

Sumeet Singh
Executive Vice President, Operations
and
Chief Operating Officer

Mailing Address
P.O. Box 1018
Oakland, CA 94604-1018

Street/Courier Address:
300 Lakeside Drive
Oakland, CA 94612-3534

Email: Sumeet.Singh@pge.com

December 2, 2025

Via Electronic Filing

Caroline Thomas Jacobs, Director
Office of Energy Infrastructure Safety
California Natural Resources Agency
715 P Street, 20th Floor
Sacramento, CA 95814
caroline.thomasjacobs@energysafety.ca.gov

Re: PG&E's Request for 2025 Safety Certification Pursuant to Public Utilities Code § 8389

Dear Director Thomas Jacobs:

Pacific Gas and Electric Company (PG&E) respectfully submits this request for an annual safety certification pursuant to the requirements contained in paragraphs (1), (2), (3), and (5) of Public Utilities Code (Pub. Util. Code) Section 8389(e). Our most recent safety certification was issued on December 11, 2024. As required by Pub. Util. Code Section 8389(f)(2), we hereby submit this request for a new safety certificate prior to the expiration of our current certificate and as directed by the Office of Energy Infrastructure Safety (Energy Safety).¹ This request is also made in accordance with the guidance outlined in Energy Safety's final 2025 Safety Certification Guidelines (2025 Guidelines), issued on April 28, 2025.

Paragraph (1) of Section 8389(e): *"The electrical corporation has an approved wildfire mitigation plan."*

Pursuant to Pub. Util. Code Section 8389(e)(1), a utility must have an approved Wildfire Mitigation Plan (WMP) in order to apply for a safety certification. Pub. Util. Code Section 8386.3(a) states that a utility's approved WMP "shall remain in effect" until Energy Safety approves that utility's subsequent plan. On December 29, 2023, Energy Safety approved our Base 2023-2025 WMP.² We submitted a revised version of our 2023-2025 Base WMP on January 8, 2024. Revision R8 of our 2023-2025 Base WMP, filed on February 13, 2025, serves as the most recent version of our Base WMP.³ On April 2, 2024, we submitted our 2025 WMP Update which Energy Safety approved on November 19, 2024.

¹ Energy Safety 2025 Safety Certification Request Submission Schedule (Nov. 7, 2025).

² Energy Safety Decision on PG&E's 2023-2025 WMP (Dec. 29, 2023).

³ Energy Safety Draft Decision on PG&E's 2025 WMP Update (Aug. 29, 2024).

On April 4, 2025, we submitted the initial version of our 2026-2028 Base WMP, with revisions R1 and R2 submitted on July 28, 2025, and September 9, 2025, respectively. On November 7, 2025, Energy Safety issued its Fourth Revised 2026-2028 WMP Base Schedule, extending the date for publication of PG&E's draft decision to November 26, 2025.

In the 2025 Safety Certification Guidelines, Energy Safety instructs that:

If any element required for a Safety Certification request is missing at the time of the request (e.g., Energy Safety has not yet issued a decision on the electrical corporation's most recent WMP), an electrical corporation may submit the missing element subsequent to the initial Safety Certification request. Missing elements must be submitted at least ten days prior to the scheduled publication date of Energy Safety's decision on the electrical corporation's Safety Certification request.⁴

On November 26, 2025, Energy Safety issued a draft decision approving our Base 2026-2028 WMP. When Energy Safety issues its final decision on our Base 2026-2028 WMP, we plan to submit supplemental materials as instructed in the 2025 Safety Certification Guidelines.

Paragraph (2) of Section 8389(e): *“The electrical corporation is in good standing, which can be satisfied by the electrical corporation having agreed to implement the findings of its most recent safety culture assessment, if applicable.”*

Safety Culture Assessments Issued by Energy Safety

Pub. Util. Code Section 8389(e)(2) requires a utility to agree to implement the findings of its most recent safety culture assessment as part of the safety certification process.

In the first quarter of 2025, PG&E completed the 2024 Safety Culture Assessment, but as of this filing, we have not yet received the results of that submission. Accordingly, PG&E continues to act and report out on the recommendations from the 2023 Safety Culture Assessment, issued by Energy Safety on March 22, 2024.⁵

The Safety Culture Assessment evaluated our safety culture with workforce surveys, management self-assessments, and interviews, and found that “PG&E has exhibited continued growth in safety culture maturity.”⁶ The report also provided the following recommendations:

1. 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.
2. 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

⁴ See 2025 Guidelines at 2.

⁵ Energy Safety 2023 Safety Culture Assessment for PG&E (Mar. 22, 2024).

⁶ Energy Safety 2023 Safety Culture Assessment for PG&E at 3.

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.

3. PG&E should continue building on its current worker training plan by:
 - a. 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.
 - b. 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.
4. PG&E should continue to recognize and take action to mitigate the risk exposure posed by interactions with the public.⁷

On April 5, 2024, we notified Energy Safety that we agreed to implement all of the findings and recommendations in the Safety Culture Assessment and committed to work with Energy Safety on this implementation.⁸ Each quarter we provide Energy Safety with an update on our progress in implementing these recommendations through our Quarterly Notification letter. We also provide recent highlights from 2025 in Attachment C.

Safety Culture Assessments Issued by the California Public Utilities Commission

Pub. Util. Code Section 8389(d)(4) requires the California Public Utilities Commission (CPUC or Commission), in consultation with Energy Safety, to develop a process for an annual Safety Culture Assessment for each electrical corporation. The CPUC opened Investigation (I.) 15-08-019 to examine whether PG&E has corporate governance, clearly documented organizational goals and objectives, and work procedures that prioritize and improve safety.⁹ On September 16, 2022, the Commission released NorthStar Consulting's report "Assessment of Pacific Gas and

⁷ Energy Safety 2023 Safety Culture Assessment for PG&E at 3-4.

⁸ See Agreement of PG&E to Implement the Recommendations of the Final 2023 Safety Culture Assessment Report (Apr. 5, 2024).

⁹ See Proposed Decision Ordering PG&E to Implement Recommendations of the NorthStar Report, Appendix A (Oct. 25, 2018).

Electric Corporation and Pacific Gas and Electric Company's Safety Culture.”¹⁰ On May 18, 2023, the Commission issued Decision (D.) 23-05-009, adopting Safety Policy Division's Modified Staff Report.¹¹ The decision noted that PG&E has implemented the majority of NorthStar's 87 recommendations, and there is a plan in place to continue monitoring PG&E's progress in the remaining areas.¹² On June 4, 2024, the Commission issued a disposition letter determining that PG&E successfully implemented all 87 recommendations and that PG&E is no longer required to file bi-annual advice letters on this matter.¹³

Paragraph (3) of Section 8389(e): “*The electrical corporation has established a safety committee of its board of directors composed of members with relevant safety experience.*”

Pub. Util. Code Section 8389(e)(3) requires an electrical utility to create a safety committee of its board of directors that is composed of members with relevant experience. We established the Safety and Nuclear Oversight (SNO) Committee to promote a robust safety culture through the oversight of goals, programs, policies, and practices. The SNO Committee is comprised of members of our Board of Directors, and its responsibilities include, among other things, overseeing the Community Wildfire Safety Program, the Enhanced Powerline Safety Settings (EPSS) program, and the Public Safety Power Shutoff (PSPS) program. In addition, the SNO Committee monitors and reviews the adequacy and direction of the corporate safety function, with the Chief Risk Officer and Chief Safety Officer reporting to the Committee.

The SNO Committee is composed of Chair Cheryl F. Campbell, Jessica L. Denecour, Admiral Mark E. Ferguson III, W. Craig Fugate, John O. Larsen, and William L. Smith. The committee membership experienced one significant change since our last application for safety certification. In May 2025, John O. Larsen was appointed to the PG&E Boards of Directors and assigned to the SNO Committee, replacing the seat of former committee member Michael R. Niggli. These committee members have extensive expertise in safety—across multiple critical safety industries—and collectively over 100 years of combined safety governance experience. Details of each Board member's safety-specific education, training, and professional experience are included here as Attachment A.¹⁴

Description of How the Safety Committee Aligns with the Overall Company Governance

It is the fundamental responsibility of the SNO Committee to advise and assist the Board of Directors on all safety matters, including both public and workforce safety. The SNO Committee is

¹⁰ The Final NorthStar Report (September 16, 2022) contained 87 recommendations related to safety culture and PG&E worked with NorthStar and the Commission's Safety Policy Division on implementing these recommendations since the report was issued on. Final NorthStar Report at 10-17.

¹¹ This is the most recent safety culture assessment conducted by the Commission. See P.U.C. § 8386.2.

¹² D.23-05-009 at 35.

¹³ Commission Disposition Letter of PG&E Advice Letter 4888-G/7230-E (Jun. 4, 2024) at 3.

¹⁴ With the exception of new member John O. Larsen, the safety qualifications of the SNO committee members were also included with our 2021, 2022, 2023 and 2024 applications for safety certification. See PG&E 2021 Safety Certification Request (Nov. 12, 2021), PG&E 2022 Safety Certification Request (Sept. 14, 2022), and PG&E 2023 Safety Certification Request (Dec. 1, 2023); and PG&E 2024 Safety Certification Request (Oct. 8, 2024).

empowered to act independently of other Board committees and is not subject to direction or limitation by any other committee.¹⁵ The Committee meets a minimum of six times per year and retains the power to utilize, at the company's expense, the services of independent third-party experts, advisors, or counsel to assist it in its responsibilities. Additionally, the SNO Committee has the right to request and receive reasonable resources from the Board to facilitate its mission. The SNO Committee's duties and responsibilities function is in lockstep with our entire Board of Directors, each of whom is committed to the safety of our coworkers, our contractors, and the communities we are privileged to serve. In addition to the above, the SNO Committee also engages with the Wildfire Operations team through operating review meetings that occur at least quarterly.

Report on Significant Topics Covered by the SNO Committee

As described above, the SNO Committee advises the Board of Directors on all safety matters including key topics such as wildfire safety, coworker and contractor safety, and public safety. A complete description of the topics covered by the SNO Committee is included in our Quarterly Notification submissions since Energy Safety approved our safety certification on December 11, 2024.¹⁶ Some of the significant safety topics covered by the SNO Committee in 2025 include:

- Wildfire Safety Culture Assessment
- Preventing gas loss of containment events;
- Risks associated with large, uncontrolled water release events;
- Nuclear safety;
- Public and workforce safety;
- Cybersecurity;
- Corporate and physical security;
- Risks associated with third-party safety incidents;
- Safe driving;
- Grassroots safety;
- PG&E's Safety Excellence Management System;
- National Safety Council 2025 Safety Barometer results;
- 2025 contractor fatality incident;
- Emergency preparedness and response; and
- Data, records, and information management.

¹⁵ However, the SNO Committee remains subject to any applicable legal or stock exchange standards.

¹⁶ See PG&E 2024 Q4 Quarterly Notification (Feb. 3, 2025) at 12-13; PG&E 2025 Q1 Quarterly Notification (May 1, 2025) at 11; PG&E 2025 Q2 Quarterly Notification (Aug. 1, 2025) at 12; PG&E 2025 Q3 Quarterly Notification (Nov. 3, 2025) at 13-14.

Description of Actions Recommended by the SNO Committee and Implemented by PG&E

Our Quarterly Notifications also includes a complete list of actions recommended by the SNO Committee, as well as the implementation status of those recommendations.¹⁷ Some of the significant recommendations the SNO Committee made in 2025 which PG&E implemented include, among others:

- To review and confirm the policy regarding the accessibility of members of the public to our dams (specifically earthen dams);
- Given Downed Conductor Detection (DCD) technology success, roll out the technology more quickly and share successes and lessons learned with other utilities;
- To consider further strengthening the safety accountability model and standard for drivers that exhibit repeat at-risk behaviors;
- To determine what can be learned from the Vistra battery storage facility fire, owned and operated by Vistra Corp, and implement lessons learned at PG&E's battery storage facilities;
- Embed safe driving route planning for the workforce as part of pre-job safety briefings;
- Continue to improve upon the completeness and accuracy of electric and gas asset registries and share the progress updates with the Committee.

The next SNO Committee meeting is scheduled for December 10, 2025. We will continue to provide updates on the recommendations of the SNO Committee and our progress implementing those notifications through our future Quarterly Notification submissions to Energy Safety.

Paragraphs (4) and (6) of Section 8389(e): “*The electrical corporation has established an executive incentive compensation structure approved by the division and structured to promote safety as a priority and to ensure public safety and utility financial stability with performance metrics for all executive officers, including incentive compensation based on meeting performance metrics that are measurable and enforceable, for all executive officers as defined in Section 451.5*” and “*the electrical corporation has established a compensation structure for any new or amended contracts for executive officers as defined in Section 451.5....*”

Pub. Util. Code Sections 8389(e)(4) and (6) require that an electrical corporation provide documentation that it has established an executive incentive compensation structure that has been approved by Energy Safety. In order to obtain Energy Safety’s approval, this compensation structure must promote safety as a priority, ensure public safety and utility financial stability through the use of performance metrics for executive officers, and include incentive compensation that is based on meeting measurable and enforceable performance metrics.¹⁸ Additionally, this compensation

¹⁷ See PG&E 2025 Q1 Quarterly Notification at 11-13; PG&E 2025 Q2 Quarterly Notification at 13-14; PG&E 2025 Q3 Quarterly Notification at 14-16.

