



San Diego Gas & Electric

Results Report
2018



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EXECUTIVE SUMMARY

2018 SAFETY BAROMETER SURVEY RESULTS SAN DIEGO GAS ELECTRIC

This report presents the results of a SAFETY BAROMETER employee perception survey conducted among San Diego Gas & Electric (SDG&E) employees from August through September 2018. The survey was completed by 2,973 employees, which is a response rate of approximately 73%. SDG&E also conducted the SAFETY BAROMETER in 2016 and 2013.

Employees who participated in the SAFETY BAROMETER survey were asked to indicate their level of agreement or disagreement with a variety of safety and work-related statements. These statements are grouped into six program categories: 1-Management Participation, 2-Supervisor Participation, 3-Employee Participation, 4-Safety Support Activities, 5-Safety Support Climate, and 6-Organizational Climate.

SDG&E responses were compared with responses from the same 580 participating organizations in the National Safety Council (NSC) Database at the time of the SDG&E 2016 and 2013 survey projects to produce comparative percentile values. In 2018, SDG&E scores on the six standard safety program categories ranged from a moderately high score of 76 for Organizational Climate to a very high score of 92 for Management Participation. SDG&E average response scores were above the 50th percentile for all 50 standard components.

The overall SAFETY BAROMETER percentile score was a very high score of 91 out of a possible 100. This indicates that only 9% of the organizations in the NSC Database achieved a higher overall score than did SDG&E in 2018.

It is generally recommended that safety program components with percentiles less than 50 receive attention. However, the ten lowest-scoring components with percentiles at or below 73 may be used to establish current improvement opportunities. The following SAFETY BAROMETER components comprise this priority group. They are presented in order from lowest (52) to highest (73) percentile score.

- *Employees following lockout/tagout procedures*
- *Frequency of detailed and regularly scheduled inspections*
- *Stability of workforce*
- *Supervisors investigating lost workday cases*
- *Employees take part when incident investigations occur*
- *Presence of safety training in new employee orientation*
- *Perception that medical resources are sufficient*
- *Significance of job stress for employees*
- *Management providing adequate safety staff*
- *Perception that the safety committee has high status*

Comparing 2018 results to the previous 2016 survey, an increase in program category score was achieved for five of the six program categories, while Organizational Climate maintained the same score achieved in 2016. The overall percentile score for SDG&E increased by +6 percentile points from the score of 85 achieved in 2016. In addition, from 2016 to 2018, increases in percentile scores were achieved for 43 of the 50 standard components, two components saw no change in percentile score, and five components decreased in score.

Comparisons by employment category showed that non-union employees reported substantially more positive perceptions than union employees. By supervisory responsibility, employees who supervise others held more positive safety program perceptions than employees who do not supervise others. Lastly, by organization, employees who support “both” gas and electric held the most positive overall safety program perceptions, followed by those that exclusively support electric and exclusively support gas, in that order. Larger than typical disparity in average responses scores (≥ 0.30) was found between employment categories, while supervisory responsibility groups and organizations generally reflected small differences in perceptions.

Comparative analysis by business function showed that all 15 analyzed business functions achieved above average overall percentile scores over 50. HR, Diversity & Inclusion held the highest overall percentile score in 2018, while Construction & Operations generated the lowest overall percentile score. Of the 14 business functions that surveyed and were benchmarked in 2016, six earned increases in overall score, while HR, Diversity & Inclusion maintained the same very high score of 99. Construction Services achieved the greatest increase in percentile score of +20 points. In contrast, Technical Services showed the greatest decline in score of -29 percentile points.

In addition, comparative analysis by location showed that 14 of the 16 analyzed locations achieved above average overall percentile scores over 50. Both Desert Star EC and Palomar EC each achieved outstanding overall scores of 100. Northeast C O and Ramona generated the lowest overall percentile score. Of the 11 locations that surveyed and were benchmarked in 2016, four achieved increases in overall score. Orange County earned the greatest increase of +18 percentile points, while Northeast C O and Ramona saw the greatest decline in score of -43 percentile points.

The more groups interact and communicate the more similar their perceptions become concerning common issues. A shared perspective greatly aids management in effectively driving safety program improvements.

It is recommended that SDG&E use the results in this report as a guide for making safety program improvements. The data presented in this report can also be used to measure future progress. Exemplary safety results, such as those achieved by SDG&E, should be acknowledged and even celebrated at all levels of the organization. However, future safety efforts will need to focus on persistent maintenance and enhancement of this outstanding safety system in order to ensure continued high performance and long-term risk and injury reduction. Employee involvement in the SAFETY BAROMETER process is an important example of employees taking responsibility for the success of the safety management system. Efforts should be made to follow-up with employees. Communicating results of the survey and involving employees in the decision making process are fundamental aspects of any successful safety program.

RESULTS

2018 SAFETY BAROMETER SURVEY RESULTS SAN DIEGO GAS ELECTRIC

Introduction

These results are based on SAFETY BAROMETER surveys completed by 2,973 employees, a response rate of approximately 73%, at San Diego Gas & Electric (SDG&E), from August through September 2018. This report also compares these current results with results from the previous SDG&E survey project. The paper SAFETY BAROMETER survey form is included as Appendix A. Response frequency and percentage distributions for all SAFETY BAROMETER statements are shown in Appendix B. The methods and data analyses are discussed in Appendix C. In addition, response distributions by employment category, supervisory responsibilities, organization, business function, and location are presented in Appendices D through H, respectively. Respondent comments are included in Appendix I.

SAFETY BAROMETER statements present either a positive or negative description of the SDG&E safety management system. The program component descriptions listed in tables and figures in this report are based directly on survey statements. For continuity and ease of understanding, slight wording changes were made to present each component as positive or neutral in content for this report.

The SAFETY BAROMETER survey consists of 50 standardized safety program questions (Question [Q] 1-50) that represent six fundamental safety program categories. The safety program category topics that are covered include:

- Management Participation
- Supervisor Participation
- Employee Participation
- Safety Support Activities
- Safety Support Climate
- Organizational Climate

In addition, eight customized safety program items were added (Q51-58), which are of special concern to SDG&E.

Analysis of Program Components

The percent distribution of responses for each statement is shown in Table 1. Also presented in this table are the average response scores for each statement. Average response scores are calculated by assigning a value of +2 for a strongly positive response; +1 for a positive response; 0 for a neutral response; -1 for a negative response; and -2 for a strongly negative response. (See Appendix C for more information regarding methods of analysis.)

The SDG&E employee responses to each of the 50 SAFETY BAROMETER items were compared with the same 580 organizations in the NSC Database at the time of the 2013 and 2016 SDG&E surveys. This allows for direct comparison between previous and current surveys. Percentile scores calculated from this comparison are also shown in Table 1. A percentile score expresses the percentage of NSC Database companies with a lower average response score than SDG&E. Possible percentile scores range from 0 to 100, with 0 representing the lowest score in the NSC Database and 100 representing the highest. For example, a percentile score of 100 indicates that all of the 580 organizations in the NSC Database received a lower average response score than SDG&E; a percentile score of 50 indicates that half (or 290) of the 580 organizations were lower than SDG&E.

Components with the highest average response scores are not necessarily the best performing elements when compared with the performance at other organizations. Since some statements tend to be answered more positively or negatively than others, comparing results against the NSC Database automatically adjusts for and minimizes these types of naturally occurring biases.

Components in Table 1 are listed in order of decreasing percentile score. Components at the top of Table 1 are the most highly ranked components at SDG&E when compared with other organizations in the NSC Database. Components at the bottom are those that were evaluated less positively and are top priority for action planning and continuous improvement efforts. Components with identical percentile scores are ordered by average response score from highest to lowest.

Figure 1 is a graphic representation of these data. Average performance compared to the NSC Database is indicated by the vertical line at the 50th percentile. Components with bars that surpass this mark are performing above average while components that fall short of this mark are

TABLE 1
Percentile Scores, Percent Distribution of Responses, and Average Response Scores

2018 SAFETY BAROMETER SURVEY RESULTS
SAN DIEGO GAS & ELECTRIC COMPANY

Category ¹	Statement Number and Component	Percentile Score ²	Percent Distribution of Responses					Average Response Score ³
			Strongly Positive	Positive	Neutral	Negative	Strongly Negative	
SP	12 Supervisors behaving in accord with safe job procedures	95	53.3%	33.9%	8.6%	2.7%	1.5%	1.347
SSA	13 Presence of employees well trained in emergency practices	92	28.2%	47.5%	19.1%	4.3%	1.0%	0.976
MP	40 Management including safety in job promotion reviews	92	24.1%	33.7%	32.7%	6.1%	3.4%	0.690
SP	5 Supervisors maintaining a high safety performance standard	91	43.4%	38.5%	12.9%	3.4%	1.8%	1.182
SSC	17 Belief that management does more than law requires	91	28.0%	37.6%	17.7%	11.3%	5.4%	0.716
SSC	23 Safety standard level relative to production standard level	91	18.5%	38.5%	25.6%	12.6%	4.8%	0.534
MP	31 Management setting a positive safety example	90	30.6%	44.1%	17.0%	5.5%	2.8%	0.942
EP	18 Belief that employees understand safety and health regulations	89	40.7%	51.4%	6.2%	1.4%	0.3%	1.308
SSC	3 Priority of safety relative to production	89	37.2%	36.9%	12.7%	8.7%	4.6%	0.935
EP	46 Employees using necessary personal protective equipment	89	25.2%	40.9%	27.3%	5.0%	1.6%	0.833
EP	50 Employees taking part in the development of safety requirements	89	16.1%	40.3%	28.8%	11.9%	2.9%	0.547
EP	11 Employees believing that their actions can protect coworkers	88	53.3%	40.7%	5.2%	0.6%	0.2%	1.462
SP	19 Supervisors enforcing safe job procedures	88	39.1%	44.7%	11.7%	3.1%	1.4%	1.170
SP	32 Supervisors integrating safety into the production process	88	29.1%	43.6%	21.2%	4.8%	1.3%	0.945
SP	28 Supervisors acting on employee safety suggestions	88	28.4%	40.6%	21.1%	6.9%	3.0%	0.844
MP	7 Management stressing the importance of safety in communications	88	34.3%	37.0%	12.6%	9.7%	6.5%	0.829
SSC	36 Belief that hazards not fixed right away will still be addressed	88	21.9%	40.5%	25.3%	9.4%	3.0%	0.689
SSA	22 Effectiveness of award programs in promoting safe behavior	88	15.6%	36.6%	30.1%	12.8%	4.8%	0.454
SSC	10 Belief that management shows it cares for employee safety	87	42.8%	39.6%	11.1%	4.5%	2.1%	1.165
SP	24 Supervisors understanding employees job safety problems	87	29.7%	47.0%	16.6%	4.4%	2.3%	0.974
OC	2 Frequency of employee/management interactions	86	31.7%	45.5%	14.9%	6.0%	1.9%	0.992
MP	49 Management setting annual safety goals	86	27.9%	43.8%	21.9%	5.1%	1.3%	0.918
SSA	30 Effectiveness of safety committee in improving safety conditions	86	24.9%	44.8%	23.8%	5.1%	1.5%	0.864
SSC	27 Belief that management is sincere in safety efforts	85	42.5%	41.0%	11.1%	3.6%	1.8%	1.189
SSA	33 Quality of preventive maintenance system operation	85	16.6%	33.9%	36.7%	9.5%	3.3%	0.511
SP	43 Supervisors reducing employees fear of reporting safety problems	83	27.3%	45.5%	16.8%	7.1%	3.2%	0.866
MP	34 Management participating in safety activities on a regular basis	83	24.8%	42.5%	22.3%	7.9%	2.5%	0.791
EP	4 Employees being involved in safety and health practices	82	19.3%	45.1%	26.5%	7.9%	1.3%	0.734
SSA	29 Occurrence of emergency response procedures testing	82	23.2%	39.9%	25.4%	8.9%	2.7%	0.720
SSC	48 Belief that management insists supervisors think about safety	81	29.3%	45.4%	21.3%	3.0%	1.0%	0.991
EP	1 Employees identifying and eliminating hazards	79	39.6%	48.0%	9.2%	2.6%	0.6%	1.234
MP	14 Management publishing a policy on the value of employee safety	79	31.3%	43.7%	20.7%	3.3%	1.0%	1.009
SP	38 Supervisors providing helpful safety training	79	24.7%	43.8%	24.3%	5.5%	1.7%	0.843
SSA	41 Availability of safety committee to provide assistance	78	23.5%	43.6%	24.8%	6.2%	1.9%	0.805
SSA	15 Thoroughness of near miss accident/incident investigations	78	24.5%	37.5%	31.8%	4.6%	1.6%	0.787
SSA	8 Frequency of safety meeting occurrence	76	25.0%	40.9%	20.5%	9.7%	3.9%	0.734
SSC	45 Perception that good environmental conditions are kept	76	17.9%	46.1%	20.0%	11.1%	5.0%	0.609
OC	9 Condition of departmental teamwork	76	18.3%	43.6%	22.6%	11.3%	4.2%	0.605
EP	20 Employees using standardized precautions for hazardous materials	74	27.8%	39.2%	31.3%	1.3%	0.4%	0.927
OC	16 Condition of employee morale	74	15.9%	33.2%	24.0%	16.3%	10.7%	0.272
SSC	35 Perception that the safety committee has high status	73	18.7%	35.2%	33.5%	9.5%	3.2%	0.569
MP	21 Management providing adequate safety staff	68	21.1%	42.8%	23.7%	8.6%	3.7%	0.692
OC	47 Significance of job stress for employees	67	7.8%	24.9%	24.7%	27.3%	15.2%	-0.172
SSC	39 Perception that medical resources are sufficient	63	15.9%	33.2%	42.4%	6.1%	2.4%	0.541
SSA	26 Presence of safety training in new employee orientation	62	35.4%	42.8%	18.9%	2.4%	0.5%	1.103
EP	37 Employees take part when incident investigations occur	60	12.8%	34.7%	40.3%	9.1%	3.1%	0.450
SP	44 Supervisors investigating lost workday cases	59	16.0%	23.6%	55.5%	3.3%	1.7%	0.490
OC	42 Stability of workforce	57	21.0%	43.9%	18.8%	11.3%	5.0%	0.647
SSA	6 Frequency of detailed and regularly scheduled inspections	53	19.3%	36.6%	34.5%	7.3%	2.3%	0.633
EP	25 Employees following lockout/tagout procedures	52	24.8%	34.7%	35.8%	3.8%	0.8%	0.788

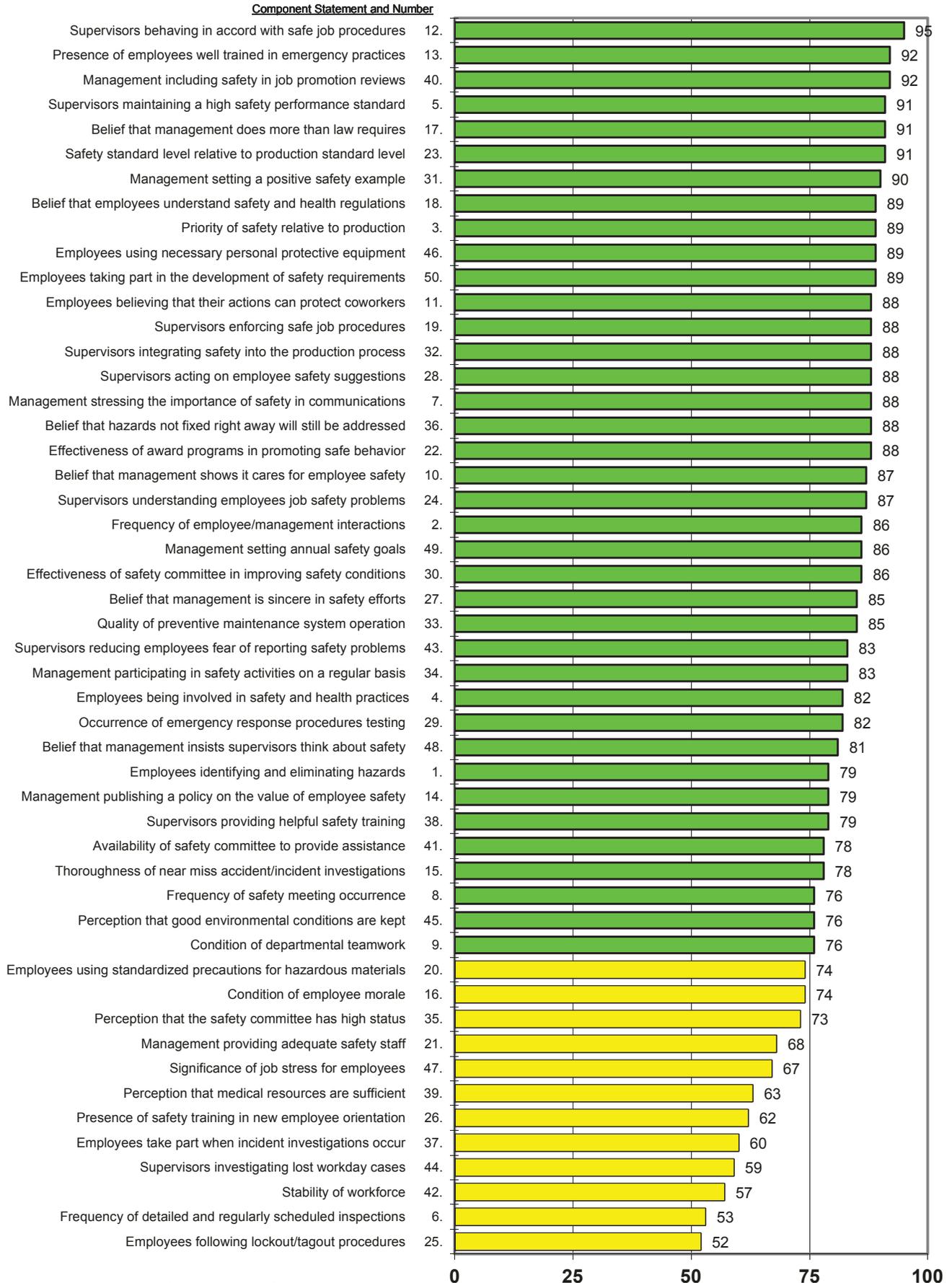
¹ MP=Management Participation, SP=Supervisor Participation, EP=Employee Participation, SSA=Safety Support Activities, SSC=Safety Support Climate, OC=Organizational Climate.

² A percentile score expresses the percentage of organizations in the NSC Database with lower average response scores. The percentile score range is from 0 to 100.

³ Calculated by assigning a value of +2 for a strongly positive response; +1 for a positive response; 0 for a neutral response; -1 for a negative response; and -2 for a strongly negative response. (See Appendix C for more information regarding methods of analysis.)

Figure 1 Percentile Scores of Safety Program Components

2018 SAFETY BAROMETER SURVEY RESULTS
SAN DIEGO GAS & ELECTRIC COMPANY



A percentile score expresses the percentage of organizations in the NSC Database with lower average response scores. The percentile score range is from 0 to 100.

performing below average. Figure 1 is color-coded with components scoring in the top quartile shaded green (above the 75th percentile), components scoring in the second quartile shaded yellow (the 50th to 75th percentile range), components scoring in the third quartile shaded orange (25th to 49th percentile range), and components scoring in the bottom quartile shaded red (below the 25th percentile).

The majority of employee opinions regarding the SDG&E safety program are above average compared to the NSC Database participants. All 50 standard components received percentiles above the 50th percentile, which is considered the NSC Database average. Further examination shows that 38 components achieved percentiles in the top quartile and 12 components received percentiles in the second quartile. No components registered percentiles in the third or fourth quartiles.

Highest-Performing Components. As shown in Table 1, the ten highest-performing components received scores of 89 and above. These components consist of three from the Safety Support Climate category, two each from the Management Participation, Employee Participation, and Supervisor Participation categories, and one from the Safety Support Activities category. There were no components from the Organizational Climate category in this group of highest-scoring items.

Management Participation items describe ways in which top and middle management demonstrate their leadership and commitment to safety in the form of words, actions, organizational strategy, and personal engagement with safety. The most highly rated Management Participation components are:

<i>Statement Number</i>	<i>Highest-rated Management Participation Component</i>	<i>Percentile Score</i>	<i>Percent Positive</i>
Q40	Management including safety in job promotion reviews	92	57.8%
Q31	Management setting a positive safety example	90	74.7%

Supervisor Participation items consider six primary roles through which supervisors communicate their personal support for safety: leader, manager, controller, trainer, organizational representative, and advocate for employees.

The most highly rated Supervisor Participation components are:

<i>Statement Number</i>	<i>Highest-rated Supervisor Participation Component</i>	<i>Percentile Score</i>	<i>Percent Positive</i>
Q12	Supervisors behaving in accord with safe job procedures	95	87.2%
Q5	Supervisors maintaining a high safety performance standard	91	81.9%

Employee Participation items specify selected actions and reactions that are critical to making a safety program work. Emphasis is given to personal engagement, responsibility, and compliance.

The most highly rated Employee Participation components are:

<i>Statement Number</i>	<i>Highest-rated Employee Participation Component</i>	<i>Percentile Score</i>	<i>Percent Positive</i>
Q18	Belief that employees understand safety and health regulations	89	92.1%
Q46	Employees using necessary personal protective equipment	89	66.1%

Safety Support Activities items probe the presence or quality of various safety program practices, with a focus on communications, training, inspection, maintenance, and emergency response. The highest-rated Safety Support Activities component is:

<i>Statement Number</i>	<i>Highest-rated Safety Support Activities Component</i>	<i>Percentile Score</i>	<i>Percent Positive</i>
Q13	Presence of employees well trained in emergency practices	92	75.7%

Safety Support Climate items ask employees across an organization for general beliefs, impressions, and observations about management's commitment and underlying values with regard to safety.

The most highly rated Safety Support Climate components are:

<i>Statement Number</i>	<i>Highest-rated Safety Support Climate Component</i>	<i>Percentile Score</i>	<i>Percent Positive</i>
Q17	Belief that management does more than law requires	91	65.6%
Q23	Safety standard level relative to production standard level	91	57.0%
Q3	Priority of safety relative to production	89	74.1%

Lower-Performing Priority Components. As shown in Table 1, no components received percentile scores below 50. Although components with below average percentiles (below 50) are usually identified as potential target areas, the ten lowest-ranking components with scores of 73 or below can be used to establish current improvement opportunities. Of these, two components each are from the Employee Participation, Safety Support Activities, Safety Support Climate, and Organizational Climate categories, and one component each is from the Management Participation and Supervisor Participation categories.

The lowest-scoring Management Participation component is:

<i>Statement Number</i>	<i>Lowest rated Management Participation Component</i>	<i>Percentile Score</i>	<i>Percent Negative</i>
Q21	Management providing adequate safety staff	68	12.3%

The lowest-scoring Supervisor Participation component is:

<i>Statement Number</i>	<i>Lowest rated Supervisor Participation Component</i>	<i>Percentile Score</i>	<i>Percent Negative</i>
Q44	Supervisors investigating lost workday cases	59	5.0%

The lowest-scoring Employee Participation components (from lowest to highest percentile score) are:

<i>Statement Number</i>	<i>Lowest rated Employee Participation Component</i>	<i>Percentile Score</i>	<i>Percent Negative</i>
Q25	Employees following lockout/tagout procedures	52	4.6%
Q37	Employees take part when incident investigations occur	60	12.2%

The lower-scoring Safety Support Activities components are:

<i>Statement Number</i>	<i>Lowest-rated Safety Support Activities Component</i>	<i>Percentile Score</i>	<i>Percent Negative</i>
Q6	Frequency of detailed and regularly scheduled inspections	53	9.6%
Q26	Presence of safety training in new employee orientation	62	2.9%

The lower-scoring Safety Support Climate components are:

<i>Statement Number</i>	<i>Lowest-rated Safety Support Climate Component</i>	<i>Percentile Score</i>	<i>Percent Negative</i>
Q39	Perception that medical resources are sufficient	63	8.5%
Q35	Perception that the safety committee has high status	73	12.7%

Organizational Climate items probe general conditions that interact with the safety program to affect its ultimate success, such as teamwork, morale, and employee turnover. The lower-scoring Organizational Climate components are:

<i>Statement Number</i>	<i>Lowest-rated Organizational Climate Component</i>	<i>Percentile Score</i>	<i>Percent Negative</i>
Q42	Stability of workforce	57	16.3%
Q47	Significance of job stress for employees	67	42.5%

SDG&E generated elevated neutral responses ($\geq 30.0\%$) for 11 of the 50 standard components. Although neutral responses are not necessarily negative, elevated neutral response rates may indicate that these components or their related programs are not sufficiently visible from the employee perspective. In a well-functioning safety management system, employees are aware of important program aspects and can form opinions about them even if they do not experience them directly or on a daily basis. Elevated levels of neutral responses up to 55.5% were noted.

Average Response Scores of Customized Items by Survey Year. Customized items address safety aspects of special concern to organizations. The SDG&E customized items and their percent distribution of responses for 2018 are shown in Table 1A. Also presented in this table are the average response scores for each statement in 2018 and 2016, as well as the change in average response scores between the two survey years. Average response scores are calculated by assigning a value of +2 for a strongly positive response; +1 for a positive response; 0 for a neutral response; -1 for a negative response; and -2 for a strongly negative response. (See Appendix C for more information regarding methods of analysis.) Unlike the standardized components, percentile scores compared to the NSC Database cannot be generated for customized items.

TABLE 1A
Percent Distribution of Responses and Average Response Scores for Customized Items (Q51-Q58)

2018 SAFETY BAROMETER SURVEY RESULTS
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Category ¹	Statement Number and Component	Percent Distribution of Responses					Average Response Scores ²		
		Strongly Positive	Positive	Neutral	Negative	Strongly Negative	2018	2016	Change
CUS	53 Belief that supervisors treat employees with respect	51.2%	35.3%	9.0%	2.6%	1.9%	1.312	1.286	+0.026
CUS	56 Respect among co-workers/colleagues	41.6%	45.3%	9.4%	2.7%	1.0%	1.238	1.158	+0.080
CUS	51 Belief that supervisors support stopping unsafe jobs	44.9%	36.8%	14.3%	2.1%	1.9%	1.206	1.102	+0.104
CUS	57 Belief that employees feel respected within their department	37.1%	43.5%	12.7%	4.8%	2.0%	1.088	0.978	+0.110
CUS	58 Belief that employees feel they are part of a team	38.0%	41.8%	13.0%	4.5%	2.8%	1.077	1.043	+0.034
CUS	55 Belief that all people are treated fairly	37.8%	37.5%	15.5%	5.9%	3.4%	1.004	0.982	+0.022
CUS	52 Employees feel comfortable reporting near-miss/close-call incidents	34.6%	41.1%	14.7%	6.7%	2.8%	0.979	0.826	+0.153
CUS	54 Perception that the company climate values diverse perspectives	32.8%	40.2%	18.7%	5.5%	2.7%	0.950	0.900	+0.050

¹ CUS=Customized Item.

² Calculated by assigning a value of +2 for a strongly positive response; +1 for a positive response; 0 for a neutral response; -1 for a negative response; and -2 for a strongly negative response. (See Appendix C for more information regarding methods of analysis.)

Average response scores for the eight customized items in 2018 are all positive, ranging from 0.950 to 1.312. All eight components saw increases in average response scores in 2018. The belief that supervisors treat employees with respect (Q53) was the highest performing item, with 86.5% of employees responding positively. Additionally, employees feel comfortable reporting near-miss/close-call incidents (Q52), obtained the largest increase in average response score of +0.153 points.

Comparison of Program Components by Survey Year. Table 2 shows a comparison of the 50 standard individual component percentile scores from 2013, 2016, and 2018, as well as the percentile change from 2016 to 2018 at SDG&E. In Table 2, components are sorted by percentile change from 2016 to 2018 at SDG&E, from greatest increase in percentile score (+) to greatest decrease in percentile score (-). In addition, a green dot indicates an item was among the top ten highest-performing components from 2016, whereas a red dot indicates it was among the ten lower-performing priority components from the 2016 survey. From 2016 to 2018, increases in percentile scores were achieved for 43 of the 50 components, two components stayed the same, and five components decreased in score.

Since 2016, three components, the perception that the safety committee has high status (Q35), employees take part when incident investigations occur (Q37), and the thoroughness of near miss accident/incident investigations (Q15), showed increases of +12 percentile points or more. Notably, each of these three items was identified as a lower-performing priority component in 2016. This suggests that targeted efforts to improve these components since 2016 were effective.

In contrast, among the five components that showed declines in percentile scores since 2016, the stability of workforce (Q42), showed the greatest decline of -9 percentile points, while the significance of job stress for employees (Q47) showed the second largest decline of -6 percentile points. Of the five declining items, three were identified as lower-performing priority items in 2016.

TABLE 2
Percentile Scores of Program Components by Survey Year

2018 SAFETY BAROMETER SURVEY RESULTS
SAN DIEGO GAS & ELECTRIC COMPANY

Category ²	Statement Number and Component	Percentile Scores ¹			Percentile Change
		2018	2016	2013	2016 to 2018
SSC	● 35 Perception that the safety committee has high status	73	60	69	+13
EP	● 37 Employees take part when incident investigations occur	60	47	64	+13
SSA	● 15 Thoroughness of near miss accident/incident investigations	78	66	79	+12
SSA	30 Effectiveness of safety committee in improving safety conditions	86	77	86	+9
MP	14 Management publishing a policy on the value of employee safety	79	70	87	+9
SSC	● 39 Perception that medical resources are sufficient	63	55	60	+8
EP	46 Employees using necessary personal protective equipment	89	82	84	+7
SP	43 Supervisors reducing employees fear of reporting safety problems	83	76	80	+7
SSA	41 Availability of safety committee to provide assistance	78	71	75	+7
EP	50 Employees taking part in the development of safety requirements	89	83	89	+6
MP	7 Management stressing the importance of safety in communications	88	82	89	+6
OC	2 Frequency of employee/management interactions	86	80	86	+6
EP	4 Employees being involved in safety and health practices	82	76	81	+6
OC	9 Condition of departmental teamwork	76	70	77	+6
SP	● 5 Supervisors maintaining a high safety performance standard	91	86	88	+5
SSA	29 Occurrence of emergency response procedures testing	82	77	85	+5
EP	● 25 Employees following lockout/tagout procedures	52	47	44	+5
MP	● 40 Management including safety in job promotion reviews	92	88	94	+4
EP	18 Belief that employees understand safety and health regulations	89	85	89	+4
SP	19 Supervisors enforcing safe job procedures	88	84	91	+4
SSA	33 Quality of preventive maintenance system operation	85	81	89	+4
SP	38 Supervisors providing helpful safety training	79	75	85	+4
SP	● 12 Supervisors behaving in accord with safe job procedures	95	92	93	+3
MP	● 31 Management setting a positive safety example	90	87	93	+3
SSC	36 Belief that hazards not fixed right away will still be addressed	88	85	88	+3
SP	32 Supervisors integrating safety into the production process	88	85	86	+3
SSC	10 Belief that management shows it cares for employee safety	87	84	89	+3
SP	24 Supervisors understanding employees job safety problems	87	84	86	+3
MP	34 Management participating in safety activities on a regular basis	83	80	87	+3
SSC	45 Perception that good environmental conditions are kept	76	73	80	+3
SSA	● 13 Presence of employees well trained in emergency practices	92	90	92	+2
SSC	● 23 Safety standard level relative to production standard level	91	89	94	+2
EP	● 11 Employees believing that their actions can protect coworkers	88	86	92	+2
SSA	22 Effectiveness of award programs in promoting safe behavior	88	86	91	+2
MP	49 Management setting annual safety goals	86	84	91	+2
SSC	48 Belief that management insists supervisors think about safety	81	79	83	+2
EP	20 Employees using standardized precautions for hazardous materials	74	72	78	+2
SSC	● 3 Priority of safety relative to production	89	88	93	+1
SP	● 28 Supervisors acting on employee safety suggestions	88	87	87	+1
SSC	27 Belief that management is sincere in safety efforts	85	84	92	+1
EP	1 Employees identifying and eliminating hazards	79	78	84	+1
SSA	8 Frequency of safety meeting occurrence	76	75	76	+1
MP	● 21 Management providing adequate safety staff	68	67	84	+1
SSC	● 17 Belief that management does more than law requires	91	91	93	0
SSA	● 26 Presence of safety training in new employee orientation	62	62	73	0
SP	● 44 Supervisors investigating lost workday cases	59	61	66	-2
OC	16 Condition of employee morale	74	77	91	-3
SSA	● 6 Frequency of detailed and regularly scheduled inspections	53	56	59	-3
OC	47 Significance of job stress for employees	67	73	85	-6
OC	● 42 Stability of workforce	57	66	88	-9

¹ A percentile score expresses the percentage of organizations in the NSC Database with lower average response scores. The percentile score range is from 0 to 100.

● indicates one of the ten highest-performing components from the previous survey, whereas ● indicates one of the ten lower-performing priority components from the previous survey.

² Program category abbreviations are consistent with footnote 1 found on Table 1.

Percentile Scores of Program Categories

SDG&E average response scores for the six standard SAFETY BAROMETER program categories were also compared with organizations in the NSC Database. These comparisons are presented in Table 3. From these scores, program category percentiles were generated and are included in Table 3 and Figure 2. Figure 2 also includes percentile scores from the 2013 and 2016 SDG&E SAFETY BAROMETER.

As shown in the table and figure, in 2018 all six program category percentile scores were well above the NSC Database average of 50. Management Participation received the highest percentile, with a very high score of 92. Organizational Climate received the lowest program category score of 76. Since 2016, five of the six program categories achieved increases in percentile scores, while Organizational Climate maintained the same score achieved in 2016. Employee Participation earned the largest increase in percentile scores of +7 points. Finally, the overall SAFETY BAROMETER percentile score for 2018 was a very high score of 91, indicating that only 9% of the NSC Database organizations achieved a higher overall score than did SDG&E. This is an increase of +6 percentile points from the 2016 overall score of 85. While these results are an outstanding achievement, it will take a continued high level of effort and commitment to safety to maintain this high level of safety performance.

TABLE 3
Average Response Scores and Percentile Scores by Program Category

2018 SAFETY BAROMETER SURVEY RESULTS
SAN DIEGO GAS & ELECTRIC COMPANY

Program Category	NSC Database ¹	SAN DIEGO GAS & ELECTRIC COMPANY	
	Average Response Score ²	Average Response Score ²	Percentile Score ³
Management Participation	0.52	0.84	92
Supervisor Participation	0.68	0.96	91
Employee Participation	0.71	0.92	85
Safety Support Activities	0.47	0.76	89
Safety Support Climate	0.46	0.79	90
Organizational Climate	0.22	0.47	76
OVERALL	0.53	0.81	91

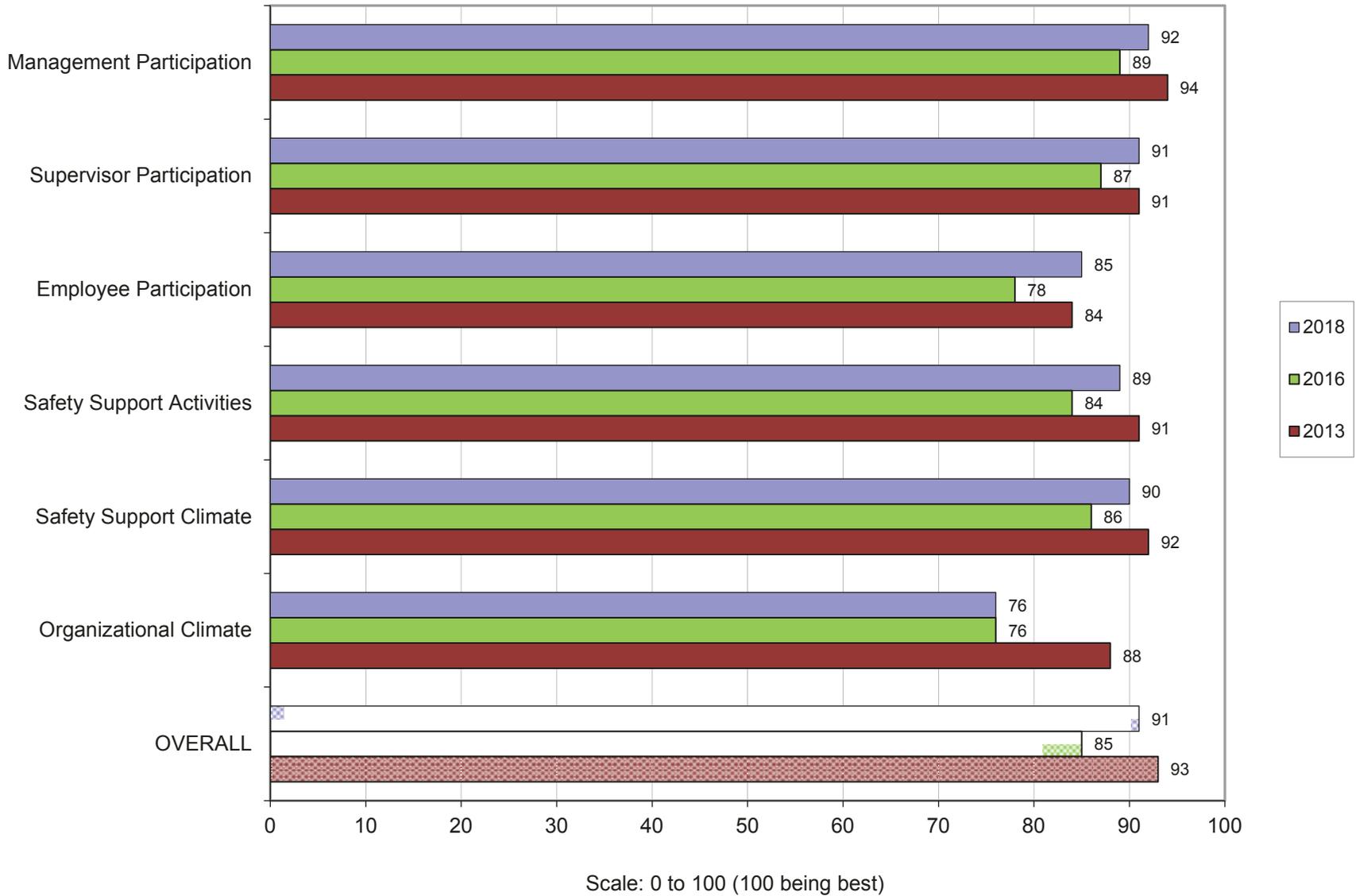
¹ National Safety Council (NSC) Database consists of the 580 organizations that have participated in an NSC safety perception survey.

