation 2_Leader Dev Guide

Recommendation 3

Recommendation 3_DOR Structure

Recommendation 3_Field Visit Attendance Officers and Directors

Recommendation 3_Safety Communication Plan

Section 4. Supporting Documents (continued)

Recommendation 4

Recommendation 4_SIF Capacity Model

Recommendation 5

Recommendation 5_Wildfire Training

Recommendation 7

Recommendation 7_Mitigate Risk Exposure Posed by Interactions with the Public

Recommendation 7_Personal Security and Safety Initiative

The logo for nsc, featuring a stylized green grid icon to the left of the lowercase letters 'nsc' in a bold, green, sans-serif font. The background of the entire page is a photograph of several high-voltage power line towers silhouetted against a sunset sky with orange and blue tones. A thick green curved bar is positioned at the bottom of the image, partially overlapping the towers.

nsc