¹⁸ P.U.C. § 8389(e)(4).

structure must be based on, among other things, the principles of strict limitations on guaranteed cash, the elimination of guaranteed monetary incentives, incentivizing long-term performance, and the minimization of indirect compensation.¹⁹

Energy Safety issued a final decision on October 4, 2024, approving our 2024 Executive Compensation Structure, concluding that it meets the statutory requirements.²⁰ On May 23, 2025, we submitted our 2025 Executive Compensation Structure; that filing is currently pending Energy Safety’s review and final approval.

Paragraph (5) of Section 8389(e): “*The electrical corporation has established board-of-director-level reporting to the commission on safety issues.*”

Our Board of Directors is dedicated to achieving safe utility operations, fostering a strong safety culture, and continuing to invest substantial time and attention to safety issues. Pursuant to Pub. Util. Code Section 8389(e)(5), electrical utilities must establish board-of-director-level reporting on safety issues. We established Board-of-Director level reporting to the Commission on safety issues prior to its initial request for a safety certification in 2019 and have continued this practice to the present. Energy Safety’s 2024 guidance on the safety certification process explains that this statutory section is met through a utility participating in at least one joint public meeting held by the Commission and Energy Safety in which the utility provides a detailed presentation discussing its safety performance.²¹

On August 19, 2025, the Commission, in collaboration with Energy Safety, California Department of Forestry and Fire Protection (CAL FIRE), and California Governor’s Office of Emergency Services (Cal OES), hosted the Interagency Public Briefing on Safety Culture and Public Safety Power Shutoffs (PSPS). At the meeting, PG&E was represented by (1) Chair of the Board of PG&E Company and SNO Committee Chair Cheryl F. Campbell; (2) Executive Vice President, Operations and Chief Operating Officer Sumeet Singh; and (3) Senior Vice President, Wildfire, Emergency and Operations Mark Quinlan; and (4) Vice President, Enterprise Health & Safety and Chief Safety Officer Matt Hayes. The presentation and materials from this meeting are included here as Attachment B.²²

Paragraph (7) of Section 8389(e): “*The electrical corporation is implementing its approved wildfire mitigation plan*” and “*shall file a notification of implementation of its wildfire mitigation plan with the office and an information-only submittal with the commission on a quarterly basis that details the implementation....*”

¹⁹ P.U.C. § 8389(e)(6).

²⁰ See Energy Safety Decision on PG&E’s 2024 Executive Compensation Structure (Oct. 4, 2024).

²¹ See 2024 Guidelines at 2-3.

²² Presentation materials can also be found on the Commission’s website at: https://www.cpuc.ca.gov/-/media/cpuc-website/divisions/safety-policy-division/meeting-documents/pge_cpuc-safety-psps-briefing_081925.pdf

Progress Made Toward Completing WMP Targets

Pub. Util. Code Section 8389(e)(7) requires a utility applying for safety certification to implement its approved WMP and to submit Quarterly Notifications that provide details on this implementation process. Included here are all of our Quarterly Notifications filed²³ since Energy Safety approved our safety certification on December 11, 2024. These submissions include:

- PG&E 2024 Q4 Quarterly Notification (Feb. 3, 2025);
- PG&E 2025 Q1 Quarterly Notification (May 1, 2025);
- PG&E 2025 Q2 Quarterly Notification (Aug. 1, 2025); and
- PG&E 2025 Q3 Quarterly Notification (Nov. 3, 2025).

Each of these Quarterly Notifications details our meaningful progress in the implementation of our approved WMP, including the continued progression toward each of the commitments set forth in our plan. Additionally, each describes the implementation of our most recent safety culture assessment, contains a statement on the recommendations of the SNO Committee meetings from the previous quarter, and describes the status of implementing such recommendations. A further detailed explanation of our progress made in implementing our safety initiatives, including wildfire mitigation work, can be found in our WMP 2024 Annual Report on Compliance²⁴ and in our presentation materials for the August 19, 2025, interagency public safety meeting.²⁵

Our most recent Quarterly Notification provides information through the end of the third quarter of 2025. As of November 3, 2025, our progress on implementing the 55 commitments outlined in our approved WMP are as follows:

- 30 commitments have been completed;
- 25 commitments have met all internal milestones and are on track for timely completion by the end of the year.

Please refer to our Quarterly Notifications for further details on our progress implementing our WMP commitments. Through our Quarterly Notification submissions, we will continue to provide Energy Safety, the Commission, and stakeholders with updates on our progress in implementing our WMP and our most recent Safety Culture Assessment recommendations. We look forward to continuing to work together to improve the safety of our coworkers, our contractors, our customers and our hometowns that we are so privileged to serve.

²³ The Quarterly Notifications are available on PG&E's WMP website (located under the 2023-2025 WMP tab) at: <https://www.pge.com/en/outages-and-safety/safety/community-wildfire-safety-program.html#accordion-99016a73ab-item-c788794778>

²⁴ A copy of PG&E's WMP 2024 Annual Report on Compliance (April 30, 2025) available online at: <https://www.pge.com/assets/pge/docs/outages-and-safety/outage-preparedness-and-support/2024-annual-report-on-compliance-for-wildfire-mitigation.pdf>

²⁵ See Attachment B.

After timely submitting this request and satisfying each of the statutory requirements and guidance conditions outlined by Energy Safety, we respectfully ask Energy Safety to issue a safety certification within the prescribed statutory period. Should Energy Safety have any questions regarding this request, please do not hesitate to contact Wade Greenacre, Regulatory Affairs Director, at wade.greenacre@pge.com.

Sincerely,



Sumeet Singh
Executive Vice President, Operations and
Chief Operating Officer
Pacific Gas and Electric Corporation

Attachment A

Cheryl F. Campbell

A. SNO-Specific Education and Training

- Xcel Energy (Denver, CO), 2004 – 2018
Senior Vice President (2011 – 2018); Vice President—Colorado Operations (2009 – 2011); Director, Asset Strategy (2004 – 2009)
Participated in a number of safety programs and trainings, including several focused on developing safe workplace practices and behaviors, safety leadership, safety culture, identifying hazards, and behavioral safety in general. Participated in a number of safety meetings annually—including monthly work group safety meetings, quarterly regional safety meetings (with line workers), and annual working foreperson conferences for linepersons and fitters (which discussed safety issues at the line level, understanding risk, and communicating safety concerns with co-workers who are not following safety procedures). Also interacted regularly with safety speakers at these annual conferences, including individuals who had suffered serious injuries from safety incidents in the utility industry. Routinely interacted with and spoke about safety at annual safety kick-off meetings, mid-year safety campaigns, and on regular crew visits in the field.
- Pacific Gas and Electric Company and PG&E Corporation (San Francisco, CA), 2019
Board Member
As a member on the Boards of PG&E Corporation and Pacific Gas and Electric Company (together, PG&E), including during the on-boarding process, received general information regarding safety programs and culture at the companies, and received more targeted safety training regarding, among other things, hazards and associated mitigations for field work in connection with PG&E's gas and electric operations and power generation.
- As part of the ongoing training and education provided by PG&E, conducted 7 field visits and facility tours to meet with employees, observe employees and contractors performing work in the field, and tour safety training facilities and operating facilities.

B. Direct, Supervisorial or Management Level SNO-Specific Work Experience

- Xcel Energy (Denver, CO), 2004 – 2018
Senior Vice President (2011 – 2018); Vice President—Colorado Operations (2009 – 2011); Director, Asset Strategy (2004 – 2009)
As Senior Vice President, led the gas business unit across eight states with 2 million customers. Responsible for both employee and public safety. Member of the Executive Safety Team, which met quarterly with the Corporate Safety VP to review and discuss successes as well as continuous improvement for safety overall. Performance metrics in both areas improved significantly during tenure in both the gas unit and enterprise wide.

Also served as Chair, President and CEO of WestGas InterState, Inc., a FERC-

regulated interstate gas pipeline subsidiary of Xcel Energy.

As VP of Colorado Operations, responsible for gas operations within the state of Colorado. Began the first in-line inspection (pigging) program at Xcel Energy in Colorado in 2008. Successfully led efforts to develop a distribution asset renewal program, focused on leak prone pipe (cast iron, bare steel, and early polymers)—obtaining support from both senior executives and the Colorado PUC. This program was later rolled into Xcel Energy’s Distribution Integrity Management Program (DIMP). Met regularly with field employees—at job sites and service centers—discussing safety and challenges.

As Director of Asset Strategy, led the development of integrity management programs, which are developed to reduce the risk of and improve the safety of key infrastructure. Included developing programs for performing maintenance, hydrostatic pressure testing, well testing, and processes for testing and replacing assets. Also improved record keeping and data processes across a number of areas, including asset data, maintenance records, and inspection information.

Developed a data-driven risk management system in partnership with various state public utility commissions to assess risk, and set acceptable risk levels. Was a member of the Executive Safety Team from 2011 to retirement in 2018.

Met quarterly to discuss safety progress, culture change, and safety culture issues. Provided direction to the Corporate Safety department on the effectiveness or specific safety programs. Regularly met with line-level employees and the technical staff, along with the safety leadership team, to discuss current safety issues and potential safety issues. Attended quarterly employee driven safety meetings, where employees would raise safety issues or concerns. Workshopped solutions to quickly implement responses to those concerns together with employees and the safety leadership team.

Worked with the Corporate Vice President for Safety to set annual safety performance targets, review program effectiveness, discuss enterprise-wide as well as gas-specific safety concerns, and identify best practices at peer firms. Also worked closely with the Xcel Energy Board of Directors, particularly the Safety and Operational Committee, to discuss gas asset risks and safety culture, safety management systems, and related topics.

In addition to the regular quarterly meetings on the Safety Executive Team, and quarterly employee-led safety meetings, met monthly with gas leaders across the enterprise from 2012 to 2018 to discuss employee and public safety issues. Focus was on close calls/near misses, incidents where employees had failed to follow safety procedures, safety management systems, and effectively implementing “change management.” Began implementation of American Petroleum Institute Recommend Practice 1173, concerning the development of an Enterprise Safety Management System. Completed the initial analysis and stages of implementation during tenure.

- Colorado Interstate Gas Company (Colorado Springs, CO), 1984-2003
Variety of positions, including Engineer to Director.

Experience includes design, operations, strategic planning, mid-stream operations, supply management and regulatory (FERC). All leadership positions included responsibility for safety of the employees and public around system infrastructure.

Member of the leadership team during the implementation of one of the first comprehensive In-line Inspection (ILI) programs in the country—now an industry standard.

- Gold Shovel Association (Tempe, AZ), January 2019 to February 2020 - Executive Director
February 2020 to present – Vice Chair of Board of Directors for Gold Shovel Association Executive Director
Lead non-profit organization aimed at reducing damage to underground infrastructure, including, gas, electric, water, and telecommunications infrastructure, during excavations. Companies that participate have seen significant reductions in the damage caused during excavations. Pacific Gas and Electric Company and the City of Sacramento are members of the Association.

C. **SNO-Specific Board of Directors Experience**

- PG&E Corporation and Pacific Gas and Electric Company, 2019 – present.
Chair of each company's Safety, Nuclear and Operations committee.
Regularly interface with PG&E's Chief Safety Officer, setting expectations, discussing programs, reviewing metrics.
- American Gas Association Operations Management Committee (Washington, D.C.), 2009 – 2018
Executive Committee Member, Operations Management Committee Chair (2017)
Group meets regularly to discuss overall gas operations and safety-specific issues, including public safety, worker safety, and cyber-security. Group consists of senior industry leaders representing about 45 companies across the nation, representing the majority of customers and assets in the gas industry. Participated in meetings in the aftermath of the San Bruno tragedy and other incidents to develop proactive industry positions on improving safety and operations. Also regularly attended annual Executive Safety Summits, focusing on industry hazards, safety management systems, safety culture, interacting with local emergency responders, worker safety, and damage prevention. Participated in the AGA Peer Review program—with Xcel Energy being reviewed in 2015. As part of that commitment/participation, acted as the Executive peer reviewer for ConEd. The program is a one-week intense review of a company's programs around safety and operations, including employee interviews and site visits. At the end of the week, the Executive peer reviewer provides the company with feedback on leading practices as well as opportunities for improvement.
- Department of Transportation Gas Pipeline Advisory Committee (GPAC) (Washington, D.C.), 2014 – 2018
Member

The GPAC is an integral part of the process for making changes to the federal safety regulations for gas pipelines. It includes representatives from industry, government and the public. During tenure on the GPAC, the group discussed regulatory updates/changes to a wide variety of safety regulations including pipeline integrity management (transmission and distribution), plastic piping, construction inspection, damage prevention, management of change Operator Qualification, and record keeping. Also discussed and provided guidance on the implementation of congressional mandates passed in the wake of the San Bruno tragedy. Participated in a task force aimed at reducing barriers to implement pipeline safety management systems (SMS). Worked with industry groups and individual companies to assess SMS adoption and implementation status, and assess impediments to rapid implementation.