² Average Response Scores have a range from -2 to +2 . (+2 being highest possible average response score and -2 being lowest possible average response score.)

³ A percentile score expresses the percentage of organizations in the NSC Database with lower average response scores. The percentile score range is from 0 to 100.

Figure 2
Percentile Scores by Program Category

2018 SAFETY BAROMETER SURVEY RESULTS
 SAN DIEGO GAS & ELECTRIC COMPANY (N=2,973)



Demographic Comparisons

Survey respondents were asked to provide demographic information at the conclusion of the SAFETY BAROMETER. These responses were used to conduct analyses and provide subgroup comparisons by employment category, supervisory responsibilities, organization, business function, and location at SDG&E.

Average response scores, on a scale of -2 to +2, were calculated for each demographic subgroup. Differences among subgroups that are greater than or equal to 0.30 may require additional focus when planning countermeasures. The following figures reflect these comparisons across the six program categories and overall, while average response scores for each item can be found in their corresponding appendices.

The response distributions and average response scores by item for employment category, supervisory responsibilities, and organization, as obtained from the SAFETY BAROMETER responses, are contained in Appendix D through Appendix F, respectively. A full description of the procedures used to analyze the differences is included in the Methods and Data Analyses section (Appendix C).

Comparisons by Employment Category

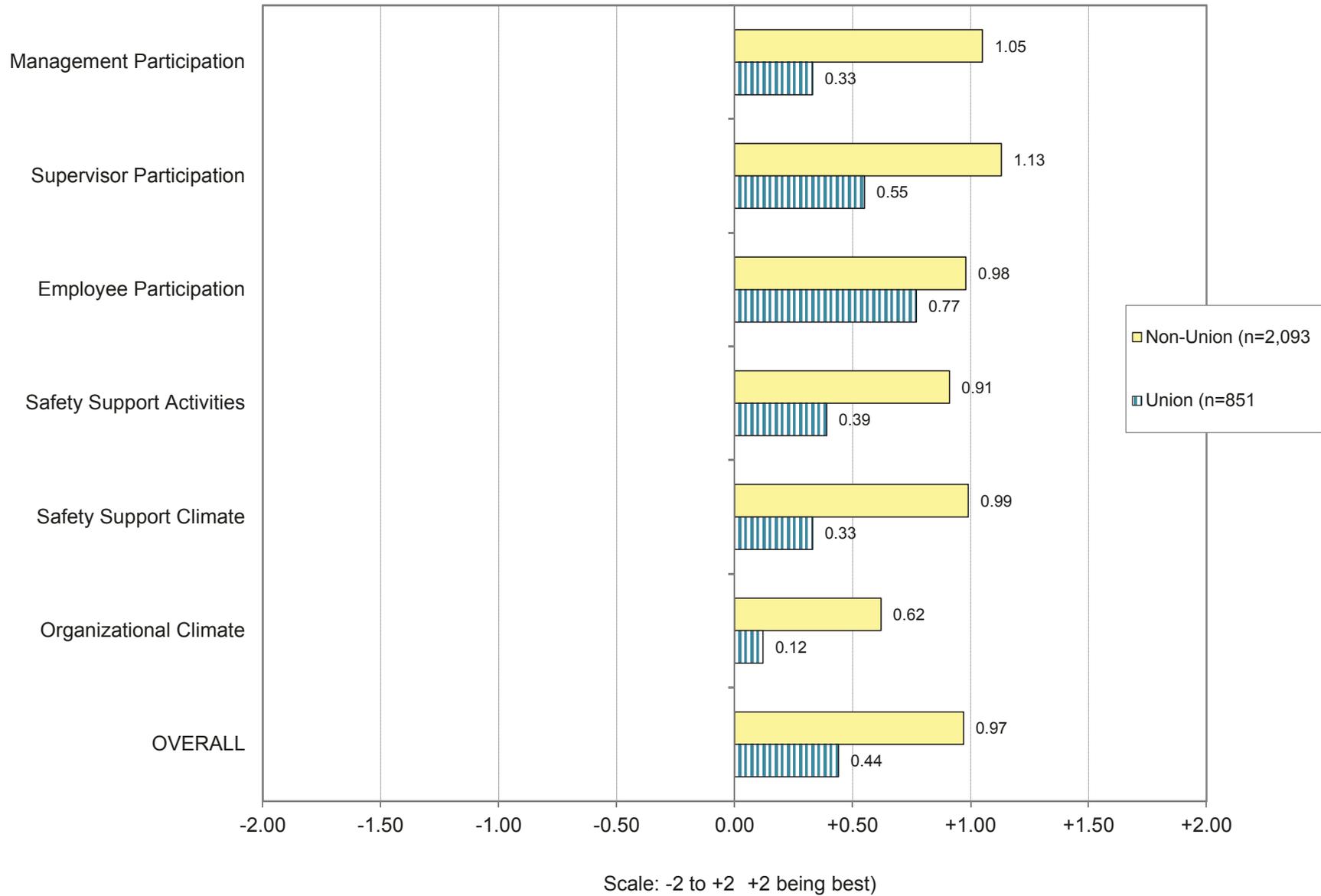
Of the 2,973 respondents, the number of employees representing each employment category is as follows:

<i>Employment Category</i>	<i>Number of Respondents</i>	<i>Percent of Total Respondents</i>
Union	851	28.6%
Non-Union	2,093	70.4%
Not Indicated	29	1.0%

Figure 3 compares the safety perceptions of the two employment categories at SDG&E according to program category. Non-union employees reported more positive safety program perceptions for all six program categories and overall compared to union employees. The amount of disparity between employment categories was considerably larger than is typically found (≥ 0.30) for five of the six program categories and overall, ranging from 0.21 to 0.72. These larger than expected differences between employment category perceptions may indicate that the quality and frequency of safety-related communication needs to be assessed and improved. This suggests that targeted efforts to strengthen safety program components, particularly among union employees, may elevate safety perceptions while reducing large levels of disparity.

Figure 3
Average Response Scores by Employment Category

2018 SAFETY BAROMETER SURVEY RESULTS
SAN DIEGO GAS & ELECTRIC COMPANY



Comparisons by Supervisory Responsibilities

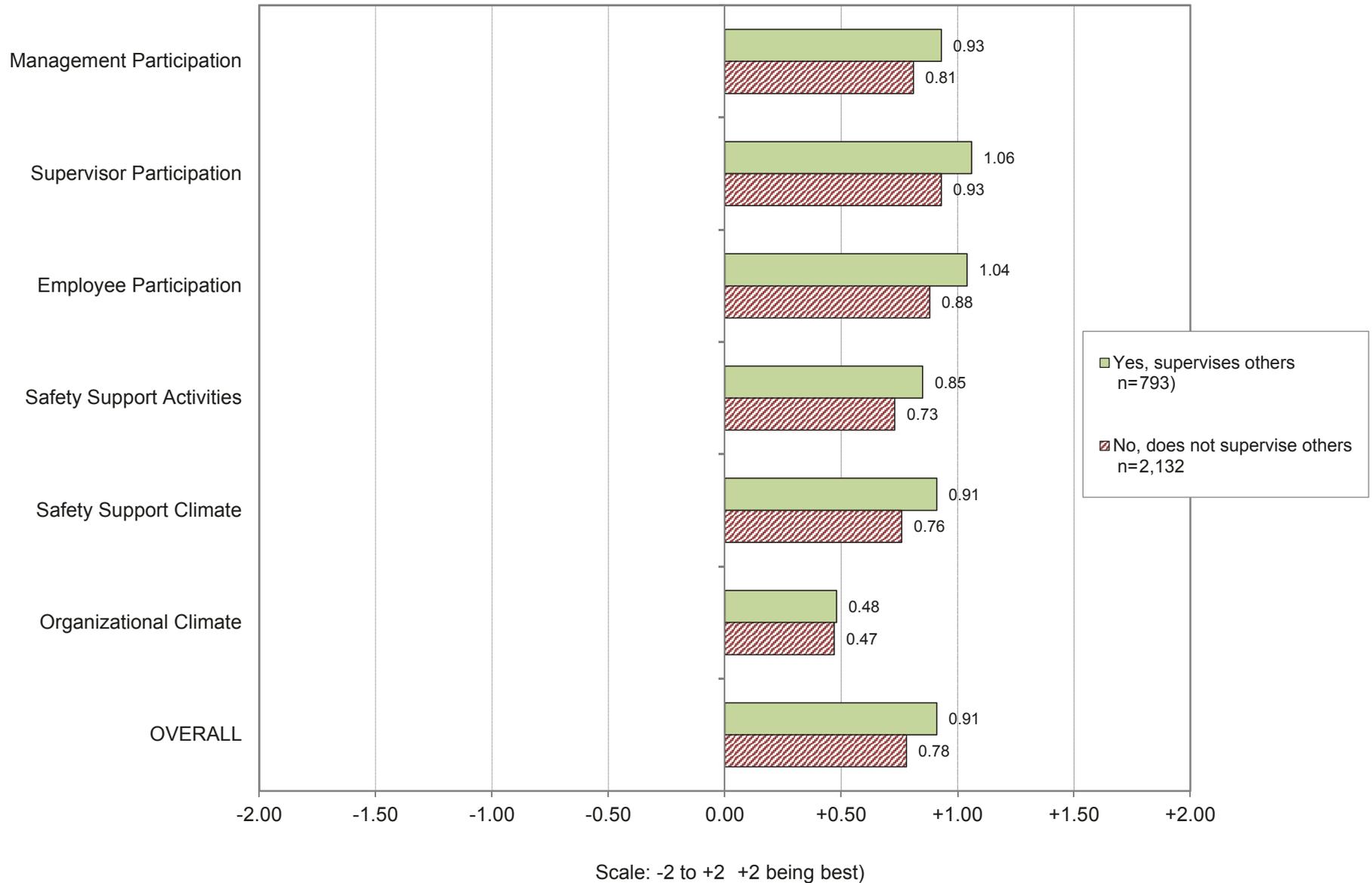
Of the 2,973 SDG&E respondents, the number of employees representing each supervisory responsibilities category is as follows:

<i>Supervisory Responsibilities</i>	<i>Number of Respondents</i>	<i>Percent of Total Respondents</i>
Yes, supervises others	793	26.7%
No, does not supervise others	2,132	71.7%
Not Indicated	48	1.6%

Figure 4 compares the program category average response scores by supervisory responsibilities at SDG&E. For all six program categories and overall, employees who supervise others held more positive safety program perceptions than employees who do not supervise others. However, these differences were within typical range (<0.30) for all six program categories and overall. Small differences generally indicate that honest and effective safety communications and interactions are occurring between these groups.

Figure 4
Average Response Scores by Supervisory Responsibilities

2018 SAFETY BAROMETER SURVEY RESULTS
SAN DIEGO GAS & ELECTRIC COMPANY



Comparisons by Organization

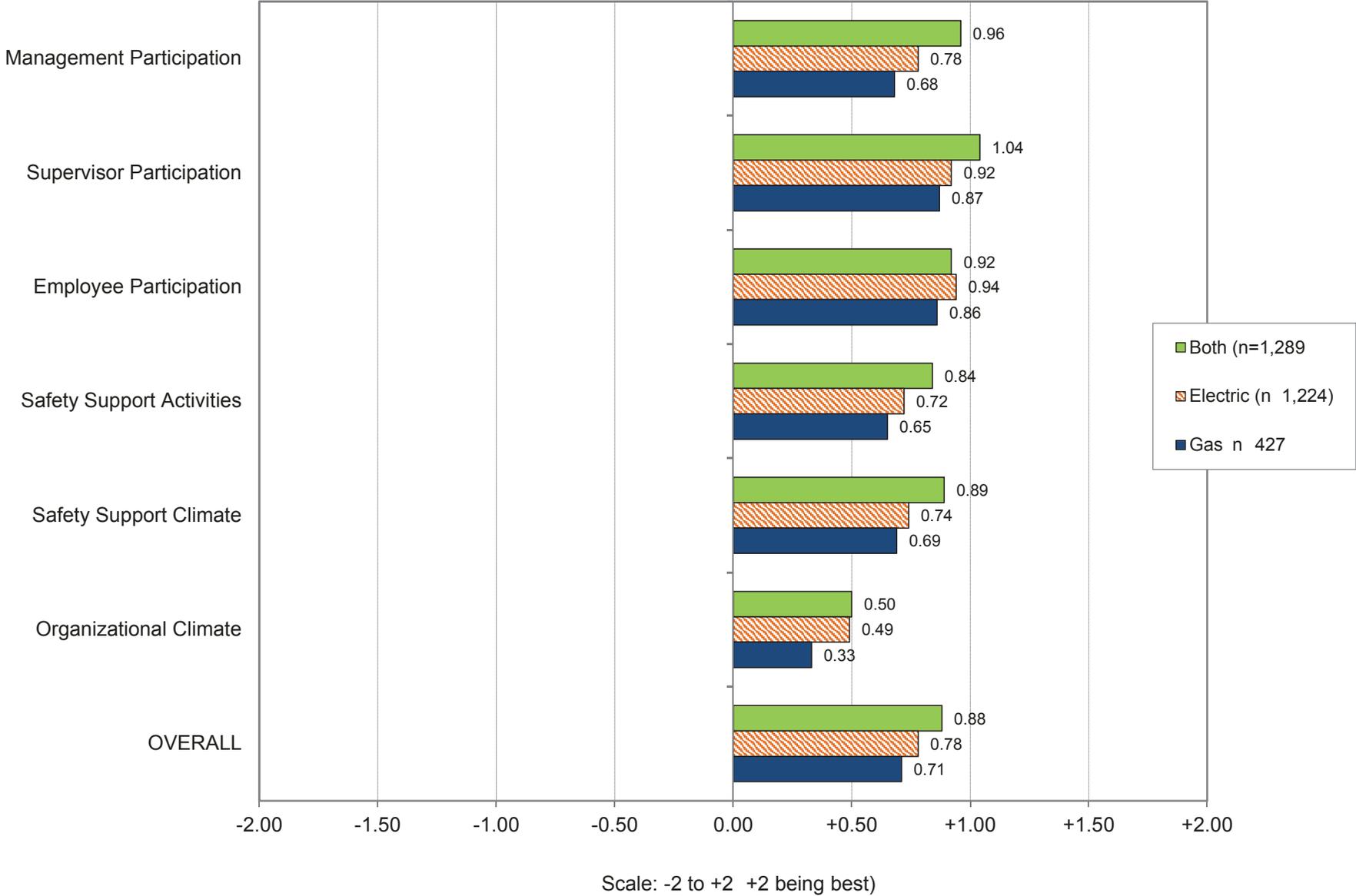
Of the 2,973 SDG&E respondents, the number of employees supporting each organization is as follows:

<i>Organization</i>	<i>Number of Respondents</i>	<i>Percent of Total Respondents</i>
Gas	427	14.4%
Electric	1,224	41.2%
Both	1,289	43.4%
Not Indicated	33	1.1%

Figure 5 compares the program category average response scores by organization at SDG&E. For five of the six program categories and overall, employees supporting “both” gas and electric held the most positive safety program perceptions. Employees exclusively supporting the electric organization held the most positive perceptions in the Employee Participation category and achieved the second highest overall score. Employees exclusively supporting the gas organization generated the least positive overall score. However, differences were within typical range (<0.30) for all six program categories and overall. Small differences in perceptions suggest that the safety program is generally administered and communicated similarly across these groups.

Figure 5
Average Response Scores by Organization

2018 SAFETY BAROMETER SURVEY RESULTS
 SAN DIEGO GAS & ELECTRIC COMPANY



Comparisons by Business Function

In this section, responses for 15 business functions or business function groups within SDG&E will be compared. Some business functions and business function groups were selected for analysis in order to represent more of the areas across SDG&E. For the purpose of this report, business function groups will be referred to as business functions when discussing comparative results. Of the 2,973 respondents, the number of employees representing each of the selected business functions is as follows:

<i>Business Function</i>	<i>Number of Respondents</i>	<i>Percent of Total Respondents</i>
Customer Care	141	4.7%
Smrt Mtr Ops, Cust Svcs Fld, & All Othr Cust Svcs	465	15.6%
Construction & Operations	356	12.0%
Construction Services	62	2.1%
Kearny Maint & Ops	111	3.7%
All Other - Electric Ops	295	9.9%
Gas Distribution	178	6.0%
Technical Services	72	2.4%
All Other - Field Services	72	2.4%
Fin, Reg, & Legislative Affairs	100	3.4%
Asset Management	152	5.1%
Information Technology	139	4.7%
Environmental & Ops Support	93	3.1%
All Other - Support Services	206	6.9%
HR, Diversity & Inclusion	35	1.2%
Not Indicated	136	4.5%

Survey results for some business functions within SDG&E may not be included due to low response counts (<20 survey respondents) for a particular business function. The response distributions and average response scores by item for the 23 business functions (including those merged or not benchmarked) as obtained from the SAFETY BAROMETER responses are contained in Appendix G.

Employee responses from the 15 analyzed business functions were compared with organizations in the NSC Database to generate percentile scores for the 50 standard components and six program categories. Safety component percentile scores for each business function are presented in Tables 4a and 4b. For each business function, the components that were identified as better performing are

TABLE 4a
Percentile Scores of Program Components by Business Function

2018 SAFETY BAROMETER SURVEY RESULTS
SAN DIEGO GAS & ELECTRIC COMPANY

Category ²	Statement Number and Component	Percentile Score ¹								
		ALL SDG E	All Other - Electric Ops	All Other - Field Services	All Other - Support Services	Asset Management	Construction & Operations	Construction Services	Customer Care	Environmental Ops Support
SP 12	Supervisors behaving in accord with safe job procedures	95	99	59	99	99	74	93	99	98
SSA 13	Presence of employees well trained in emergency practices	92	95	76	97	95	79	92	93	97
MP 40	Management including safety in job promotion reviews	92	97	69	97	98	54	96	97	97
SP 5	Supervisors maintaining a high safety performance standard	91	97	67	94	96	64	80	99	92
SSC 17	Belief that management does more than law requires	91	98	76	97	97	63	93	96	97
SSC 23	Safety standard level relative to production standard level	91	97	84	94	93	76	99	87	96
MP 31	Management setting a positive safety example	90	96	55	96	99	41	83	99	98
EP 18	Belief that employees understand safety and health regulations	89	88	80	84	88	82	92	98	92
SSC 3	Priority of safety relative to production	89	96	73	95	95	65	91	97	96
EP 46	Employees using necessary personal protective equipment	89	96	69	90	92	94	96	84	99
EP 50	Employees taking part in the development of safety requirements	89	94	81	89	93	77	96	92	97
EP 11	Employees believing that their actions can protect coworkers	88	93	84	94	84	81	93	94	91
SP 19	Supervisors enforcing safe job procedures	88	96	61	93	94	60	82	100	96
SP 32	Supervisors integrating safety into the production process	88	96	47	92	97	58	92	98	95
SP 28	Supervisors acting on employee safety suggestions	88	93	64	97	96	50	97	96	100
MP 7	Management stressing the importance of safety in communications	88	94	60	97	93	67	96	94	97
SSC 36	Belief that hazards not fixed right away will still be addressed	88	91	62	93	97	41	94	99	98
SSA 22	Effectiveness of award programs in promoting safe behavior	88	90	83	91	95	57	88	95	96
SSC 10	Belief that management shows it cares for employee safety	87	93	58	93	96	40	79	99	91
SP 24	Supervisors understanding employees job safety problems	87	95	64	91	95	50	92	99	95
OC 2	Frequency of employee/management interactions	86	92	77	81	95	56	80	100	77
MP 49	Management setting annual safety goals	86	89	54	92	96	47	95	98	92
SSA 30	Effectiveness of safety committee in improving safety conditions	86	94	63	87	97	26	73	99	93
SSC 27	Belief that management is sincere in safety efforts	85	93	33	94	96	38	93	99	94
SSA 33	Quality of preventive maintenance system operation	85	92	66	92	92	55	93	94	85
SP 43	Supervisors reducing employees fear of reporting safety problems	83	91	30	94	97	43	91	95	96
MP 34	Management participating in safety activities on a regular basis	83	91	40	89	92	43	81	93	94
EP 4	Employees being involved in safety and health practices	82	87	74	87	88	69	85	95	88
SSA 29	Occurrence of emergency response procedures testing	82	90	62	91	93	55	89	85	91
SSC 48	Belief that management insists supervisors think about safety	81	89	55	85	91	41	86	98	89
EP 1	Employees identifying and eliminating hazards	79	84	86	72	80	83	65	96	78
MP 14	Management publishing a policy on the value of employee safety	79	89	45	94	93	27	78	96	89
SP 38	Supervisors providing helpful safety training	79	87	60	82	90	45	84	95	87
SSA 41	Availability of safety committee to provide assistance	78	83	49	83	88	36	84	97	84
SSA 15	Thoroughness of near miss accident/incident investigations	78	87	56	77	84	59	95	93	88
SSA 8	Frequency of safety meeting occurrence	76	76	60	86	84	66	95	76	85
SSC 45	Perception that good environmental conditions are kept	76	82	65	55	93	57	50	91	79
OC 9	Condition of departmental teamwork	76	83	65	85	90	49	71	91	79
EP 20	Employees using standardized precautions for hazardous materials	74	85	83	81	74	58	80	53	91
OC 16	Condition of employee morale	74	85	63	75	91	40	74	91	88
SSC 35	Perception that the safety committee has high status	73	66	39	83	83	31	69	94	87
MP 21	Management providing adequate safety staff	68	67	35	59	90	15	73	97	39
OC 47	Significance of job stress for employees	67	85	65	61	96	55	62	14	87
SSC 39	Perception that medical resources are sufficient	63	66	51	66	78	32	71	82	67
SSA 26	Presence of safety training in new employee orientation	62	72	62	50	66	52	72	77	62
EP 37	Employees take part when incident investigations occur	60	73	50	58	80	28	85	46	85
SP 44	Supervisors investigating lost workday cases	59	70	69	61	59	41	62	80	87
OC 42	Stability of workforce	57	75	49	49	79	25	41	94	58
SSA 6	Frequency of detailed and regularly scheduled inspections	53	63	37	51	82	48	54	78	51
EP 25	Employees following lockout/tagout procedures	52	70	64	34	40	82	68	33	44

¹ A percentile score expresses the percentage of organizations in the NSC Database with lower average response scores. The percentile score range is 0 to 100. For each San Diego Gas & Electric Company business function, the components that were identified as better performing are shaded grey. Lower-scoring priority components are shaded black.

² Program category abbreviations are consistent with footnote 1 found on Table 1.

TABLE 4b
Percentile Scores of Program Components by Business Function

2018 SAFETY BAROMETER SURVEY RESULTS
 SAN DIEGO GAS & ELECTRIC COMPANY

Category ²	Statement Number and Component	Percentile Score ¹							
		ALL SDG&E	Fin. Reg. & Legislative Affairs	Gas Distribution	HR, Diversity Inclusion	Information Technology	Keamry Maint Ops	Smrt Mtr Ops, Cust Svcs Fld, & All Othr Cust Svcs	Technical Services
SP 12	Supervisors behaving in accord with safe job procedures	95	100	89	100	99	83	98	73
SSA 13	Presence of employees well trained in emergency practices	92	92	76	100	98	73	97	78
MP 40	Management including safety in job promotion reviews	92	98	77	99	96	70	96	77
SP 5	Supervisors maintaining a high safety performance standard	91	92	78	99	88	88	98	48
SSC 17	Belief that management does more than law requires	91	97	77	99	95	76	95	72
SSC 23	Safety standard level relative to production standard level	91	98	94	99	96	85	94	78
MP 31	Management setting a positive safety example	90	99	57	99	99	66	99	65
EP 18	Belief that employees understand safety and health regulations	89	89	73	94	90	88	95	74
SSC 3	Priority of safety relative to production	89	99	79	97	97	87	93	65
EP 46	Employees using necessary personal protective equipment	89	85	91	69	89	96	77	94
EP 50	Employees taking part in the development of safety requirements	89	92	65	98	88	82	92	71
EP 11	Employees believing that their actions can protect coworkers	88	56	85	99	80	93	91	91
SP 19	Supervisors enforcing safe job procedures	88	93	80	98	91	82	98	58
SP 32	Supervisors integrating safety into the production process	88	88	79	96	90	83	96	64
SP 28	Supervisors acting on employee safety suggestions	88	97	66	100	93	69	93	42
MP 7	Management stressing the importance of safety in communications	88	99	60	99	95	57	90	51
SSC 36	Belief that hazards not fixed right away will still be addressed	88	94	78	99	99	67	97	68
SSA 22	Effectiveness of award programs in promoting safe behavior	88	98	62	87	93	44	94	63
SSC 10	Belief that management shows it cares for employee safety	87	97	69	99	96	74	96	68
SP 24	Supervisors understanding employees job safety problems	87	89	47	100	92	91	97	42
OC 2	Frequency of employee/management interactions	86	94	68	97	91	84	94	62
MP 49	Management setting annual safety goals	86	94	47	97	95	63	95	30
SSA 30	Effectiveness of safety committee in improving safety conditions	86	95	42	100	95	67	97	60
SSC 27	Belief that management is sincere in safety efforts	85	99	59	100	98	70	95	35
SSA 33	Quality of preventive maintenance system operation	85	94	62	94	98	83	92	69
SP 43	Supervisors reducing employees fear of reporting safety problems	83	98	47	64	98	51	94	73
MP 34	Management participating in safety activities on a regular basis	83	93	47	98	86	78	92	23
EP 4	Employees being involved in safety and health practices	82	75	69	99	81	88	89	54
SSA 29	Occurrence of emergency response procedures testing	82	94	70	100	93	60	89	46
SSC 48	Belief that management insists supervisors think about safety	81	94	41	98	91	66	91	55
EP 1	Employees identifying and eliminating hazards	79	76	73	83	72	89	84	72
MP 14	Management publishing a policy on the value of employee safety	79	97	46	96	96	59	93	33
SP 38	Supervisors providing helpful safety training	79	83	49	97	84	74	92	28
SSA 41	Availability of safety committee to provide assistance	78	76	70	98	84	43	93	49
SSA 15	Thoroughness of near miss accident/incident investigations	78	85	59	84	83	60	83	60
SSA 8	Frequency of safety meeting occurrence	76	85	74	94	62	94	86	67
SSC 45	Perception that good environmental conditions are kept	76	71	73	97	98	61	78	76
OC 9	Condition of departmental teamwork	76	91	49	72	89	72	76	65
EP 20	Employees using standardized precautions for hazardous materials	74	56	81	72	68	83	78	92
OC 16	Condition of employee morale	74	85	61	86	87	85	77	67
SSC 35	Perception that the safety committee has high status	73	75	48	93	87	36	91	33
MP 21	Management providing adequate safety staff	68	85	33	56	91	66	93	79
OC 47	Significance of job stress for employees	67	80	71	46	82	92	59	65
SSC 39	Perception that medical resources are sufficient	63	55	63	98	74	41	78	57
SSA 26	Presence of safety training in new employee orientation	62	73	79	83	66	76	62	40
EP 37	Employees take part when incident investigations occur	60	72	26	83	68	57	69	7
SP 44	Supervisors investigating lost workday cases	59	61	57	25	48	60	67	21
OC 42	Stability of workforce	57	89	12	73	73	61	68	34
SSA 6	Frequency of detailed and regularly scheduled inspections	53	48	42	68	69	53	53	41
EP 25	Employees following lockout/tagout procedures	52	26	68	47	35	90	44	47

¹ A percentile score expresses the percentage of organizations in the NSC Database with lower average response scores. The percentile score range is 0 to 100.

For each San Diego Gas & Electric Company business function, the components that were identified as better performing are shaded grey. Lower-scoring priority components are shaded black.

² Program category abbreviations are consistent with footnote 1 found on Table 1.

shaded grey; those identified as lower-performing priority items are shaded black. Ten of the highest- and lowest-scoring components were identified to determine strengths and priorities for each business function. Tables 4a and 4b can be used to determine which business functions have a particular strength or opportunity regarding each of the survey components.

One component, supervisors behaving in accord with safe job procedures (Q12), was identified by 12 of the 15 business functions as a top-performing component. Additionally, two components, presence of employees well trained in emergency practices (Q13) and management setting a positive safety example (Q31), were each identified by eight of the 15 business functions as better-performing items.

Conversely, 13 of the 15 business functions identified one component, the frequency of detailed and regularly scheduled inspections (Q6), as a lower-performing priority component. In addition, the stability of the workforce (Q42) and employees take part when incident investigations occur (Q37) were identified by 12 and 11 business functions respectively as lower-performing priorities.

This indicates that there is some degree of consensus among business functions regarding better-performing and lower-performing components. Many of these components are within the groups identified as strengths and weaknesses for SDG&E as a whole; however, there are also components that are a strength for one business function but a weakness in another. The employees in each SDG&E business function demonstrate a unique perspective on the SDG&E safety management system, which warrants separate examinations of how the program is administered within each business function. Tables 4a and 4b can be used at a high level to identify which business functions might share information on a particular better-performing component with other business functions for which that component might be an opportunity for further improvement efforts.

The percentile scores for program categories by business unit highlight the similarities and differences among the business units. Table 5 lists the program category percentile scores (along with ranking) for each analyzed business function. Fourteen of the 15 business functions achieved percentile scores above the NSC Database average of 50 for all six program categories. HR, Diversity, & Inclusion had, or tied for, the highest percentile score for five of the six program categories. Asset Management held the highest percentile score in the Organizational Climate

TABLE 5
Ranking of Program Category Percentile Scores by Business Function

2018 SAFETY BAROMETER SURVEY RESULTS
SAN DIEGO GAS & ELECTRIC COMPANY

Business Function	Program Category Percentile Scores ¹ and Rank ²						OVERALL
	Management Participation	Supervisor Participation	Employee Participation	Safety Support Activities	Safety Support Climate	Organizational Climate	
HR, Diversity & Inclusion	99 (1)	99 (1)	94 (1)	98 (1)	100 (1)	82 (8)	99 (1)
Customer Care	99 (1)	99 (1)	89 (6)	96 (2)	99 (2)	90 (3)	98 (2)
Asset Management	98 (4)	98 (3)	89 (6)	96 (2)	96 (4)	95 (1)	96 (3)
Environmental & Ops Support	96 (7)	98 (3)	94 (1)	95 (4)	95 (7)	83 (6)	96 (3)
Fin, Reg, & Legislative Affairs	99 (1)	97 (7)	76 (14)	95 (4)	96 (4)	92 (2)	96 (3)
Information Technology	98 (4)	95 (9)	80 (11)	95 (4)	98 (3)	88 (4)	96 (3)
All Other - Electric Ops	95 (9)	98 (3)	94 (1)	94 (9)	94 (8)	88 (4)	95 (7)
Smrt Mtr Ops, Cust Svcs Fld, & All Othr Cust Svcs	97 (6)	98 (3)	87 (8)	95 (4)	96 (4)	80 (9)	95 (7)
Construction Services	94 (10)	93 (10)	94 (1)	95 (4)	92 (10)	71 (11)	94 (9)
All Other - Support Services	96 (7)	96 (8)	82 (9)	93 (10)	93 (9)	76 (10)	94 (9)
Kearny Maint & Ops	69 (11)	82 (11)	94 (1)	75 (11)	71 (12)	83 (6)	81 (11)
Gas Distribution	58 (12)	71 (12)	77 (13)	71 (12)	74 (11)	53 (14)	70 (12)
All Other - Field Services	56 (14)	61 (13)	80 (11)	68 (13)	64 (13)	68 (12)	68 (13)
Technical Services	57 (13)	52 (15)	73 (15)	62 (14)	64 (13)	62 (13)	63 (14)
Construction & Operations	40 (15)	57 (14)	81 (10)	58 (15)	50 (15)	43 (15)	56 (15)
ALL SDG&E	92	91	85	89	90	76	91

¹ A percentile score expresses the percentage of organizations in the NSC Database with lower average response scores. The percentile score range is from 0 to 100.

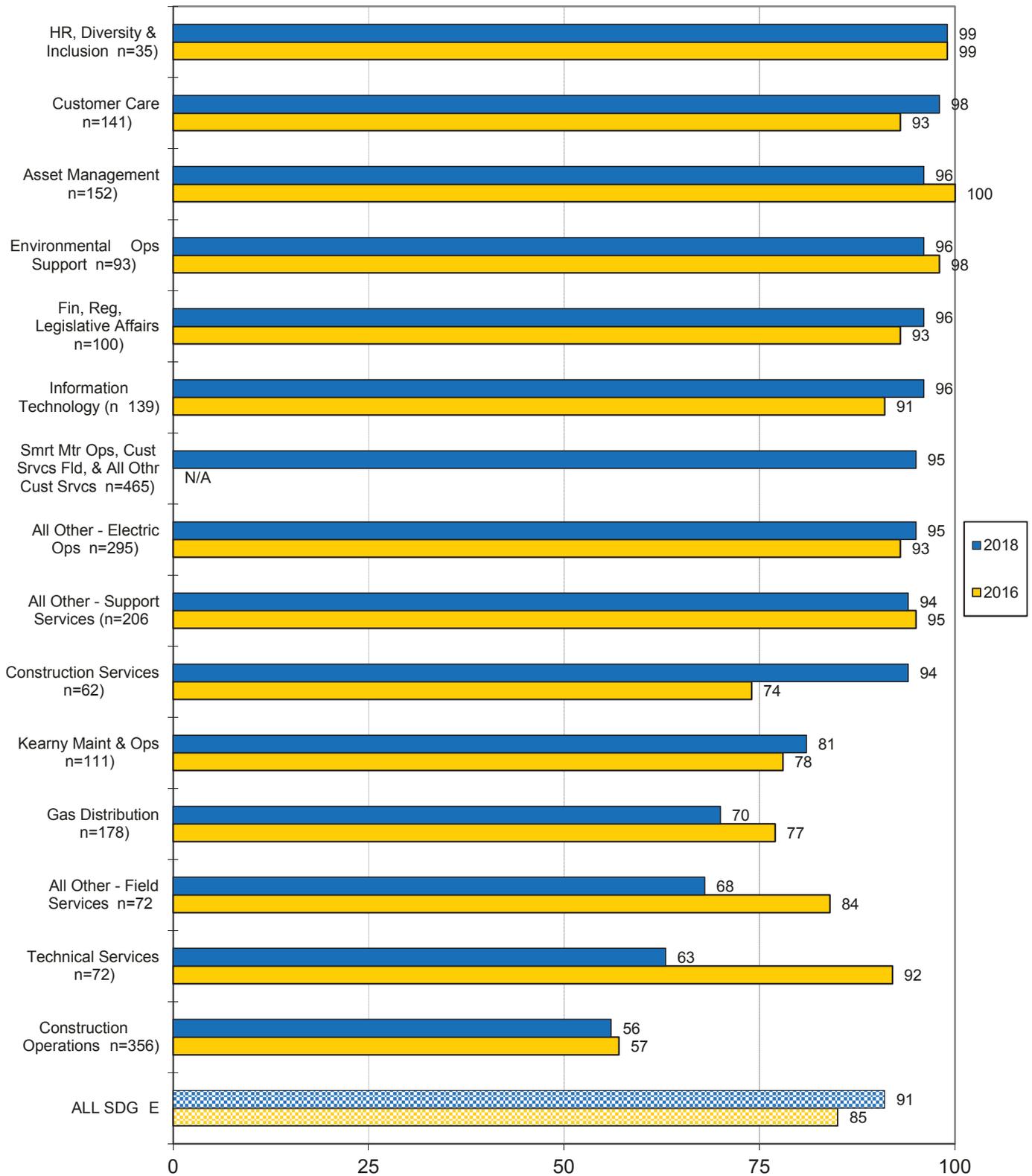
² The ranking of each San Diego Gas & Electric Company business function's program category percentile scores is indicated in parentheses. "1" indicates most positive response; "15" indicates the least positive.

category. Conversely, Construction & Operations generated the lowest percentile scores for four of the six program categories, while Technical Services had the lowest scores in the remaining two program categories.

Figure 6 shows the overall percentile scores for SDG&E business functions in order of decreasing overall percentile score as well as the 2016 results where applicable. HR, Diversity & Inclusion achieved the highest overall percentile score of 99, the same very high score achieved in 2016. Of the 14 business functions with year to year comparisons, six showed increases in percentile score from the 2016 results. The greatest increase was achieved by Construction Services, which improved by +20 percentile points. Construction & Operations generated the lowest overall score of 56, a decline of -1 percentile point from 2016. Technical Services had the second lowest overall score, but the largest decline of -29 percentile points.

FIGURE 6
Overall Percentile Scores by Business Function

2018 SAFETY BAROMETER SURVEY RESULTS
 SAN DIEGO GAS & ELECTRIC COMPANY



Scale: 0 to 100 100 being the highest)

Comparisons by Location

In this section, responses for 16 locations or merged location groups within SDG&E will be compared. For the purpose of this report, location groups will be referred to as locations when discussing comparative results. Of the 2,973 respondents, the number of employees representing each of the analyzed locations is as follows:

<i>Location</i>	<i>Number of Respondents</i>	<i>Percent of Total Respondents</i>
Alpine	28	0.9%
Beach Cities C&O	121	4.1%
Century Park	1,077	36.2%
Century Park East	208	7.0%
Desert Star EC	23	0.8%
Eastern C&O and Mountain Empire	129	4.3%
Greencraig	78	2.6%
Kearny	169	5.7%
Metro C&O	142	4.8%
Miramar	210	7.1%
Mission	99	3.3%
North Coast C&O	113	3.8%
Northeast C O and Ramona	185	6.2%
Orange County	39	1.3%
Palomar EC	33	1.1%
Rancho Bernardo	30	1.0%
Sempra HQ	22	0.7%
Other	196	6.6%
Not Indicated	71	2.4%

Survey results for some locations within SDG&E may not be included due to low response counts (<20 survey respondents) for a particular location. In addition, some locations were merged to allow comparisons. The response distributions and average response scores by item for all 20 locations (including those merged or not benchmarked) as obtained from the SAFETY BAROMETER responses are contained in Appendix H.

Safety component percentile scores for all of the analyzed locations are presented in Tables 6a and 6b. Ten of the highest and ten lowest scoring components were identified to determine strengths and priorities for each location. Components were sorted by percentile score, average response score, strongly positive response rate, and then item number to determine the highest and lowest scoring components for each location. The components that were identified as better performing are shaded grey; those identified as lower-performing priority items are shaded black. Tables 6a and 6b can be used to determine which locations have a particular strength or weakness regarding each of the survey components.

Two components, supervisors behaving in accord with safe job procedures (Q12) and employees believing that their actions can protect coworkers (Q11), were identified by ten of the 16 analyzed SDG&E locations as better performing components. Eight additional components were identified by at least six of the locations as better performing components (Q13, Q5, Q17, Q23, Q18, Q3, Q46, and Q1).

Conversely, 11 of the 16 locations identified one component, the perception that medical resources are sufficient (Q39), as a lower performing priority component. Three additional items were identified by ten locations as lower-performing priorities (Q6, Q42, and Q37).

These results indicate that there is some degree of consensus among locations regarding better-performing and lower-performing components. Most of these components are within the groups identified as strengths and weaknesses for SDG&E as a whole. However, there are some components which are strengths at some locations but are weaknesses at others, indicating that the employees at each SDG&E location have a relatively unique perspective on the SDG&E safety program. This warrants separate examinations of how the program is administered at each location. Tables 6a and 6b can be used to identify which locations might share information on a particular better-performing component with other locations for which that component might be a lower-performing priority item.

TABLE 6a
Percentile Scores of Program Components by Location

2018 SAFETY BAROMETER SURVEY RESULTS
SAN DIEGO GAS & ELECTRIC COMPANY

Category ²	Statement Number and Component	Percentile Score ¹									
		ALL SDG E	Alpine	Beach Cities C&O	Century Park	Century Park East	Desert Star EC	Eastern C&O and Mountain Empire	Kearny	Metro C&O	
SP 12	Supervisors behaving in accord with safe job procedures	95	79	92	100	99	99	88	78	51	
SSA 13	Presence of employees well trained in emergency practices	92	64	89	99	99	100	87	75	64	
MP 40	Management including safety in job promotion reviews	92	74	90	97	95	100	78	67	48	
SP 5	Supervisors maintaining a high safety performance standard	91	73	98	96	92	99	88	78	46	
SSC 17	Belief that management does more than law requires	91	89	87	98	96	100	82	69	51	
SSC 23	Safety standard level relative to production standard level	91	93	91	98	98	100	70	73	63	
MP 31	Management setting a positive safety example	90	60	80	99	99	100	58	59	31	
EP 18	Belief that employees understand safety and health regulations	89	67	91	94	89	100	67	77	66	
SSC 3	Priority of safety relative to production	89	65	64	98	99	100	64	84	46	
EP 46	Employees using necessary personal protective equipment	89	90	89	91	80	100	84	90	59	
EP 50	Employees taking part in the development of safety requirements	89	80	88	93	88	100	83	71	37	
EP 11	Employees believing that their actions can protect coworkers	88	56	91	93	80	100	79	86	83	
SP 19	Supervisors enforcing safe job procedures	88	70	98	97	91	100	75	71	43	
SP 32	Supervisors integrating safety into the production process	88	87	96	96	93	100	74	75	45	
SP 28	Supervisors acting on employee safety suggestions	88	93	83	98	95	100	57	54	31	
MP 7	Management stressing the importance of safety in communications	88	77	61	97	92	99	71	53	28	
SSC 36	Belief that hazards not fixed right away will still be addressed	88	89	78	98	97	100	67	64	50	
SSA 22	Effectiveness of award programs in promoting safe behavior	88	49	88	96	93	100	48	58	73	
SSC 10	Belief that management shows it cares for employee safety	87	44	87	98	96	100	59	68	40	
SP 24	Supervisors understanding employees job safety problems	87	91	87	97	95	100	86	83	34	
OC 2	Frequency of employee/management interactions	86	64	90	95	91	100	73	75	51	
MP 49	Management setting annual safety goals	86	83	82	97	96	100	51	61	45	
SSA 30	Effectiveness of safety committee in improving safety conditions	86	45	83	98	96	100	34	43	36	
SSC 27	Belief that management is sincere in safety efforts	85	60	84	98	98	100	49	60	26	
SSA 33	Quality of preventive maintenance system operation	85	51	81	94	95	100	68	74	44	
SP 43	Supervisors reducing employees fear of reporting safety problems	83	33	59	96	98	100	51	39	12	
MP 34	Management participating in safety activities on a regular basis	83	91	81	94	89	100	59	69	26	
EP 4	Employees being involved in safety and health practices	82	74	93	90	76	100	86	82	63	
SSA 29	Occurrence of emergency response procedures testing	82	51	74	97	96	100	65	60	35	
SSC 48	Belief that management insists supervisors think about safety	81	70	81	95	93	99	50	53	39	
EP 1	Employees identifying and eliminating hazards	79	89	94	83	56	100	84	85	71	
MP 14	Management publishing a policy on the value of employee safety	79	41	65	96	94	100	40	55	17	
SP 38	Supervisors providing helpful safety training	79	81	86	92	89	99	65	64	44	
SSA 41	Availability of safety committee to provide assistance	78	64	80	92	85	100	57	45	41	
SSA 15	Thoroughness of near miss accident/incident investigations	78	71	73	91	84	100	46	64	70	
SSA 8	Frequency of safety meeting occurrence	76	83	78	87	59	99	72	88	44	
SSC 45	Perception that good environmental conditions are kept	76	58	91	75	97	100	76	69	51	
OC 9	Condition of departmental teamwork	76	34	68	90	90	98	54	70	33	
EP 20	Employees using standardized precautions for hazardous materials	74	79	82	79	60	100	74	69	49	
OC 16	Condition of employee morale	74	60	81	87	88	99	39	77	38	
SSC 35	Perception that the safety committee has high status	73	67	78	88	86	95	39	45	42	
MP 21	Management providing adequate safety staff	68	21	57	91	83	100	22	65	41	
OC 47	Significance of job stress for employees	67	89	75	70	79	100	37	81	31	
SSC 39	Perception that medical resources are sufficient	63	51	61	78	68	88	52	45	69	
SSA 26	Presence of safety training in new employee orientation	62	50	76	65	45	100	58	74	62	
EP 37	Employees take part when incident investigations occur	60	68	57	74	66	100	27	56	24	
SP 44	Supervisors investigating lost workday cases	59	87	68	66	45	98	30	53	47	
OC 42	Stability of workforce	57	58	29	83	68	100	25	61	14	
SSA 6	Frequency of detailed and regularly scheduled inspections	53	30	71	56	53	100	54	48	22	
EP 25	Employees following lockout/tagout procedures	52	56	86	39	30	100	76	87	57	

¹ A percentile score expresses the percentage of organizations in the NSC Database with lower average response scores. The percentile score range is 0 to 100. For each San Diego Gas & Electric Company location, the components that were identified as better performing are shaded grey. Lower-scoring priority components are shaded black.

² Program category abbreviations are consistent with footnote 1 found on Table 1.

TABLE 6b
Percentile Scores of Program Components by Location

2018 SAFETY BAROMETER SURVEY RESULTS
SAN DIEGO GAS & ELECTRIC COMPANY

Category ²	Statement Number and Component	Percentile Score ¹								
		ALL SDG E	Miramar	Mission	North Coast C&O	Northeast C&O and Ramona	Orange County	Palomar EC	Rancho Bernardo	Sempra HQ
SP 12	Supervisors behaving in accord with safe job procedures	95	81	99	72	54	96	100	92	97
SSA 13	Presence of employees well trained in emergency practices	92	86	64	90	49	97	97	87	99
MP 40	Management including safety in job promotion reviews	92	88	94	68	49	77	98	97	96
SP 5	Supervisors maintaining a high safety performance standard	91	61	91	78	58	87	100	64	99
SSC 17	Belief that management does more than law requires	91	85	96	60	34	93	99	96	97
SSC 23	Safety standard level relative to production standard level	91	88	97	66	47	94	100	81	80
MP 31	Management setting a positive safety example	90	76	93	49	38	68	98	88	99
EP 18	Belief that employees understand safety and health regulations	89	89	84	81	60	85	98	85	77
SSC 3	Priority of safety relative to production	89	84	91	58	41	87	97	95	84
EP 46	Employees using necessary personal protective equipment	89	92	82	96	64	99	99	81	91
EP 50	Employees taking part in the development of safety requirements	89	81	89	80	49	89	100	52	95
EP 11	Employees believing that their actions can protect coworkers	88	88	93	87	65	95	96	75	81
SP 19	Supervisors enforcing safe job procedures	88	76	82	78	45	77	99	76	90
SP 32	Supervisors integrating safety into the production process	88	71	84	51	52	94	100	77	89
SP 28	Supervisors acting on employee safety suggestions	88	74	91	32	45	46	99	68	96
MP 7	Management stressing the importance of safety in communications	88	75	89	67	53	78	97	94	95
SSC 36	Belief that hazards not fixed right away will still be addressed	88	75	82	47	30	81	97	83	98
SSA 22	Effectiveness of award programs in promoting safe behavior	88	79	90	58	35	83	89	94	90
SSC 10	Belief that management shows it cares for employee safety	87	73	88	56	28	76	97	91	98
SP 24	Supervisors understanding employees job safety problems	87	56	81	77	41	77	100	47	40
OC 2	Frequency of employee/management interactions	86	72	89	70	37	77	94	87	99
MP 49	Management setting annual safety goals	86	57	68	44	38	82	63	55	95
SSA 30	Effectiveness of safety committee in improving safety conditions	86	77	60	29	15	89	100	78	89
SSC 27	Belief that management is sincere in safety efforts	85	61	85	47	22	74	97	92	98
SSA 33	Quality of preventive maintenance system operation	85	75	81	65	37	86	96	80	99
SP 43	Supervisors reducing employees fear of reporting safety problems	83	82	96	29	26	67	99	89	100
MP 34	Management participating in safety activities on a regular basis	83	55	75	21	38	80	98	69	63
EP 4	Employees being involved in safety and health practices	82	75	82	76	35	83	99	47	71
SSA 29	Occurrence of emergency response procedures testing	82	63	74	61	38	38	85	69	93
SSC 48	Belief that management insists supervisors think about safety	81	69	77	34	23	74	91	71	94
EP 1	Employees identifying and eliminating hazards	79	81	74	89	51	78	96	56	78
MP 14	Management publishing a policy on the value of employee safety	79	60	63	27	23	61	78	87	94
SP 38	Supervisors providing helpful safety training	79	58	72	45	36	79	97	72	95
SSA 41	Availability of safety committee to provide assistance	78	66	54	54	32	82	99	71	84
SSA 15	Thoroughness of near miss accident/incident investigations	78	73	77	49	36	56	78	81	91
SSA 8	Frequency of safety meeting occurrence	76	74	64	70	44	83	94	52	54
SSC 45	Perception that good environmental conditions are kept	76	60	65	72	40	82	95	90	99
OC 9	Condition of departmental teamwork	76	73	84	46	23	65	72	73	95
EP 20	Employees using standardized precautions for hazardous materials	74	93	38	80	36	85	97	74	78
OC 16	Condition of employee morale	74	64	82	41	21	73	72	72	94
SSC 35	Perception that the safety committee has high status	73	59	48	30	23	85	95	69	86
MP 21	Management providing adequate safety staff	68	57	44	22	9	47	44	74	98
OC 47	Significance of job stress for employees	67	70	60	58	8	90	86	58	91
SSC 39	Perception that medical resources are sufficient	63	55	51	35	17	51	94	53	88
SSA 26	Presence of safety training in new employee orientation	62	61	57	60	41	60	99	66	55
EP 37	Employees take part when incident investigations occur	60	39	54	42	21	24	80	57	83
SP 44	Supervisors investigating lost workday cases	59	59	43	55	36	84	95	18	53
OC 42	Stability of workforce	57	42	66	11	9	22	98	26	98
SSA 6	Frequency of detailed and regularly scheduled inspections	53	55	39	51	22	52	100	44	94
EP 25	Employees following lockout/tagout procedures	52	51	68	82	48	80	99	28	47

¹ A percentile score expresses the percentage of organizations in the NSC Database with lower average response scores. The percentile score range is 0 to 100. For each San Diego Gas & Electric Company location, the components that were identified as better performing are shaded grey. Lower-scoring priority components are shaded black.

² Program category abbreviations are consistent with footnote 1 found on Table 1.

The percentile scores for program categories by location highlight the similarities and differences among the locations. Table 7 lists the program category percentile scores (along with ranking) for each analyzed location. Twelve of the 16 analyzed locations achieved percentile scores above the NSC Database average of 50 for all six program categories. Desert Star EC achieved, or tied with Palomar EC, for the highest percentile scores across all six program categories, with outstanding scores of 100 across program categories. Conversely, Northeast C&O and Ramona held the lowest percentile score for four of the six program categories. Metro C&O generated the lowest scores in the remaining two program categories.

Figure 7 shows the overall percentile scores for analyzed SDG&E locations in order of decreasing overall percentile score. Across the 16 locations, Desert Star EC and Palomar EC earned the highest overall percentile scores, each with outstanding scores of 100. Of the 11 locations with year to year comparisons, four showed increases in percentile score from the 2016 results. The greatest increase was achieved by Orange County, which improved by +18 percentile points. Northeast C&O and Ramona generated the lowest overall score of 31, a considerable decline of -43 percentile points from 2016.

TABLE 7
Ranking of Program Category Percentile Scores by Location

2018 SAFETY BAROMETER SURVEY RESULTS
 SAN DIEGO GAS & ELECTRIC COMPANY

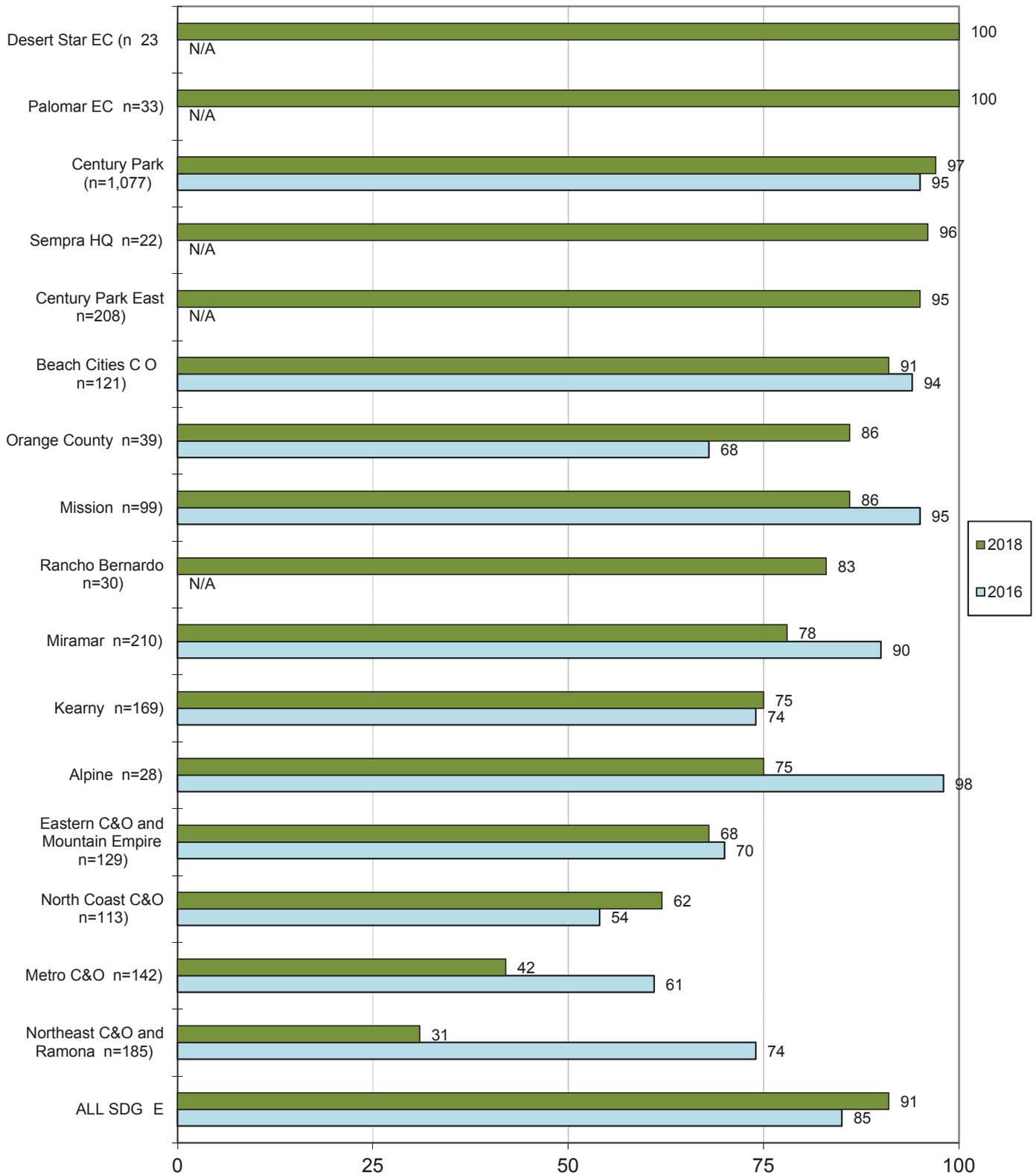
Location	Program Category Percentile Scores ¹ and Rank ²							OVERALL
	Management Participation	Supervisor Participation	Employee Participation	Safety Support Activities	Safety Support Climate	Organizational Climate		
Desert Star EC	100 (1)	100 (1)	100 (1)	100 (1)	100 (1)	100 (1)	100 (1)	100 (1)
Palomar EC	95 (5)	100 (1)	99 (2)	99 (2)	100 (1)	89 (3)	100 (1)	100 (1)
Century Park	99 (2)	98 (3)	91 (5)	97 (3)	98 (3)	89 (3)	97 (3)	97 (3)
Sempre HQ	98 (3)	97 (4)	87 (7)	95 (4)	98 (3)	98 (2)	96 (4)	96 (4)
Century Park East	97 (4)	97 (4)	73 (13)	94 (5)	98 (3)	87 (5)	95 (5)	95 (5)
Beach Cities C&O	81 (8)	93 (6)	94 (3)	89 (6)	88 (7)	75 (8)	91 (6)	91 (6)
Orange County	78 (9)	87 (8)	92 (4)	82 (7)	88 (7)	71 (9)	86 (7)	86 (7)
Mission	87 (7)	91 (7)	82 (10)	75 (10)	88 (7)	81 (6)	86 (7)	86 (7)
Rancho Bernardo	91 (6)	76 (10)	64 (14)	81 (8)	91 (6)	68 (11)	83 (9)	83 (9)
Miramar	74 (10)	74 (12)	83 (9)	79 (9)	76 (10)	69 (10)	78 (10)	78 (10)
Kearny	64 (12)	70 (13)	87 (7)	72 (11)	67 (12)	76 (7)	75 (11)	75 (11)
Alpine	70 (11)	84 (9)	81 (11)	62 (14)	75 (11)	63 (12)	75 (11)	75 (11)
Eastern C&O and Mountain Empire	59 (13)	75 (11)	81 (11)	67 (12)	65 (13)	45 (13)	68 (13)	68 (13)
North Coast C&O	41 (14)	60 (14)	88 (6)	66 (13)	52 (14)	40 (14)	62 (14)	62 (14)
Metro C&O	30 (16)	35 (16)	60 (15)	49 (15)	48 (15)	30 (15)	42 (15)	42 (15)
Northeast C&O and Ramona	31 (15)	43 (15)	47 (16)	32 (16)	28 (16)	15 (16)	31 (16)	31 (16)
ALL SDG&E	92	91	85	89	90	76	91	91

¹ A percentile score expresses the percentage of organizations in the NSC Database with lower average response scores. The percentile score range is from 0 to 100.

² The ranking of each San Diego Gas & Electric Company location's program category percentile scores is indicated in parentheses. "1" indicates most positive response; "16" indicates the least positive.

FIGURE 7 Overall Percentile Scores by Location

2018 SAFETY BAROMETER SURVEY RESULTS
SAN DIEGO GAS & ELECTRIC COMPANY



Scale: 0 to 100 100 being the highest)

Respondent Comments

Of the 2,973 respondents, 1,125 (38%) contributed written comments at the end of the SAFETY BAROMETER survey form. Respondents were asked to “Please suggest one activity, program, or change that you believe would contribute most to improving safety at your organization. Describe your idea and the problem(s) it would solve.” The comments consisted of either general statements about the program or specific problems and suggestions for improvements.

Although direct feedback from employee is important, for this report emphasis should be given to the statistical and validated results. The comments should be used only as information supplemental to the report. It is recommended that a small group of three to five individuals independently review the comments for reoccurring or key themes. After reviewing separately, the group should discuss and link their common themes to the benchmarked results for further consideration in action planning. Furthermore, in order to maintain respondent confidentiality, individual comments should not be distributed.

CONCLUSIONS

2018 SAFETY BAROMETER SURVEY RESULTS SAN DIEGO GAS ELECTRIC

Path Forward

It is recommended that SDG&E use these results as a catalyst and guide for making current safety program improvements. This report identifies lower-scoring priority components and problem areas for SDG&E as a whole and compares results for various subgroups within SDG&E. Each priority identified should be examined by those interpreting results using a three-step process to:

- investigate, discuss, and understand why the areas might have been identified as lower scoring priorities by survey respondents
- decide whether attention to each candidate priority component aligns with broader cultural and strategic initiatives of the organization
- select and implement specific action-oriented strategies as countermeasures within the organization

In addition, it is recommended that SDG&E take the following actions in order to maximize use of survey results:

- a team or teams of employees should be identified with specific responsibility to further understand survey results and implement the three-step results interpretation process described above
- results interpretation team(s) should include employees from all levels of the organization
- proposed action-oriented strategies developed by the results interpretation team(s) should be reviewed by upper management and implemented with clear support from them
- results of the action plans should be measured using appropriate indicators and reimplementation of the survey instrument, for which a timetable commitment should be determined as far in advance as possible
- feedback of survey results should be communicated to those who participated in the survey and to a wider distribution within the SDG&E community as appropriate

Results Summary

The safety management system at SDG&E generally received very high ratings on the SAFETY BAROMETER survey. Compared with responses from 580 organizations in the NSC Database, SDG&E percentile scores for safety program categories in 2018 ranged from a moderately high score of 76 for Organizational Climate to a very high score of 92 for Management Participation. All six program categories had percentile scores well above the NSC Database average of 50. The overall SAFETY BAROMETER percentile score in 2018 was a very high score of 91 out of 100, meaning that only 9% of the NSC Database organizations achieved a higher overall score than did SDG&E.

Closer examination shows that SDG&E scored above the 50th percentile for all 50 components. It is generally recommended that safety program components with percentiles less than 50 receive attention. However, the ten lowest-scoring components with percentiles at or below 73 may be used to establish current improvement priorities. SAFETY BAROMETER components within this group are presented below from lowest to highest percentile score.

- Q25 Employees following lockout/tagout procedures (52)***
- Q6 Frequency of detailed and regularly scheduled inspections (53)***
- Q42 Stability of workforce (57)***
- Q44 Supervisors investigating lost workday cases (59)***
- Q37 Employees take part when incident investigations occur (60)***
- Q26 Presence of safety training in new employee orientation (62)***
- Q39 Perception that medical resources are sufficient (63)***
- Q47 Significance of job stress for employees (67)***
- Q21 Management providing adequate safety staff (68)***
- Q35 Perception that the safety committee has high status (73)***

Comparing 2018 results to the previous 2016 survey, an increase in program category score was achieved for five of the six program categories, while Organizational Climate maintained the same score achieved in 2016. The overall percentile score for SDG&E increased by +6 percentile points from the score of 85 achieved in 2016. In addition, from 2016 to 2018, increases in percentile scores were achieved for 43 of the 50 standard components, two components saw no change in percentile score, and five components decreased in score.

Comparisons by employment category showed that non-union employees reported substantially more positive perceptions than union employees. By supervisory responsibility, employees who supervise others held more positive safety program perceptions than employees who do not supervise others. Lastly, by organization, employees who support “both” gas and electric held the most positive overall safety program perceptions, followed by those that exclusively support electric and exclusively support gas, in that order. Larger than typical disparity in average responses scores (≥ 0.30) was found between employment categories, while supervisory responsibility groups and organizations generally reflected small differences in perceptions.

Comparative analysis by business function showed that all 15 analyzed business functions achieved above average overall percentile scores over 50. HR, Diversity & Inclusion held the highest overall percentile score in 2018, while Construction & Operations generated the lowest overall percentile score. Of the 14 business functions that surveyed and were benchmarked in 2016, six earned increases in overall score, while HR, Diversity & Inclusion maintained the same very high score of 99. Construction Services achieved the greatest increase in percentile score of +20 points. In contrast, Technical Services showed the greatest decline in score of -29 percentile points.

In addition, comparative analysis by location showed that 14 of the 16 analyzed locations achieved above average overall percentile scores over 50. Both Desert Star EC and Palomar EC each achieved outstanding overall scores of 100. Northeast C&O and Ramona generated the lowest overall percentile score. Of the 11 locations that surveyed and were benchmarked in 2016, four achieved increases in overall score. Orange County earned the greatest increase of +18 percentile points, while Northeast C&O and Ramona saw the greatest decline in score of -43 percentile points.

The more groups interact and communicate the more similar their perceptions become concerning common issues. A shared perspective greatly aids management in effectively driving safety program improvements.

It is recommended that SDG&E use the results in this report as a guide for making safety program improvements. The data presented in this report can also be used to measure future progress.

Exemplary safety results, such as those achieved by SDG&E, should be acknowledged and celebrated at all levels of the organization. However, future safety efforts will need to focus on persistent maintenance and enhancement of this outstanding safety system in order to ensure continued high performance and long-term risk and injury reduction. Employee involvement in the SAFETY BAROMETER process is an important example of employees taking responsibility for the success of the safety management system. Efforts should be made to follow-up with employees. Communicating results of the survey and involving employees in the decision making process are fundamental aspects of any successful safety program.



Appendix A SAFETY BAROMETER Survey Form



SAFETY BAROMETER

A graphic consisting of three stylized, upward-pointing arrows in shades of orange and yellow, positioned to the right of the text "SAFETY BAROMETER".

INSTRUCTIONS:

Your opinions about workplace safety are important to your company!

This assessment asks for your feedback about your company's safety management system. This is your opportunity to express opinions and make observations that will improve the safety management system.

We ask that your replies be completely candid. Since your responses will be kept strictly confidential, please *do not* write your name on the survey.

Upon completion, place your survey in the envelope provided so that there will be no way to identify individual respondents. The National Safety Council will be tabulating the results of the survey, and the envelopes will not be opened except by their staff.

The statements in the assessment deal with a variety of safety program topics. You may have a great deal of knowledge about some; others you may know less about. Indicate your level of agreement or disagreement with each statement by filling in one circle in each row.

Read each statement carefully; some statements are positively phrased, others are negatively phrased. Your responses should reflect what you have personally experienced as well as what you have generally observed or believe to be true in your organization.



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1. It is common for employees to take part in identifying and eliminating worksite hazards.	<input type="radio"/>				
2. There is frequent contact and communication between employees and management.	<input type="radio"/>				
3. Safety takes a back seat to production.	<input type="radio"/>				
4. Employees often get involved in developing or revising worksite safety and health practices.	<input type="radio"/>				
5. My supervisor maintains a high standard of job safety performance.	<input type="radio"/>				
6. Detailed inspections of the facilities are made at regular, frequent intervals.	<input type="radio"/>				
7. Management's views on the importance of safety are seldom stressed in employee communications.	<input type="radio"/>				
8. Safety meetings are held less often than they should be.	<input type="radio"/>				
9. Good teamwork exists among departments.	<input type="radio"/>				
10. Management shows that it cares about employee safety.	<input type="radio"/>				
11. I can protect myself and coworkers through my actions while on the job.	<input type="radio"/>				
12. My supervisor's behavior often goes against safe job procedures.	<input type="radio"/>				
13. Designated employees are well trained in emergency practices, including evacuation.	<input type="radio"/>				
14. Management has published a written policy that expresses their attitude about employee safety.	<input type="radio"/>				
15. Near miss accidents/incidents are thoroughly investigated.	<input type="radio"/>				
16. Employee morale is poor.	<input type="radio"/>				
17. Management does no more than the law requires to keep employees safe.	<input type="radio"/>				
18. I understand the safety and health regulations relating to my job.	<input type="radio"/>				
19. My supervisor enforces safe job procedures.	<input type="radio"/>				
20. Standardized precautions are used by employees who deal with hazardous materials.	<input type="radio"/>				
21. Management has provided adequate staff to manage and support its safety program.	<input type="radio"/>				
22. Awards and recognition programs used in this company are not good at promoting safe employee behavior.	<input type="radio"/>				
23. Job performance standards are higher for production than for safety.	<input type="radio"/>				
24. My supervisor understands the job safety problems I face.	<input type="radio"/>				
25. Employees are familiar with and follow regular lockout/tagout procedures.	<input type="radio"/>				
26. Safety training is part of every new employee's orientation.	<input type="radio"/>				
27. I believe management is sincere in its efforts to ensure employee safety.	<input type="radio"/>				
28. My supervisor seldom acts on employee safety suggestions.	<input type="radio"/>				
29. Emergency response procedures are almost never tested to make sure they are working.	<input type="radio"/>				
30. The work of the safety committee improves safety conditions.	<input type="radio"/>				
31. Management sets a positive safety example through their words and actions.	<input type="radio"/>				

		STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
32.	My supervisor has successfully fit safety into the production process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33.	The system of preventive maintenance for facilities, tools, and machinery operates poorly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34.	Management regularly participates in safety program activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35.	The safety committee has high status in this facility.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36.	Hazards that are not fixed right away by supervisors are often ignored.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37.	Employees take part when accident or incident investigations occur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38.	The training provided through my supervisor helps me do my job safely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39.	Medical facilities are sufficient for treating the injuries that occur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40.	It is well known that management ignores a person's safety performance when determining raises and promotions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41.	The safety committee is readily available to provide advice and assistance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42.	This facility has a stable workforce.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43.	Employees are afraid to report safety problems to their supervisors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44.	My supervisor always investigates lost workday cases.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45.	Ventilation, lighting, noise, and other environmental conditions are kept at a good level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46.	Many employees don't use the personal protective equipment necessary to do their jobs safely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47.	Job stress is a significant problem for me and my coworkers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48.	Management insists that supervisors think about safety when doing their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49.	Management annually sets safety goals for which all employees are held accountable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50.	Employees rarely take part in the development of safety requirements for their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51.	My supervisor will support me if I "stop the job" when I believe conditions are unsafe.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52.	I feel comfortable reporting near-miss/close-call incidents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
53.	My immediate supervisor treats me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54.	This company has a climate in which diverse perspectives are valued.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55.	All people, regardless of race/nationality, gender, age, religion, sexual orientation or other individual differences, are treated fairly in this company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56.	My co-workers/colleagues treat me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57.	People in my department treat one another with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58.	I feel that I am part of a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
59.	What is your employment category?	<input type="radio"/> ① Union	<input type="radio"/> ② Non-Union			
60.	Do you supervise others?	<input type="radio"/> ① Yes	<input type="radio"/> ② No			
61.	What organization do you primarily support?	<input type="radio"/> ① Gas	<input type="radio"/> ② Electric	<input type="radio"/> ③ Both		

62. In which business function do you primarily work?

- | | | | | | | | |
|--|--|---|-----------------------------|---------------------------------------|------------------------------|--|-------------------|
| <u>⁰¹ CUSTOMER SERVICES</u> | | <u>⁰³ FIELD SERVICES</u> | | <u>⁰⁵ ASSET MANAGEMENT</u> | | <u>⁰⁷ ALL OTHER FUNCTIONS</u> | |
| ① SMART METER OPS | ⑧ CUSTOMER SERVICES FIELD (CSF) | ⑮ ELECTRIC & FUEL PROCUREMENT | Q EXTERNAL AFFAIRS | ② RESIDENTIAL SERVICES | ⑨ GAS DISTRIBUTION | ⑯ ALL OTHER - ASSET MANAGEMENT | W GENERAL COUNSEL |
| ③ ALL OTHER - CUSTOMER SERVICES | TECHNICAL SERVICES | | E HR, DIVERSITY & INCLUSION | | ⑪ ALL OTHER - FIELD SERVICES | | R OTHER |
| <u>⁰² ELECTRIC OPERATIONS</u> | | <u>⁰⁴ FIN, REG & LEGISLATIVE AFFAIRS</u> | | <u>⁰⁶ SUPPORT SERVICES</u> | | | |
| ④ CONSTRUCTION & OPERATIONS | ⑫ CONTROLLER | ⑰ INFORMATION TECHNOLOGY | | ⑤ CONSTRUCTION SERVICES | ⑬ REG & LEGISLATIVE AFFAIRS | ENVIRONMENTAL & OPS SUPPORT | |
| ⑥ KEARNY MAINT & OPS | ⑭ ALL OTHER - FIN, REG & LEGISLATIVE AFFAIRS | ALL OTHER - SUPPORT SERVICES | | ⑦ ALL OTHER - ELECTRIC OPS | | | |

63. What is your primary work location?

- | | | | |
|---------------------|---------------|-------------------|-----------------|
| ① ALPINE | ⑥ EASTERN C&O | ⑪ MISSION | ⑮ PALOMAR EC |
| ② BEACH CITIES C&O | ⑦ GREENCRAIG | ⑫ MOUNTAIN EMPIRE | ⑰ RAMONA |
| ③ CENTURY PARK | ⑧ KEARNY | ⑬ NORTH COAST C&O | RANCHO BERNARDO |
| ④ CENTURY PARK EAST | ⑨ METRO C&O | ⑭ NORTHEAST C&O | SEMPRA HQ |
| ⑤ DESERT STAR EC | MIRAMAR | ⑯ ORANGE COUNTY | Q OTHER |

Please suggest one activity, program, or change that you believe would contribute most to improving safety at your organization. Describe your idea and the problem(s) it would solve.