- Dynamic Risk (Calgary, Canada), December 2018 – present
Consultant and Independent Panel Member
The Massachusetts Department of Utilities retained Dynamic Risk to perform an assessment of the safety and integrity of gas infrastructure within the state of Massachusetts after the Merrimack Valley event in September 2018. As an Independent Review Panel member, reviewed 11 companies—including investor-owned utilities, privately-owned providers, and municipal utilities—including plans and programs, Operations & Maintenance manuals, work procedures, and overall operations. Performed field site visits, discussing processes & procedures, employee safety and public safety with various field crews. Final report complete and available online.

The Massachusetts Department of Utilities hired Dynamic Risk in fall 2019 to perform a safety assessment of the newly installed facilities due to several identified shortfalls in abandonment and leaks on newly installed assets.

Participated and directed work on assessment – final report available in 2020.

D. Other Previous and Current Board Positions

- Hoffman Southwest (Orange County, CA), 2018 – Present
Independent Director, Audit Committee Member
- JANA Technology (Toronto, Canada), January 2020 –present. Advisory Board member for privately held company focused on asset risk assessment/prediction and data management. Privately held.
- Colorado Oil & Gas Association (Denver, CO), 2010 – 2018
Director
- Engineering Advisory Council—College of Engineering, Colorado University, Boulder (Boulder, CO), 2016 – 2018
Member
- Building Opportunity Through Leadership & Diversity (BOLD) —College of

Engineering, Colorado University, Boulder (Boulder, CO), 2012 – 2015
Advisory Council Member

- Public Education and Business Coalition (PEBC) (Denver, CO), 2010 – 2014
Member of the Finance Committee
- Junior Achievement of Southern Colorado (Colorado Springs, CO), 1990 – 2002
Board Member, Member of Strategic Planning Committee

E. Other Current Professional Commitments

- N/A

Jessica L. Denecour

A. SNO-Specific Education and Training

- (Masters Degree awarded) M.S., Cyber Security Operations and Leadership, University of San Diego, San Diego, CA - 2017 (attended 2015-2017)
- Yearly Corporate Employee Safety and Security training at Varian Medical Systems (2006-2017)
- Stanford University Executive Institute (2008) included some material on risk management

B. Direct, Supervisorial or Management Level SNO-Specific Work Experience

- Lead cybersecurity function as Chief Information Officer at Varian Medical Systems from 2006-2017
- Lead cybersecurity function as VP of Infrastructure at Agilent Technologies (2000-2004)
- At Varian Medical as a member of the executive team, we built a safety and security culture as our products and software were under FDA regulation and our mission was to save lives (our products treated cancer). Safety was critical as we were dealing with radiation and people lives as a result.

C. SNO-Specific Board of Directors Experience

- Chair of CyberSecurity Committee (board director) at MobileIron (2017-2020)
- Member of Audit committee (board director) at MobileIron (2017-2020)
- Chair of Technology and CyberSecurity committee (board director) at Pacific Gas and Electric (June 2020 – June 2021)

D. Other Previous and Current Board Positions

- Board Director at the Children's Discovery Museum of San Jose (2010-2017) which included oversight on risk, safety, and technology/security

E. Other Current Professional Commitments

- N/A

Admiral Mark E. Ferguson III

A. SNO-Specific Education and Training

- Qualified as damage control assistant and gas free engineer, US Navy Firefighting School, Philadelphia, PA (1992).
- Qualified as Landing Signal Officer to oversee shipboard aviation safety for operation of helicopters from vessels at sea (1992).
- Qualified as a nuclear propulsion engineer by US Navy/Department of Energy (1992). Trained in radiological controls, electrical safety and shipboard safety programs incident to the operation and maintenance of naval nuclear power plants. Qualified as engineering officer of the watch for naval nuclear power plants.

B. Direct, Supervisorial or Management Level SNO-Specific Work Experience

- Damage Control Assistant, USS South Carolina (CGN 37) (1989-1992). Responsible for management of all shipboard firefighting, flooding control, damage control, and fire safety programs for a vessel with crew of over 400 personnel. Certified as the ships' gas free engineer.
- Nuclear Propulsion Engineer, USS South Carolina (CGN-37) (1979-1983). Engineering officer of the watch, supervised the operation of shipboard nuclear power plants.
- Reactor Officer, USS Dwight D. Eisenhower (CVN-69) (1989-1992). Responsible for the safe operation, maintenance, and training and certification of 400 assigned personnel for two nuclear reactors onboard an aircraft carrier.
- Commanding Officer, USS Benfold (DDG 65) (1995-1997). Responsible for operations and the management of all safety programs for a vessel with crew of 300 personnel.
- Commander, Destroyer Squadron 18 (2000-2001). Responsible to certify safe operation and provide oversight of safety programs for six ships and 1500 personnel.
- Co-Chair, US Navy Safety Council (2011-2014). Responsible for safety policy, funding, and management of accident reporting and lost work statistics for the Navy Department and a 320,000 workforce.
- Chair, Nuclear Weapons Council (2011-2014). Responsible for management of physical security and security personnel certification for the Navy's nuclear weapons stockpile.
- Commander, US Naval Forces Europe and Africa (2014-2016). Responsible

for physical security of five installations and management of personnel security, operational safety programs and vehicle safety programs for over 10,000 personnel stationed in Europe and Africa.

C. SNO-Specific Board of Directors Experience

- VSE Corporation, Alexandria VA (2017- Present). As member of audit and governance committees, oversees the VSE industrial safety programs in the refurbishment and repair of military and commercial vehicles, ships and aircraft.

D. Other Previous and Current Board Positions

- Navy Federal Credit Union, Merrifield, VA (2007-2008). Volunteer official and board member for world's largest credit union, serving members of the armed forces.
- Navy Marine Corps Relief Society, Arlington, VA (2008-2011). Society provides financial assistance, counseling, and in-home nurse care to Navy and Marine Corps service members and their families.
- Center for Naval Analyses, Arlington, VA (2017-Present). Chairman of the audit committee and member of ethics and governance committee for a not-for-profit federally-funded research and development center.
- VSE Corporation, Alexandria, VA (2017-Present). Member of the audit committee, compensation and human resources committee, and governance committee.

E. Other Current Professional Commitments

- Institute for Defense Analysis: Senior Advisor to the Defense Science Study Group (DSSG). This is a program of education and study that introduces science and engineering professors to the security challenges of the United States. The program is directed by the nonprofit Institute for Defense Analyses (IDA) and is sponsored by the Defense Advanced Research Projects Agency (DARPA).
- MK3 Global LLC: Defense consulting firm that advises on leadership, digital transformation, operational design, and planning of military operations. Evaluates the NATO exercise program with a focus on leader performance. MK3 Global LLC is a service-disabled, veteran-owned small business.

W. Craig Fugate

A. SNO-Specific Education and Training

- State of Florida: Certified Paramedic/Firefighter.

B. Direct, Supervisorial or Management Level SNO-Specific Work Experience

- Emergency Manager, Alachua County, Fl (1987-1997). Disaster Planning and Response Coordination, included hazardous materials, and the Crystal River Nuclear Power Plant (50 miles Emergency Planning Zone).
- Director, Florida Division of Emergency Management (2001-2017). Oversaw the State's Nuclear Power Plant Exercise Program, Hazardous Material Program, and response to all Governor Declared Disasters as the Governor's Authorized Representative and State Coordinating Officer.
- Administrator, FEMA (2009-2017). Coordinated on behalf of the President response and recovery to all Federally declared disasters.

C. SNO-Specific Board of Directors Experience

- N/A.

D. Other Previous and Current Board Positions

- America's Public Television Stations.
- At-Large Trustee (2017 – Present).

E. Other Current Professional Commitments

- Craig Fugate Consulting LLC.
- One Concern, Chief Emergency Management Office.
- North Florida Amateur Radio Club (Amateur Radio Emergency Services).

John O. Larsen

A. SNO-Specific Education and Training

- John O. Larsen holds a BS in Electrical Engineering from the University of North Dakota (1987). His technical education and extensive career in electric utilities provided a foundation in operational safety, risk management, and engineering controls. His leadership roles required ongoing engagement with safety standards and regulatory compliance in the utility sector.

B. Direct, Supervisorial or Management Level SNO-Specific Work Experience

- Over a 35+ year career at Alliant Energy Corporation and its predecessor companies, John O. Larsen advanced from Electrical Engineer to Executive Chairman. His roles included:
 - Managing Director, Electrical Engineering and Asset Management
 - Vice President, Generation
 - Senior Vice President, Generation
 - President and CEO of Wisconsin Power & Light Company and Interstate Power & Light Company
 - Chairman, President, and CEO of Alliant Energy Corporation
- In these positions, he was responsible for:
 - Overseeing the design, construction, and operation of electric generation, transmission, and distribution systems
 - Leading the transition from coal to natural gas and renewables, emphasizing safety in new construction and operations
 - Developing and implementing Alliant's Clean Energy Blueprint, which included safety and risk mitigation as core components
 - Managing responses to major operational crises, including severe weather events and the COVID-19 pandemic, with a focus on maintaining safe, reliable service.

C. SNO-Specific Board of Directors Experience

- John O. Larsen served as Executive Chairman, CEO and President of Alliant Energy Corporation, a major electric utility.
- He was a board member of industry organizations including:

- Edison Electric Institute
- Electric Power Research Institute
- American Transmission Company Management Inc.
- American Gas Association (Advisory Board)
- In these roles, he has contributed to board-level oversight of operational safety, safety culture, risk management, and regulatory compliance for large-scale electric and gas operations.

D. Other Previous and Current Board Positions

- Chairman, Alliant Energy Corporation
- Chairman, TruStage Financial Group, Inc.
- Board member, American Transmission Company Management Inc.
- Board member, Edison Electric Institute
- Board member, Electric Power Research Institute
- Advisory Board Member, American Gas Association

E. Other Current Professional Commitments

- N/A

William L. Smith

A. SNO-Specific Education and Training

- Completed numerous safety and safety management classes over 37-year career with BellSouth/AT&T (1979-2016). These included general safety, safe driving, aircraft safety, office safety, trenching and shoring safety, and a variety of safety classes relating to working in aerial plant facilities.
- Completed all PG&E corporate safety classes during 2020, including helicopter safety and nuclear safety.

B. Direct, Supervisorial or Management Level SNO-Specific Work Experience

- Managed AT&T's Technology Operations organization of over 100k employees and approximately 50k contractors for several years. These responsibilities included all aspects of operational safety in a large field organization.
- Worked closely with all US Government agencies on cyber security cases, involving cyber security attacks from foreign and domestic entities.
- Worked in the heavy construction industry and operated many types of large construction equipment.

C. SNO-Specific Board of Directors Experience

- Served on several public company boards over the last twenty years, most in the tech or related to the tech industry. All included general employee safety issues.
- Represented PG&E one EEI during the second half of 2020.
- Serve on the Advisory Board of Tillman Global Holding, LLC, a provider of communications infrastructure around the world.

D. Other Previous and Current Board Positions

- Previously served as a director of Oclaro, Inc. (telecommunications) (2009 to 2012, 2018).

E. Other Current Professional Commitments

- N/A

Attachment B

Pacific Gas and Electric Company

California Public Utilities Commission Annual Public Safety
and Public Safety Power Shutoff Briefing

August 19, 2025





Topics for Discussion

- 1 Safety Governance

- 2 Workforce Safety

- 3 Layers of Wildfire Protection
Approach and Risk Modeling

- 4 Operational Mitigations and
Community Engagement and Support

- 5 Benchmarking and Lessons Learned

PG&E Participants

Cheryl F. Campbell

Chair, Pacific Gas and Electric Company
Board of Directors and Chair, Safety and
Nuclear Oversight Committee

Sumeet Singh

Executive Vice President, Operations
and Chief Operating Officer

Mark Quinlan

Senior Vice President, Wildfire,
Emergency and Operations

Matt Hayes

Vice President, Enterprise Health and
Safety and Chief Safety Officer

Safety Governance



Safety Governance

Safety governance is embedded at the highest levels of the company, with direct involvement from the Board of Directors and the Safety and Nuclear Oversight (SNO) Committee.