Thank you for your participation in this survey!

Please put your survey form in the envelope that has been provided, seal it, and turn it in.



Appendix B Response Frequency & Percentage Distributions

	Strongly Negative			Negative			Neutral			Positive			Strongly Positive			No Response			Total		
	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %
1. Employees identifying and eliminating hazards	18	0.6%	0.6%	76	2.6%	2.6%	272	9.1%	9.2%	1417	47.7%	48.0%	1170	39.4%	39.6%	20	0.7%	0.0%	2973	100.0%	100.0%
2. Frequency of employee/management interactions	55	1.8%	1.9%	177	6.0%	6.0%	440	14.8%	14.9%	1341	45.1%	45.5%	936	31.5%	31.7%	24	0.8%	0.0%	2973	100.0%	100.0%
3. Priority of safety relative to production	134	4.5%	4.6%	255	8.6%	8.7%	373	12.5%	12.7%	1087	36.6%	36.9%	1095	36.8%	37.2%	29	1.0%	0.0%	2973	100.0%	100.0%
4. Employees being involved in safety and health practices	37	1.2%	1.3%	231	7.8%	7.9%	779	26.2%	26.5%	1326	44.6%	45.1%	569	19.1%	19.3%	31	1.0%	.0%	2973	100.0%	100.0%
5. Supervisors maintaining a high safety performance standard	54	1.8%	1.8%	100	3.4%	3.4%	381	12.8%	12.9%	1137	38.2%	38.5%	1281	43.1%	43.4%	20	.7%	.0%	2973	100.0%	100.0%
6. Frequency of detailed and regularly scheduled inspections	68	2.3%	2.3%	214	7.2%	7.3%	1015	34.1%	34.5%	1078	36.3%	36.6%	568	19.1%	19.3%	30	1.0%	0.0%	2973	100.0%	100.0%
7. Management stressing the importance of safety in communications	191	6.4%	6.5%	285	9.6%	9.7%	372	12.5%	12.6%	1090	36.7%	37.0%	1011	34.0%	34.3%	24	0.8%	0.0%	2973	100.0%	100.0%
8. Frequency of safety meeting occurrence	116	3.9%	3.9%	285	9.6%	9.7%	603	20.3%	20.5%	1206	40.6%	40.9%	737	24.8%	25.0%	26	0.9%	0.0%	2973	100.0%	100.0%
9. Condition of departmental teamwork	123	4.1%	4.2%	333	11.2%	11.3%	663	22.3%	22.6%	1283	43.2%	43.6%	538	18.1%	18.3%	33	1.1%	.0%	2973	100.0%	100.0%
10. Belief that management shows it cares for employee safety	61	2.1%	2.1%	131	4.4%	4.5%	327	11.0%	11.1%	1165	39.2%	39.6%	1258	42.3%	42.8%	31	1.0%	0.0%	2973	100.0%	100.0%
11. Employees believing that their actions can protect coworkers	6	.2%	.2%	18	0.6%	0.6%	154	5.2%	5.2%	1197	40.3%	40.7%	1567	52.7%	53.3%	31	1.0%	0.0%	2973	100.0%	100.0%
12. Supervisors behaving in accord with safe job procedures	45	1.5%	1.5%	79	2.7%	2.7%	253	8.5%	8.6%	995	33.5%	33.9%	1566	52.7%	53.3%	35	1.2%	0.0%	2973	100.0%	100.0%
13. Presence of employees well trained in emergency practices	28	0.9%	1.0%	126	4.2%	4.3%	562	18.9%	19.1%	1395	46.9%	47.5%	828	27.9%	28.2%	34	1.1%	.0%	2973	100.0%	100.0%
14. Management publishing a policy on the value of employee safety	30	1.0%	1.0%	97	3.3%	3.3%	608	20.5%	20.7%	1283	43.2%	43.7%	918	30.9%	31.3%	37	1.2%	0.0%	2973	100.0%	100.0%

Appendix B: Frequency Table

	Strongly Negative			Negative			Neutral			Positive			Strongly Positive			No Response			Total		
	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %
15. Thoroughness of near miss accident/incident investigations	48	1.6%	1.6%	134	4.5%	4.6%	934	31.4%	31.8%	1102	37.1%	37.5%	720	24.2%	24.5%	35	1.2%	0.0%	2973	100.0%	100.0%
16. Condition of employee morale	314	10.6%	10.7%	478	16.1%	16.3%	704	23.7%	24.0%	973	32.7%	33.2%	466	15.7%	15.9%	38	1.3%	0.0%	2973	100.0%	100.0%
17. Belief that management does more than law requires	159	5.3%	5.4%	331	11.1%	11.3%	519	17.5%	17.7%	1106	37.2%	37.6%	823	27.7%	28.0%	35	1.2%	0.0%	2973	100.0%	100.0%
18. Belief that employees understand safety and health regulations	8	.3%	.3%	41	1.4%	1.4%	183	6.2%	6.2%	1508	50.7%	51.4%	1194	40.2%	40.7%	39	1.3%	.0%	2973	100.0%	100.0%
19. Supervisors enforcing safe job procedures	41	1.4%	1.4%	91	3.1%	3.1%	344	11.6%	11.7%	1313	44.2%	44.7%	1148	38.6%	39.1%	36	1.2%	.0%	2973	100.0%	100.0%
20. Employees using standardized precautions for hazardous materials	12	.4%	.4%	38	1.3%	1.3%	917	30.8%	31.3%	1149	38.6%	39.2%	816	27.4%	27.8%	41	1.4%	.0%	2973	100.0%	100.0%
21. Management providing adequate safety staff	108	3.6%	3.7%	252	8.5%	8.6%	696	23.4%	23.7%	1256	42.2%	42.8%	620	20.9%	21.1%	41	1.4%	.0%	2973	100.0%	100.0%
22. Effectiveness of award programs in promoting safe behavior	142	4.8%	4.8%	375	12.6%	12.8%	883	29.7%	30.1%	1073	36.1%	36.6%	458	15.4%	15.6%	42	1.4%	.0%	2973	100.0%	100.0%
23. Safety standard level relative to production standard level	139	4.7%	4.8%	369	12.4%	12.6%	747	25.1%	25.6%	1126	37.9%	38.5%	541	18.2%	18.5%	51	1.7%	0.0%	2973	100.0%	100.0%
24. Supervisors understanding employees job safety problems	67	2.3%	2.3%	129	4.3%	4.4%	487	16.4%	16.6%	1377	46.3%	47.0%	871	29.3%	29.7%	42	1.4%	.0%	2973	100.0%	100.0%
25. Employees following lockout/tagout procedures	24	.8%	.8%	111	3.7%	3.8%	1043	35.1%	35.8%	1011	34.0%	34.7%	721	24.3%	24.8%	63	2.1%	.0%	2973	100.0%	100.0%
26. Presence of safety training in new employee orientation	14	.5%	.5%	69	2.3%	2.4%	554	18.6%	18.9%	1251	42.1%	42.8%	1036	34.8%	35.4%	49	1.6%	.0%	2973	100.0%	100.0%
27. Belief that management is sincere in safety efforts	52	1.7%	1.8%	106	3.6%	3.6%	324	10.9%	11.1%	1202	40.4%	41.0%	1247	41.9%	42.5%	42	1.4%	0.0%	2973	100.0%	100.0%
28. Supervisors acting on employee safety suggestions	89	3.0%	3.0%	202	6.8%	6.9%	619	20.8%	21.1%	1191	40.1%	40.6%	832	28.0%	28.4%	40	1.3%	0.0%	2973	100.0%	100.0%

Appendix B: Frequency Table

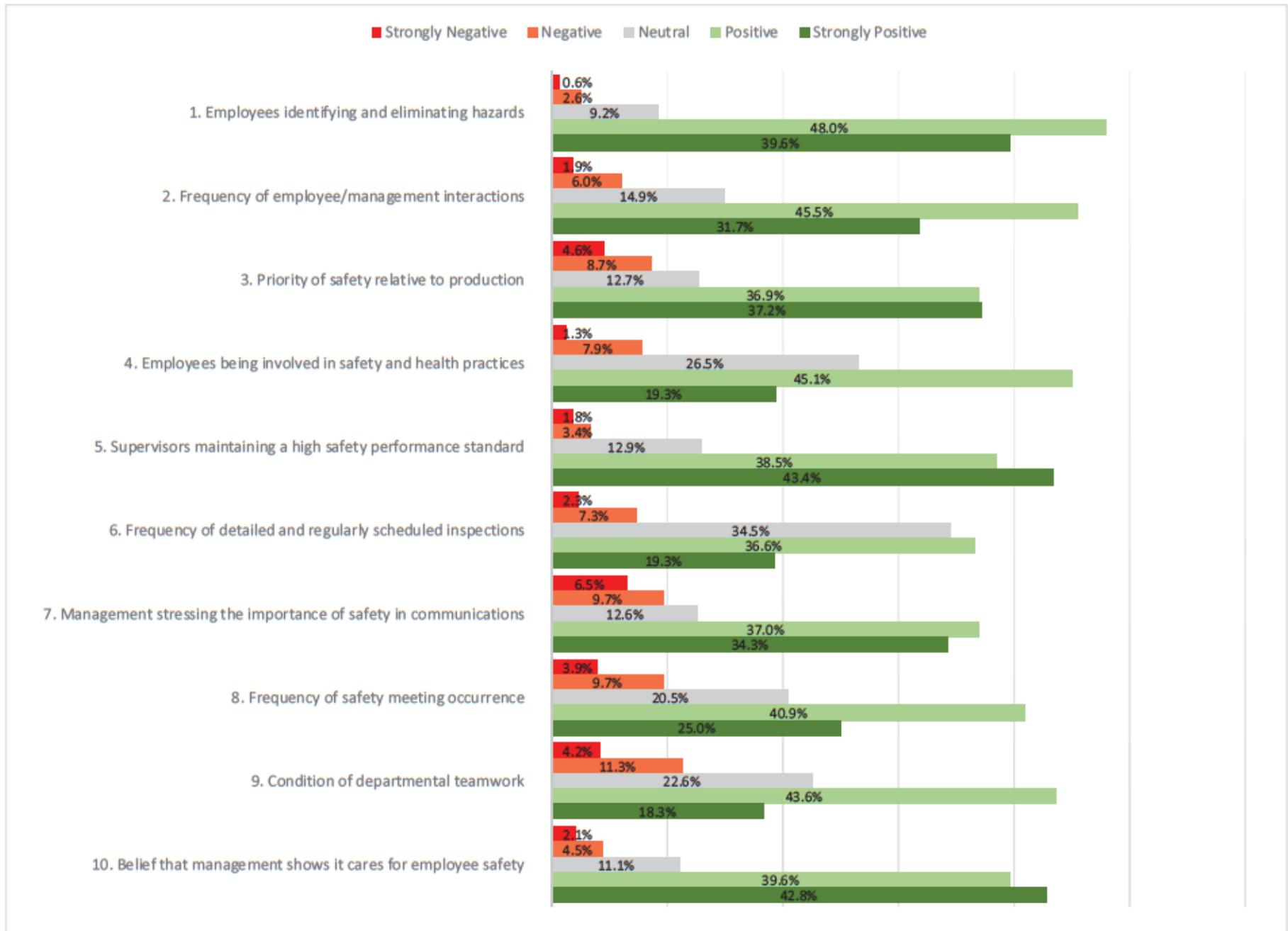
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	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %
29. Occurrence of emergency response procedures testing	78	2.6%	2.7%	259	8.7%	8.9%	743	25.0%	25.4%	1165	39.2%	39.9%	677	22.8%	23.2%	51	1.7%	0.0%	2973	100.0%	100.0%
30. Effectiveness of safety committee in improving safety conditions	45	1.5%	1.5%	148	5.0%	5.1%	696	23.4%	23.8%	1311	44.1%	44.8%	729	24.5%	24.9%	44	1.5%	.0%	2973	100.0%	100.0%
31. Management setting a positive safety example	81	2.7%	2.8%	163	5.5%	5.5%	499	16.8%	17.0%	1296	43.6%	44.1%	898	30.2%	30.6%	36	1.2%	0.0%	2973	100.0%	100.0%
32. Supervisors integrating safety into the production process	38	1.3%	1.3%	140	4.7%	4.8%	619	20.8%	21.2%	1277	43.0%	43.6%	852	28.7%	29.1%	47	1.6%	0.0%	2973	100.0%	100.0%
33. Quality of preventive maintenance system operation	96	3.2%	3.3%	276	9.3%	9.5%	1066	35.9%	36.7%	986	33.2%	33.9%	484	16.3%	16.6%	65	2.2%	0.0%	2973	100.0%	100.0%
34. Management participating in safety activities on a regular basis	74	2.5%	2.5%	231	7.8%	7.9%	653	22.0%	22.3%	1245	41.9%	42.5%	726	24.4%	24.8%	44	1.5%	0.0%	2973	100.0%	100.0%
35. Perception that the safety committee has high status	92	3.1%	3.2%	276	9.3%	9.5%	977	32.9%	33.5%	1028	34.6%	35.2%	547	18.4%	18.7%	53	1.8%	0.0%	2973	100.0%	100.0%
36. Belief that hazards not fixed right away will still be addressed	87	2.9%	3.0%	275	9.2%	9.4%	738	24.8%	25.3%	1183	39.8%	40.5%	639	21.5%	21.9%	51	1.7%	0.0%	2973	100.0%	100.0%
37. Employees take part when incident investigations occur	90	3.0%	3.1%	267	9.0%	9.1%	1177	39.6%	40.3%	1013	34.1%	34.7%	374	12.6%	12.8%	52	1.7%	0.0%	2973	100.0%	100.0%
38. Supervisors providing helpful safety training	51	1.7%	1.7%	160	5.4%	5.5%	710	23.9%	24.3%	1280	43.1%	43.8%	723	24.3%	24.7%	49	1.6%	0.0%	2973	100.0%	100.0%
39. Perception that medical resources are sufficient	69	2.3%	2.4%	179	6.0%	6.1%	1238	41.6%	42.4%	970	32.6%	33.2%	463	15.6%	15.9%	54	1.8%	.0%	2973	100.0%	100.0%
40. Management including safety in job promotion reviews	99	3.3%	3.4%	178	6.0%	6.1%	957	32.2%	32.7%	984	33.1%	33.7%	705	23.7%	24.1%	50	1.7%	.0%	2973	100.0%	100.0%
41. Availability of safety committee to provide assistance	57	1.9%	1.9%	182	6.1%	6.2%	726	24.4%	24.8%	1279	43.0%	43.6%	688	23.1%	23.5%	41	1.4%	0.0%	2973	100.0%	100.0%
42. Stability of workforce	147	4.9%	5.0%	331	11.1%	11.3%	552	18.6%	18.8%	1288	43.3%	43.9%	618	20.8%	21.0%	37	1.2%	.0%	2973	100.0%	100.0%

Appendix B: Frequency Table

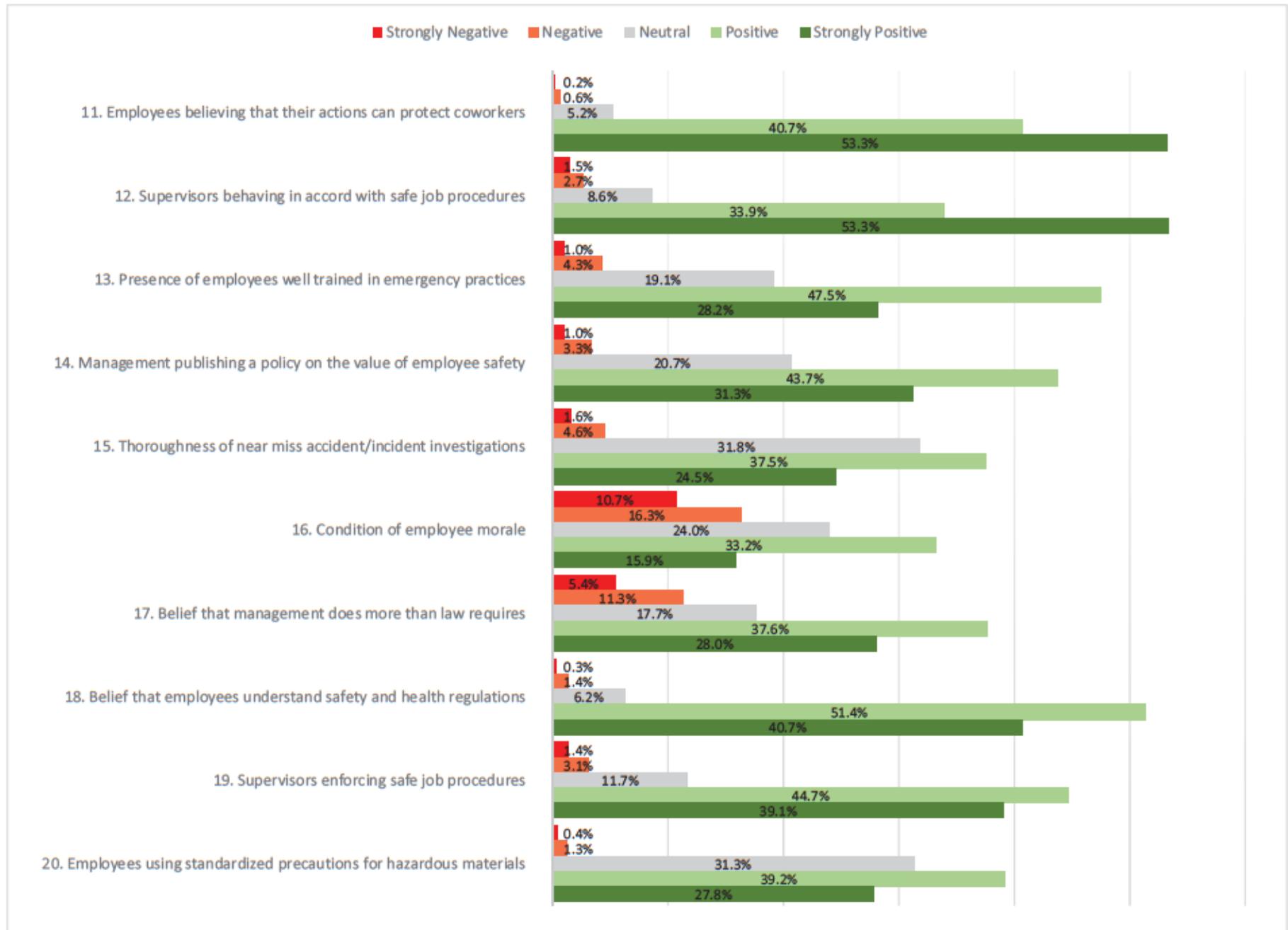
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	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %
43. Supervisors reducing employees fear of reporting safety problems	95	3.2%	3.2%	208	7.0%	7.1%	493	16.6%	16.8%	1332	44.8%	45.5%	801	26.9%	27.3%	44	1.5%	0.0%	2973	100.0%	100.0%
44. Supervisors investigating lost workday cases	48	1.6%	1.7%	96	3.2%	3.3%	1612	54.2%	55.5%	685	23.0%	23.6%	465	15.6%	16.0%	67	2.3%	0.0%	2973	100.0%	100.0%
45. Perception that good environmental conditions are kept	146	4.9%	5.0%	324	10.9%	11.1%	586	19.7%	20.0%	1350	45.4%	46.1%	525	17.7%	17.9%	42	1.4%	0.0%	2973	100.0%	100.0%
46. Employees using necessary personal protective equipment	46	1.5%	1.6%	146	4.9%	5.0%	796	26.8%	27.3%	1195	40.2%	40.9%	737	24.8%	25.2%	53	1.8%	.0%	2973	100.0%	100.0%
47. Significance of job stress for employees	447	15.0%	15.2%	800	26.9%	27.3%	724	24.4%	24.7%	731	24.6%	24.9%	230	7.7%	7.8%	41	1.4%	.0%	2973	100.0%	100.0%
48. Belief that management insists supervisors think about safety	28	.9%	1.0%	88	3.0%	3.0%	626	21.1%	21.3%	1333	44.8%	45.4%	860	28.9%	29.3%	38	1.3%	0.0%	2973	100.0%	100.0%
49. Management setting annual safety goals	39	1.3%	1.3%	150	5.0%	5.1%	642	21.6%	21.9%	1284	43.2%	43.8%	819	27.5%	27.9%	39	1.3%	.0%	2973	100.0%	100.0%
50. Employees taking part in the development of safety requirements	86	2.9%	2.9%	348	11.7%	11.9%	841	28.3%	28.8%	1177	39.6%	40.3%	471	15.8%	16.1%	50	1.7%	0.0%	2973	100.0%	100.0%
51. Belief that supervisors support stopping unsafe jobs	56	1.9%	1.9%	62	2.1%	2.1%	420	14.1%	14.3%	1080	36.3%	36.8%	1316	44.3%	44.9%	39	1.3%	0.0%	2973	100.0%	100.0%
52. Employees feel comfortable reporting near-miss/close-call incidents	83	2.8%	2.8%	198	6.7%	6.7%	433	14.6%	14.7%	1206	40.6%	41.1%	1017	34.2%	34.6%	36	1.2%	0.0%	2973	100.0%	100.0%
53. Belief that supervisors treat employees with respect	57	1.9%	1.9%	75	2.5%	2.6%	264	8.9%	9.0%	1033	34.7%	35.3%	1499	50.4%	51.2%	45	1.5%	0.0%	2973	100.0%	100.0%
54. Perception that the company climate values diverse perspectives	79	2.7%	2.7%	163	5.5%	5.5%	550	18.5%	18.7%	1183	39.8%	40.2%	965	32.5%	32.8%	33	1.1%	0.0%	2973	100.0%	100.0%
55. Belief that all people are treated fairly	99	3.3%	3.4%	173	5.8%	5.9%	455	15.3%	15.5%	1102	37.1%	37.5%	1111	37.4%	37.8%	33	1.1%	0.0%	2973	100.0%	100.0%
56. Respect among co-workers/colleagues	30	1.0%	1.0%	79	2.7%	2.7%	277	9.3%	9.4%	1333	44.8%	45.3%	1225	41.2%	41.6%	29	1.0%	0.0%	2973	100.0%	100.0%

Appendix B: Frequency Table

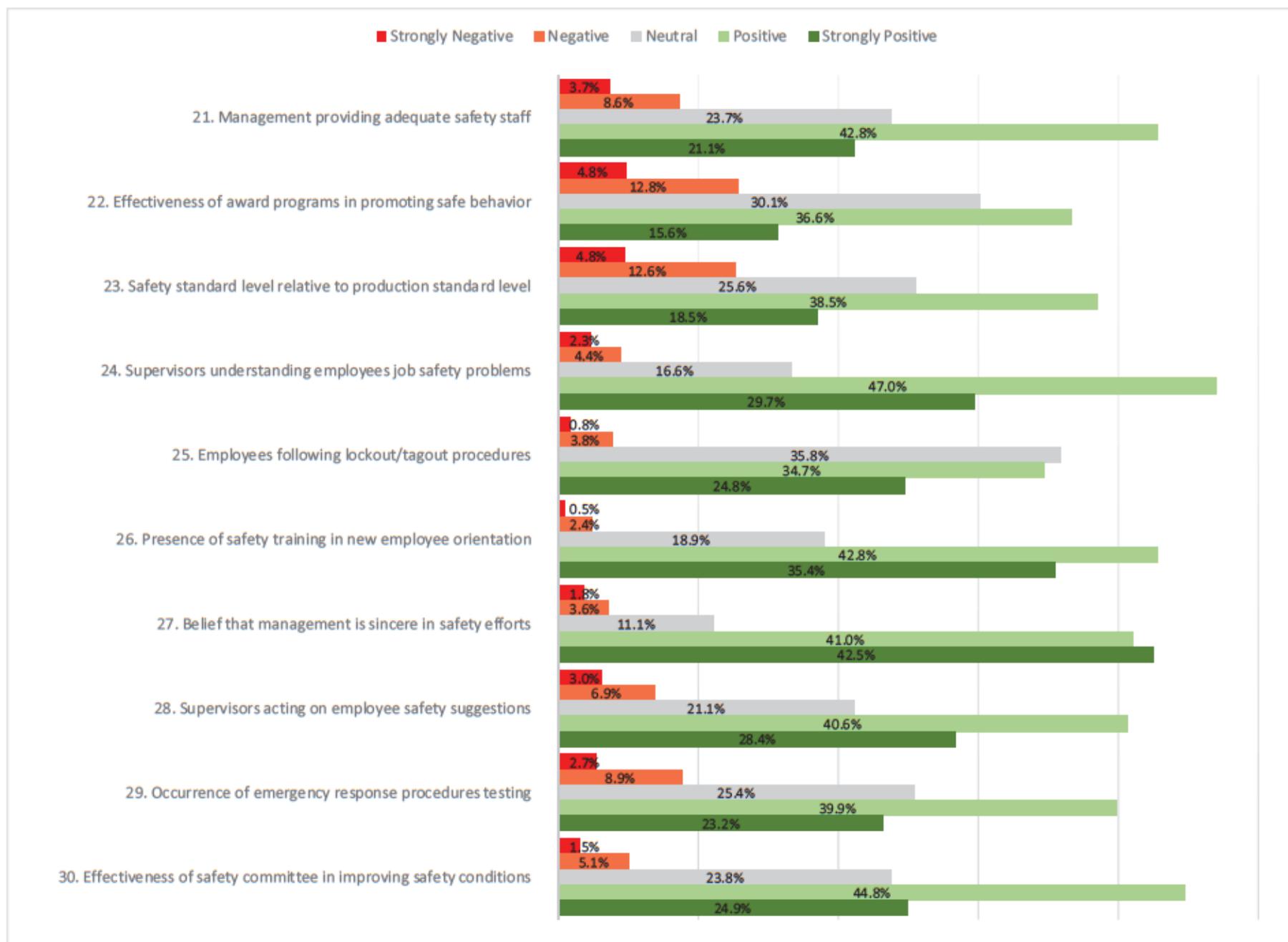
	Strongly Negative			Negative			Neutral			Positive			Strongly Positive			No Response			Total		
	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %	Count	%	Valid %
57. Belief that employees feel respected within their department	59	2.0%	2.0%	140	4.7%	4.8%	374	12.6%	12.7%	1279	43.0%	43.5%	1091	36.7%	37.1%	30	1.0%	0.0%	2973	100.0%	100.0%
58. Belief that employees feel they are part of a team	82	2.8%	2.8%	132	4.4%	4.5%	381	12.8%	13.0%	1228	41.3%	41.8%	1117	37.6%	38.0%	33	1.1%	0.0%	2973	100.0%	100.0%



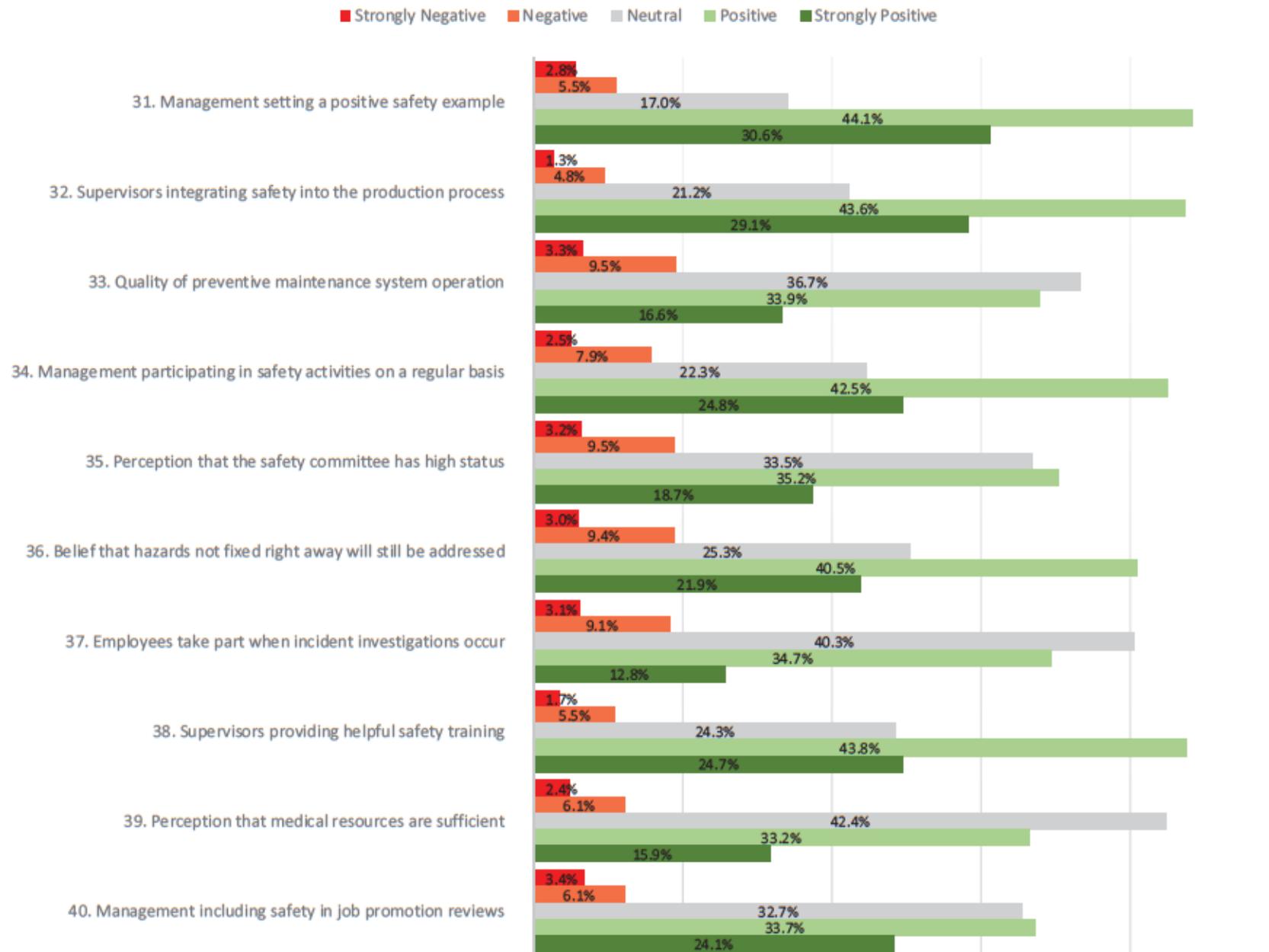
Appendix B: Frequency Figure
 Items 1 - 10



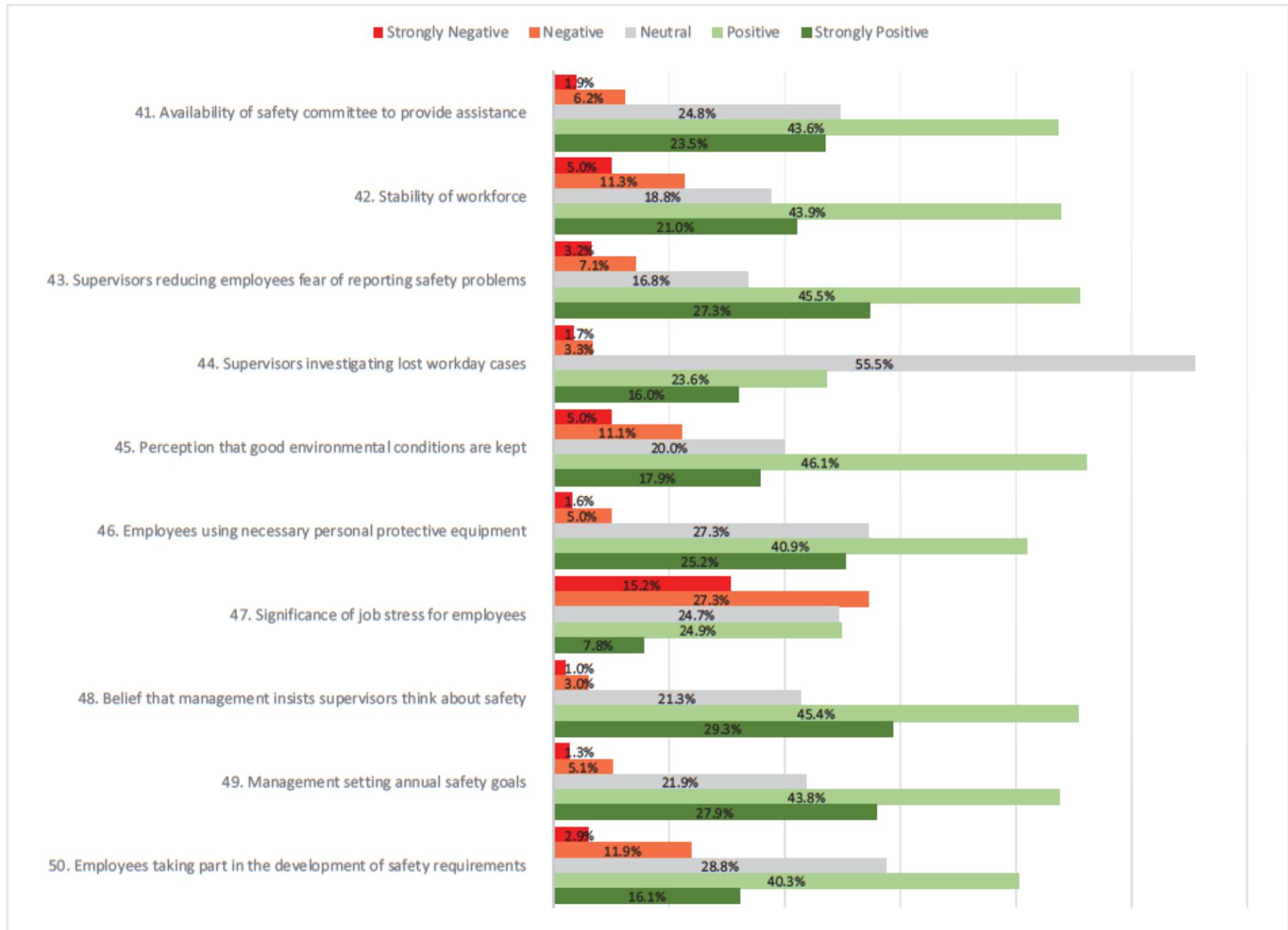
Appendix B: Frequency Figure
 Items 11- 20



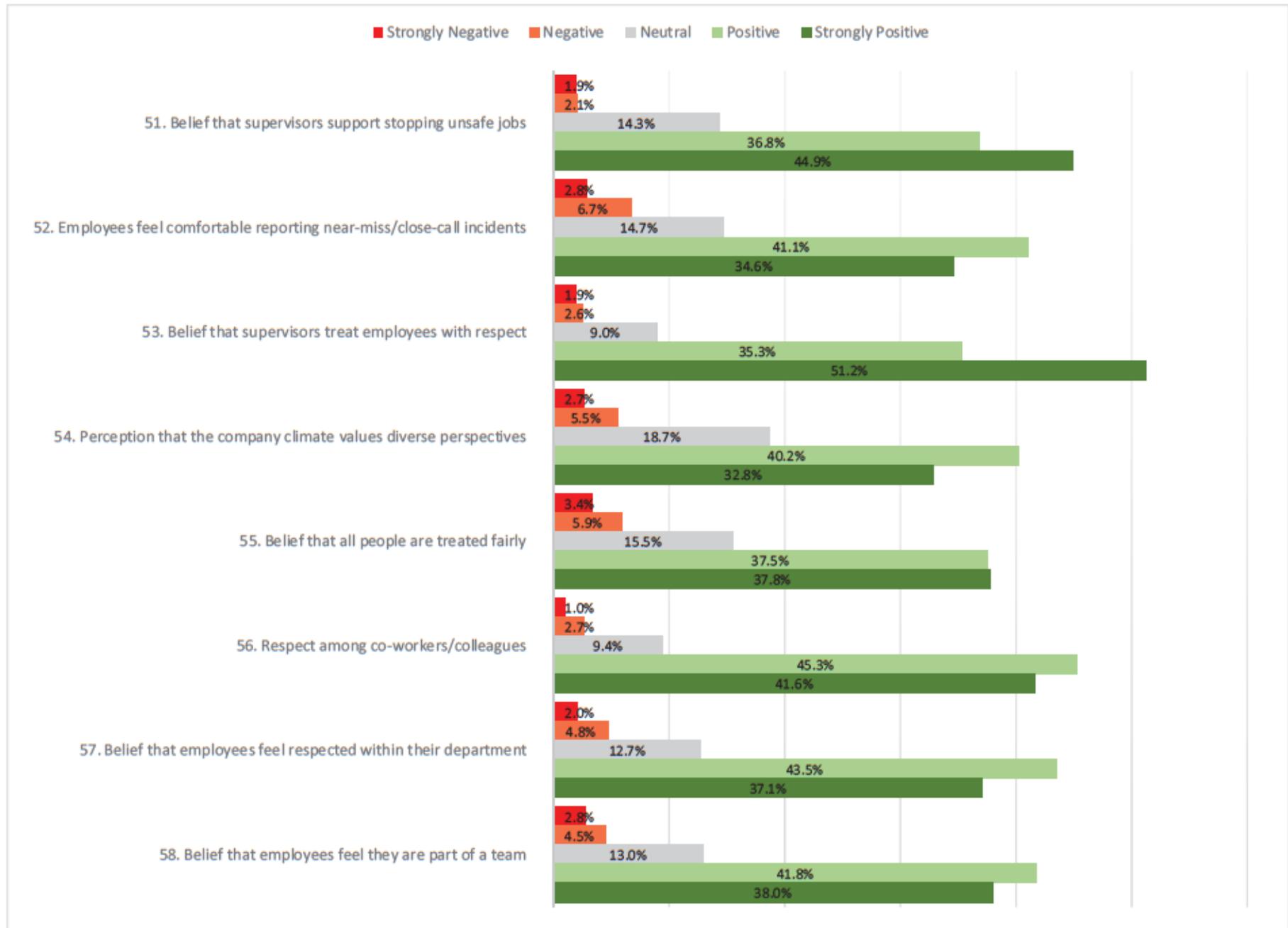
Appendix B: Frequency Figure
Items 21-30