Board of Directors

13 independent members

- Supports and approves oversight of safety metrics tied to executive compensation
- Reviews annual performance
- Incorporates new talent and fresh perspectives



We have consistently maintained our governance structure since successfully standing it up in 2021

SNO Committee

Six independent members

- Committee members share more than 100 years of Safety Governance experience
- Reviews safety, risk and operational performance and results of cause evaluations
- Provides feedback to our management for action
- Deep expertise in wildfire safety, prevention, mitigation, emergency response and management, workforce and public safety, natural gas systems, risk management, cyber security and nuclear and non-nuclear generation safety

Workforce Safety



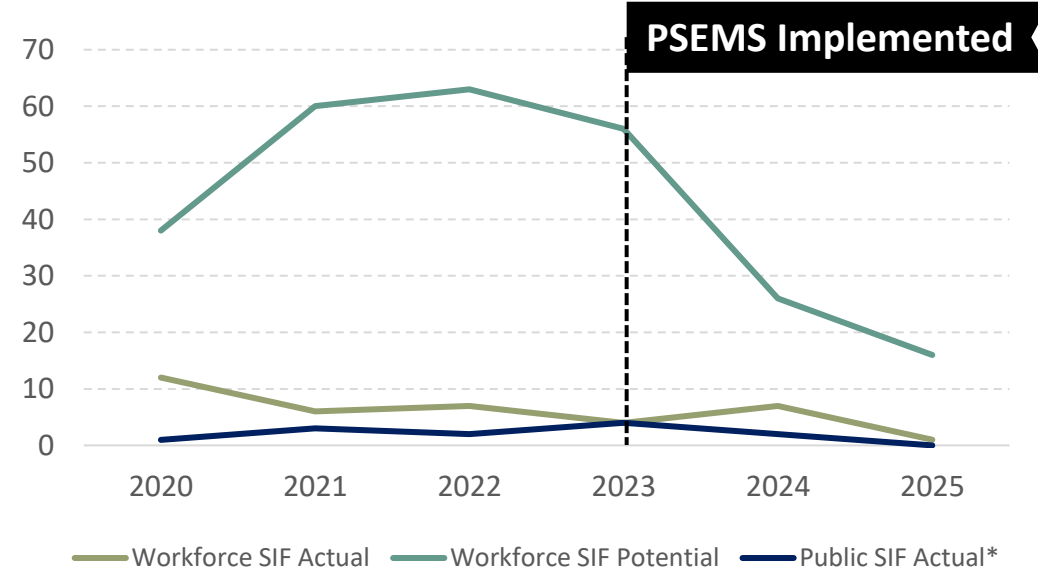
Safety Culture and Performance Metrics

We have redefined safety by ensuring controls are always present, allowing us to fail safely. Our Safety Management System ensures we achieve that goal through culture, tools and standards.

Our Safety Management System drives down serious safety incidents



Serious Incident and Fatality (SIF) Events**



*Public SIF potential events not tracked

** Data as of 7/14/2025.

Starting in mid-2020, contractors were required to report SIF-Potential events. SIF-Actual: A life-threatening or life-altering injury, or a fatality. SIF-Potential: An event that reasonably could have resulted in a SIF-Actual. Lower is better.

Safety Program Enhancements



We are improving safety for all coworkers to ensure everyone and everything is always safe.

Ongoing Safety Efforts

- **Beginning and ending with safety** through daily operating reviews, safety training and protocols
- **Providing live support during work** through the LiveSafe app, active supervisor engagement and corporate security presence
- **Learning from frontline coworkers** through Corrective Action Program, close call reporting and surveys

2025 Safety Innovations and Pilots

- ✓ **In-cab cameras in PG&E trucks** facilitating coaching and reducing distracted and fatigued driving
- ✓ **Lone worker safety technology** for isolated field roles with watch desk initiating check-ins if no GPS movement seen in an hour
- ✓ **Wearable heat sensors** that alert to approaching heat thresholds
- ✓ **Ballistic vests** for coworkers in high-risk environments
- ✓ **Safety culture mentors** for work areas with 2024 injury events
- ✓ **Critical Incident Stress Management** supporting workers experiencing a traumatic event in the field

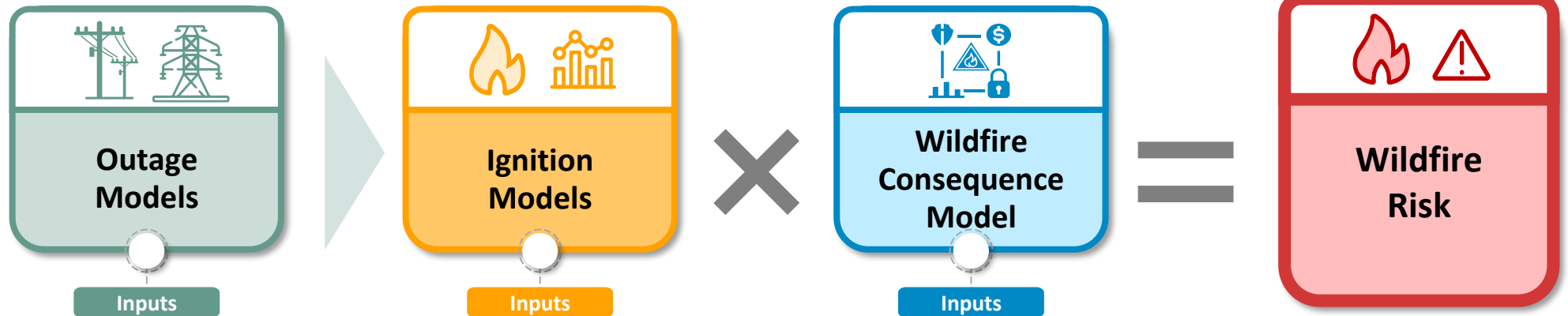
Layers of Wildfire Protection



Using Our Wildfire Risk and Consequence Models

Our planning models allow us to prioritize new mitigations where risk is highest, accounting for both ignition probability and potential fire consequence.

HOW OUR RISK MODEL WORKS



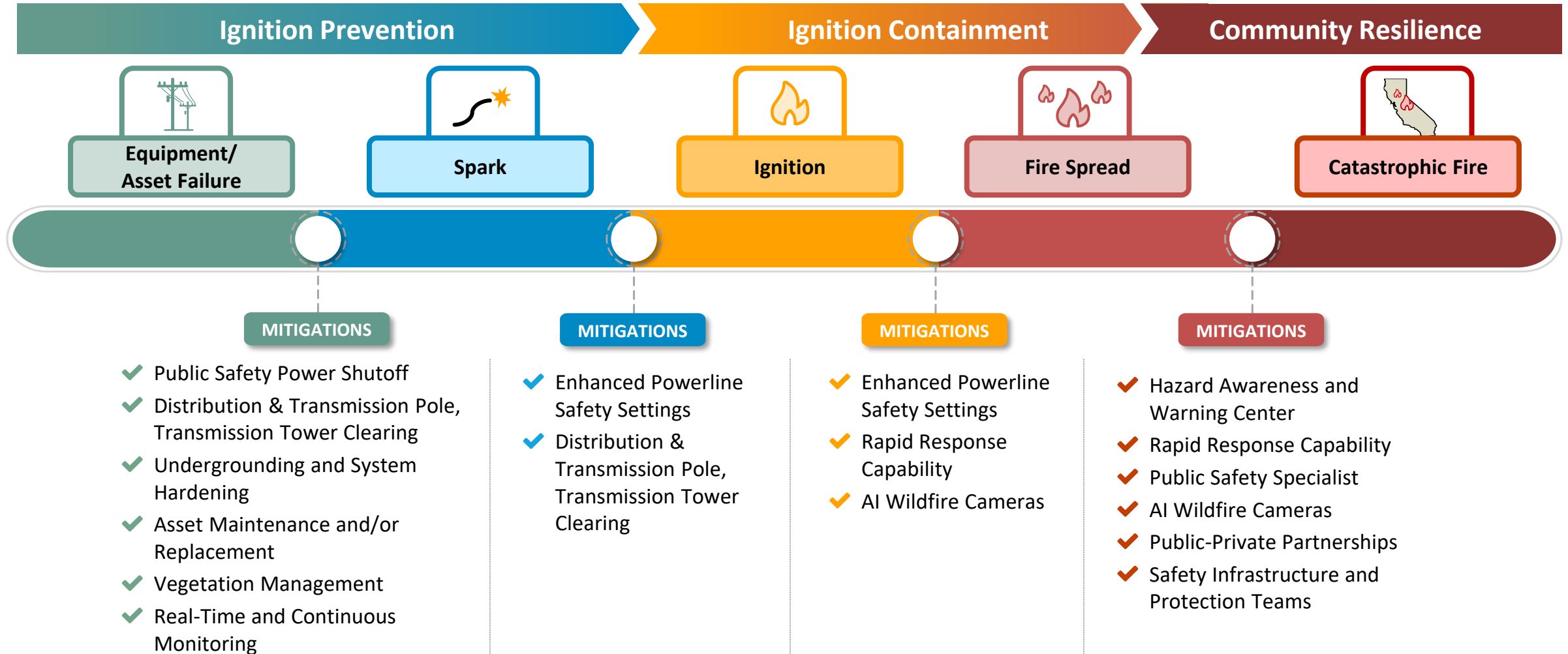
Wildfire DISTRIBUTION Risk Model v4	Outage Models Incorporated	
	<ul style="list-style-type: none"> • Vegetation • Conductor • Support structure 	<ul style="list-style-type: none"> • Transformer • Voltage control • Animal • Third party
	Incorporates the probability of an ignition resulting from an outage, by asset.	

Wildfire TRANSMISSION Risk Model v2	Hazard Model: Likelihood and intensity of hazards (environmental, third party)	
	Fragility Model: Conditional probability of failure given the intensity of a potential hazard	
	Hazard and Fragility models combine to create an Annual Probability of Failure . Outage (failure) model is used as proxy for ignition probability.	









- **24-hour Fire Spread Simulation:** Improves on previous model's 8-hour simulation
- **Ingress:** Includes terrain difficulty adjustment to consequence
- **Egress:**
 - Adjusts estimated wildfire impacts based on local demographics
 - Incorporates 1,280+ years of combined firefighting knowledge shared by Public Safety Specialists and Safety Infrastructure and Protection Teams







Interrupting the Wildfire Sequence

Wildfires from electrical equipment follow a common sequence. Interrupting that sequence is key.



Wildfire Mitigation Progress and Innovation

Foundational Programs	2019-2025 Progress	
 Undergrounding and System Upgrades*	~10% Of distribution lines in HFTD/HFRA upgraded/underground by EOY 2025	2,502 Miles completed/upgraded
 Public Safety Power Shutoffs	~98% Decrease in number of customers impacted by PSPS outages in 2024 vs. 2019	
 Enhanced Powerline Safety Settings	100% distribution line miles and customers in HFRA protected	~47,000 Line miles and ~2M customers protected
  Vegetation Management	31,110+ Line miles worked in HFTD/HFRA	
  High-Definition Cameras	94% HFTD/HFRA covered	678 Cameras installed
 Weather Stations	97% HFTD/HFRA covered	1,618 Stations installed

Enhanced Mitigation Efforts	Key Progress
 Continuous Monitoring**	~12,000 Devices deployed to date
 Idle Line Mitigation	19 Transmission lines mitigated or removed in 2025
 Expanding PSPS	Protecting Non-tier HFTD buffer areas
 Fuels Management	1,462 Acres managed by 2025 EOY
  Pole Clearing***	~84,880 Distribution poles and transmission structures cleared in 2025

 **Ignition Prevention**
 **Ignition Containment**

 **Community Resilience**

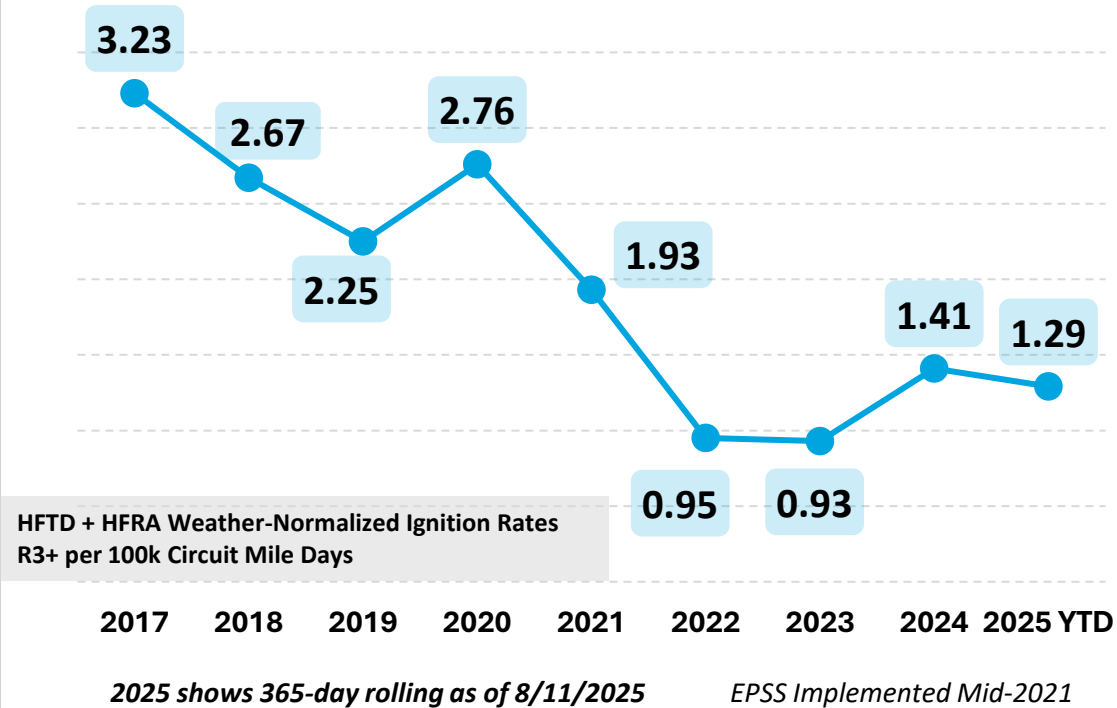
**The 10,000-Mile Undergrounding Program began in 2021, and 945 miles have been completed as part of that program. Totals include Butte Rebuild mileage. System upgrades include the installation of strengthened poles and covered powerlines and the removal of powerlines that were no longer needed. Total includes 16 system upgrade miles completed in 2018.*

***Gridscope devices, early fault detection sensors and distribution fault anticipators.*

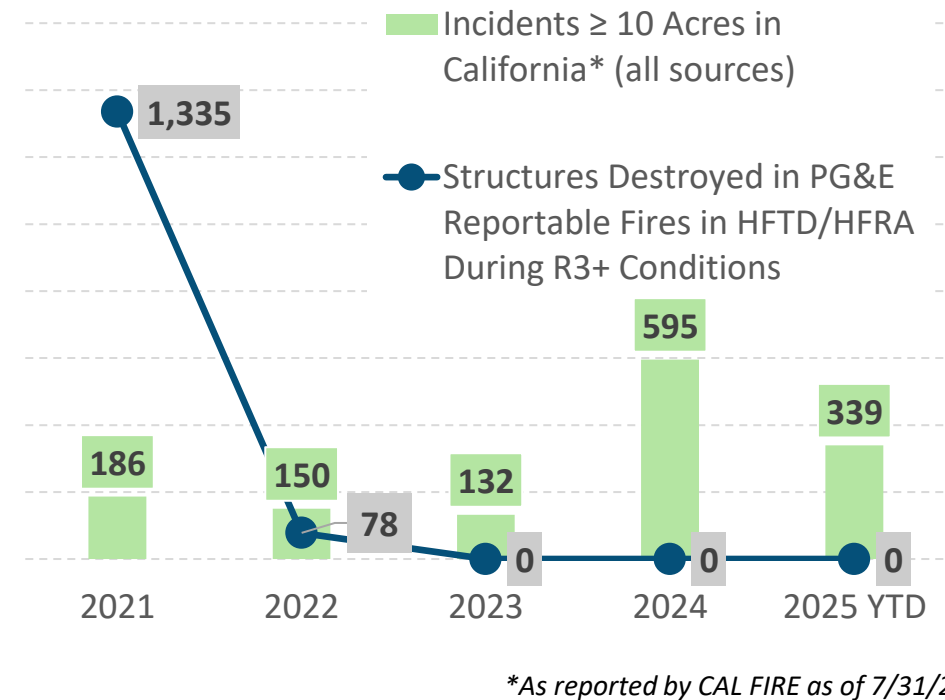
****Includes enhanced efforts beyond compliance.*

Our Layers of Protection Continue To Reduce Fires Of Consequence

CPUC Weather-Normalized Ignition Rate**



Fires Over 10 Acres and Structures Destroyed



**Reportable criteria includes any PG&E facility ignition that produces a self-propagating fire of material other than electrical and/or communication facilities, and that travels greater than one linear meter from the ignition point.

Undergrounding and System Upgrade Project Selection

PG&E's project selection criteria has changed over recent years to align with a number of different regulatory processes.



In the 2023-2026 GRC period*:

- ✓ **PG&E selected work based on a combination of high-risk areas** (using wildfire risk models), local factors (such as tree-fallen risk, PSPS risk and ingress/egress risk) and feasibility.
- ✓ **PG&E adjusted the workplan** in response to the 2023 GRC decision.
- ✓ **PG&E is on track** to deliver the required 18% risk reduction.

Going forward for work completed in 2027 and beyond:

- PG&E will select work in the highest-risk areas based on the wildfire risk.
- From 2028, PG&E will also consider overall utility risk in project selection.
- The mitigation selected will be informed by the decision-tree and local factors, as well as an economic analysis (e.g. CBR and/or net benefit).
- The selected mitigation could include undergrounding, overhead hardening with EPSS, line removal** or a hybrid solution.



**This period includes the first year of the 2026-2028 WMP.*

***Line removal program includes remote grid and/or Line Elimination Incentive Program (LEIP).*

Example Undergrounding Cost Reduction Approaches

PG&E is committed to a declining unit cost for undergrounding.

- In 2019, the unit cost was more than \$4M per mile and the 2023 to 2024 average unit cost was \$3.1M. PG&E continues to pursue innovations and efficiencies to reduce the unit cost.
- Achieving and maintaining these unit cost decreases will depend on a number of factors, including regulatory funding for enough undergrounding miles to sustain economies of scale.

Optimizing Design and Construction Standards



Improving Spoils Management and Sustainability



- Use of native backfill
- Local recycling programs
- Competitive contracting

Contract Pricing Approaches



- Lump sum pricing for projects

Evolving our Vegetation Management Practices

We continue to evolve our vegetation management practices to reduce vegetation safety risks while improving efficiency and customer affordability.

Adding Safety with EVM

2019-2022

We implemented our Enhanced Vegetation Management (EVM) program to further reduce wildfire risk by:

- ✓ **Meeting and exceeding state standards** for minimum clearances around powerlines
- ✓ **Addressing overhanging limbs and branches** directly above and around lines
- ✓ **Removing dead and dying trees** and assessing and mitigating trees that posed a potential threat to powerlines

Refining Targeted Work

2023-2025

Our transitional programs continue to address key vegetation-risk areas and supplement our annual work:

- ✓ Tree Removal Inventory (TRI)
- ✓ Focused Tree Inspections (FTI)
- ✓ VM for Operational Mitigations (VMOM)

~29% reduction in total spend

~56% reduction in vegetation-caused ignitions*

Comparing 2023-2025 versus 2019-2022



Increasing Efficiency and Customer Focus

2026-2028

Next year, we plan to consolidate our transitional programs into our annual and hazard patrol vegetation work to:

- ✓ Reduce frequency of visits to customer properties
- ✓ Increase operational efficiency
- ✓ Improve customer affordability

PROGRAMS	GOAL
Routine Inspection	78,000+ miles inspected each year
Hazard Patrol Inspections	10,000+ miles inspected each year

**CPUC-reportable vegetation-caused ignitions*



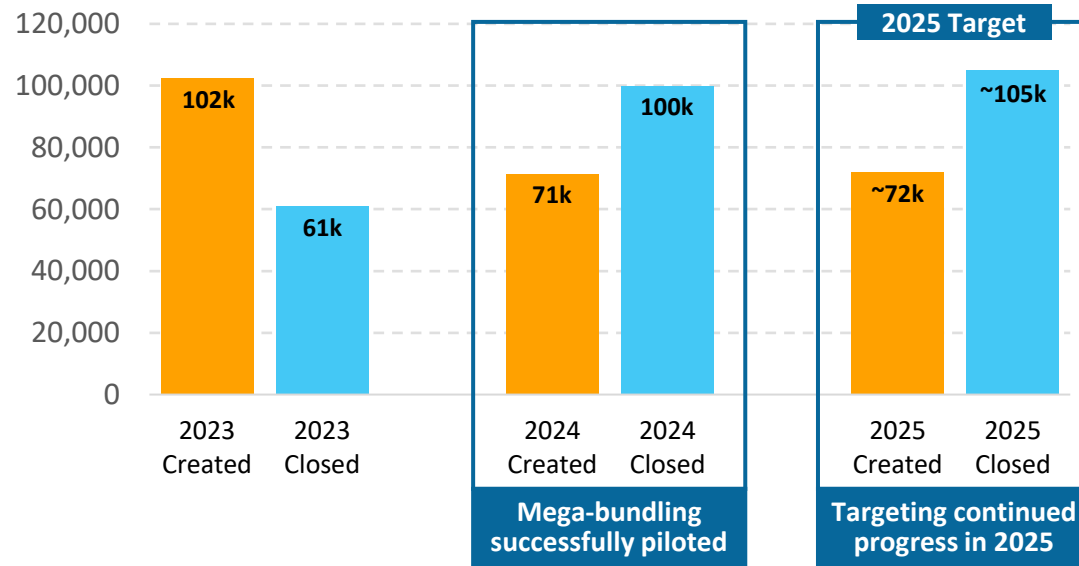
Addressing HFTD/HFRA Distribution Maintenance Tags

By addressing tags that contribute the most risk, we are effectively addressing wildfire risk while reducing open tags. Through our successful 2024 mega-bundling pilot, we closed more tags than we opened for the first time while improving work efficiency, reliability and cost effectiveness.

WHERE WE ARE

Closing More Than Creating

HFTD/HFRA Distribution Tag Progress



HOW WE GOT THERE

Mega-Bundling

Benefits of Mega-Bundling

~\$68M in expected savings*

- ✓ Forecasted to save nearly 15 million customer minutes interrupted** from maintenance outages since pilot began
- ✓ Boosts affordability through work efficiency
- ✓ Improves coworker safety with fewer trips to complete maintenance

*\$17M saved in 2024, \$5M saved in 2025 YTD and \$51M forecasted savings by 2025 EOY.

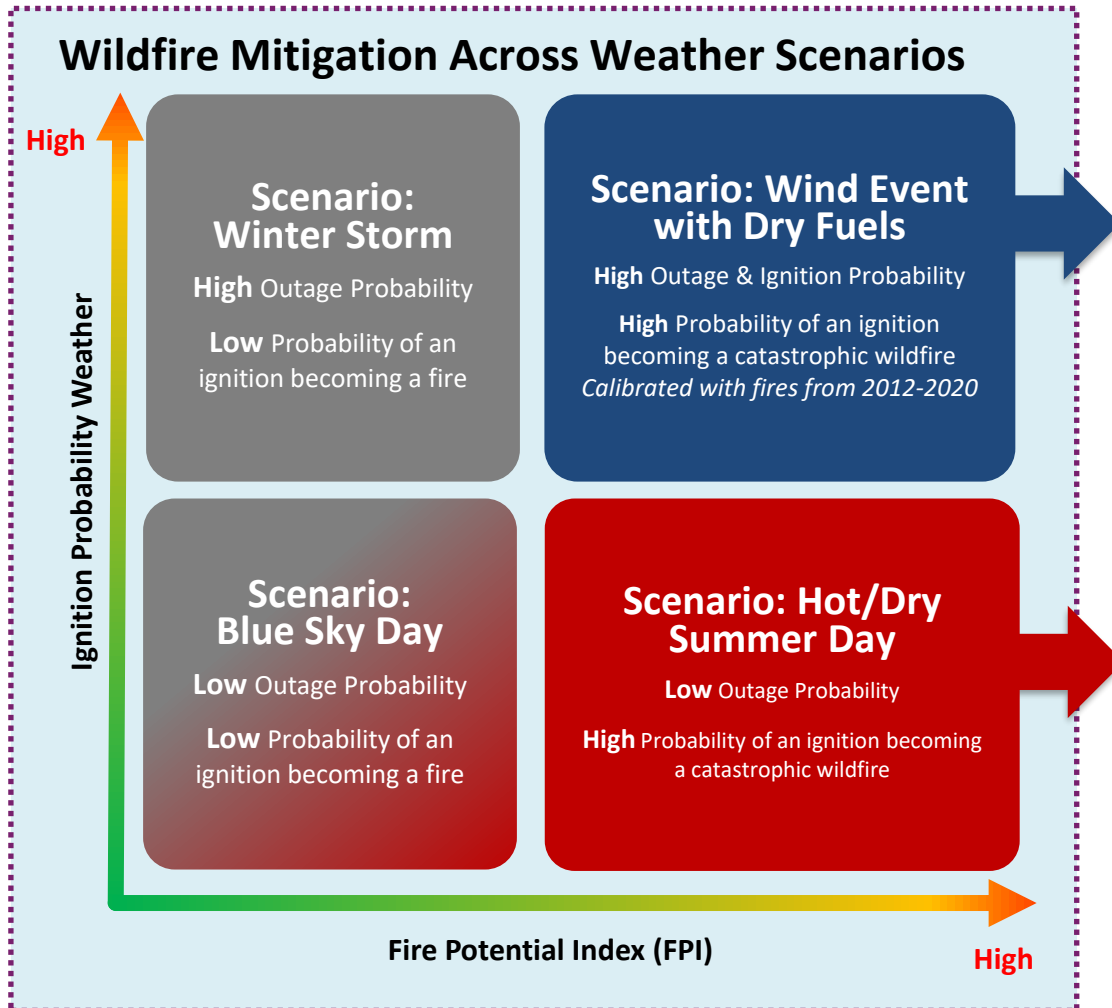
**Compared to traditional work execution, mega-bundling forecasted savings through 2025 EOY

Operational Mitigations and Community Engagement and Support



Weather-Driven Responses to Wildfire Risk

We combine our weather and ignition models to forecast the probability of a wildfire becoming catastrophic and then implement a weather-driven response.



Enhancements to PSPS and EPSS

Public Safety Power Shutoff (PSPS)

Continuing to enhance machine-learning models for transmission and distribution PSPS.



Enhanced Powerline Safety Settings (EPSS)

Expanding down conductor detection to protect against high-impedance faults.



Year-Over-Year PSPS Comparison

PSPS impacts have declined significantly on a per-event basis through sectionalization, new, advanced technologies and improvements to the electric system infrastructure. We have reduced customer impacts without compromising safety.

Event Details	2019	2020	2021	2022	2023	2024	2025
PSPS Events	8	6	5	0	2	6	4
Total Distribution Circuits	1,458	685	231	-	24	235	66
Total Transmission Lines	303	132	6	-	2	15	34
Customers Impacted	2,014,000	653,000	80,400	-	5,099	50,476	17,972
Average Number of Counties Impacted	17	17	10	-	5	9	6
Average Number of Tribes Impacted	12	6	2	-	1	2	1
Average Outage Duration (hours)	43	35	31	-	17	32	32
Average Outage Restoration Time (hours)	17	10	12	-	5	7	5
Damage and Hazards	722	257	442	-	2	16	3
Potential Acres Burned*	3,500,000	912,000	691,000	-	28,251	95,692	146,539
Peak Wind Gusts	102 MPH	89 MPH	102 MPH	-	49 MPH	88 MPH	61 MPH

*Estimate based on simulations conducted which do not account for fire suppression.