Appendix B: Frequency Figure
 Items 31-40

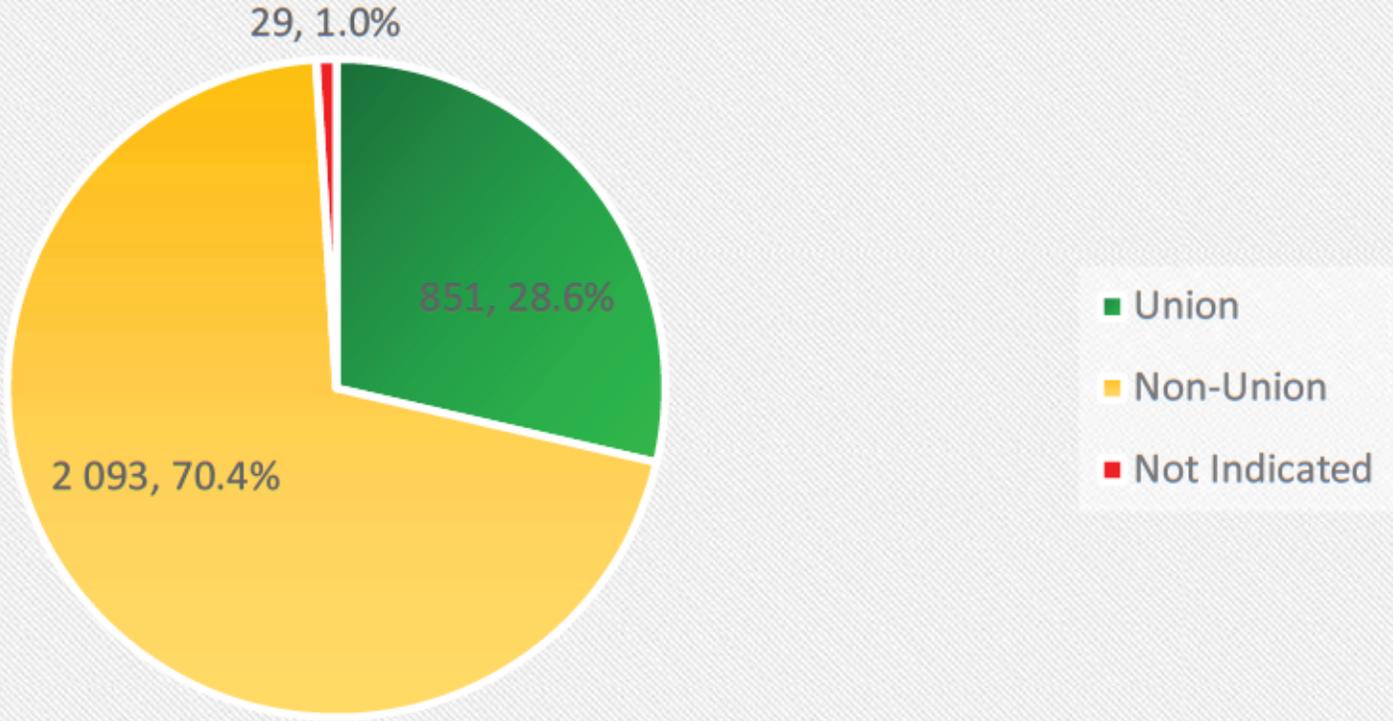


Appendix B: Frequency Figure
 Items 41-50

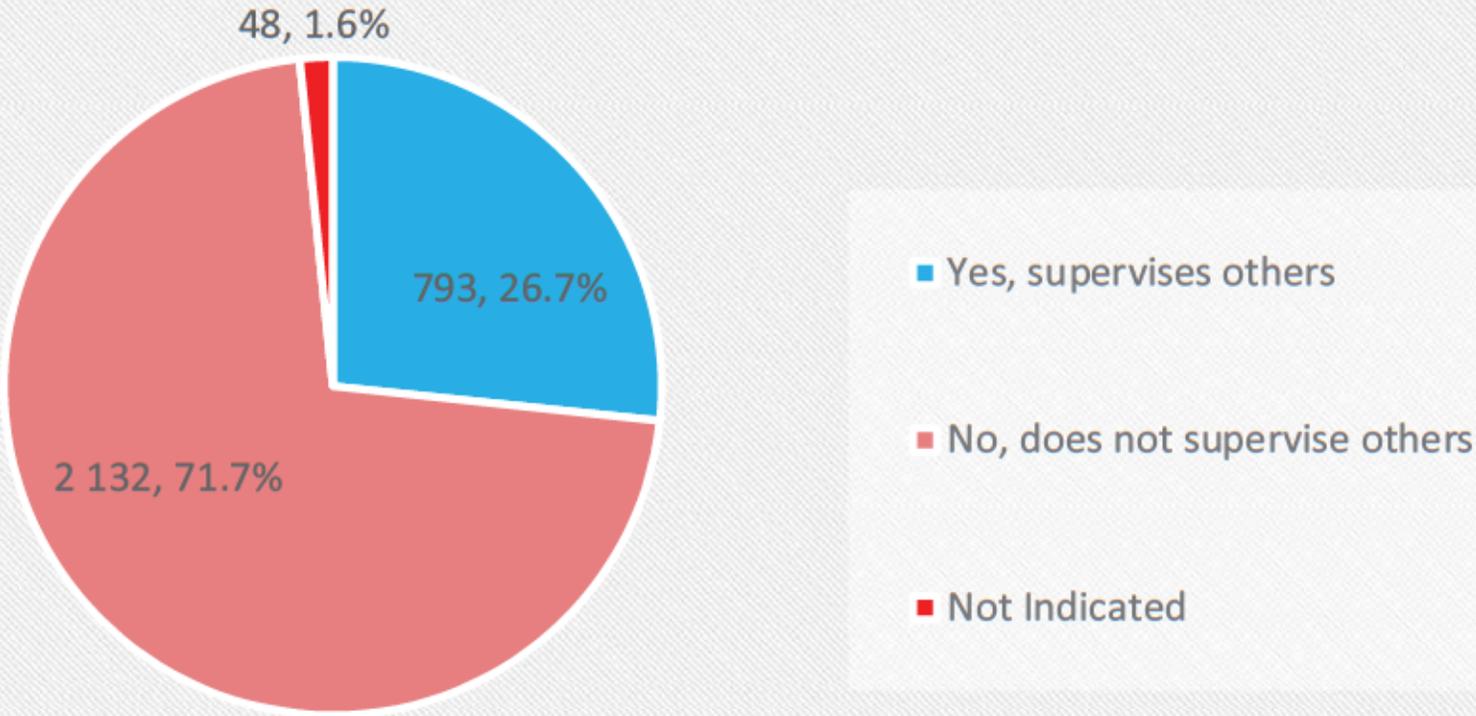


Appendix B:
Customized Items

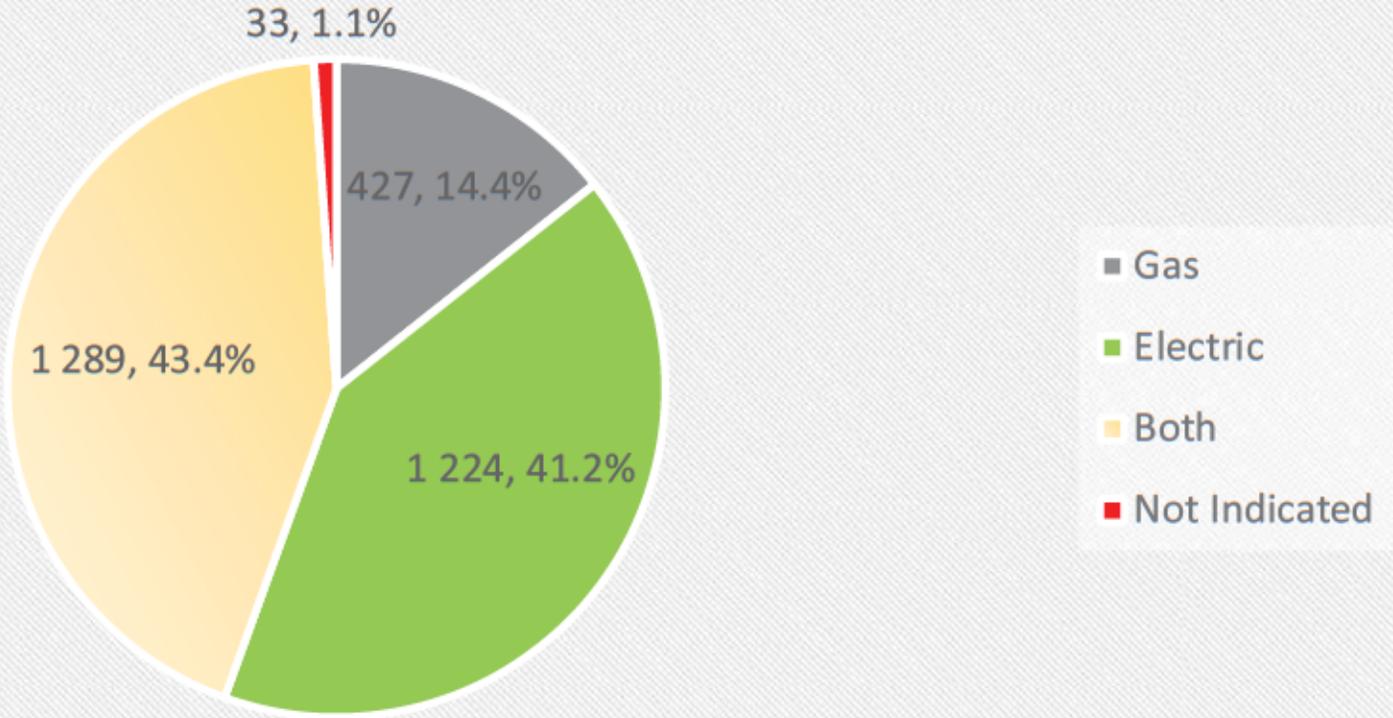
59. Employment Category

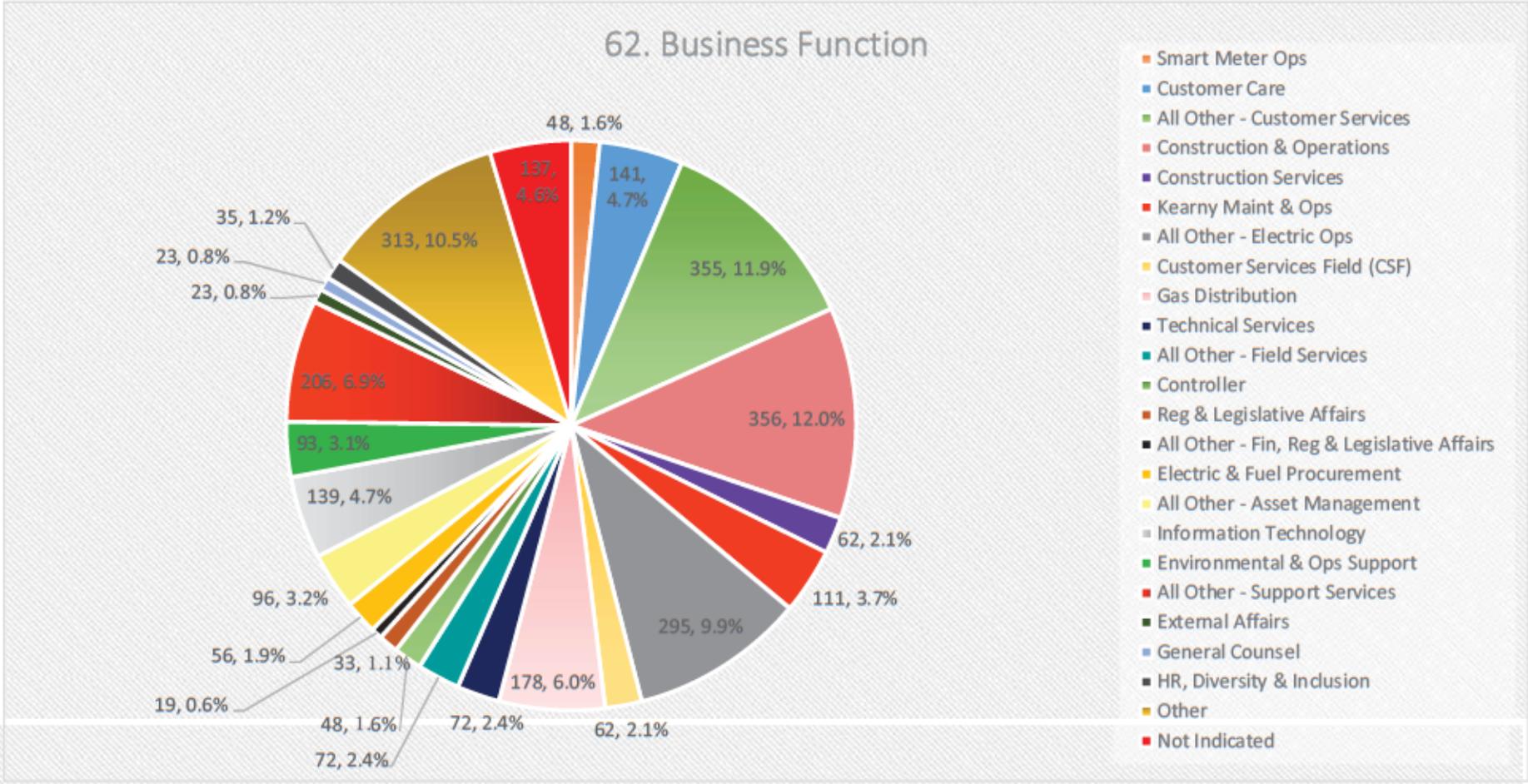


60. Supervisory Responsibilities

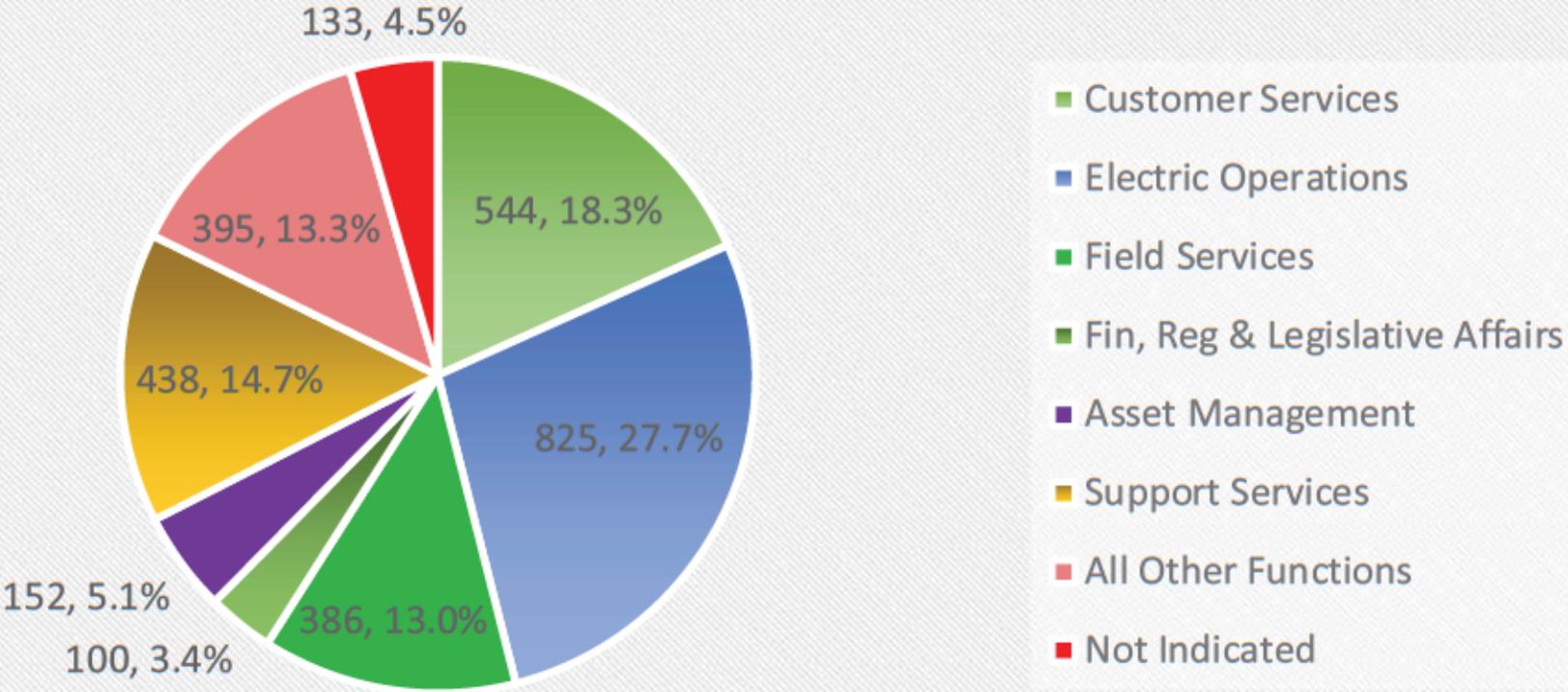


61. Organization

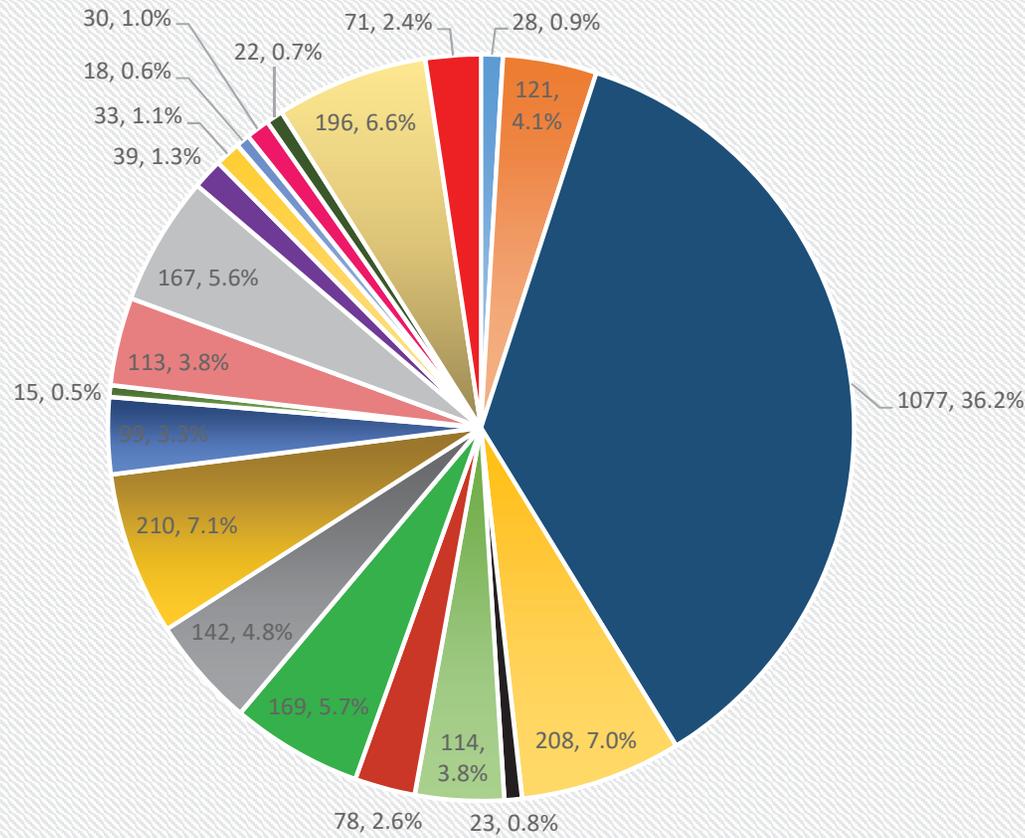




62a. Business Function Group



63. Location



- Alpine
- Beach Cities C&O
- Century Park
- Century Park East
- Desert Star EC
- Eastern C&O
- Greenbraig
- Kearny
- Metro C&O
- Miramar
- Mission
- Mountain Empire
- North Coast C&O
- Northeast C&O
- Orange County
- Palomar EC
- Ramona
- Rancho Bernardo
- Sempra HQ
- Other
- Not Indicated



Appendix C Methods & Data Analyses

APPENDIX C

METHODS DATA ANALYSES

2018 SAFETY BAROMETER SURVEY

The SAFETY BAROMETER elicits employee opinions about a broad spectrum of components or elements that contribute to successful safety management. These elements include executive leadership, supervisory and employee participation, safety support procedures, processes, and safety climate, as well as the overall organizational climate.

SAFETY BAROMETER Background

The content of the SAFETY BAROMETER survey form (Appendix A) itself was distilled from a variety of sources, such as the compilation of importance ratings of safety program practices by top safety professionals, review of research comparing safety program components of organizations with high versus low injury rates, analysis of the best National Safety Council (NSC) member safety programs, and examination of numerous safety program survey and audit questionnaires. The usefulness of the format was verified through testing with more than 100 organizations throughout the United States.

Results Interpretation

The SAFETY BAROMETER results reflect the views of employees. They represent the perceptual context within which the safety program and those who manage it are viewed by its employees. Accordingly, where the SAFETY BAROMETER indicates problems, it is suggested that each be verified, its nature defined, and the management system inadequacies that produce each problem be located and eliminated.

Administration Process

Employees participated in the SAFETY BAROMETER survey in 2018. The SAFETY BAROMETER was administered through a variety of formats to ensure accessibility and availability to all participants.

NSC provided language-specific web-based versions of the survey. Participants were sent an e-mail containing the rationale for the survey, a brief description of the format of the survey, assurances regarding the confidentiality of their responses, and a link to the web-based survey form.

Some participants received paper-based survey forms. Survey administrators were instructed to distribute SAFETY BAROMETER forms to employees in group meetings, explain the purpose of the survey, and have the employees complete the survey at that time. To reinforce the confidentiality of the administration process, respondents were also asked to seal their completed surveys in envelopes before returning them. The envelopes were then collected and sent directly to NSC, where the survey forms were removed and prepared for computer entry. All responses were entered and verified to ensure data recording reliability.

SAFETY BAROMETER Content

The SAFETY BAROMETER survey asked respondents to indicate their level of agreement with statements regarding a variety of safety and work-related topics. These statements described activities or conditions related to the operation of the safety program. The majority of statements presented either a positive or negative description, as follows:

- Positive: Describes a condition, attitude or practice that can be considered conducive to safety
- Negative: Describes a condition, attitude or practice that can be considered detrimental to safety

Respondent agreement with a positive statement or disagreement with a negative statement has a positive safety implication for the safety culture. Disagreement with a positive statement or agreement with a negative description has a negative implication.

In the following table, SAFETY BAROMETER statements that address related program components are grouped into six standard program categories. They present a comprehensive overview of elements found in a successful safety program.

**SAFETY BAROMETER
Statement Groupings by Program Category**

Program Category	Statement Numbers
Management Participation	7, 14, 21, 31, 34, 40, 49
Supervisor Participation	5, 12, 19, 24, 28, 32, 38, 43, 44
Employee Participation	1, 4, 11, 18, 20, 25, 37, 46, 50
Safety Support Activities	6, 8, 13, 15, 22, 26, 29, 30, 33, 41
Safety Support Climate	3, 10, 17, 23, 27, 35, 36, 39, 45, 48
Organizational Climate	2, 9, 16, 42, 47

The first three categories focus on the specific activities of the main employee groups that must function effectively if programs are to be successful:

- **Management Participation** items describe ways in which top and middle management demonstrates their leadership and commitment to safety in the form of words, actions, organizational strategy, and personal engagement with safety.
- **Supervisor Participation** items consider six primary roles through which supervisors communicate their personal support for safety: leader, manager, controller, trainer, organizational representative, and advocate for employees.
- **Employee Participation** items specify selected actions and reactions that are critical to making a safety program work. Emphasis is given to personal engagement, responsibility, and compliance.

The fourth category concerns activities that are frequently found in successful programs:

- **Safety Support Activities** items probe the presence or quality of various safety program practices, with a focus on communications, training, inspection, maintenance, and emergency response.

The remaining two standard categories consider employee perceptions of the organizational climate and values that govern management's mode of operation:

- **Safety Support Climate** items ask employees across an organization for general beliefs, impressions, and observations about management's commitment and underlying values with regard to safety.
- **Organizational Climate** items probe general conditions that interact with the safety program to affect its ultimate success, such as teamwork, morale, and employee turnover.

Organizations also have the option of adding customized statements that are of special concern to their organization.

National Safety Council Database

The SAFETY BAROMETER survey results were compared with those of respondents within the NSC Database. The NSC Database used for this analysis has been compiled from organizations that have completed the SAFETY BAROMETER.

NSC Database comparisons enable an organization to evaluate its employee assessments in relation to those of other SAFETY BAROMETER users. The NSC Database does not represent a random sample of organizations nor does it reflect only the top performers in safety. Even so, SAFETY BAROMETER results from organizations with a similar need and/or desire to involve employees directly in the examination of their safety programs offer an external gauge against which to judge perceived safety performance.

Data Analyses

Responses to SAFETY BAROMETER statements with positive descriptions were scored as follows:

+2 = Strongly Agree

+1 = Agree

0 = Neutral

-1 = Disagree

-2 = Strongly Disagree

Responses to SAFETY BAROMETER statements with negative descriptions were scored oppositely.

- An **average response score** was produced for each statement by computing the average score for all respondents in the group.
- Each **program category average response score** was computed by averaging the average response scores for the statements that comprise each of the program categories as shown in the previous table.

Average response and program category average response scores were compared with scores from the NSC Database. Percentile scores for each SAFETY BAROMETER statement were computed by calculating the percentage of organizations in the NSC Database with lower average response scores. Percentiles range from 0 to 100, with 0 representing the lowest score in the Database and 100 representing the highest. Organizations that elect to add customized statements only receive average response scores for those statements, as they are unique to their organization and are not comparable to the NSC Database.



Appendix D Response Distributions by Employment Category

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Employment Category

		Employment Category					
		Union			Non-Union		
		Count	%	Average Response Score	Count	%	Average Response Score
1. Employees identifying and eliminating hazards	-2.00 Strongly Negative	5	.6%		13	.6%	
	-1.00 Negative	28	3.3%		48	2.3%	
	.00 Neutral	86	10.1%		182	8.7%	
	1.00 Positive	434	51.0%		973	46.5%	
	2.00 Strongly Positive	293	34.4%		873	41.7%	
	99.00 No Response	5	.6%		4	.2%	
	Total		851		1.161	2093	
2. Frequency of employee/management interactions	-2.00 Strongly Negative	33	3.9%		22	1.1%	
	-1.00 Negative	86	10.1%		89	4.3%	
	.00 Neutral	213	25.0%		221	10.6%	
	1.00 Positive	365	42.9%		968	46.2%	
	2.00 Strongly Positive	149	17.5%		785	37.5%	
	99.00 No Response	5	.6%		8	.4%	
	Total		851		0.604	2093	
3. Priority of safety relative to production	-2.00 Strongly Negative	68	8.0%		66	3.2%	
	-1.00 Negative	133	15.6%		118	5.6%	
	.00 Neutral	184	21.6%		183	8.7%	
	1.00 Positive	316	37.1%		764	36.5%	
	2.00 Strongly Positive	144	16.9%		950	45.4%	
	99.00 No Response	6	.7%		12	.6%	
	Total		851		0.396	2093	
4. Employees being involved in safety and health practices	-2.00 Strongly Negative	20	2.4%		17	0.8%	
	-1.00 Negative	105	12.3%		123	5.9%	
	.00 Neutral	254	29.8%		516	24.7%	
	1.00 Positive	360	42.3%		961	45.9%	
	2.00 Strongly Positive	105	12.3%		463	22.1%	
	99.00 No Response	7	.8%		13	.6%	
	Total		851		0.504	2093	
5. Supervisors maintaining a high safety performance standard	-2.00 Strongly Negative	31	3.6%		23	1.1%	
	-1.00 Negative	71	8.3%		29	1.4%	
	.00 Neutral	170	20.0%		202	9.7%	
	1.00 Positive	346	40.7%		783	37.4%	
	2.00 Strongly Positive	228	26.8%		1052	50.3%	
	99.00 No Response	5	.6%		4	.2%	
	Total		851		0.791	2093	

		Employment Category					
		Union			Non-Union		
		Count	%	Average Response Score	Count	%	Average Response Score
6. Frequency of detailed and regularly scheduled inspections	-2.00 Strongly Negative	36	4.2%		32	1.5%	
	-1.00 Negative	99	11.6%		113	5.4%	
	.00 Neutral	329	38.7%		677	32.3%	
	1.00 Positive	286	33.6%		786	37.6%	
	2.00 Strongly Positive	95	11.2%		472	22.6%	
	99.00 No Response	6	.7%		13	.6%	
	Total	851		0.361	2093		0.747
7. Management stressing the importance of safety in communications	-2.00 Strongly Negative	50	5.9%		140	6.7%	
	-1.00 Negative	159	18.7%		124	5.9%	
	.00 Neutral	229	26.9%		135	6.5%	
	1.00 Positive	319	37.5%		765	36.6%	
	2.00 Strongly Positive	88	10.3%		922	44.1%	
	99.00 No Response	6	0.7%		7	.3%	
	Total	851		.279	2093		1.057
8. Frequency of safety meeting occurrence	-2.00 Strongly Negative	68	8.0%		48	2.3%	
	-1.00 Negative	115	13.5%		166	7.9%	
	.00 Neutral	199	23.4%		397	19.0%	
	1.00 Positive	341	40.1%		859	41.0%	
	2.00 Strongly Positive	121	14.2%		615	29.4%	
	99.00 No Response	7	.8%		8	.4%	
	Total	851		.393	2093		.876
9. Condition of departmental teamwork	-2.00 Strongly Negative	55	6.5%		68	3.2%	
	-1.00 Negative	160	18.8%		170	8.1%	
	.00 Neutral	254	29.8%		400	19.1%	
	1.00 Positive	289	34.0%		990	47.3%	
	2.00 Strongly Positive	86	10.1%		450	21.5%	
	99.00 No Response	7	0.8%		15	.7%	
	Total	851		.226	2093		.762
10. Belief that management shows it cares for employee safety	-2.00 Strongly Negative	39	4.6%		20	1.0%	
	-1.00 Negative	90	10.6%		40	1.9%	
	.00 Neutral	192	22.6%		129	6.2%	
	1.00 Positive	372	43.7%		786	37.6%	
	2.00 Strongly Positive	152	17.9%		1103	52.7%	
	99.00 No Response	6	0.7%		15	.7%	
	Total	851		0.601	2093		1.401

		Employment Category					
		Union			Non-Union		
		Count	%	Average Response Score	Count	%	Average Response Score
11. Employees believing that their actions can protect coworkers	-2.00 Strongly Negative	2	0.2%		4	.2%	
	-1.00 Negative	10	1.2%		8	.4%	
	.00 Neutral	45	5.3%		106	5.1%	
	1.00 Positive	396	46.5%		795	38.0%	
	2.00 Strongly Positive	392	46.1%		1166	55.7%	
	99.00 No Response	6	0.7%		14	.7%	
	Total	851		1.380	2093		1.496
12. Supervisors behaving in accord with safe job procedures	-2.00 Strongly Negative	28	3.3%		17	0.8%	
	-1.00 Negative	49	5.8%		28	1.3%	
	.00 Neutral	172	20.2%		77	3.7%	
	1.00 Positive	363	42.7%		624	29.8%	
	2.00 Strongly Positive	231	27.1%		1331	63.6%	
	99.00 No Response	8	0.9%		16	.8%	
	Total	851		0.854	2093		1.552
13. Presence of employees well trained in emergency practices	-2.00 Strongly Negative	17	2.0%		11	.5%	
	-1.00 Negative	69	8.1%		55	2.6%	
	.00 Neutral	244	28.7%		313	15.0%	
	1.00 Positive	384	45.1%		1001	47.8%	
	2.00 Strongly Positive	128	15.0%		699	33.4%	
	99.00 No Response	9	1.1%		14	.7%	
	Total	851		0.638	2093		1.117
14. Management publishing a policy on the value of employee safety	-2.00 Strongly Negative	19	2.2%		10	.5%	
	-1.00 Negative	61	7.2%		33	1.6%	
	.00 Neutral	322	37.8%		278	13.3%	
	1.00 Positive	343	40.3%		936	44.7%	
	2.00 Strongly Positive	97	11.4%		819	39.1%	
	99.00 No Response	9	1.1%		17	.8%	
	Total	851		0.520	2093		1.214
15. Thoroughness of near miss accident/incident investigations	-2.00 Strongly Negative	27	3.2%		19	.9%	
	-1.00 Negative	79	9.3%		52	2.5%	
	.00 Neutral	329	38.7%		598	28.6%	
	1.00 Positive	319	37.5%		779	37.2%	
	2.00 Strongly Positive	92	10.8%		627	30.0%	
	99.00 No Response	5	0.6%		18	.9%	
	Total	851		.437	2093		0.936

		Employment Category					
		Union			Non-Union		
		Count	%	Average Response Score	Count	%	Average Response Score
16. Condition of employee morale	-2.00 Strongly Negative	157	18.4%		151	7.2%	
	-1.00 Negative	164	19.3%		312	14.9%	
	.00 Neutral	242	28.4%		455	21.7%	
	1.00 Positive	214	25.1%		756	36.1%	
	2.00 Strongly Positive	67	7.9%		398	19.0%	
	99.00 No Response	7	.8%		21	1.0%	
	Total	851		-.154	2093		.453
17. Belief that management does more than law requires	-2.00 Strongly Negative	53	6.2%		106	5.1%	
	-1.00 Negative	171	20.1%		153	7.3%	
	.00 Neutral	233	27.4%		281	13.4%	
	1.00 Positive	301	35.4%		801	38.3%	
	2.00 Strongly Positive	88	10.3%		733	35.0%	
	99.00 No Response	5	0.6%		19	.9%	
	Total	851		.236	2093		.917
18. Belief that employees understand safety and health regulations	-2.00 Strongly Negative	3	0.4%		5	.2%	
	-1.00 Negative	17	2.0%		24	1.1%	
	.00 Neutral	80	9.4%		101	4.8%	
	1.00 Positive	491	57.7%		1007	48.1%	
	2.00 Strongly Positive	249	29.3%		940	44.9%	
	99.00 No Response	11	1.3%		16	.8%	
	Total	851		1.150	2093		1.374
19. Supervisors enforcing safe job procedures	-2.00 Strongly Negative	20	2.4%		19	.9%	
	-1.00 Negative	59	6.9%		31	1.5%	
	.00 Neutral	168	19.7%		172	8.2%	
	1.00 Positive	408	47.9%		896	42.8%	
	2.00 Strongly Positive	189	22.2%		957	45.7%	
	99.00 No Response	7	0.8%		18	.9%	
	Total	851		0.814	2093		1.321
20. Employees using standardized precautions for hazardous materials	-2.00 Strongly Negative	6	.7%		6	0.3%	
	-1.00 Negative	23	2.7%		14	0.7%	
	.00 Neutral	247	29.0%		664	31.7%	
	1.00 Positive	425	49.9%		715	34.2%	
	2.00 Strongly Positive	140	16.5%		675	32.3%	
	99.00 No Response	10	1.2%		19	.9%	
	Total	851		0.797	2093		0.983