Protecting Customers with EPSS

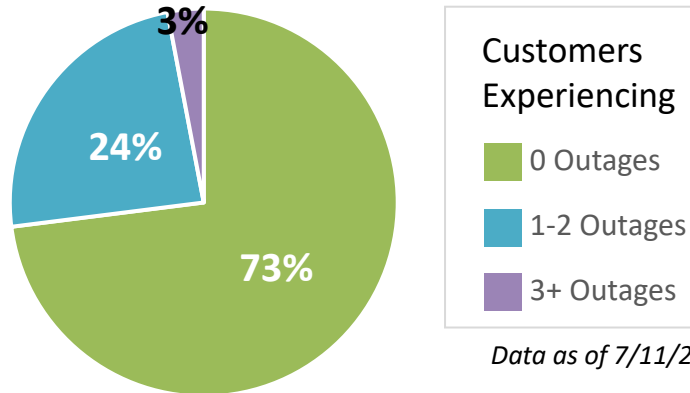
Through real-time, continuous improvements, we are working to mitigate customer impacts and improve reliability without compromising the wildfire prevention benefits of EPSS.

EPSS Performance 2025 YTD



2M

Customers Protected



Data as of 7/11/2025.

	2024 YTD	2025 YTD	Comparison
Circuit Mile Days*	~1.65M	~2.26M	36% increase
Number of Outages	777	897	15% increase
Avg. Outage Length	2.6 hours	2.4 hours	7% decrease
Avg. Customers Impacted per Outage	878 customers	750 customers	14% decrease

*Circuit mileage is approximate and leverages current device and circuit-level configuration.

Data is approximate and as of 7/11/2024 and 7/11/2025.



Work to improve reliability

Trimming and removing trees

Adding sectionalizing devices

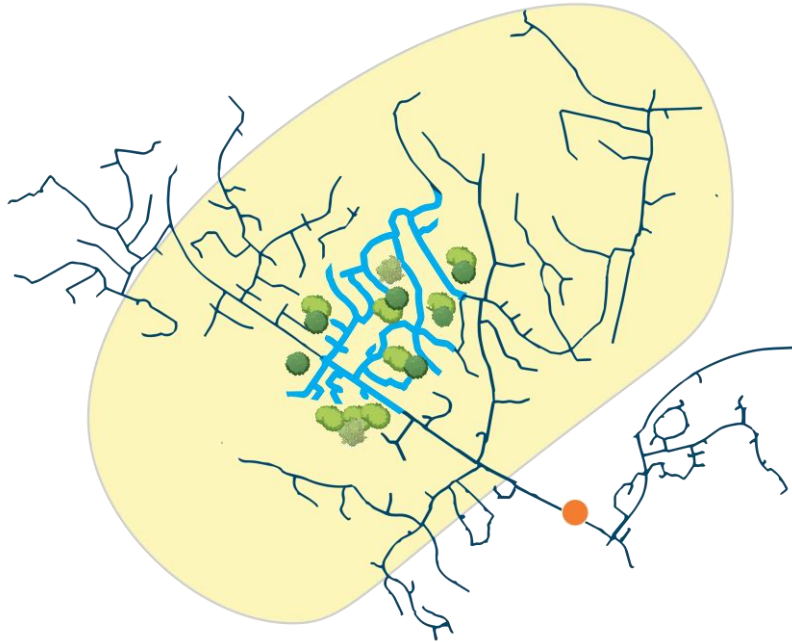
Installing Gridscope devices and fault indicators

Installing animal guards

Undergrounding's Relationship to PSPS Scope Reduction

No/Limited PSPS Scope Reduction

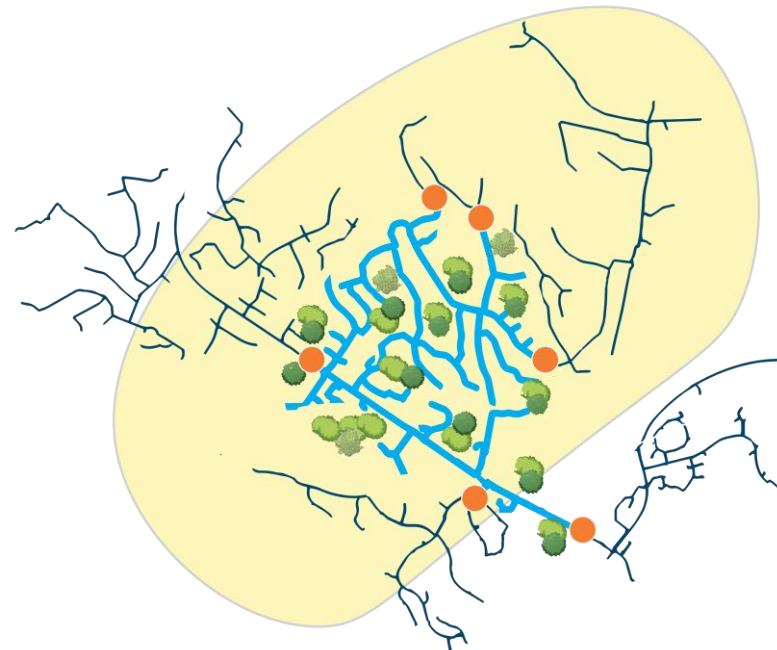
Underground lines do not connect to an energy source outside of High Fire-Risk Area (HFRA). No safe way to serve customers during a PSPS.



Undergrounding does however eliminate the majority of EPSS outages on lines moved underground.


Potential PSPS Scope Reduction

Underground lines do connect to an energy source outside of High Fire-Risk Area (HFRA). Lines can be safely isolated and energized during a PSPS.



PG&E estimates that approximately 37,800 customers are potentially mitigated from PSPS due to 945 completed miles of undergrounding*.

LEGEND

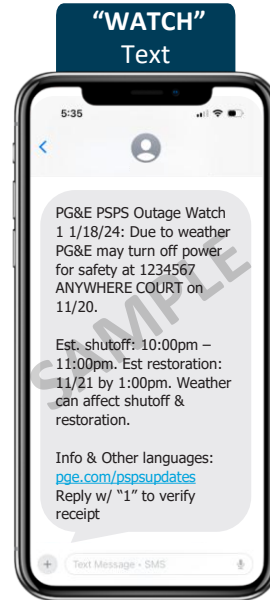
-  HFRA
-  Underground Powerline
-  Overhead Powerline
-  Source-Side Device

*In our 2023-2025 WMP, PG&E assumed that approximately 40 customers are mitigated from PSPS per mile of undergrounding.

Communicating Before, During and After Safety Outages

PSPS Notifications

- **Priority: 72-48 hours** before power is turned off
- **Watch: 48-24 hours** before power is turned off
- **Warning: 4-1 hours** before power is turned off
- **Cancellation/Delay:** If shutoff is delayed/cancelled
- ⚡ **At Power Shut Off**
- **Post-Weather Event:** Following weather “all-clear”
- **Update:** If the estimated time of restoral changes
- 💡 **Once Power is Restored**



Improvements

- ✓ Began providing notifications in American Sign Language
- ✓ Automated some notifications to improve timing and accuracy
- ✓ Implemented new notification dashboard to promote real-time tracking and increased awareness on missed notifications

EPSS Notifications

- STAGE 1: ⚡ **Outage Occurs**
 - ... Outage Acknowledgement
- STAGE 2: 🚧 **Access Lines and Equipment**
 - ... Outage Update
- STAGE 3: 🧑‍🔧 **Assess and Repair Damage**
 - ... Estimated Restoration Time
- STAGE 4: 💡 **Power Restored**
 - ... Outage Cause and Planned Improvements



Improvements

- ✓ Developed more robust process for follow ups after outages
- ✓ Began pilot effort to create and share outage cause video

We also leverage our website, social media, partnerships with agencies and Community Based Organizations (CBO), local news and more to keep customers updated.



Coordinating with Tribal, Local and Public Safety Partners

We conduct year-round, robust coordination with key partners to share information and ensure preparedness ahead of and during safety outages.

2025 Targeted Engagements

~120	Local Government Forums
20	Regional Working Groups
4	Data Portals Trainings
4	CWSP Advisory Committee Meetings
3	Critical Customer Webinars
2	PSPS Exercises
1	Regional Tribal CWSP Webinar

During a PSPS, we share information through multiple channels:

- ✓ Texts, emails and phone calls
- ✓ Agency Portal with situation reports, outage maps and customer lists
- ✓ State Executive Briefings
- ✓ Systemwide Cooperators Calls
- ✓ Cooperators Communications
- ✓ Agency Representatives
- ✓ Third-party representatives
- ✓ Notifying Public Safety Answering Points
- ✓ Critical Infrastructure Leads



Supporting Customers During Safety Outages

We engage with customers year-round and offer programs and partnerships to help everyone, especially vulnerable customers, prepare for safety outages. We are working to make our communications more targeted and effective.

2025 Back-Up Power Resources Delivered

Portable Battery Program*	1,532 Batteries distributed
Self-Generation Incentive Program*	574 Applications paid
Residential Storage Initiative*	1,056 Systems installed
Generator and Battery Rebate Program*	1,619
Permanent Battery Storage Rebate Program*	270 Rebates paid
Backup Power Transfer Meter**	593 Rebates paid

*Data is approximate and as of 7/31/2025

**Data is approximate and as of 6/30/2025

Support During Safety Outages

- ✓ Community Resource Centers (CRCs) during PSPS only, including transportation to CRCs
- ✓ California 211 Providers Network
- ✓ Disability Disaster Access and Resource Program
- ✓ In-language outreach and digital, social media, radio and television communications
- ✓ Discounted and no-cost hotel stays during PSPS only
- ✓ Local food bank meal replacement and Meals on Wheels meal delivery during PSPS only

2025 Targeted Engagements*

Emails and direct mail campaigns	72
Wildfire safety webinars and open houses	22
Community-Based Organization (CBO) trainings	5

Benchmarking and Lessons Learned

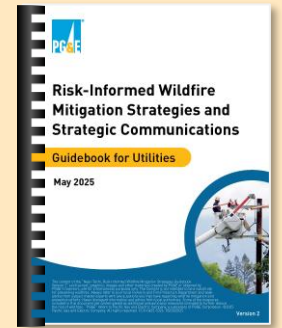


Benchmarking and Lessons Learned

Gathering best practices and sharing learnings with industry peers are critical to our continued safety progress. We do this throughout the year via key forums. We also continuously provide and gather feedback from coworkers.

Our mindset is simple: we get better when we learn from others.

✓ Joint IOUs PSPS Working Group	<ul style="list-style-type: none"> • Collaboratively strengthened our AFN support framework • Refined coordination and communication processes across utilities • Aligning on recommendations for PSPS Statewide Executive Briefing
✓ Joint IOUs Wildfire Mitigation Plan Project Management Group	<ul style="list-style-type: none"> • Acts as central hub for information sharing • Focuses on benchmarking and lessons learned • Develops best practices from member input • Meets quarterly
✓ California Alliance for Safety and Training (CAST)	<ul style="list-style-type: none"> • Founded by PG&E in 2023 to unite IOUs • Quarterly meetings led by the Chief Safety Officers of each IOU • Four subcommittees of subject matter experts from each utility focus on key topics
✓ Annual Utility Wildfire Mitigation Conference	<ul style="list-style-type: none"> • Two conducted since 2024 with 385+ participants representing 40 utilities across the Americas • Focused on sharing best practices from across the industry • Conducted various program-specific breakout/working sessions to share knowledge and problem solve • Incorporated broad representation from industry, regulatory, academic and CAL FIRE experts
✓ Wildfire Mitigation Guidebook for Utilities	<ul style="list-style-type: none"> • Intended as central repository for PG&E utility wildfire mitigation knowledge • Outlines program-specific evolution, best practices and lessons learned • Highlights innovative tech and key partners
✓ Listening and Engaging with Coworkers	<ul style="list-style-type: none"> • Delivering refresher trainings • Enhancing threat and hazard assessments and conducting additional risk assessments • Maturing elements of our PG&E Safety Excellence Management System



Wildfire Mitigation Guidebook for Utilities

Thank You



Appendix

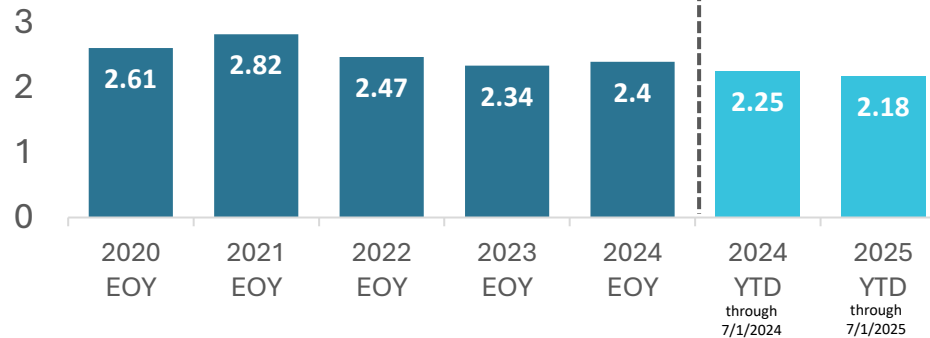




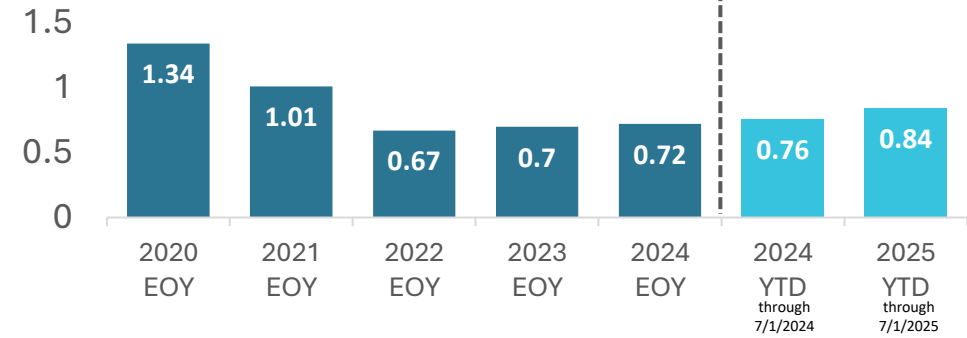
Preventable Motor Vehicle Incident (PMVI) and Days Away, Restricted, or Transferred (DART)

PMVI and DART are key safety performance indicators that inform leadership decision-making and recommendations.