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Employment Category

		Employment Category					
		Union			Non-Union		
		Count	%	Average Response Score	Count	%	Average Response Score
21. Management providing adequate safety staff	-2.00 Strongly Negative	60	7.1%		47	2.2%	
	-1.00 Negative	114	13.4%		137	6.5%	
	.00 Neutral	256	30.1%		433	20.7%	
	1.00 Positive	328	38.5%		920	44.0%	
	2.00 Strongly Positive	85	10.0%		534	25.5%	
	99.00 No Response	8	0.9%		22	1.1%	
	Total	851		.313	2093		.848
22. Effectiveness of award programs in promoting safe behavior	-2.00 Strongly Negative	81	9.5%		60	2.9%	
	-1.00 Negative	152	17.9%		221	10.6%	
	.00 Neutral	330	38.8%		544	26.0%	
	1.00 Positive	210	24.7%		859	41.0%	
	2.00 Strongly Positive	69	8.1%		388	18.5%	
	99.00 No Response	9	1.1%		21	1.0%	
	Total	851		.040	2093		.625
23. Safety standard level relative to production standard level	-2.00 Strongly Negative	79	9.3%		60	2.9%	
	-1.00 Negative	173	20.3%		192	9.2%	
	.00 Neutral	251	29.5%		489	23.4%	
	1.00 Positive	282	33.1%		839	40.1%	
	2.00 Strongly Positive	59	6.9%		481	23.0%	
	99.00 No Response	7	.8%		32	1.5%	
	Total	851		.082	2093		.722
24. Supervisors understanding employees job safety problems	-2.00 Strongly Negative	49	5.8%		17	.8%	
	-1.00 Negative	87	10.2%		40	1.9%	
	.00 Neutral	162	19.0%		317	15.1%	
	1.00 Positive	401	47.1%		970	46.3%	
	2.00 Strongly Positive	147	17.3%		723	34.5%	
	99.00 No Response	5	0.6%		26	1.2%	
	Total	851		0.603	2093		1.133
25. Employees following lockout/tagout procedures	-2.00 Strongly Negative	7	.8%		17	.8%	
	-1.00 Negative	31	3.6%		79	3.8%	
	.00 Neutral	200	23.5%		837	40.0%	
	1.00 Positive	374	43.9%		630	30.1%	
	2.00 Strongly Positive	230	27.0%		488	23.3%	
	99.00 No Response	9	1.1%		42	2.0%	
	Total	851		0.937	2093		0.728

		Employment Category					
		Union			Non-Union		
		Count	%	Average Response Score	Count	%	Average Response Score
26. Presence of safety training in new employee orientation	-2.00 Strongly Negative	4	.5%		10	.5%	
	-1.00 Negative	27	3.2%		41	2.0%	
	.00 Neutral	178	20.9%		370	17.7%	
	1.00 Positive	414	48.6%		831	39.7%	
	2.00 Strongly Positive	218	25.6%		815	38.9%	
	99.00 No Response	10	1.2%		26	1.2%	
	Total	851		0.969	2093		1.161
27. Belief that management is sincere in safety efforts	-2.00 Strongly Negative	37	4.3%		15	0.7%	
	-1.00 Negative	83	9.8%		22	1.1%	
	.00 Neutral	196	23.0%		122	5.8%	
	1.00 Positive	385	45.2%		811	38.7%	
	2.00 Strongly Positive	144	16.9%		1099	52.5%	
	99.00 No Response	6	.7%		24	1.1%	
	Total	851		0.611	2093		1.429
28. Supervisors acting on employee safety suggestions	-2.00 Strongly Negative	47	5.5%		42	2.0%	
	-1.00 Negative	124	14.6%		74	3.5%	
	.00 Neutral	274	32.2%		336	16.1%	
	1.00 Positive	312	36.7%		876	41.9%	
	2.00 Strongly Positive	85	10.0%		745	35.6%	
	99.00 No Response	9	1.1%		20	1.0%	
	Total	851		.314	2093		1.065
29. Occurrence of emergency response procedures testing	-2.00 Strongly Negative	47	5.5%		31	1.5%	
	-1.00 Negative	145	17.0%		112	5.4%	
	.00 Neutral	349	41.0%		386	18.4%	
	1.00 Positive	245	28.8%		914	43.7%	
	2.00 Strongly Positive	59	6.9%		617	29.5%	
	99.00 No Response	6	0.7%		33	1.6%	
	Total	851		0.147	2093		.958
30. Effectiveness of safety committee in improving safety conditions	-2.00 Strongly Negative	33	3.9%		11	.5%	
	-1.00 Negative	85	10.0%		57	2.7%	
	.00 Neutral	307	36.1%		385	18.4%	
	1.00 Positive	319	37.5%		986	47.1%	
	2.00 Strongly Positive	99	11.6%		629	30.1%	
	99.00 No Response	8	0.9%		25	1.2%	
	Total	851		0.434	2093		1.047

		Employment Category					
		Union			Non-Union		
		Count	%	Average Response Score	Count	%	Average Response Score
31. Management setting a positive safety example	-2.00 Strongly Negative	65	7.6%		13	0.6%	
	-1.00 Negative	118	13.9%		44	2.1%	
	.00 Neutral	286	33.6%		204	9.7%	
	1.00 Positive	301	35.4%		991	47.3%	
	2.00 Strongly Positive	76	8.9%		821	39.2%	
	99.00 No Response	5	0.6%		20	1.0%	
	Total	851		0.242	2093		1.236
32. Supervisors integrating safety into the production process	-2.00 Strongly Negative	27	3.2%		9	0.4%	
	-1.00 Negative	87	10.2%		51	2.4%	
	.00 Neutral	238	28.0%		375	17.9%	
	1.00 Positive	379	44.5%		890	42.5%	
	2.00 Strongly Positive	111	13.0%		740	35.4%	
	99.00 No Response	9	1.1%		28	1.3%	
	Total	851		0.546	2093		1.114
33. Quality of preventive maintenance system operation	-2.00 Strongly Negative	54	6.3%		41	2.0%	
	-1.00 Negative	163	19.2%		109	5.2%	
	.00 Neutral	306	36.0%		752	35.9%	
	1.00 Positive	264	31.0%		718	34.3%	
	2.00 Strongly Positive	53	6.2%		430	20.5%	
	99.00 No Response	11	1.3%		43	2.1%	
	Total	851		.118	2093		.677
34. Management participating in safety activities on a regular basis	-2.00 Strongly Negative	31	3.6%		41	2.0%	
	-1.00 Negative	117	13.7%		111	5.3%	
	.00 Neutral	297	34.9%		346	16.5%	
	1.00 Positive	314	36.9%		928	44.3%	
	2.00 Strongly Positive	81	9.5%		644	30.8%	
	99.00 No Response	11	1.3%		23	1.1%	
	Total	851		0.354	2093		.977
35. Perception that the safety committee has high status	-2.00 Strongly Negative	55	6.5%		35	1.7%	
	-1.00 Negative	136	16.0%		136	6.5%	
	.00 Neutral	337	39.6%		631	30.1%	
	1.00 Positive	236	27.7%		790	37.7%	
	2.00 Strongly Positive	78	9.2%		468	22.4%	
	99.00 No Response	9	1.1%		33	1.6%	
	Total	851		.173	2093		.738

		Employment Category					
		Union			Non-Union		
		Count	%	Average Response Score	Count	%	Average Response Score
36. Belief that hazards not fixed right away will still be addressed	-2.00 Strongly Negative	59	6.9%		26	1.2%	
	-1.00 Negative	183	21.5%		90	4.3%	
	.00 Neutral	278	32.7%		451	21.5%	
	1.00 Positive	264	31.0%		916	43.8%	
	2.00 Strongly Positive	58	6.8%		579	27.7%	
	99.00 No Response	9	1.1%		31	1.5%	
	Total	851		.094	2093		.937
37. Employees take part when incident investigations occur	-2.00 Strongly Negative	57	6.7%		32	1.5%	
	-1.00 Negative	138	16.2%		124	5.9%	
	.00 Neutral	341	40.1%		830	39.7%	
	1.00 Positive	267	31.4%		741	35.4%	
	2.00 Strongly Positive	39	4.6%		334	16.0%	
	99.00 No Response	9	1.1%		32	1.5%	
	Total	851		0.110	2093		.592
38. Supervisors providing helpful safety training	-2.00 Strongly Negative	38	4.5%		13	.6%	
	-1.00 Negative	107	12.6%		50	2.4%	
	.00 Neutral	252	29.6%		449	21.5%	
	1.00 Positive	346	40.7%		930	44.4%	
	2.00 Strongly Positive	99	11.6%		622	29.7%	
	99.00 No Response	9	1.1%		29	1.4%	
	Total	851		0.429	2093		1.016
39. Perception that medical resources are sufficient	-2.00 Strongly Negative	48	5.6%		20	1.0%	
	-1.00 Negative	83	9.8%		92	4.4%	
	.00 Neutral	375	44.1%		853	40.8%	
	1.00 Positive	281	33.0%		687	32.8%	
	2.00 Strongly Positive	54	6.3%		409	19.5%	
	99.00 No Response	10	1.2%		32	1.5%	
	Total	851		.250	2093		.666
40. Management including safety in job promotion reviews	-2.00 Strongly Negative	52	6.1%		47	2.2%	
	-1.00 Negative	85	10.0%		91	4.3%	
	.00 Neutral	385	45.2%		562	26.9%	
	1.00 Positive	239	28.1%		742	35.5%	
	2.00 Strongly Positive	80	9.4%		623	29.8%	
	99.00 No Response	10	1.2%		28	1.3%	
	Total	851		.250	2093		.873

		Employment Category					
		Union			Non-Union		
		Count	%	Average Response Score	Count	%	Average Response Score
41. Availability of safety committee to provide assistance	-2.00 Strongly Negative	39	4.6%		18	.9%	
	-1.00 Negative	104	12.2%		74	3.5%	
	.00 Neutral	285	33.5%		434	20.7%	
	1.00 Positive	319	37.5%		955	45.6%	
	2.00 Strongly Positive	92	10.8%		595	28.4%	
	99.00 No Response	12	1.4%		17	.8%	
	Total	851		0.383	2093		0.980
42. Stability of workforce	-2.00 Strongly Negative	89	10.5%		57	2.7%	
	-1.00 Negative	150	17.6%		177	8.5%	
	.00 Neutral	190	22.3%		353	16.9%	
	1.00 Positive	310	36.4%		975	46.6%	
	2.00 Strongly Positive	103	12.1%		514	24.6%	
	99.00 No Response	9	1.1%		17	.8%	
	Total	851		0.223	2093		.825
43. Supervisors reducing employees fear of reporting safety problems	-2.00 Strongly Negative	64	7.5%		30	1.4%	
	-1.00 Negative	122	14.3%		84	4.0%	
	.00 Neutral	229	26.9%		257	12.3%	
	1.00 Positive	330	38.8%		997	47.6%	
	2.00 Strongly Positive	96	11.3%		703	33.6%	
	99.00 No Response	10	1.2%		22	1.1%	
	Total	851		.323	2093		1.091
44. Supervisors investigating lost workday cases	-2.00 Strongly Negative	27	3.2%		21	1.0%	
	-1.00 Negative	35	4.1%		60	2.9%	
	.00 Neutral	496	58.3%		1105	52.8%	
	1.00 Positive	214	25.1%		468	22.4%	
	2.00 Strongly Positive	69	8.1%		393	18.8%	
	99.00 No Response	10	1.2%		46	2.2%	
	Total	851		.313	2093		.563
45. Perception that good environmental conditions are kept	-2.00 Strongly Negative	55	6.5%		91	4.3%	
	-1.00 Negative	96	11.3%		226	10.8%	
	.00 Neutral	271	31.8%		309	14.8%	
	1.00 Positive	345	40.5%		999	47.7%	
	2.00 Strongly Positive	72	8.5%		450	21.5%	
	99.00 No Response	12	1.4%		18	.9%	
	Total	851		.337	2093		.719

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Employment Category

		Employment Category					
		Union			Non-Union		
		Count	%	Average Response Score	Count	%	Average Response Score
46. Employees using necessary personal protective equipment	-2.00 Strongly Negative	28	3.3%		18	0.9%	
	-1.00 Negative	76	8.9%		70	3.3%	
	.00 Neutral	179	21.0%		611	29.2%	
	1.00 Positive	387	45.5%		800	38.2%	
	2.00 Strongly Positive	170	20.0%		564	26.9%	
	99.00 No Response	11	1.3%		30	1.4%	
	Total	851		0.708	2093		0.883
47. Significance of job stress for employees	-2.00 Strongly Negative	150	17.6%		296	14.1%	
	-1.00 Negative	239	28.1%		554	26.5%	
	.00 Neutral	211	24.8%		507	24.2%	
	1.00 Positive	199	23.4%		528	25.2%	
	2.00 Strongly Positive	41	4.8%		189	9.0%	
	99.00 No Response	11	1.3%		19	.9%	
	Total	851		-.307	2093		-.116
48. Belief that management insists supervisors think about safety	-2.00 Strongly Negative	15	1.8%		12	.6%	
	-1.00 Negative	64	7.5%		21	1.0%	
	.00 Neutral	323	38.0%		296	14.1%	
	1.00 Positive	354	41.6%		975	46.6%	
	2.00 Strongly Positive	85	10.0%		773	36.9%	
	99.00 No Response	10	1.2%		16	.8%	
	Total	851		0.511	2093		1.192
49. Management setting annual safety goals	-2.00 Strongly Negative	26	3.1%		13	.6%	
	-1.00 Negative	84	9.9%		64	3.1%	
	.00 Neutral	331	38.9%		301	14.4%	
	1.00 Positive	327	38.4%		955	45.6%	
	2.00 Strongly Positive	74	8.7%		743	35.5%	
	99.00 No Response	9	1.1%		17	.8%	
	Total	851		0.403	2093		1.132
50. Employees taking part in the development of safety requirements	-2.00 Strongly Negative	40	4.7%		46	2.2%	
	-1.00 Negative	160	18.8%		185	8.8%	
	.00 Neutral	282	33.1%		550	26.3%	
	1.00 Positive	299	35.1%		874	41.8%	
	2.00 Strongly Positive	58	6.8%		412	19.7%	
	99.00 No Response	12	1.4%		26	1.2%	
	Total	851		.209	2093		.687

		Employment Category					
		Union			Non-Union		
		Count	%	Average Response Score	Count	%	Average Response Score
51. Belief that supervisors support stopping unsafe jobs	-2.00 Strongly Negative	41	4.8%		12	0.6%	
	-1.00 Negative	46	5.4%		16	0.8%	
	.00 Neutral	158	18.6%		257	12.3%	
	1.00 Positive	368	43.2%		703	33.6%	
	2.00 Strongly Positive	229	26.9%		1085	51.8%	
	99.00 No Response	9	1.1%		20	1.0%	
	Total	851		0.829	2093		1.367
52. Employees feel comfortable reporting near-miss/close-call incidents	-2.00 Strongly Negative	54	6.3%		26	1.2%	
	-1.00 Negative	131	15.4%		67	3.2%	
	.00 Neutral	209	24.6%		219	10.5%	
	1.00 Positive	325	38.2%		874	41.8%	
	2.00 Strongly Positive	121	14.2%		894	42.7%	
	99.00 No Response	11	1.3%		13	.6%	
	Total	851		.390	2093		1.223
53. Belief that supervisors treat employees with respect	-2.00 Strongly Negative	36	4.2%		21	1.0%	
	-1.00 Negative	35	4.1%		39	1.9%	
	.00 Neutral	142	16.7%		117	5.6%	
	1.00 Positive	351	41.2%		675	32.3%	
	2.00 Strongly Positive	276	32.4%		1220	58.3%	
	99.00 No Response	11	1.3%		21	1.0%	
	Total	851		0.948	2093		1.464
54. Perception that the company climate values diverse perspectives	-2.00 Strongly Negative	47	5.5%		32	1.5%	
	-1.00 Negative	80	9.4%		82	3.9%	
	.00 Neutral	278	32.7%		261	12.5%	
	1.00 Positive	320	37.6%		860	41.1%	
	2.00 Strongly Positive	115	13.5%		848	40.5%	
	99.00 No Response	11	1.3%		10	.5%	
	Total	851		0.448	2093		1.157
55. Belief that all people are treated fairly	-2.00 Strongly Negative	47	5.5%		51	2.4%	
	-1.00 Negative	70	8.2%		100	4.8%	
	.00 Neutral	206	24.2%		239	11.4%	
	1.00 Positive	346	40.7%		755	36.1%	
	2.00 Strongly Positive	172	20.2%		937	44.8%	
	99.00 No Response	10	1.2%		11	.5%	
	Total	851		.625	2093		1.166

		Employment Category					
		Union			Non-Union		
		Count	%	Average Response Score	Count	%	Average Response Score
56. Respect among co-workers/colleagues	-2.00 Strongly Negative	12	1.4%		17	.8%	
	-1.00 Negative	44	5.2%		35	1.7%	
	.00 Neutral	133	15.6%		136	6.5%	
	1.00 Positive	457	53.7%		871	41.6%	
	2.00 Strongly Positive	195	22.9%		1027	49.1%	
	99.00 No Response	10	1.2%		7	.3%	
	Total		851		0.926	2093	
57. Belief that employees feel respected within their department	-2.00 Strongly Negative	26	3.1%		33	1.6%	
	-1.00 Negative	83	9.8%		54	2.6%	
	.00 Neutral	180	21.2%		187	8.9%	
	1.00 Positive	399	46.9%		874	41.8%	
	2.00 Strongly Positive	154	18.1%		936	44.7%	
	99.00 No Response	9	1.1%		9	.4%	
	Total		851		0.679	2093	
58. Belief that employees feel they are part of a team	-2.00 Strongly Negative	40	4.7%		41	2.0%	
	-1.00 Negative	62	7.3%		69	3.3%	
	.00 Neutral	190	22.3%		180	8.6%	
	1.00 Positive	388	45.6%		838	40.0%	
	2.00 Strongly Positive	160	18.8%		955	45.6%	
	99.00 No Response	11	1.3%		10	.5%	
	Total		851		.674	2093	



Appendix E Response Distributions by Supervisory Responsibilities

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Supervisory Responsibilities

		Supervisory Responsibilities					
		Yes, supervises others			No, does not supervise others		
		Count	%	Average Response Score	Count	%	Average Response Score
1. Employees identifying and eliminating hazards	-2.00 Strongly Negative	5	.6%		13	.6%	
	-1.00 Negative	12	1.5%		64	3.0%	
	.00 Neutral	59	7.4%		208	9.8%	
	1.00 Positive	379	47.8%		1021	47.9%	
	2.00 Strongly Positive	337	42.5%		820	38.5%	
	99.00 No Response	1	.1%		6	.3%	
	Total		793		1.302	2132	
2. Frequency of employee/management interactions	-2.00 Strongly Negative	19	2.4%		36	1.7%	
	-1.00 Negative	36	4.5%		140	6.6%	
	.00 Neutral	91	11.5%		337	15.8%	
	1.00 Positive	370	46.7%		955	44.8%	
	2.00 Strongly Positive	273	34.4%		657	30.8%	
	99.00 No Response	4	.5%		7	.3%	
	Total		793		1.067	2132	
3. Priority of safety relative to production	-2.00 Strongly Negative	39	4.9%		93	4.4%	
	-1.00 Negative	59	7.4%		190	8.9%	
	.00 Neutral	70	8.8%		292	13.7%	
	1.00 Positive	282	35.6%		793	37.2%	
	2.00 Strongly Positive	338	42.6%		753	35.3%	
	99.00 No Response	5	.6%		11	.5%	
	Total		793		1.042	2132	
4. Employees being involved in safety and health practices	-2.00 Strongly Negative	8	1.0%		29	1.4%	
	-1.00 Negative	49	6.2%		178	8.3%	
	.00 Neutral	178	22.4%		585	27.4%	
	1.00 Positive	388	48.9%		924	43.3%	
	2.00 Strongly Positive	167	21.1%		401	18.8%	
	99.00 No Response	3	.4%		15	.7%	
	Total		793		0.832	2132	
5. Supervisors maintaining a high safety performance standard	-2.00 Strongly Negative	11	1.4%		42	2.0%	
	-1.00 Negative	20	2.5%		79	3.7%	
	.00 Neutral	85	10.7%		285	13.4%	
	1.00 Positive	292	36.8%		829	38.9%	
	2.00 Strongly Positive	384	48.4%		891	41.8%	
	99.00 No Response	1	.1%		6	.3%	
	Total		793		1.285	2132	

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Supervisory Responsibilities

		Supervisory Responsibilities					
		Yes, supervises others			No, does not supervise others		
		Count	%	Average Response Score	Count	%	Average Response Score
6. Frequency of detailed and regularly scheduled inspections	-2.00 Strongly Negative	16	2.0%		52	2.4%	
	-1.00 Negative	49	6.2%		163	7.6%	
	.00 Neutral	225	28.4%		773	36.3%	
	1.00 Positive	310	39.1%		756	35.5%	
	2.00 Strongly Positive	188	23.7%		376	17.6%	
	99.00 No Response	5	.6%		12	.6%	
	Total	793		0.768	2132		0.585
7. Management stressing the importance of safety in communications	-2.00 Strongly Negative	45	5.7%		145	6.8%	
	-1.00 Negative	66	8.3%		211	9.9%	
	.00 Neutral	73	9.2%		286	13.4%	
	1.00 Positive	294	37.1%		789	37.0%	
	2.00 Strongly Positive	314	39.6%		691	32.4%	
	99.00 No Response	1	0.1%		10	.5%	
	Total	793		.967	2132		.787
8. Frequency of safety meeting occurrence	-2.00 Strongly Negative	26	3.3%		88	4.1%	
	-1.00 Negative	62	7.8%		219	10.3%	
	.00 Neutral	112	14.1%		479	22.5%	
	1.00 Positive	362	45.6%		833	39.1%	
	2.00 Strongly Positive	229	28.9%		504	23.6%	
	99.00 No Response	2	.3%		9	.4%	
	Total	793		.893	2132		.681
9. Condition of departmental teamwork	-2.00 Strongly Negative	31	3.9%		92	4.3%	
	-1.00 Negative	97	12.2%		231	10.8%	
	.00 Neutral	163	20.6%		485	22.7%	
	1.00 Positive	361	45.5%		912	42.8%	
	2.00 Strongly Positive	137	17.3%		397	18.6%	
	99.00 No Response	4	0.5%		15	.7%	
	Total	793		.603	2132		.610
10. Belief that management shows it cares for employee safety	-2.00 Strongly Negative	15	1.9%		44	2.1%	
	-1.00 Negative	32	4.0%		97	4.5%	
	.00 Neutral	74	9.3%		243	11.4%	
	1.00 Positive	272	34.3%		878	41.2%	
	2.00 Strongly Positive	397	50.1%		854	40.1%	
	99.00 No Response	3	0.4%		16	.8%	
	Total	793		1.271	2132		1.135

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Supervisory Responsibilities

		Supervisory Responsibilities					
		Yes, supervises others			No, does not supervise others		
		Count	%	Average Response Score	Count	%	Average Response Score
11. Employees believing that their actions can protect coworkers	-2.00 Strongly Negative	1	0.1%		5	.2%	
	-1.00 Negative	6	.8%		12	.6%	
	.00 Neutral	22	2.8%		127	6.0%	
	1.00 Positive	290	36.6%		893	41.9%	
	2.00 Strongly Positive	473	59.6%		1078	50.6%	
	99.00 No Response	1	0.1%		17	.8%	
	Total	793		1.551	2132		1.431
12. Supervisors behaving in accord with safe job procedures	-2.00 Strongly Negative	17	2.1%		27	1.3%	
	-1.00 Negative	17	2.1%		61	2.9%	
	.00 Neutral	53	6.7%		192	9.0%	
	1.00 Positive	250	31.5%		731	34.3%	
	2.00 Strongly Positive	452	57.0%		1103	51.7%	
	99.00 No Response	4	0.5%		18	.8%	
	Total	793		1.398	2132		1.335
13. Presence of employees well trained in emergency practices	-2.00 Strongly Negative	8	1.0%		20	.9%	
	-1.00 Negative	23	2.9%		101	4.7%	
	.00 Neutral	120	15.1%		431	20.2%	
	1.00 Positive	399	50.3%		980	46.0%	
	2.00 Strongly Positive	241	30.4%		581	27.3%	
	99.00 No Response	2	.3%		19	.9%	
	Total	793		1.064	2132		0.947
14. Management publishing a policy on the value of employee safety	-2.00 Strongly Negative	6	.8%		23	1.1%	
	-1.00 Negative	21	2.6%		74	3.5%	
	.00 Neutral	127	16.0%		465	21.8%	
	1.00 Positive	349	44.0%		923	43.3%	
	2.00 Strongly Positive	288	36.3%		624	29.3%	
	99.00 No Response	2	.3%		23	1.1%	
	Total	793		1.128	2132		0.972
15. Thoroughness of near miss accident/incident investigations	-2.00 Strongly Negative	12	1.5%		34	1.6%	
	-1.00 Negative	40	5.0%		92	4.3%	
	.00 Neutral	225	28.4%		695	32.6%	
	1.00 Positive	308	38.8%		785	36.8%	
	2.00 Strongly Positive	206	26.0%		506	23.7%	
	99.00 No Response	2	0.3%		20	.9%	
	Total	793		.829	2132		0.775

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Supervisory Responsibilities

		Supervisory Responsibilities					
		Yes, supervises others			No, does not supervise others		
		Count	%	Average Response Score	Count	%	Average Response Score
16. Condition of employee morale	-2.00 Strongly Negative	75	9.5%		228	10.7%	
	-1.00 Negative	123	15.5%		351	16.5%	
	.00 Neutral	179	22.6%		512	24.0%	
	1.00 Positive	287	36.2%		678	31.8%	
	2.00 Strongly Positive	125	15.8%		339	15.9%	
	99.00 No Response	4	.5%		24	1.1%	
	Total	793		.335	2132		.260
17. Belief that management does more than law requires	-2.00 Strongly Negative	46	5.8%		111	5.2%	
	-1.00 Negative	83	10.5%		240	11.3%	
	.00 Neutral	95	12.0%		414	19.4%	
	1.00 Positive	288	36.3%		807	37.9%	
	2.00 Strongly Positive	279	35.2%		539	25.3%	
	99.00 No Response	2	0.3%		21	1.0%	
	Total	793		.848	2132		.674
18. Belief that employees understand safety and health regulations	-2.00 Strongly Negative	1	0.1%		7	.3%	
	-1.00 Negative	6	0.8%		35	1.6%	
	.00 Neutral	32	4.0%		146	6.8%	
	1.00 Positive	401	50.6%		1089	51.1%	
	2.00 Strongly Positive	351	44.3%		831	39.0%	
	99.00 No Response	2	.3%		24	1.1%	
	Total	793		1.384	2132		1.282
19. Supervisors enforcing safe job procedures	-2.00 Strongly Negative	15	1.9%		23	1.1%	
	-1.00 Negative	19	2.4%		71	3.3%	
	.00 Neutral	68	8.6%		266	12.5%	
	1.00 Positive	351	44.3%		945	44.3%	
	2.00 Strongly Positive	338	42.6%		805	37.8%	
	99.00 No Response	2	0.3%		22	1.0%	
	Total	793		1.236	2132		1.155
20. Employees using standardized precautions for hazardous materials	-2.00 Strongly Negative	6	.8%		6	0.3%	
	-1.00 Negative	10	1.3%		27	1.3%	
	.00 Neutral	191	24.1%		714	33.5%	
	1.00 Positive	319	40.2%		814	38.2%	
	2.00 Strongly Positive	260	32.8%		550	25.8%	
	99.00 No Response	7	.9%		21	1.0%	
	Total	793		1.039	2132		0.888

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Supervisory Responsibilities

		Supervisory Responsibilities					
		Yes, supervises others			No, does not supervise others		
		Count	%	Average Response Score	Count	%	Average Response Score
21. Management providing adequate safety staff	-2.00 Strongly Negative	34	4.3%		71	3.3%	
	-1.00 Negative	96	12.1%		155	7.3%	
	.00 Neutral	164	20.7%		519	24.3%	
	1.00 Positive	326	41.1%		914	42.9%	
	2.00 Strongly Positive	169	21.3%		448	21.0%	
	99.00 No Response	4	0.5%		25	1.2%	
	Total		793		.634	2132	
22. Effectiveness of award programs in promoting safe behavior	-2.00 Strongly Negative	40	5.0%		99	4.6%	
	-1.00 Negative	110	13.9%		260	12.2%	
	.00 Neutral	194	24.5%		671	31.5%	
	1.00 Positive	314	39.6%		752	35.3%	
	2.00 Strongly Positive	130	16.4%		326	15.3%	
	99.00 No Response	5	0.6%		24	1.1%	
	Total		793		.487	2132	
23. Safety standard level relative to production standard level	-2.00 Strongly Negative	30	3.8%		109	5.1%	
	-1.00 Negative	77	9.7%		283	13.3%	
	.00 Neutral	162	20.4%		573	26.9%	
	1.00 Positive	321	40.5%		795	37.3%	
	2.00 Strongly Positive	196	24.7%		341	16.0%	
	99.00 No Response	7	.9%		31	1.5%	
	Total		793		.733	2132	
24. Supervisors understanding employees job safety problems	-2.00 Strongly Negative	17	2.1%		48	2.3%	
	-1.00 Negative	43	5.4%		84	3.9%	
	.00 Neutral	106	13.4%		370	17.4%	
	1.00 Positive	364	45.9%		996	46.7%	
	2.00 Strongly Positive	260	32.8%		607	28.5%	
	99.00 No Response	3	0.4%		27	1.3%	
	Total		793		1.022	2132	
25. Employees following lockout/tagout procedures	-2.00 Strongly Negative	4	.5%		20	.9%	
	-1.00 Negative	15	1.9%		95	4.5%	
	.00 Neutral	239	30.1%		792	37.1%	
	1.00 Positive	287	36.2%		709	33.3%	
	2.00 Strongly Positive	239	30.1%		477	22.4%	
	99.00 No Response	9	1.1%		39	1.8%	
	Total		793		0.946	2132	

		Supervisory Responsibilities					
		Yes, supervises others			No, does not supervise others		
		Count	%	Average Response Score	Count	%	Average Response Score
26. Presence of safety training in new employee orientation	-2.00 Strongly Negative	3	.4%		11	.5%	
	-1.00 Negative	13	1.6%		56	2.6%	
	.00 Neutral	113	14.2%		429	20.1%	
	1.00 Positive	333	42.0%		904	42.4%	
	2.00 Strongly Positive	326	41.1%		703	33.0%	
	99.00 No Response	5	0.6%		29	1.4%	
	Total		793		1.226	2132	
27. Belief that management is sincere in safety efforts	-2.00 Strongly Negative	12	1.5%		39	1.8%	
	-1.00 Negative	25	3.2%		80	3.8%	
	.00 Neutral	71	9.0%		243	11.4%	
	1.00 Positive	288	36.3%		900	42.2%	
	2.00 Strongly Positive	395	49.8%		844	39.6%	
	99.00 No Response	2	.3%		26	1.2%	
	Total		793		1.301	2132	
28. Supervisors acting on employee safety suggestions	-2.00 Strongly Negative	19	2.4%		69	3.2%	
	-1.00 Negative	36	4.5%		159	7.5%	
	.00 Neutral	129	16.3%		475	22.3%	
	1.00 Positive	336	42.4%		846	39.7%	
	2.00 Strongly Positive	270	34.0%		559	26.2%	
	99.00 No Response	3	0.4%		24	1.1%	
	Total		793		1.015	2132	
29. Occurrence of emergency response procedures testing	-2.00 Strongly Negative	18	2.3%		60	2.8%	
	-1.00 Negative	48	6.1%		206	9.7%	
	.00 Neutral	176	22.2%		554	26.0%	
	1.00 Positive	323	40.7%		830	38.9%	
	2.00 Strongly Positive	218	27.5%		455	21.3%	
	99.00 No Response	10	1.3%		27	1.3%	
	Total		793		0.862	2132	
30. Effectiveness of safety committee in improving safety conditions	-2.00 Strongly Negative	11	1.4%		33	1.5%	
	-1.00 Negative	40	5.0%		102	4.8%	
	.00 Neutral	161	20.3%		523	24.5%	
	1.00 Positive	350	44.1%		946	44.4%	
	2.00 Strongly Positive	225	28.4%		503	23.6%	
	99.00 No Response	6	0.8%		25	1.2%	
	Total		793		0.938	2132	

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Supervisory Responsibilities

		Supervisory Responsibilities					
		Yes, supervises others			No, does not supervise others		
		Count	%	Average Response Score	Count	%	Average Response Score
31. Management setting a positive safety example	-2.00 Strongly Negative	18	2.3%		60	2.8%	
	-1.00 Negative	43	5.4%		118	5.5%	
	.00 Neutral	105	13.2%		380	17.8%	
	1.00 Positive	341	43.0%		941	44.1%	
	2.00 Strongly Positive	283	35.7%		613	28.8%	
	99.00 No Response	3	0.4%		20	.9%	
	Total	793		1.048	2132		0.913
32. Supervisors integrating safety into the production process	-2.00 Strongly Negative	10	1.3%		25	1.2%	
	-1.00 Negative	29	3.7%		108	5.1%	
	.00 Neutral	140	17.7%		467	21.9%	
	1.00 Positive	353	44.5%		910	42.7%	
	2.00 Strongly Positive	253	31.9%		596	28.0%	
	99.00 No Response	8	1.0%		26	1.2%	
	Total	793		1.032	2132		.923
33. Quality of preventive maintenance system operation	-2.00 Strongly Negative	29	3.7%		65	3.0%	
	-1.00 Negative	83	10.5%		189	8.9%	
	.00 Neutral	242	30.5%		811	38.0%	
	1.00 Positive	275	34.7%		699	32.8%	
	2.00 Strongly Positive	153	19.3%		328	15.4%	
	99.00 No Response	11	1.4%		40	1.9%	
	Total	793		.563	2132		.495
34. Management participating in safety activities on a regular basis	-2.00 Strongly Negative	25	3.2%		46	2.2%	
	-1.00 Negative	53	6.7%		173	8.1%	
	.00 Neutral	124	15.6%		514	24.1%	
	1.00 Positive	369	46.5%		868	40.7%	
	2.00 Strongly Positive	218	27.5%		504	23.6%	
	99.00 No Response	4	0.5%		27	1.3%	
	Total	793		0.890	2132		.765
35. Perception that the safety committee has high status	-2.00 Strongly Negative	20	2.5%		69	3.2%	
	-1.00 Negative	81	10.2%		192	9.0%	
	.00 Neutral	216	27.2%		745	34.9%	
	1.00 Positive	314	39.6%		703	33.0%	
	2.00 Strongly Positive	157	19.8%		389	18.2%	
	99.00 No Response	5	.6%		34	1.6%	
	Total	793		.643	2132		.549

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Supervisory Responsibilities

		Supervisory Responsibilities					
		Yes, supervises others			No, does not supervise others		
		Count	%	Average Response Score	Count	%	Average Response Score
36. Belief that hazards not fixed right away will still be addressed	-2.00 Strongly Negative	28	3.5%		58	2.7%	
	-1.00 Negative	70	8.8%		201	9.4%	
	.00 Neutral	159	20.1%		565	26.5%	
	1.00 Positive	341	43.0%		831	39.0%	
	2.00 Strongly Positive	189	23.8%		446	20.9%	
	99.00 No Response	6	.8%		31	1.5%	
	Total	793		.753	2132		.669
37. Employees take part when incident investigations occur	-2.00 Strongly Negative	23	2.9%		66	3.1%	
	-1.00 Negative	67	8.4%		194	9.1%	
	.00 Neutral	243	30.6%		919	43.1%	
	1.00 Positive	318	40.1%		684	32.1%	
	2.00 Strongly Positive	136	17.2%		237	11.1%	
	99.00 No Response	6	0.8%		32	1.5%	
	Total	793		0.606	2132		.396
38. Supervisors providing helpful safety training	-2.00 Strongly Negative	14	1.8%		36	1.7%	
	-1.00 Negative	37	4.7%		120	5.6%	
	.00 Neutral	162	20.4%		534	25.0%	
	1.00 Positive	357	45.0%		912	42.8%	
	2.00 Strongly Positive	213	26.9%		505	23.7%	
	99.00 No Response	10	1.3%		25	1.2%	
	Total	793		0.917	2132		0.821
39. Perception that medical resources are sufficient	-2.00 Strongly Negative	16	2.0%		52	2.4%	
	-1.00 Negative	42	5.3%		132	6.2%	
	.00 Neutral	278	35.1%		944	44.3%	
	1.00 Positive	296	37.3%		665	31.2%	
	2.00 Strongly Positive	155	19.5%		306	14.4%	
	99.00 No Response	6	0.8%		33	1.5%	
	Total	793		.676	2132		.496
40. Management including safety in job promotion reviews	-2.00 Strongly Negative	27	3.4%		72	3.4%	
	-1.00 Negative	44	5.5%		133	6.2%	
	.00 Neutral	193	24.3%		747	35.0%	
	1.00 Positive	279	35.2%		696	32.6%	
	2.00 Strongly Positive	245	30.9%		455	21.3%	
	99.00 No Response	5	.6%		29	1.4%	
	Total	793		.852	2132		.632

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Supervisory Responsibilities

		Supervisory Responsibilities					
		Yes, supervises others			No, does not supervise others		
		Count	%	Average Response Score	Count	%	Average Response Score
41. Availability of safety committee to provide assistance	-2.00 Strongly Negative	13	1.6%		43	2.0%	
	-1.00 Negative	56	7.1%		122	5.7%	
	.00 Neutral	176	22.2%		540	25.3%	
	1.00 Positive	347	43.8%		918	43.1%	
	2.00 Strongly Positive	198	25.0%		488	22.9%	
	99.00 No Response	3	.4%		21	1.0%	
	Total	793		0.837	2132		0.799
42. Stability of workforce	-2.00 Strongly Negative	48	6.1%		97	4.5%	
	-1.00 Negative	110	13.9%		217	10.2%	
	.00 Neutral	132	16.6%		406	19.0%	
	1.00 Positive	325	41.0%		955	44.8%	
	2.00 Strongly Positive	172	21.7%		439	20.6%	
	99.00 No Response	6	0.8%		18	.8%	
	Total	793		0.588	2132		.673
43. Supervisors reducing employees fear of reporting safety problems	-2.00 Strongly Negative	32	4.0%		62	2.9%	
	-1.00 Negative	42	5.3%		165	7.7%	
	.00 Neutral	111	14.0%		367	17.2%	
	1.00 Positive	360	45.4%		959	45.0%	
	2.00 Strongly Positive	244	30.8%		554	26.0%	
	99.00 No Response	4	0.5%		25	1.2%	
	Total	793		.940	2132		.844
44. Supervisors investigating lost workday cases	-2.00 Strongly Negative	17	2.1%		30	1.4%	
	-1.00 Negative	25	3.2%		69	3.2%	
	.00 Neutral	332	41.9%		1261	59.1%	
	1.00 Positive	233	29.4%		446	20.9%	
	2.00 Strongly Positive	175	22.1%		284	13.3%	
	99.00 No Response	11	1.4%		42	2.0%	
	Total	793		.670	2132		.423
45. Perception that good environmental conditions are kept	-2.00 Strongly Negative	35	4.4%		111	5.2%	
	-1.00 Negative	76	9.6%		243	11.4%	
	.00 Neutral	147	18.5%		427	20.0%	
	1.00 Positive	369	46.5%		971	45.5%	
	2.00 Strongly Positive	158	19.9%		362	17.0%	
	99.00 No Response	8	1.0%		18	.8%	
	Total	793		.687	2132		.582

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Supervisory Responsibilities

		Supervisory Responsibilities					
		Yes, supervises others			No, does not supervise others		
		Count	%	Average Response Score	Count	%	Average Response Score
46. Employees using necessary personal protective equipment	-2.00 Strongly Negative	11	1.4%		35	1.6%	
	-1.00 Negative	32	4.0%		113	5.3%	
	.00 Neutral	147	18.5%		637	29.9%	
	1.00 Positive	357	45.0%		823	38.6%	
	2.00 Strongly Positive	238	30.0%		494	23.2%	
	99.00 No Response	8	1.0%		30	1.4%	
	Total		793		0.992	2132	
47. Significance of job stress for employees	-2.00 Strongly Negative	121	15.3%		324	15.2%	
	-1.00 Negative	237	29.9%		551	25.8%	
	.00 Neutral	168	21.2%		545	25.6%	
	1.00 Positive	202	25.5%		522	24.5%	
	2.00 Strongly Positive	63	7.9%		164	7.7%	
	99.00 No Response	2	.3%		26	1.2%	
	Total		793		- .191	2132	
48. Belief that management insists supervisors think about safety	-2.00 Strongly Negative	12	1.5%		15	.7%	
	-1.00 Negative	23	2.9%		62	2.9%	
	.00 Neutral	112	14.1%		502	23.5%	
	1.00 Positive	348	43.9%		974	45.7%	
	2.00 Strongly Positive	294	37.1%		560	26.3%	
	99.00 No Response	4	0.5%		19	.9%	
	Total		793		1.127	2132	
49. Management setting annual safety goals	-2.00 Strongly Negative	12	1.5%		27	1.3%	
	-1.00 Negative	29	3.7%		118	5.5%	
	.00 Neutral	141	17.8%		484	22.7%	
	1.00 Positive	353	44.5%		922	43.2%	
	2.00 Strongly Positive	256	32.3%		559	26.2%	
	99.00 No Response	2	0.3%		22	1.0%	
	Total		793		1.027	2132	
50. Employees taking part in the development of safety requirements	-2.00 Strongly Negative	14	1.8%		72	3.4%	
	-1.00 Negative	74	9.3%		269	12.6%	
	.00 Neutral	186	23.5%		640	30.0%	
	1.00 Positive	354	44.6%		814	38.2%	
	2.00 Strongly Positive	160	20.2%		307	14.4%	
	99.00 No Response	5	.6%		30	1.4%	
	Total		793		.726	2132	

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Supervisory Responsibilities

		Supervisory Responsibilities					
		Yes, supervises others			No, does not supervise others		
		Count	%	Average Response Score	Count	%	Average Response Score
51. Belief that supervisors support stopping unsafe jobs	-2.00 Strongly Negative	14	1.8%		40	1.9%	
	-1.00 Negative	13	1.6%		47	2.2%	
	.00 Neutral	74	9.3%		337	15.8%	
	1.00 Positive	261	32.9%		803	37.7%	
	2.00 Strongly Positive	425	53.6%		885	41.5%	
	99.00 No Response	6	0.8%		20	.9%	
	Total	793		1.360	2132		1.158
52. Employees feel comfortable reporting near-miss/close-call incidents	-2.00 Strongly Negative	23	2.9%		56	2.6%	
	-1.00 Negative	38	4.8%		160	7.5%	
	.00 Neutral	82	10.3%		340	15.9%	
	1.00 Positive	318	40.1%		874	41.0%	
	2.00 Strongly Positive	329	41.5%		682	32.0%	
	99.00 No Response	3	.4%		20	.9%	
	Total	793		1.129	2132		.931
53. Belief that supervisors treat employees with respect	-2.00 Strongly Negative	17	2.1%		38	1.8%	
	-1.00 Negative	9	1.1%		64	3.0%	
	.00 Neutral	64	8.1%		192	9.0%	
	1.00 Positive	260	32.8%		759	35.6%	
	2.00 Strongly Positive	438	55.2%		1054	49.4%	
	99.00 No Response	5	0.6%		25	1.2%	
	Total	793		1.387	2132		1.294
54. Perception that the company climate values diverse perspectives	-2.00 Strongly Negative	25	3.2%		53	2.5%	
	-1.00 Negative	37	4.7%		124	5.8%	
	.00 Neutral	119	15.0%		415	19.5%	
	1.00 Positive	315	39.7%		859	40.3%	
	2.00 Strongly Positive	295	37.2%		666	31.2%	
	99.00 No Response	2	0.3%		15	.7%	
	Total	793		1.034	2132		0.926
55. Belief that all people are treated fairly	-2.00 Strongly Negative	27	3.4%		72	3.4%	
	-1.00 Negative	40	5.0%		129	6.1%	
	.00 Neutral	110	13.9%		332	15.6%	
	1.00 Positive	282	35.6%		810	38.0%	
	2.00 Strongly Positive	331	41.7%		775	36.4%	
	99.00 No Response	3	.4%		14	.7%	
	Total	793		1.076	2132		.985

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Supervisory Responsibilities

		Supervisory Responsibilities					
		Yes, supervises others			No, does not supervise others		
		Count	%	Average Response Score	Count	%	Average Response Score
56. Respect among co-workers/colleagues	-2.00 Strongly Negative	6	0.8%		22	1.0%	
	-1.00 Negative	15	1.9%		64	3.0%	
	.00 Neutral	57	7.2%		208	9.8%	
	1.00 Positive	327	41.2%		993	46.6%	
	2.00 Strongly Positive	386	48.7%		834	39.1%	
	99.00 No Response	2	0.3%		11	.5%	
	Total	793		1.355	2132		1.204
57. Belief that employees feel respected within their department	-2.00 Strongly Negative	16	2.0%		41	1.9%	
	-1.00 Negative	27	3.4%		110	5.2%	
	.00 Neutral	88	11.1%		276	12.9%	
	1.00 Positive	315	39.7%		951	44.6%	
	2.00 Strongly Positive	345	43.5%		742	34.8%	
	99.00 No Response	2	0.3%		12	.6%	
	Total	793		1.196	2132		1.058
58. Belief that employees feel they are part of a team	-2.00 Strongly Negative	22	2.8%		58	2.7%	
	-1.00 Negative	24	3.0%		107	5.0%	
	.00 Neutral	73	9.2%		292	13.7%	
	1.00 Positive	309	39.0%		910	42.7%	
	2.00 Strongly Positive	364	45.9%		748	35.1%	
	99.00 No Response	1	.1%		17	.8%	
	Total	793		1.223	2132		1.032



Appendix F Response Distributions by Organization

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Organization

		Organization								
		Gas			Electric			Both		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score
1. Employees identifying and eliminating hazards	-2.00 Strongly Negative	1	.2%		8	.7%		9	.7%	
	-1.00 Negative	10	2.3%		27	2.2%		39	3.0%	
	.00 Neutral	41	9.6%		114	9.3%		114	8.8%	
	1.00 Positive	215	50.4%		596	48.7%		594	46.1%	
	2.00 Strongly Positive	159	37.2%		473	38.6%		531	41.2%	
	99.00 No Response	1	.2%		6	.5%		2	.2%	
	Total		427		1.223	1224		1.231	1289	
2. Frequency of employee/management interactions	-2.00 Strongly Negative	7	1.6%		22	1.8%		26	2.0%	
	-1.00 Negative	31	7.3%		78	6.4%		65	5.0%	
	.00 Neutral	71	16.6%		201	16.4%		161	12.5%	
	1.00 Positive	193	45.2%		546	44.6%		593	46.0%	
	2.00 Strongly Positive	124	29.0%		369	30.1%		440	34.1%	
	99.00 No Response	1	.2%		8	.7%		4	.3%	
	Total		427		0.930	1224		0.956	1289	
3. Priority of safety relative to production	-2.00 Strongly Negative	23	5.4%		62	5.1%		49	3.8%	
	-1.00 Negative	48	11.2%		109	8.9%		94	7.3%	
	.00 Neutral	68	15.9%		150	12.3%		150	11.6%	
	1.00 Positive	163	38.2%		464	37.9%		450	34.9%	
	2.00 Strongly Positive	122	28.6%		431	35.2%		539	41.8%	
	99.00 No Response	3	.7%		8	.7%		7	.5%	
	Total		427		0.738	1224		0.899	1289	
4. Employees being involved in safety and health practices	-2.00 Strongly Negative	4	.9%		20	1.6%		13	1.0%	
	-1.00 Negative	48	11.2%		93	7.6%		88	6.8%	
	.00 Neutral	117	27.4%		341	27.9%		308	23.9%	
	1.00 Positive	191	44.7%		527	43.1%		601	46.6%	
	2.00 Strongly Positive	62	14.5%		237	19.4%		270	20.9%	
	99.00 No Response	5	1.2%		6	.5%		9	.7%	
	Total		427		0.614	1224		.713	1289	
5. Supervisors maintaining a high safety performance standard	-2.00 Strongly Negative	4	0.9%		28	2.3%		22	1.7%	
	-1.00 Negative	24	5.6%		41	3.3%		35	2.7%	
	.00 Neutral	59	13.8%		158	12.9%		154	11.9%	
	1.00 Positive	161	37.7%		495	40.4%		471	36.5%	
	2.00 Strongly Positive	176	41.2%		498	40.7%		605	46.9%	
	99.00 No Response	3	.7%		4	.3%		2	.2%	
	Total		427		1.134	1224		1.143	1289	

	Organization								
	Gas			Electric			Both		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score
6. Frequency of detailed and regularly scheduled inspections	-2.00 Strongly Negative	10	2.3%	32	2.6%		26	2.0%	
	-1.00 Negative	35	8.2%	86	7.0%		91	7.1%	
	.00 Neutral	146	34.2%	422	34.5%		438	34.0%	
	1.00 Positive	177	41.5%	415	33.9%		476	36.9%	
	2.00 Strongly Positive	58	13.6%	258	21.1%		251	19.5%	
	99.00 No Response	1	.2%	11	.9%		7	.5%	
	Total	427		0.559	1224		0.644	1289	
7. Management stressing the importance of safety in communications	-2.00 Strongly Negative	22	5.2%	79	6.5%		89	6.9%	
	-1.00 Negative	58	13.6%	117	9.6%		105	8.1%	
	.00 Neutral	91	21.3%	167	13.6%		107	8.3%	
	1.00 Positive	153	35.8%	469	38.3%		461	35.8%	
	2.00 Strongly Positive	101	23.7%	387	31.6%		521	40.4%	
	99.00 No Response	2	0.5%	5	.4%		6	.5%	
	Total	427		.595	1224		.794	1289	
8. Frequency of safety meeting occurrence	-2.00 Strongly Negative	23	5.4%	45	3.7%		48	3.7%	
	-1.00 Negative	46	10.8%	102	8.3%		134	10.4%	
	.00 Neutral	77	18.0%	249	20.3%		267	20.7%	
	1.00 Positive	178	41.7%	508	41.5%		514	39.9%	
	2.00 Strongly Positive	102	23.9%	313	25.6%		320	24.8%	
	99.00 No Response	1	.2%	7	.6%		6	.5%	
	Total	427		.681	1224		.774	1289	
9. Condition of departmental teamwork	-2.00 Strongly Negative	19	4.4%	61	5.0%		42	3.3%	
	-1.00 Negative	64	15.0%	137	11.2%		129	10.0%	
	.00 Neutral	125	29.3%	275	22.5%		254	19.7%	
	1.00 Positive	161	37.7%	529	43.2%		586	45.5%	
	2.00 Strongly Positive	56	13.1%	207	16.9%		273	21.2%	
	99.00 No Response	2	0.5%	15	1.2%		5	.4%	
	Total	427		.402	1224		.566	1289	
10. Belief that management shows it cares for employee safety	-2.00 Strongly Negative	8	1.9%	35	2.9%		16	1.2%	
	-1.00 Negative	21	4.9%	59	4.8%		50	3.9%	
	.00 Neutral	61	14.3%	165	13.5%		95	7.4%	
	1.00 Positive	187	43.8%	469	38.3%		499	38.7%	
	2.00 Strongly Positive	149	34.9%	485	39.6%		620	48.1%	
	99.00 No Response	1	0.2%	11	.9%		9	.7%	
	Total	427		1.052	1224		1.080	1289	

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Organization

	Organization								
	Gas			Electric			Both		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score
11. Employees believing that their actions can protect coworkers	-2.00 Strongly Negative	2	0.5%	3	.2%		1	.1%	
	-1.00 Negative	2	.5%	10	.8%		6	.5%	
	.00 Neutral	17	4.0%	65	5.3%		70	5.4%	
	1.00 Positive	189	44.3%	490	40.0%		509	39.5%	
	2.00 Strongly Positive	214	50.1%	647	52.9%		695	53.9%	
	99.00 No Response	3	0.7%	9	.7%		8	.6%	
	Total	427		1.441	1224		1.455	1289	
12. Supervisors behaving in accord with safe job procedures	-2.00 Strongly Negative	4	0.9%	24	2.0%		17	1.3%	
	-1.00 Negative	16	3.7%	37	3.0%		24	1.9%	
	.00 Neutral	61	14.3%	113	9.2%		74	5.7%	
	1.00 Positive	165	38.6%	430	35.1%		390	30.3%	
	2.00 Strongly Positive	178	41.7%	611	49.9%		772	59.9%	
	99.00 No Response	3	0.7%	9	.7%		12	.9%	
	Total	427		1.172	1224		1.290	1289	
13. Presence of employees well trained in emergency practices	-2.00 Strongly Negative	6	1.4%	11	.9%		11	.9%	
	-1.00 Negative	26	6.1%	55	4.5%		43	3.3%	
	.00 Neutral	91	21.3%	261	21.3%		203	15.7%	
	1.00 Positive	214	50.1%	559	45.7%		611	47.4%	
	2.00 Strongly Positive	87	20.4%	329	26.9%		410	31.8%	
	99.00 No Response	3	.7%	9	.7%		11	.9%	
	Total	427		0.825	1224		0.938	1289	
14. Management publishing a policy on the value of employee safety	-2.00 Strongly Negative	5	1.2%	11	.9%		13	1.0%	
	-1.00 Negative	18	4.2%	46	3.8%		30	2.3%	
	.00 Neutral	116	27.2%	290	23.7%		191	14.8%	
	1.00 Positive	178	41.7%	527	43.1%		572	44.4%	
	2.00 Strongly Positive	106	24.8%	339	27.7%		471	36.5%	
	99.00 No Response	4	.9%	11	.9%		12	.9%	
	Total	427		0.856	1224		0.937	1289	
15. Thoroughness of near miss accident/incident investigations	-2.00 Strongly Negative	5	1.2%	27	2.2%		15	1.2%	
	-1.00 Negative	32	7.5%	51	4.2%		47	3.6%	
	.00 Neutral	138	32.3%	408	33.3%		379	29.4%	
	1.00 Positive	181	42.4%	440	35.9%		476	36.9%	
	2.00 Strongly Positive	69	16.2%	291	23.8%		357	27.7%	
	99.00 No Response	2	0.5%	7	.6%		15	1.2%	
	Total	427		.652	1224		0.753	1289	

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Organization

		Organization								
		Gas			Electric			Both		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score
16. Condition of employee morale	-2.00 Strongly Negative	48	11.2%		134	10.9%		126	9.8%	
	-1.00 Negative	79	18.5%		184	15.0%		211	16.4%	
	.00 Neutral	114	26.7%		286	23.4%		295	22.9%	
	1.00 Positive	125	29.3%		413	33.7%		431	33.4%	
	2.00 Strongly Positive	57	13.3%		196	16.0%		212	16.4%	
	99.00 No Response	4	.9%		11	.9%		14	1.1%	
	Total	427		.151	1224		.291	1289		.307
17. Belief that management does more than law requires	-2.00 Strongly Negative	19	4.4%		62	5.1%		78	6.1%	
	-1.00 Negative	69	16.2%		132	10.8%		123	9.5%	
	.00 Neutral	72	16.9%		252	20.6%		188	14.6%	
	1.00 Positive	176	41.2%		443	36.2%		481	37.3%	
	2.00 Strongly Positive	89	20.8%		326	26.6%		405	31.4%	
	99.00 No Response	2	0.5%		9	.7%		14	1.1%	
	Total	427		.581	1224		.691	1289		.794
18. Belief that employees understand safety and health regulations	-2.00 Strongly Negative	1	0.2%		4	.3%		3	.2%	
	-1.00 Negative	7	1.6%		12	1.0%		22	1.7%	
	.00 Neutral	22	5.2%		85	6.9%		74	5.7%	
	1.00 Positive	243	56.9%		635	51.9%		618	47.9%	
	2.00 Strongly Positive	149	34.9%		477	39.0%		560	43.4%	
	99.00 No Response	5	1.2%		11	.9%		12	.9%	
	Total	427		1.261	1224		1.293	1289		1.339
19. Supervisors enforcing safe job procedures	-2.00 Strongly Negative	3	0.7%		18	1.5%		18	1.4%	
	-1.00 Negative	12	2.8%		39	3.2%		39	3.0%	
	.00 Neutral	50	11.7%		155	12.7%		133	10.3%	
	1.00 Positive	199	46.6%		559	45.7%		544	42.2%	
	2.00 Strongly Positive	160	37.5%		443	36.2%		542	42.0%	
	99.00 No Response	3	0.7%		10	.8%		13	1.0%	
	Total	427		1.182	1224		1.129	1289		1.217
20. Employees using standardized precautions for hazardous materials	-2.00 Strongly Negative	1	.2%		8	0.7%		3	0.2%	
	-1.00 Negative	4	0.9%		18	1.5%		15	1.2%	
	.00 Neutral	99	23.2%		358	29.2%		452	35.1%	
	1.00 Positive	211	49.4%		500	40.8%		427	33.1%	
	2.00 Strongly Positive	110	25.8%		328	26.8%		376	29.2%	
	99.00 No Response	2	.5%		12	1.0%		16	1.2%	
	Total	427		1.000	1224		0.926	1289		0.910

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Organization

		Organization								
		Gas			Electric			Both		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score
21. Management providing adequate safety staff	-2.00 Strongly Negative	18	4.2%		49	4.0%		38	2.9%	
	-1.00 Negative	46	10.8%		107	8.7%		98	7.6%	
	.00 Neutral	98	23.0%		329	26.9%		263	20.4%	
	1.00 Positive	196	45.9%		489	40.0%		560	43.4%	
	2.00 Strongly Positive	68	15.9%		235	19.2%		315	24.4%	
	99.00 No Response	1	0.2%		15	1.2%		15	1.2%	
	Total		427		.587	1224		.624	1289	
22. Effectiveness of award programs in promoting safe behavior	-2.00 Strongly Negative	29	6.8%		69	5.6%		43	3.3%	
	-1.00 Negative	59	13.8%		175	14.3%		137	10.6%	
	.00 Neutral	132	30.9%		382	31.2%		359	27.9%	
	1.00 Positive	156	36.5%		419	34.2%		492	38.2%	
	2.00 Strongly Positive	49	11.5%		165	13.5%		243	18.9%	
	99.00 No Response	2	0.5%		14	1.1%		15	1.2%	
	Total		427		.322	1224		.360	1289	
23. Safety standard level relative to production standard level	-2.00 Strongly Negative	23	5.4%		62	5.1%		54	4.2%	
	-1.00 Negative	58	13.6%		155	12.7%		150	11.6%	
	.00 Neutral	101	23.7%		314	25.7%		324	25.1%	
	1.00 Positive	176	41.2%		459	37.5%		486	37.7%	
	2.00 Strongly Positive	67	15.7%		216	17.6%		256	19.9%	
	99.00 No Response	2	.5%		18	1.5%		19	1.5%	
	Total		427		.485	1224		.507	1289	
24. Supervisors understanding employees job safety problems	-2.00 Strongly Negative	11	2.6%		32	2.6%		23	1.8%	
	-1.00 Negative	33	7.7%		56	4.6%		37	2.9%	
	.00 Neutral	58	13.6%		215	17.6%		204	15.8%	
	1.00 Positive	208	48.7%		558	45.6%		604	46.9%	
	2.00 Strongly Positive	116	27.2%		351	28.7%		402	31.2%	
	99.00 No Response	1	0.2%		12	1.0%		19	1.5%	
	Total		427		0.904	1224		0.941	1289	
25. Employees following lockout/tagout procedures	-2.00 Strongly Negative	0	.0%		9	.7%		15	1.2%	
	-1.00 Negative	14	3.3%		30	2.5%		66	5.1%	
	.00 Neutral	108	25.3%		346	28.3%		580	45.0%	
	1.00 Positive	214	50.1%		420	34.3%		369	28.6%	
	2.00 Strongly Positive	89	20.8%		398	32.5%		231	17.9%	
	99.00 No Response	2	.5%		21	1.7%		28	2.2%	
	Total		427		0.889	1224		0.971	1289	

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Organization

		Organization								
		Gas			Electric			Both		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score
26. Presence of safety training in new employee orientation	-2.00 Strongly Negative	1	.2%		5	.4%		8	.6%	
	-1.00 Negative	12	2.8%		26	2.1%		29	2.2%	
	.00 Neutral	51	11.9%		234	19.1%		262	20.3%	
	1.00 Positive	195	45.7%		517	42.2%		532	41.3%	
	2.00 Strongly Positive	167	39.1%		427	34.9%		438	34.0%	
	99.00 No Response	1	0.2%		15	1.2%		20	1.6%	
	Total		427		1.209	1224		1.104	1289	
27. Belief that management is sincere in safety efforts	-2.00 Strongly Negative	5	1.2%		30	2.5%		17	1.3%	
	-1.00 Negative	30	7.0%		42	3.4%		32	2.5%	
	.00 Neutral	53	12.4%		159	13.0%		105	8.1%	
	1.00 Positive	192	45.0%		494	40.4%		509	39.5%	
	2.00 Strongly Positive	145	34.0%		487	39.8%		610	47.3%	
	99.00 No Response	2	.5%		12	1.0%		16	1.2%	
	Total		427		1.040	1224		1.127	1289	
28. Supervisors acting on employee safety suggestions	-2.00 Strongly Negative	10	2.3%		49	4.0%		30	2.3%	
	-1.00 Negative	47	11.0%		91	7.4%		60	4.7%	
	.00 Neutral	107	25.1%		265	21.7%		235	18.2%	
	1.00 Positive	182	42.6%		482	39.4%		523	40.6%	
	2.00 Strongly Positive	79	18.5%		327	26.7%		424	32.9%	
	99.00 No Response	2	0.5%		10	.8%		17	1.3%	
	Total		427		.642	1224		.780	1289	
29. Occurrence of emergency response procedures testing	-2.00 Strongly Negative	10	2.3%		39	3.2%		29	2.2%	
	-1.00 Negative	50	11.7%		115	9.4%		92	7.1%	
	.00 Neutral	146	34.2%		326	26.6%		260	20.2%	
	1.00 Positive	153	35.8%		485	39.6%		521	40.4%	
	2.00 Strongly Positive	67	15.7%		243	19.9%		365	28.3%	
	99.00 No Response	1	0.2%		16	1.3%		22	1.7%	
	Total		427		0.509	1224		.644	1289	
30. Effectiveness of safety committee in improving safety conditions	-2.00 Strongly Negative	7	1.6%		28	2.3%		10	.8%	
	-1.00 Negative	33	7.7%		62	5.1%		47	3.6%	
	.00 Neutral	124	29.0%		324	26.5%		240	18.6%	
	1.00 Positive	186	43.6%		521	42.6%		597	46.3%	
	2.00 Strongly Positive	75	17.6%		275	22.5%		378	29.3%	
	99.00 No Response	2	0.5%		14	1.1%		17	1.3%	
	Total		427		0.680	1224		0.788	1289	

		Organization								
		Gas			Electric			Both		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score
31. Management setting a positive safety example	-2.00 Strongly Negative	14	3.3%		43	3.5%		21	1.6%	
	-1.00 Negative	31	7.3%		76	6.2%		54	4.2%	
	.00 Neutral	88	20.6%		249	20.3%		152	11.8%	
	1.00 Positive	201	47.1%		499	40.8%		590	45.8%	
	2.00 Strongly Positive	91	21.3%		346	28.3%		460	35.7%	
	99.00 No Response	2	0.5%		11	.9%		12	.9%	
	Total	427		0.762	1224		0.848	1289		1.107
32. Supervisors integrating safety into the production process	-2.00 Strongly Negative	5	1.2%		19	1.6%		12	0.9%	
	-1.00 Negative	23	5.4%		62	5.1%		53	4.1%	
	.00 Neutral	83	19.4%		275	22.5%		253	19.6%	
	1.00 Positive	213	49.9%		502	41.0%		553	42.9%	
	2.00 Strongly Positive	101	23.7%		348	28.4%		402	31.2%	
	99.00 No Response	2	.5%		18	1.5%		16	1.2%	
	Total	427		0.899	1224		.910	1289		1.005
33. Quality of preventive maintenance system operation	-2.00 Strongly Negative	21	4.9%		41	3.3%		33	2.6%	
	-1.00 Negative	53	12.4%		139	11.4%		80	6.2%	
	.00 Neutral	143	33.5%		433	35.4%		482	37.4%	
	1.00 Positive	156	36.5%		395	32.3%		428	33.2%	
	2.00 Strongly Positive	51	11.9%		194	15.8%		238	18.5%	
	99.00 No Response	3	.7%		22	1.8%		28	2.2%	
	Total	427		.384	1224		.468	1289		.601
34. Management participating in safety activities on a regular basis	-2.00 Strongly Negative	14	3.3%		30	2.5%		28	2.2%	
	-1.00 Negative	44	10.3%		96	7.8%		88	6.8%	
	.00 Neutral	98	23.0%		293	23.9%		251	19.5%	
	1.00 Positive	197	46.1%		503	41.1%		541	42.0%	
	2.00 Strongly Positive	72	16.9%		289	23.6%		364	28.2%	
	99.00 No Response	2	0.5%		13	1.1%		17	1.3%	
	Total	427		0.633	1224		.764	1289		.884
35. Perception that the safety committee has high status	-2.00 Strongly Negative	16	3.7%		50	4.1%		25	1.9%	
	-1.00 Negative	55	12.9%		126	10.3%		92	7.1%	
	.00 Neutral	132	30.9%		449	36.7%		385	29.9%	
	1.00 Positive	164	38.4%		385	31.5%		475	36.9%	
	2.00 Strongly Positive	57	13.3%		198	16.2%		291	22.6%	
	99.00 No Response	3	.7%		16	1.3%		21	1.6%	
	Total	427		.450	1224		.459	1289		.722

		Organization								
		Gas			Electric			Both		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score
36. Belief that hazards not fixed right away will still be addressed	-2.00 Strongly Negative	5	1.2%		53	4.3%		27	2.1%	
	-1.00 Negative	60	14.1%		127	10.4%		83	6.4%	
	.00 Neutral	108	25.3%		339	27.7%		283	22.0%	
	1.00 Positive	181	42.4%		465	38.0%		533	41.3%	
	2.00 Strongly Positive	71	16.6%		222	18.1%		344	26.7%	
	99.00 No Response	2	.5%		18	1.5%		19	1.5%	
	Total	427		.595	1224		.561	1289		.854
37. Employees take part when incident investigations occur	-2.00 Strongly Negative	18	4.2%		42	3.4%		30	2.3%	
	-1.00 Negative	55	12.9%		111	9.1%		95	7.4%	
	.00 Neutral	170	39.8%		475	38.8%		523	40.6%	
	1.00 Positive	148	34.7%		433	35.4%		427	33.1%	
	2.00 Strongly Positive	32	7.5%		147	12.0%		194	15.1%	
	99.00 No Response	4	0.9%		16	1.3%		20	1.6%	
	Total	427		0.286	1224		.440	1289		.520
38. Supervisors providing helpful safety training	-2.00 Strongly Negative	9	2.1%		24	2.0%		18	1.4%	
	-1.00 Negative	31	7.3%		73	6.0%		54	4.2%	
	.00 Neutral	103	24.1%		307	25.1%		290	22.5%	
	1.00 Positive	197	46.1%		521	42.6%		555	43.1%	
	2.00 Strongly Positive	84	19.7%		283	23.1%		354	27.5%	
	99.00 No Response	3	0.7%		16	1.3%		18	1.4%	
	Total	427		0.745	1224		0.800	1289		0.923
39. Perception that medical resources are sufficient	-2.00 Strongly Negative	14	3.3%		36	2.9%		18	1.4%	
	-1.00 Negative	34	8.0%		71	5.8%		70	5.4%	
	.00 Neutral	157	36.8%		541	44.2%		528	41.0%	
	1.00 Positive	167	39.1%		385	31.5%		415	32.2%	
	2.00 Strongly Positive	51	11.9%		174	14.2%		238	18.5%	
	99.00 No Response	4	0.9%		17	1.4%		20	1.6%	
	Total	427		.489	1224		.489	1289		.619
40. Management including safety in job promotion reviews	-2.00 Strongly Negative	13	3.0%		56	4.6%		30	2.3%	
	-1.00 Negative	23	5.4%		81	6.6%		71	5.5%	
	.00 Neutral	158	37.0%		401	32.8%		388	30.1%	
	1.00 Positive	146	34.2%		399	32.6%		436	33.8%	
	2.00 Strongly Positive	85	19.9%		269	22.0%		348	27.0%	
	99.00 No Response	2	.5%		18	1.5%		16	1.2%	
	Total	427		.628	1224		.617	1289		.786

		Organization								
		Gas			Electric			Both		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score
41. Availability of safety committee to provide assistance	-2.00 Strongly Negative	9	2.1%		31	2.5%		17	1.3%	
	-1.00 Negative	31	7.3%		87	7.1%		60	4.7%	
	.00 Neutral	105	24.6%		350	28.6%		263	20.4%	
	1.00 Positive	210	49.2%		482	39.4%		580	45.0%	
	2.00 Strongly Positive	69	16.2%		259	21.2%		359	27.9%	
	99.00 No Response	3	.7%		15	1.2%		10	.8%	
	Total		427		0.705	1224		0.704	1289	
42. Stability of workforce	-2.00 Strongly Negative	38	8.9%		53	4.3%		55	4.3%	
	-1.00 Negative	66	15.5%		135	11.0%		126	9.8%	
	.00 Neutral	90	21.1%		217	17.7%		234	18.2%	
	1.00 Positive	163	38.2%		556	45.4%		566	43.9%	
	2.00 Strongly Positive	66	15.5%		251	20.5%		299	23.2%	
	99.00 No Response	4	0.9%		12	1.0%		9	.7%	
	Total		427		0.362	1224		.674	1289	
43. Supervisors reducing employees fear of reporting safety problems	-2.00 Strongly Negative	18	4.2%		49	4.0%		27	2.1%	
	-1.00 Negative	41	9.6%		87	7.1%		78	6.1%	
	.00 Neutral	85	19.9%		224	18.3%		175	13.6%	
	1.00 Positive	196	45.9%		538	44.0%		592	45.9%	
	2.00 Strongly Positive	85	19.9%		313	25.6%		401	31.1%	
	99.00 No Response	2	0.5%		13	1.1%		16	1.2%	
	Total		427		.680	1224		.808	1289	
44. Supervisors investigating lost workday cases	-2.00 Strongly Negative	9	2.1%		21	1.7%		18	1.4%	
	-1.00 Negative	20	4.7%		38	3.1%		37	2.9%	
	.00 Neutral	220	51.5%		678	55.4%		701	54.4%	
	1.00 Positive	110	25.8%		278	22.7%		293	22.7%	
	2.00 Strongly Positive	63	14.8%		189	15.4%		210	16.3%	
	99.00 No Response	5	1.2%		20	1.6%		30	2.3%	
	Total		427		.469	1224		.478	1289	
45. Perception that good environmental conditions are kept	-2.00 Strongly Negative	11	2.6%		61	5.0%		74	5.7%	
	-1.00 Negative	31	7.3%		125	10.2%		163	12.6%	
	.00 Neutral	111	26.0%		260	21.2%		208	16.1%	
	1.00 Positive	208	48.7%		557	45.5%		579	44.9%	
	2.00 Strongly Positive	63	14.8%		204	16.7%		256	19.9%	
	99.00 No Response	3	.7%		17	1.4%		9	.7%	
	Total		427		.663	1224		.595	1289	

2018 SAFETY BAROMETER Survey
Response Distributions Average Response Scores by Organization

		Organization								
		Gas			Electric			Both		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score
46. Employees using necessary personal protective equipment	-2.00 Strongly Negative	6	1.4%		19	1.6%		21	1.6%	
	-1.00 Negative	41	9.6%		46	3.8%		57	4.4%	
	.00 Neutral	90	21.1%		283	23.1%		418	32.4%	
	1.00 Positive	203	47.5%		514	42.0%		468	36.3%	
	2.00 Strongly Positive	85	19.9%		343	28.0%		306	23.7%	
	99.00 No Response	2	0.5%		19	1.6%		19	1.5%	
	Total		427		0.753	1224		0.926	1289	
47. Significance of job stress for employees	-2.00 Strongly Negative	67	15.7%		135	11.0%		242	18.8%	
	-1.00 Negative	116	27.2%		303	24.8%		375	29.1%	
	.00 Neutral	107	25.1%		325	26.6%		285	22.1%	
	1.00 Positive	111	26.0%		342	27.9%		274	21.3%	
	2.00 Strongly Positive	23	5.4%		105	8.6%		101	7.8%	
	99.00 No Response	3	.7%		14	1.1%		12	.9%	
	Total		427		-0.219	1224		-0.017	1289	
48. Belief that management insists supervisors think about safety	-2.00 Strongly Negative	4	0.9%		16	1.3%		7	.5%	
	-1.00 Negative	20	4.7%		43	3.5%		23	1.8%	
	.00 Neutral	105	24.6%		279	22.8%		233	18.1%	
	1.00 Positive	202	47.3%		534	43.6%		592	45.9%	
	2.00 Strongly Positive	93	21.8%		341	27.9%		423	32.8%	
	99.00 No Response	3	0.7%		11	.9%		11	.9%	
	Total		427		0.849	1224		0.941	1289	
49. Management setting annual safety goals	-2.00 Strongly Negative	9	2.1%		17	1.4%		13	1.0%	
	-1.00 Negative	29	6.8%		67	5.5%		53	4.1%	
	.00 Neutral	113	26.5%		305	24.9%		210	16.3%	
	1.00 Positive	192	45.0%		513	41.9%		576	44.7%	
	2.00 Strongly Positive	81	19.0%		311	25.4%		425	33.0%	
	99.00 No Response	3	0.7%		11	.9%		12	.9%	
	Total		427		0.724	1224		0.852	1289	
50. Employees taking part in the development of safety requirements	-2.00 Strongly Negative	13	3.0%		36	2.9%		37	2.9%	
	-1.00 Negative	75	17.6%		142	11.6%		129	10.0%	
	.00 Neutral	126	29.5%		358	29.2%		344	26.7%	
	1.00 Positive	163	38.2%		471	38.5%		539	41.8%	
	2.00 Strongly Positive	47	11.0%		202	16.5%		221	17.1%	
	99.00 No Response	3	.7%		15	1.2%		19	1.5%	
	Total		427		.368	1224		.547	1289	