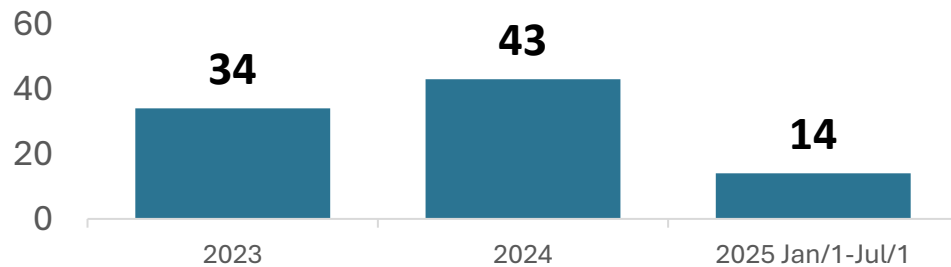
Preventable Motor Vehicle Incident Rates (PMVI)



Days Away Restricted or Transferred Rates (DART)



Preventable Motor Vehicle Incident Rates (PMVI)



Days* Since Last Workforce Fatality

923 days

* Data as of 8/11/2025

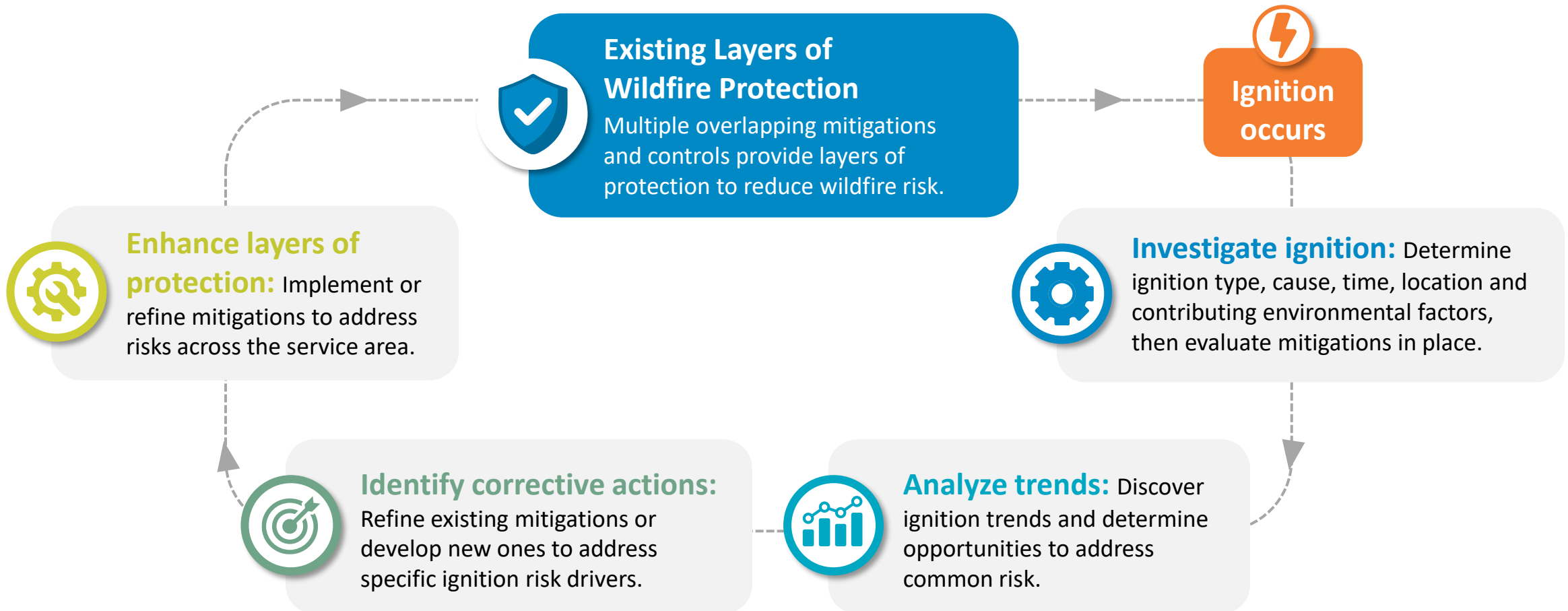
PMVI: Number of incidents where a PG&E coworker could have but failed to take reasonable steps to prevent incident; rate based on 1,000,000 miles driven.

Data as of 7/1/2025

DART: PG&E coworker injury that results in days away, restricted, or transferred duty; rate based on 200,000 hours worked.

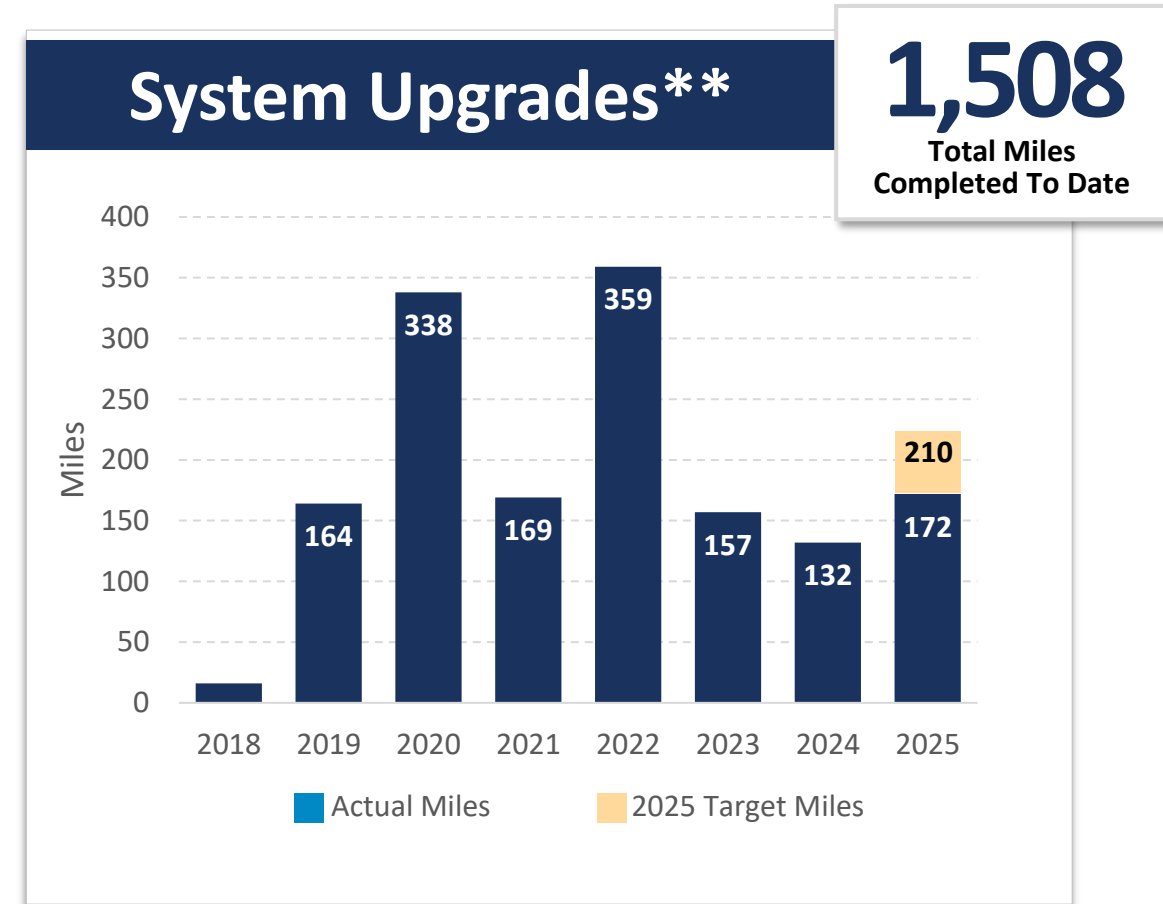
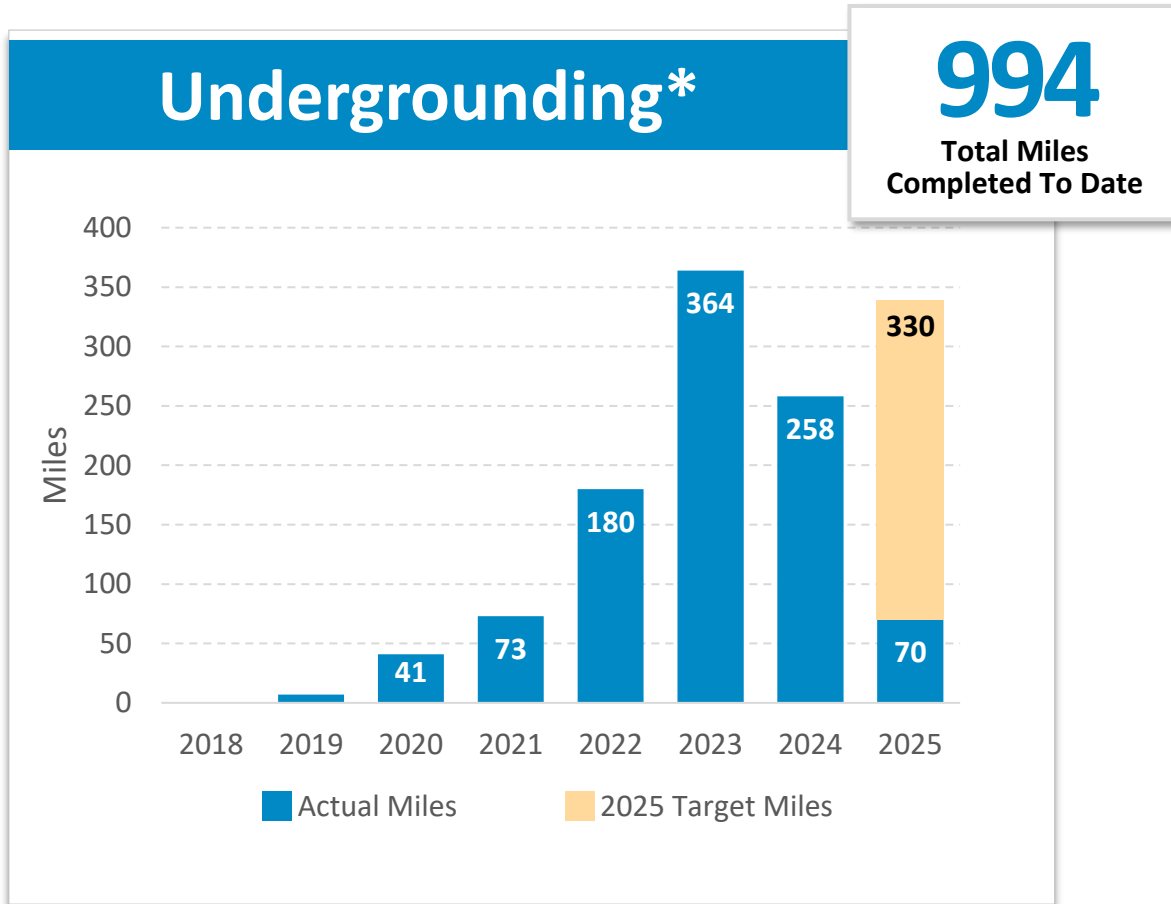
Enhancing Our Layers of Wildfire Protection

We investigate all ignitions to continuously improve our layers of protection and implement corrective actions.



Undergrounding and System Upgrades Progress

Our undergrounding efforts expanded significantly with the launch of a standalone program in 2021. This work builds upon the foundational system upgrades efforts that began in 2018.



Data as of 7/31/25. *The 10,000-Mile Undergrounding Program began in 2021, and 945 miles have been completed as part of that program. Totals include Butte Rebuild mileage. **Includes the installation of strengthened poles and covered powerlines and the removal of powerlines that were no longer needed. Includes data starting in 2018.

Undergrounding Program Construction Technologies

We are using more efficient construction methods to meet our cost-savings goals.

These methods can be significantly faster than traditional trenching and excavation approaches.

Using these new technologies can also result in additional flexibility as well as the use of fewer resources, where possible.



Attachment C

Progress Made on Implementing Safety Culture Assessment Recommendations

Additionally, as required by Energy Safety's 2025 Guidelines, we provide the following update on the progress made on our most recent Safety Culture Assessment recommendations. The following items are examples of our progress, and a more complete list of our actions is in our Quarterly Notifications.

- Recommendation # 1: 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.
 - ***Strengthen and improve safety-related communications:***
 - Daily Safety Updates focused on key themes such as wildfire safety and emergency preparedness, National 811 Day and incident-specific reminders, Serious Injury and Fatality (SIF) prevention, with emphasis on essential controls shared across the entire organization and reviewed at every Daily Operating Review at every level.
 - Daily Digest, company newsletter, shared across the entire organization, includes coworker recognition for speaking up for safety and having the confidence to exercise their responsibility to stop the job when unsafe. The Daily Digest includes Safety Awareness and Safety Advisory communications along with Initial Incident Reports to provide timely updates, safety reminders and lessons learned to help prevent SIFs.
 - Operations all-coworker meetings, held both virtually and in-person at service centers that include frontline teams, provide timely business updates and create opportunities for coworker engagement including questions and feedback sessions.
 - ***Ease of access to near misses information:***
 - Data related to near misses (also referred to as “near hits”) can be accessed via PG&E's Near Hit Program. The weekly Safety Spotlight communication shared across the entire organization provide incident details, key takeaways, and safety reminders, with a link to contact the Safety and Health team for more information.
 - GrassrootsTV continued expanding its reach into Operations frontline teams, sharing timely and impactful videos of near hits and safety learnings with our frontline teams; Grassroots safety newsletters reinforce adherence to safety procedures and recognize coworkers for demonstrating their stop-the-job responsibility and other positive safety behaviors.
 - ***Employees have improved access to wildfire conditions, including:***
 - Daily weather forecast notifications are issued from our Meteorology team and include fire potential index ratings at the circuit level that are

intended to be used as part of pre-job safety briefings by all field teams.

- The Hazard Awareness Warning Center, operational 24/7, provides real-time situational awareness of events occurring within our service area to the entire organization.
- The LiveSafe app, accessible by all coworkers, includes geotagging of hazards and alerts coworkers to potential hazards as they travel across the service area.

- ***Leaders engage in various listening sessions, including:***

- Annual Leadership Town Halls are attended by over 2,400 leaders including frontline leaders across the entire service area. Key topics focused on safety such as the PG&E Safety Excellence Management System (PSEMS) provide insights into how their job roles and daily work align with PSEMS requirements.
- Quarterly Injury Prevention sessions focus on reviewing quarterly injury trends and provide tips and resources. Topics include preventing injuries from slips, trips, falls and line of fire incidents as well as promoting the services offered at PG&E health centers.
- PG&E leaders continued to engage in Go-Sees (planned leadership field visits to observe and engage with frontline teams performing specific types of field work activities), increasing their presence and availability to learn from and support frontline coworkers with problem solving efforts focused on safety-related risks and concerns.
- PG&E continued to encourage coworker concerns and idea generation submissions through our Corrective Action Program (CAP). CAP submissions are reviewed daily by senior leadership; in 2025, 53 CAP educational sessions were held across the entire service area, and included at the New Hire Orientation, to ensure coworkers understand how to utilize this meaningful speak-up tool.

- Recommendation # 2: 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.

- ***Optimize safety-enabling systems to improve the quality of event investigations:***

- The Cause Evaluation Program published revised cause evaluation guidance documents in Q2 2025, incorporating targeted feedback from internal stakeholders and insights from our continuous improvement initiatives. These updates enhance clarity, standardize evaluation practices across business units, and ensure alignment with evolving organizational priorities, equipping teams with more actionable frameworks that support consistent, high-quality root cause analyses.

- In alignment with the updated guidance, we revised the Cause Evaluation curriculum. This revision integrated both the updated guidance and direct feedback from learners, resulting in a more effective and engaging learning experience. This newly enhanced curriculum better prepares evaluators to identify systemic issues and implement sustainable corrective actions, resulting in reducing incident recurrence.
- ***Improve hazard and near miss reporting process to align expectations on what to report and when to report:***
 - The Near Hit Program team continued a series of best practices, communication throughout the enterprise, using the 5 “Ws” for accurate reporting, answer coworker questions, and encourage reporting and sharing of near hits. The sessions directed users to additional program and incident information, including the “Submit a Near Hit” option.
 - Continued sharing near hit communication videos across the organization focused on operational near hits, why they are important, and how they impact overall safety.
- ***Increase worker psychological safety, building confidence in their speak-up and stop-the-job authority:***
 - Daily safety messages in the Daily Safety Update and articles in the weekly Safety Snapshot are published about the importance of fostering psychological safety. These messages encourage coworkers to feel safe speaking up, stop the job, and raise safety concerns without fear of judgment or retribution. Functional area Champions actively promote Inclusion and Belonging (IB) and Employee Resource Group activities for their coworkers, cultivating a culture of psychological safety where speak-up and stop-the-job responsibilities are encouraged and recognized.
 - Monthly Third Thursdays—a safety stand-down across all Operations functional areas—continues to cultivate psychological safety and confidence among frontline teams to speak up by having safety conversations and engagements, completing safety/compliance training, reviewing safety incidents and near hits, and fostering a safety mindset.
 - In November 2025, we launched our Critical Incident Stress Management (CISM) program. Originally developed for first responders and emergency personnel, CISM is used across many industries to help individuals and teams process difficult experiences—such as accidents, emergency responses, or other critical situations. PG&E’s CISM Telephonic Helpline provides coworkers access to clinician partners to provide expert-led clinical support in addition to the 23 CISM peer volunteers who are trained and certified

for crisis response. The program also established the Mental Health Advisory Committee comprised of functional area leaders, union partners, Grassroots, and frontline coworkers to make mental health part of how we work safely every day.

- Recommendation # 3: PG&E should continue building on its current worker training plan by: (1) 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 training more effective, relevant, and engaging; and (2) 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.
 - ***Incorporating new safety-related training modalities:***
 - PG&E continues to change its focus from a behavior-based safety program to align to the Edison Electric Institute’s (EEI) SIF Classification and Learning Model (SCL Model). The SCL Model identifies high-energy hazards (Stuff That Kills You – STKY) and determines whether an Essential Control is in place for each high-energy source. In Q3 2025, PG&E retired the SafetyNet tool and adopted the Mirata tool for documenting all High-Energy Control Assessments (HECAs) and Energy Based Observations (EBO).
 - The new Mirata tool simplifies the safety observation process of field teams by using two primary checklists to document HECAs and EBOs; it will be used in the field to ensure that all Essential Controls are in place and to enable field workers to fail safely. The new software will run reports with an improved data structure that aligns with other safety data, including near hits, incident data, CAP and more. Mirata training started with Field Safety Specialists in May 2025 and is now focused on functional area leaders. Enterprise Health & Safety continue to hold training and information sessions available to all coworkers on a weekly basis and maintain office hours for those who completed the training.
 - ***New hands-on training initiatives for field coworkers include:***
 - The updated Barehand Training Refresher is a five-day program combining classroom instruction and fieldwork on energized 60-kV to 500-kV lines. This course was successfully delivered and piloted in Q3 2025. It equips participants with essential barehand techniques for insulator replacement, conductor repair, and general maintenance.

- The Hydro Operator in Training (HOIT) Apprenticeship Program is currently being enhanced to include a new SCADA Simulator, allowing trainees to safely practice SCADA operations in a controlled environment. Training scenarios include responding to communication loss, elevated water levels, and basement flooding events.
- Metal Inert Gas (MIG) Welding 1 is a four-day, immersive training course designed to build foundational skills for Apprentice Electrical Machinists. The course combines structured instruction with extensive hands-on practice, two to three hours of guided lessons, followed by six to seven hours of welding application each day. This training ensures participants develop safe and proficient MIG welding techniques as part of the broader Apprentice Machinist program.
- Pigging Operations for gas transmission pipelines is a newly developed course that provides hands-on instruction on how to safely perform pigging operations for both in-service and out-of-service scenarios. Training focuses on hazard identification, loading, launching, receiving, and unloading pigging devices.
- 2025 YTD Key training statistics—a total of 49,408 PG&E coworkers and contractors completed more than 1 million hours of training, an increase from the 47,920 PG&E coworkers and contractors that completed training previous year.²⁶ For 2025 YTD, the percentage breakdown of hours by delivery mechanism is:
 - 29% online training (compared to 28% in 2024)
 - 68% hand-on instructor-led training (compared to 71% in 2024); and
 - 3% tailboard completions and Leadership Town Hall attendance (compared to 0.7% in 2024).
 - We note that the percentage of hands-on instructor-led training is slightly lower in 2025 as compared to 2024 (3%) because the Electric Operations refresher training was launched in 2024 and required all coworkers in the target audience to attend, driving a significant increase in student days. This year, only new coworkers entering these roles are completing the training.
- ***Conducting post-training peer learning activities:***
 - PG&E’s Operations Safety Collaboration Center (OSCC) continued the STKY Frontline Safety Culture Program which started in October of 2024. This Program transitioned to internal safety culture mentors, who were selected based on their safety leadership and proficiency to provide safety culture mentoring to frontline leaders. In Q3 2025, the program team conducted a survey to obtain feedback on the program

²⁶ 2024 Key training statistics reported from Q1 2024 through November 20, 2024.

and identify areas of success as well as opportunities for continuous improvement.

- PG&E's monthly Third Thursdays provide opportunities to improve safety culture through intentional and well-planned safety engagements, providing a forum for coworkers to share information on incidents and near hits, expand upon training, share best practices, and focus on safety.

- ***Cultivate a mentoring program:***

- Enterprise Health and Safety continued progress on its Field Safety Specialist Mentor program in Q3 2025. The mentorship program includes 34 modules, with the first being Fire Danger Precautions. To complete the Fire Danger Precautions module, field safety specialists are required to review the applicable standard; complete web-based training; have discussions with a mentor where the mentee must explain the Fire Potential Index, Wildfire Mitigation Matrix, and their uses; and additional mitigation measures required for FPI Risk Level 4 and higher risk ratings. An observation of the mentee performing and documenting a field observation in an area with elevated fire danger is also required before the module is completed. To complete the program, mentees meet with the Sr. Director of Operational Safety to discuss their learnings and safety culture. Initial feedback from mentees in the program has been positive; mentees feel the consistent approach to their development helps build a solid foundation of initial skills. As a result, field engagements demonstrated improvement in the quality of observations and interactions with the functional areas.

- ***Safety Stewards appointments:***

- The members of the Grassroots Safety Council (GSC), composed of experienced senior leaders, are the designated safety stewards for each functional area. The GSC serves as a liaison between the functional area Grassroots Safety Teams, executive leadership, and functional area Safety Councils. The Grassroots Safety Team representatives advise the GSC and discuss proposed solutions and innovations to systemic safety issues that result in a stronger safety culture mindset while performing work for PG&E.
- The GSC holds at least one quarterly executive meeting to update key executive stakeholders on their progress with ongoing and new initiatives and to request support, when necessary. As an example, the most recent GSC Executive Meeting occurred on September 22, 2025, in San Ramon, addressing several frontline focused initiatives (e.g., snake bite prevention and awareness, wheel chock awareness campaign, enterprise-wide Starlink integration and lone worker solutions, driving rodeos) and established a grassroots charter review sub-committee.

- The GSC completed a series of regional Grassroots Coaching and Partnering sessions in the PG&E service area, with the final session held in August 2025. The sessions focused on frontline safety culture, the energy wheel, and workforce fail safe capacity. Goals included enabling the removal of barriers, building relationships, and strengthening partnerships between all PG&E Grassroots members through culture training, interactive scenarios, and building confidence, skills, and expertise.
- Recommendation # 4: PG&E should continue to recognize and take action to mitigate the risk exposure posed by interactions with the public.
 - *Recognize and take action to mitigate the risk exposure posed by interactions with the public*
 - Hostile customer incidents continue to decrease, with nearly 50% reduction in hostile interactions with the public, from 432 cases in 2024 to 216 cases as of November 24, 2025. This has been accomplished through actions such as:
 - In Q2 2025, corporate safety performed field safety training for 1, 775 vegetation management personnel, conducted 11 Live-Action Safety Drills, delivered 657 sessions of Virtual Reality situational awareness training, further developed LiveSafe app to tag hostile customers prior to scheduling or dispatching coworkers to the site, and escorted vegetation management field crews to 239 properties with potentially hostile customers and successfully negotiated with property owners leading to zero safety incidents while this work was completed.
 - The De-escalation Virtual Reality training program puts coworkers in a virtual environment that exposes them to hostile customers and environments. 1,500 coworkers have completed this training.