		Organization								
		Gas			Electric			Both		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score
51. Belief that supervisors support stopping unsafe jobs	-2.00 Strongly Negative	9	2.1%		30	2.5%		15	1.2%	
	-1.00 Negative	9	2.1%		34	2.8%		18	1.4%	
	.00 Neutral	42	9.8%		190	15.5%		183	14.2%	
	1.00 Positive	171	40.0%		423	34.6%		475	36.9%	
	2.00 Strongly Positive	194	45.4%		532	43.5%		587	45.5%	
	99.00 No Response	2	0.5%		15	1.2%		11	.9%	
	Total		427		1.252	1224		1.152	1289	
52. Employees feel comfortable reporting near-miss/close-call incidents	-2.00 Strongly Negative	10	2.3%		44	3.6%		26	2.0%	
	-1.00 Negative	32	7.5%		99	8.1%		67	5.2%	
	.00 Neutral	74	17.3%		206	16.8%		146	11.3%	
	1.00 Positive	187	43.8%		448	36.6%		563	43.7%	
	2.00 Strongly Positive	120	28.1%		415	33.9%		479	37.2%	
	99.00 No Response	4	.9%		12	1.0%		8	.6%	
	Total		427		.887	1224		.900	1289	
53. Belief that supervisors treat employees with respect	-2.00 Strongly Negative	7	1.6%		29	2.4%		21	1.6%	
	-1.00 Negative	11	2.6%		35	2.9%		28	2.2%	
	.00 Neutral	46	10.8%		122	10.0%		90	7.0%	
	1.00 Positive	160	37.5%		418	34.2%		447	34.7%	
	2.00 Strongly Positive	198	46.4%		606	49.5%		691	53.6%	
	99.00 No Response	5	1.2%		14	1.1%		12	.9%	
	Total		427		1.258	1224		1.270	1289	
54. Perception that the company climate values diverse perspectives	-2.00 Strongly Negative	10	2.3%		46	3.8%		23	1.8%	
	-1.00 Negative	26	6.1%		68	5.6%		68	5.3%	
	.00 Neutral	98	23.0%		265	21.7%		174	13.5%	
	1.00 Positive	180	42.2%		467	38.2%		532	41.3%	
	2.00 Strongly Positive	110	25.8%		369	30.1%		485	37.6%	
	99.00 No Response	3	0.7%		9	.7%		7	.5%	
	Total		427		0.835	1224		0.860	1289	
55. Belief that all people are treated fairly	-2.00 Strongly Negative	15	3.5%		50	4.1%		33	2.6%	
	-1.00 Negative	26	6.1%		72	5.9%		71	5.5%	
	.00 Neutral	66	15.5%		224	18.3%		156	12.1%	
	1.00 Positive	185	43.3%		444	36.3%		471	36.5%	
	2.00 Strongly Positive	134	31.4%		422	34.5%		551	42.7%	
	99.00 No Response	1	.2%		12	1.0%		7	.5%	
	Total		427		.932	1224		.921	1289	

		Organization								
		Gas			Electric			Both		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score
56. Respect among co-workers/colleagues	-2.00 Strongly Negative	4	0.9%		14	1.1%		11	.9%	
	-1.00 Negative	17	4.0%		38	3.1%		24	1.9%	
	.00 Neutral	44	10.3%		123	10.0%		102	7.9%	
	1.00 Positive	216	50.6%		557	45.5%		552	42.8%	
	2.00 Strongly Positive	144	33.7%		484	39.5%		594	46.1%	
	99.00 No Response	2	0.5%		8	.7%		6	.5%	
	Total	427		1.127	1224		1.200	1289		1.320
57. Belief that employees feel respected within their department	-2.00 Strongly Negative	10	2.3%		26	2.1%		23	1.8%	
	-1.00 Negative	28	6.6%		53	4.3%		57	4.4%	
	.00 Neutral	68	15.9%		181	14.8%		118	9.2%	
	1.00 Positive	193	45.2%		533	43.5%		544	42.2%	
	2.00 Strongly Positive	127	29.7%		423	34.6%		539	41.8%	
	99.00 No Response	1	0.2%		8	.7%		8	.6%	
	Total	427		0.937	1224		1.048	1289		1.186
58. Belief that employees feel they are part of a team	-2.00 Strongly Negative	12	2.8%		41	3.3%		29	2.2%	
	-1.00 Negative	23	5.4%		56	4.6%		52	4.0%	
	.00 Neutral	72	16.9%		173	14.1%		123	9.5%	
	1.00 Positive	189	44.3%		499	40.8%		537	41.7%	
	2.00 Strongly Positive	130	30.4%		446	36.4%		538	41.7%	
	99.00 No Response	1	.2%		9	.7%		10	.8%	
	Total	427		.944	1224		1.031	1289		1.175



Appendix G Response Distributions by Business Function

	Business Function																																			
	Smart Meter Ops			Customer Care			All Other - Customer Services			Construction & Operations			Construction Services			Keany Maint & Ops			All Other - Electric Ops			Customer Services Field (CSF)			Gas Distribution			Technical Services			All Other - Field Services			Controller		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
1. Employees identifying and eliminating hazards	2.00 Strongly Negative	0	0%	1	0.7%	2	0.6%	3	.6%	1	1.6%	0	0%	1	0.3%	0	0%	0	0%	0	0%	1	1.4%	0	0%	0	0%	0	0%	0	0%					
	-1.00 Negative	0	0.0%	0	0.0%	8	2.3%	7	2.0%	2	3.2%	0	0.0%	6	2.0%	1	1.6%	7	3.9%	2	2.8%	2	2.8%	2	2.8%	2	4.2%									
	.00 Neutral	1	2.1%	12	8.5%	31	8.7%	27	7.6%	4	6.5%	5	4.5%	27	9.2%	5	8.1%	18	10.1%	7	9.7%	4	5.6%	2	4.2%											
	1.00 Positive	22	45.8%	49	34.8%	177	49.9%	176	49.4%	36	58.1%	63	56.8%	140	47.5%	34	54.8%	87	48.9%	35	48.0%	37	51.4%	27	56.3%											
	2.00 Strongly Positive	25	52.1%	79	56.0%	136	38.3%	141	39.6%	19	30.6%	42	37.8%	119	40.3%	22	35.5%	66	37.1%	27	37.5%	29	40.3%	17	35.4%											
	99.00 No Response	0	0%	0	0.0%	1	0.3%	2	0.6%	0	0.0%	1	0.9%	2	0.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%									
	Total	48		1,500	141		1,454	355		1,234	396		1,257	62		1,129	111		1,336	295		1,263	62		1,242	178		1,191	72		1,181	72		1,292	46	
2. Frequency of employee/management interactions	2.00 Strongly Negative	0	0%	0	0%	2	.6%	15	4.2%	2	3.2%	2	1.8%	4	1.4%	0	0%	6	3.4%	2	2.8%	1	1.4%	0	0%	0	0%									
	-1.00 Negative	0	0.0%	1	0.7%	16	4.2%	35	9.8%	4	6.5%	2	1.8%	13	4.4%	3	4.8%	12	6.7%	8	11.1%	7	9.7%	3	6.3%											
	.00 Neutral	5	10.4%	12	8.5%	44	12.4%	78	21.9%	7	11.3%	22	19.8%	35	11.9%	7	11.3%	39	21.9%	14	19.4%	8	11.1%	1	2.1%											
	1.00 Positive	24	50.0%	54	38.3%	165	46.6%	150	42.1%	30	51.6%	54	48.6%	135	45.8%	35	56.5%	78	43.8%	31	43.1%	39	54.2%	28	58.3%											
	2.00 Strongly Positive	19	39.6%	74	52.5%	128	36.1%	75	21.1%	17	27.4%	28	25.2%	107	36.3%	17	27.4%	43	24.2%	17	23.6%	17	23.6%	16	33.3%											
	99.00 No Response	0	0%	0	0.0%	1	.3%	3	0.8%	0	0%	3	2.7%	1	.3%	0	0.0%	0	0%	0	0%	0	0%	0	0%	0	0%									
	Total	48		1,252	141		1,426	355		1,136	356		866	62		935	111		963	295		1,116	62		1,065	178		787	72		736	72		889	46	
3. Priority of safety relative to production	2.00 Strongly Negative	0	0.0%	4	2.8%	14	3.9%	23	6.5%	4	6.5%	6	5.4%	9	3.1%	4	6.5%	8	4.5%	7	9.7%	2	2.8%	2	4.2%											
	-1.00 Negative	3	6.3%	8	5.7%	24	6.8%	47	13.2%	6	9.7%	8	7.2%	16	5.4%	11	17.7%	16	9.0%	5	6.9%	10	13.9%	3	6.3%											
	.00 Neutral	5	10.4%	14	9.9%	49	13.8%	99	16.6%	5	8.1%	16	14.4%	35	11.9%	7	11.3%	30	16.9%	15	20.8%	15	20.8%	1	2.1%											
	1.00 Positive	17	35.4%	47	33.3%	122	34.4%	142	39.9%	21	33.9%	45	40.5%	103	34.9%	19	30.6%	78	42.7%	27	37.5%	22	30.6%	17	35.4%											
	2.00 Strongly Positive	23	47.9%	68	48.2%	142	40.0%	82	23.0%	26	41.9%	35	31.5%	130	44.1%	20	32.3%	47	26.4%	18	25.0%	22	30.6%	25	52.1%											
	99.00 No Response	0	0%	0	0.0%	4	1.1%	3	.8%	0	0%	1	.9%	2	.7%	1	1.6%	0	0%	0	0%	1	1.4%	0	0%	0	0%									
	Total	48		1,250	141		1,184	355		1,009	396		803	62		952	111		864	295		1,123	62		866	178		780	72		611	72		732	46	
4. Employees being involved in safety and health practices	2.00 Strongly Negative	0	0%	1	0.7%	2	0.6%	6	2.2%	1	1.6%	1	0.9%	3	1.0%	0	0%	2	1.1%	1	1.4%	1	1.4%	0	0%											
	-1.00 Negative	2	4.2%	2	1.4%	23	6.5%	32	9.0%	2	3.2%	5	4.5%	28	9.5%	6	9.7%	18	10.1%	13	18.1%	7	9.7%	4	8.3%											
	.00 Neutral	11	22.9%	33	23.4%	85	23.9%	106	29.8%	20	32.3%	25	22.5%	67	22.7%	16	25.8%	50	28.1%	19	26.4%	21	29.2%	13	27.1%											
	1.00 Positive	24	50.0%	65	46.1%	166	47.3%	155	43.5%	27	43.5%	62	55.9%	128	43.4%	28	45.2%	85	47.8%	27	37.5%	31	43.1%	23	47.9%											
	2.00 Strongly Positive	11	22.9%	40	28.4%	77	21.7%	53	14.9%	12	19.4%	17	15.3%	68	23.1%	11	17.7%	22	12.4%	11	15.3%	12	16.7%	7	14.6%											
	99.00 No Response	0	0%	0	0.0%	0	0%	2	0.6%	0	0%	1	0.9%	1	.3%	1	1.6%	1	.6%	1	1.4%	0	0%	1	2.1%											
	Total	48		917	141		1,000	355		831	356		802	62		758	111		806	295		782	62		721	178		605	72		478	72		639	46	
5. Supervisors maintaining a high safety performance standard	2.00 Strongly Negative	0	0.0%	1	0.7%	2	0.6%	10	2.8%	3	4.8%	3	2.7%	4	1.4%	1	1.6%	1	0.6%	2	2.8%	2	2.8%	1	2.1%											
	-1.00 Negative	0	0.0%	1	0.7%	8	2.3%	23	6.5%	3	4.8%	1	.9%	4	1.4%	0	0%	11	6.2%	7	9.7%	6	8.3%	1	2.1%											
	.00 Neutral	3	6.3%	13	9.2%	30	8.5%	51	14.3%	7	11.3%	16	14.4%	28	9.5%	6	9.7%	28	14.6%	16	22.2%	11	15.3%	4	8.3%											
	1.00 Positive	19	39.6%	49	34.8%	143	40.3%	157	44.1%	21	33.9%	45	40.5%	110	37.3%	20	32.3%	74	41.6%	20	27.8%	25	34.7%	20	41.7%											
	2.00 Strongly Positive	26	54.2%	76	53.9%	172	48.5%	113	31.7%	28	45.2%	45	40.5%	148	50.2%	35	56.5%	65	36.5%	26	36.1%	28	38.9%	22	45.8%											
	99.00 No Response	0	0%	1	0.7%	0	0%	2	0.6%	0	0%	1	0.9%	1	.3%	0	0.0%	1	.6%	1	1.4%	0	0%	0	0%											
	Total	48		1,479	141		1,414	355		1,338	396		960	62		1,097	111		1,164	295		1,340	62		1,419	178		1,079	72		859	72		986	46	

		Business Function																																			
		Smart Meter Ops			Customer Care			All Other - Customer Services			Construction & Operations			Construction Services			Keany Maint & Ops			All Other - Electric Ops			Customer Services Field (CSF)			Gas Distribution			Technical Services			All Other - Field Services			Controller		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score
6. Frequency of detailed and regularly scheduled inspections	2.00 Strongly Negative	0	0%		2	1.4%		8	2.3%		11	3.1%		0	0%		5	4.5%		3	1.0%		4	6.5%		3	1.7%		1	1.4%		3	4.2%		2	4.2%	
	1.00 Negative	2	4.2%		5	3.5%		22	6.2%		24	6.7%		4	6.5%		3	2.7%		23	7.8%		1	1.6%		16	9.0%		10	13.9%		10	13.9%		2	4.2%	
	.00 Neutral	16	33.3%		43	30.5%		114	32.1%		127	35.7%		25	40.3%		38	34.2%		103	34.9%		24	38.7%		71	39.9%		21	29.2%		19	26.4%		22	45.8%	
	1.00 Positive	19	39.6%		53	37.6%		149	42.0%		128	36.0%		22	35.5%		44	39.6%		91	30.8%		31	50.0%		61	34.3%		31	43.1%		28	38.9%		14	29.2%	
	2.00 Strongly Positive	10	20.8%		37	26.2%		60	16.9%		62	17.4%		11	17.7%		19	17.1%		72	24.4%		2	3.2%		27	15.2%		9	12.5%		12	16.7%		8	16.7%	
	99.00 No Response	1	2.1%		1	0.7%		2	.8%		4	1.1%		0	0%		2	1.8%		3	1.0%		0	0%		0	0%		0	0%		0	0%		0	0%	
	Total	48		.787	141		0.843	355		654		396		0.585	62		.645	111		0.633	295		.705	62		0.419	178		.522	72		0.514	72		.500	48	
7. Management stressing the importance of safety in communications	2.00 Strongly Negative	3	6.3%		13	9.2%		26	7.3%		22	6.2%		2	3.2%		9	8.1%		17	5.8%		4	6.5%		9	5.1%		4	5.6%		6	8.3%		1	2.1%	
	1.00 Negative	4	8.3%		10	7.1%		25	7.0%		39	11.0%		5	8.1%		17	15.3%		23	7.8%		9	14.5%		22	12.4%		13	18.1%		12	16.7%		3	6.3%	
	.00 Neutral	2	4.2%		11	7.8%		42	11.8%		73	20.5%		5	8.1%		14	12.6%		28	9.5%		7	11.3%		45	25.3%		15	20.8%		10	13.9%		2	4.2%	
	1.00 Positive	22	45.8%		42	29.8%		118	33.2%		146	41.0%		24	38.7%		49	44.1%		113	38.3%		26	41.9%		68	38.2%		26	36.1%		25	34.7%		18	37.5%	
	2.00 Strongly Positive	17	35.4%		65	46.1%		143	40.3%		74	20.8%		26	41.9%		21	18.9%		112	38.0%		16	25.8%		34	19.1%		14	19.4%		19	26.4%		24	50.0%	
	99.00 No Response	0	0.0%		0	0.0%		1	.3%		2	0.6%		0	0%		1	0.9%		2	.7%		0	0.0%		0	0%		0	0%		0	0%		0	0%	
	Total	48		.958	141		0.965	355		924		396		.596	62		1.081	111		.509	295		.956	62		.661	178		.539	72		.458	72		.542	48	
8. Frequency of safety meeting occurrence	2.00 Strongly Negative	1	2.1%		6	4.3%		9	2.5%		23	6.5%		2	3.2%		1	0.9%		8	2.7%		1	1.6%		11	6.2%		5	6.9%		5	6.9%		0	0.0%	
	1.00 Negative	1	2.1%		18	12.8%		28	7.9%		34	9.6%		3	4.8%		5	4.5%		33	11.2%		3	4.8%		21	11.8%		10	13.9%		8	11.1%		4	8.3%	
	.00 Neutral	4	8.3%		24	17.0%		79	22.3%		73	20.5%		5	8.1%		18	16.2%		65	22.0%		10	16.1%		27	15.2%		10	13.9%		18	25.0%		7	14.6%	
	1.00 Positive	21	43.8%		52	36.9%		146	41.1%		152	42.7%		31	50.0%		51	45.9%		111	37.8%		33	53.2%		68	38.2%		29	40.3%		26	36.1%		24	50.0%	
	2.00 Strongly Positive	21	43.8%		41	29.1%		93	26.2%		71	19.9%		21	33.9%		35	31.5%		76	25.8%		14	22.0%		51	28.7%		18	25.0%		15	20.8%		13	27.1%	
	99.00 No Response	0	0.0%		0	0.0%		0	0%		3	0.8%		0	0%		1	0.9%		2	.7%		1	1.6%		0	0%		0	0%		0	0%		0	0%	
	Total	48		1.250	141		.738	355		806		396		.606	62		1.065	111		1.036	295		.730	62		.918	178		.713	72		.625	72		.528	48	
9. Condition of departmental teamwork	2.00 Strongly Negative	1	2.1%		4	2.8%		5	1.4%		30	8.4%		2	3.2%		5	4.5%		14	4.7%		5	8.1%		6	3.4%		3	4.2%		2	2.8%		0	0.0%	
	1.00 Negative	9	18.8%		10	7.1%		36	10.1%		53	14.9%		10	16.1%		12	10.8%		18	6.1%		15	24.2%		34	19.1%		8	11.1%		10	13.9%		3	6.3%	
	.00 Neutral	9	18.8%		29	20.6%		85	23.9%		84	23.6%		12	19.4%		27	24.3%		69	23.4%		16	25.8%		55	30.9%		20	27.8%		22	30.6%		8	16.7%	
	1.00 Positive	15	31.3%		56	39.7%		166	46.8%		146	41.0%		29	46.8%		49	44.1%		128	43.4%		18	29.0%		64	36.0%		34	47.2%		26	36.1%		22	45.8%	
	2.00 Strongly Positive	13	27.1%		41	29.1%		63	17.7%		39	11.0%		9	14.5%		16	14.4%		63	21.4%		7	11.3%		19	10.7%		7	9.7%		11	15.3%		14	29.2%	
	99.00 No Response	1	2.1%		1	0.7%		0	0%		4	1.1%		0	0%		2	1.8%		3	1.0%		1	1.6%		0	0%		0	0%		1	1.4%		1	2.1%	
	Total	48		.638	141		.857	355		693		396		0.315	62		.532	111		0.541	295		.712	62		0.115	178		.315	72		0.472	72		.479	48	
10. Belief that management shows it cares for employee safety	2.00 Strongly Negative	0	0%		0	0.0%		2	0.6%		16	4.5%		1	1.6%		3	2.7%		3	1.0%		1	1.6%		5	2.8%		3	4.2%		3	4.2%		1	2.1%	
	1.00 Negative	1	2.1%		0	0.0%		4	1.1%		34	9.6%		5	8.1%		7	2.4%		1	1.6%		14	7.9%		2	2.8%		7	9.7%		1	1.4%		1	2.1%	
	.00 Neutral	1	2.1%		7	5.0%		31	8.7%		78	21.9%		5	8.1%		17	15.3%		28	9.5%		6	9.7%		21	11.8%		13	18.1%		11	15.3%		0	0.0%	
	1.00 Positive	21	43.8%		50	35.5%		133	37.5%		136	38.2%		29	46.8%		48	41.4%		120	40.7%		29	46.8%		83	46.6%		33	45.8%		27	37.5%		19	39.6%	
	2.00 Strongly Positive	25	52.1%		82	58.2%		182	51.3%		87	24.4%		22	35.5%		37	33.3%		135	45.8%		25	40.3%		55	30.9%		21	29.2%		24	33.3%		27	56.3%	
	99.00 No Response	0	0.0%		2	1.4%		3	.8%		5	1.4%		0	0%		3	2.7%		2	.7%		0	0.0%		0	0%		0	0%		0	0%		0	0%	
	Total	48		1.458	141		1.540	355		1.389		396		0.695	62		1.065	111		1.009	295		1.287	62		1.226	178		0.949	72		0.931	72		0.861	48	

		Business Function																																			
		Smart Meter Ops			Customer Care			All Other - Customer Services			Construction & Operations			Construction Services			Keany Maint & Ops			All Other - Electric Ops			Customer Services Field (CSF)			Gas Distribution			Technical Services			All Other - Field Services			Controller		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score
11. Employees believing that their actions can protect coworkers	2.00 Strongly Negative	0	0.0%		0	0.0%		0	0%		1	3%		0	0%		0	0%		0	0%		0	0%		1	6%		0	0%		0	0%				
	1.00 Negative	0	0.0%		0	0.0%		2	0.6%		5	1.4%		0	0.0%		0	0%		1	0.3%		0	0%		1	0.6%		0	0%		1	1.4%				
	.00 Neutral	1	2.1%		8	5.7%		18	5.1%		17	4.8%		4	6.5%		3	2.7%		14	4.7%		4	6.5%		7	3.9%		3	4.2%		2	2.8%				
	1.00 Positive	20	41.7%		49	34.8%		139	39.2%		154	43.3%		22	35.5%		47	42.3%		111	37.6%		24	38.7%		80	44.9%		30	41.7%		34	47.2%				
	2.00 Strongly Positive	27	56.3%		82	58.2%		195	54.9%		176	49.4%		36	58.1%		60	54.1%		166	56.3%		33	53.2%		89	50.0%		37	51.4%		35	48.0%				
	99.00 No Response	0	0.0%		2	1.4%		1	3%		3	8%		0	0%		1	9%		3	1.0%		1	1.6%		0	0%		2	2.8%		0	0%				
	Total	48		1.542	141		1.532	355		1.489	395		1.414	62		1.516	111		1.518	295		1.514	62		1.475	178		1.433	72		1.486	72		1.431	48		1.396
12. Supervisors behaving in accord with safe job procedures	2.00 Strongly Negative	0	0.0%		2	1.4%		3	0.8%		10	2.8%		1	1.6%		4	3.6%		0	0.0%		0	0.0%		1	0.6%		2	2.8%		2	2.8%		0	0.0%	
	1.00 Negative	0	0.0%		1	0.7%		6	1.7%		16	4.5%		2	3.2%		4	3.6%		7	2.4%		2	3.2%		5	2.8%		3	4.2%		8	11.1%		1	2.1%	
	.00 Neutral	2	4.2%		5	3.5%		28	7.9%		49	13.8%		6	9.7%		9	8.1%		15	5.1%		4	6.5%		21	11.8%		13	18.1%		9	12.5%		0	0.0%	
	1.00 Positive	19	39.6%		48	34.8%		106	29.9%		148	41.6%		21	33.9%		46	41.4%		22	35.5%		75	42.1%		25	42.1%		24	33.3%		24	33.3%		13	27.1%	
	2.00 Strongly Positive	27	56.3%		82	58.2%		210	59.2%		190	56.5%		32	51.6%		47	42.3%		177	60.0%		34	54.8%		75	42.1%		28	38.9%		29	38.9%		34	70.8%	
	99.00 No Response	0	0.0%		2	1.4%		2	8%		3	8%		0	0%		1	9%		4	1.4%		0	0.0%		1	6%		2	2.8%		1	1.4%		0	0.0%	
	Total	48		1.521	141		1.496	355		1.456	395		1.054	62		1.306	111		1.164	295		1.509	62		1.419	178		1.232	72		1.043	72		958	48		1.667
13. Presence of employees well trained in emergency practices	2.00 Strongly Negative	0	0%		2	1.4%		1	0.3%		7	2.0%		0	0.0%		3	2.7%		0	0.0%		1	1.6%		3	1.7%		1	1.4%		1	1.4%		1	2.1%	
	1.00 Negative	0	0.0%		9	6.4%		10	2.8%		17	4.8%		2	3.2%		4	3.6%		11	3.7%		3	4.8%		11	6.2%		6	8.3%		5	6.9%		1	2.1%	
	.00 Neutral	6	12.5%		22	15.6%		55	15.5%		88	24.7%		15	24.2%		31	27.9%		57	19.3%		16	25.8%		41	23.0%		16	22.2%		16	22.2%		10	20.8%	
	1.00 Positive	28	58.3%		59	41.8%		164	46.2%		164	46.1%		27	43.5%		52	46.8%		135	45.8%		27	43.5%		90	50.6%		31	43.1%		36	50.0%		22	45.8%	
	2.00 Strongly Positive	14	29.2%		46	32.6%		124	34.9%		76	21.3%		18	29.0%		20	18.0%		89	30.2%		15	24.2%		32	18.0%		16	22.2%		13	18.1%		14	29.2%	
	99.00 No Response	0	0.0%		3	2.1%		1	3%		4	1.1%		0	0%		1	9%		3	1.0%		0	0.0%		1	6%		2	2.8%		1	1.4%		0	0.0%	
	Total	48		1.167	141		1.000	355		1.130	395		0.810	62		0.984	111		0.745	295		1.034	62		0.839	178		0.774	72		0.786	72		0.775	48		0.979
14. Management publishing a policy on the value of employee safety	2.00 Strongly Negative	0	0.0%		2	1.4%		1	3%		10	2.8%		0	0%		1	0.9%		0	0%		1	1.6%		3	1.7%		0	0.0%		2	2.8%		0	0.0%	
	1.00 Negative	1	2.1%		1	0.7%		7	2.0%		24	6.7%		2	3.2%		4	3.6%		1	0.3%		2	3.2%		10	5.6%		6	8.3%		4	5.6%		1	2.1%	
	.00 Neutral	3	6.3%		12	8.5%		58	16.3%		111	31.2%		12	19.4%		29	26.1%		66	22.4%		18	29.0%		48	27.0%		22	30.6%		17	23.6%		5	10.4%	
	1.00 Positive	24	50.0%		66	46.8%		150	42.3%		143	40.2%		32	51.6%		52	46.8%		128	43.4%		27	43.5%		78	43.8%		30	41.7%		33	45.8%		19	39.6%	
	2.00 Strongly Positive	20	41.7%		57	40.4%		137	38.6%		63	17.7%		16	25.8%		24	21.6%		96	32.5%		14	22.6%		38	21.3%		12	16.7%		15	20.8%		23	47.9%	
	99.00 No Response	0	0.0%		3	2.1%		2	8%		5	1.4%		0	0%		1	9%		4	1.4%		0	0.0%		1	6%		2	2.8%		1	1.4%		0	0.0%	
	Total	48		1.313	141		1.288	355		1.176	395		0.641	62		1.000	111		0.855	295		1.096	62		0.823	178		0.780	72		0.686	72		0.775	48		1.333
15. Thoroughness of near miss accident/incident investigations	2.00 Strongly Negative	1	2.1%		3	2.1%		2	0.6%		12	3.4%		0	0.0%		2	1.8%		1	0.3%		3	4.8%		4	2.2%		0	0%		2	2.8%		1	2.1%	
	1.00 Negative	0	0.0%		4	2.8%		5	1.4%		24	6.7%		2	3.2%		7	6.3%		9	3.1%		4	6.5%		16	9.0%		11	15.3%		9	12.5%		0	0.0%	
	.00 Neutral	9	18.8%		32	22.7%		123	34.6%		121	34.0%		11	17.7%		40	36.0%		91	30.8%		20	32.3%		57	32.0%		21	29.2%		21	29.2%		15	31.3%	
	1.00 Positive	21	43.8%		51	36.2%		125	35.2%		135	37.9%		27	43.5%		44	39.8%		107	36.3%		27	43.5%		72	40.4%		23	31.9%		25	34.7%		16	33.3%	
	2.00 Strongly Positive	17	35.4%		48	34.0%		96	27.0%		62	17.4%		22	35.5%		17	15.3%		83	28.1%		8	12.9%		29	16.3%		15	20.8%		14	19.4%		16	33.3%	
	99.00 No Response	0	0.0%		3	2.1%		4	1.1%		2	6%		0	0%		1	9%		4	1.4%		0	0.0%		0	0%		2	2.8%		1	1.4%		0	0.0%	
	Total	48		1.104	141		0.993	355		0.877	395		0.596	62		1.113	111		0.609	295		900	62		0.532	178		596	72		0.600	72		563	48		0.958

		Business Function																																			
		Smart Meter Ops			Customer Care			All Other - Customer Services			Construction & Operations			Construction Services			Keany Maint & Ops			All Other - Electric Ops			Customer Services Field (CSF)			Gas Distribution			Technical Services			All Other - Field Services			Controller		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score
16. Condition of employee morale	2.00 Strongly Negative	2	4.2%		8	5.7%		32	9.0%		71	19.9%		5	8.1%		10	9.0%		22	7.5%		11	17.7%		20	11.2%		8	11.1%		8	11.1%		1	2.1%	
	1.00 Negative	5	10.4%		18	12.8%		50	14.1%		73	20.5%		12	19.4%		10	9.0%		35	11.9%		15	24.2%		35	19.7%		11	15.3%		14	19.4%		9	18.8%	
	.00 Neutral	8	16.7%		29	20.6%		95	26.8%		86	24.2%		14	22.6%		29	26.1%		78	26.4%		12	19.4%		46	25.8%		19	26.4%		18	25.0%		9	18.8%	
	1.00 Positive	22	45.8%		56	39.7%		114	32.1%		90	25.3%		23	37.1%		43	38.7%		103	34.9%		14	22.6%		56	31.5%		24	33.3%		22	30.6%		18	37.5%	
	2.00 Strongly Positive	11	22.9%		27	19.1%		61	17.2%		35	9.8%		8	12.9%		17	15.3%		53	18.0%		10	16.1%		20	11.2%		8	11.1%		9	12.5%		11	22.9%	
	99.00 No Response	0	0%		3	2.1%		3	.8%		1	-.3%		0	0%		2	1.8%		4	1.4%		0	0%		1	.6%		2	2.8%		1	1.4%		0	0%	
	Total	48		1.726	141		1.551	355		1.347	396		1.155	62		1.274	111		1.431	295		1.447	62		1.048	178		1.119	72		1.186	72		1.141	48		1.604
17. Belief that management does more than law requires	2.00 Strongly Negative	2	4.2%		10	7.1%		18	5.1%		21	5.9%		5	8.1%		7	6.3%		11	3.7%		2	3.2%		10	5.6%		7	9.7%		5	6.9%		5	10.4%	
	1.00 Negative	3	6.3%		8	5.7%		30	8.5%		67	18.8%		5	8.1%		18	16.2%		18	6.1%		10	16.1%		29	16.3%		8	11.1%		11	15.3%		4	8.3%	
	.00 Neutral	5	10.4%		21	14.9%		49	13.8%		89	25.0%		8	12.9%		19	17.1%		51	17.3%		10	16.1%		34	19.1%		12	16.7%		14	19.4%		5	10.4%	
	1.00 Positive	21	43.8%		50	35.5%		149	42.0%		114	32.0%		25	40.3%		43	38.7%		109	36.9%		25	40.3%		68	38.2%		31	43.1%		26	36.1%		17	35.4%	
	2.00 Strongly Positive	17	35.4%		48	34.0%		107	30.1%		63	17.7%		19	30.6%		23	20.7%		102	34.6%		15	24.2%		37	20.8%		12	16.7%		16	22.2%		17	35.4%	
	99.00 No Response	0	0%		4	2.8%		2	0.6%		2	.6%		0	0.0%		1	.9%		4	1.4%		0	0%		0	0%		2	2.8%		0	0%		0	0%	
	Total	48		1.000	141		1.881	355		1.841	396		1.370	62		1.774	111		1.518	295		1.938	62		1.661	178		1.522	72		1.471	72		1.514	48		1.771
18. Belief that employees understand safety and health regulations	2.00 Strongly Negative	0	0%		0	0%		0	0%		3	.8%		0	0%		0	0%		1	0.3%		0	0%		0	0%		0	0%		0	0%		0	0%	
	1.00 Negative	0	0%		0	0%		6	1.7%		6	1.7%		2	3.2%		0	0%		2	0.7%		1	1.6%		3	1.7%		1	1.4%		0	0%		0	0%	
	.00 Neutral	0	0%		6	4.3%		18	5.1%		27	7.6%		3	4.8%		7	6.3%		23	7.8%		2	3.2%		10	5.6%		5	6.9%		8	11.1%		2	4.2%	
	1.00 Positive	23	47.9%		62	44.0%		165	46.5%		178	50.0%		29	46.8%		63	56.8%		147	49.8%		33	53.2%		111	62.4%		42	58.3%		37	51.4%		28	58.3%	
	2.00 Strongly Positive	25	52.1%		69	48.9%		165	46.5%		138	38.8%		28	45.2%		40	36.0%		118	40.0%		26	41.9%		53	29.8%		22	30.6%		25	34.7%		18	37.5%	
	99.00 No Response	0	0%		4	2.8%		1	.3%		4	1.1%		0	0%		1	.9%		4	1.4%		0	0%		1	.6%		2	2.8%		2	2.8%		0	0%	
	Total	48		1.521	141		1.460	355		1.1381	396		1.256	62		1.1339	111		1.300	295		1.302	62		1.365	178		1.209	72		1.214	72		1.243	48		1.333
19. Supervisors enforcing safe job procedures	2.00 Strongly Negative	0	0%		0	0%		1	0.3%		10	2.8%		4	6.5%		2	1.8%		0	0%		1	1.6%		3	1.7%		0	0%		1	1.4%		0	0%	
	1.00 Negative	0	0%		0	0%		8	2.3%		14	3.9%		1	1.6%		3	2.7%		10	3.4%		1	1.6%		5	2.8%		7	9.7%		6	8.3%		2	4.2%	
	.00 Neutral	4	8.3%		10	7.1%		27	7.6%		57	16.0%		5	8.1%		16	14.4%		25	8.5%		4	6.5%		18	10.1%		15	20.8%		11	15.3%		2	4.2%	
	1.00 Positive	18	37.5%		51	36.2%		160	45.1%		171	48.0%		26	41.9%		48	43.2%		132	44.7%		26	41.9%		97	54.5%		23	31.9%		30	41.7%		26	54.2%	
	2.00 Strongly Positive	26	54.2%		75	53.2%		158	44.5%		102	28.7%		26	41.9%		41	36.9%		124	42.0%		30	48.4%		54	30.3%		25	34.7%		24	33.3%		18	37.5%	
	99.00 No Response	0	0%		5	3.5%		1	.3%		2	.6%		0	0%		1	.9%		4	1.4%		0	0%		1	.6%		2	2.8%		0	0%		0	0%	
	Total	48		1.458	141		1.478	355		1.1316	396		0.963	62		1.1113	111		1.118	295		1.271	62		1.339	178		1.096	72		0.943	72		0.972	48		1.250
20. Employees using standardized precautions for hazardous materials	2.00 Strongly Negative	0	0%		0	0%		0	0%		7	2.0%		0	0%		0	0%		1	.3%		0	0%		1	.6%		0	0%		0	0%		0	0%	
	1.00 Negative	1	2.1%		0	0%		3	0.8%		8	2.2%		0	0%		1	0.9%		2	0.7%		0	0%		2	1.1%		0	0%		2	2.8%		0	0%	
	.00 Neutral	10	20.8%		63	44.7%		128	36.1%		97	27.2%		17	27.4%		28	23.4%		80	27.1%		15	24.2%		38	21.3%		13	18.1%		13	18.1%		22	45.8%	
	1.00 Positive	19	39.6%		39	27.7%		112	31.5%		166	46.6%		29	46.8%		54	48.8%		111	37.8%		33	53.2%		94	52.8%		37	51.4%		37	51.4%		13	27.1%	
	2.00 Strongly Positive	18	37.5%		36	25.5%		110	31.0%		74	20.8%		16	25.8%		29	26.1%		96	32.5%		14	22.6%		43	24.2%		20	27.8%		18	25.0%		13	27.1%	
	99.00 No Response	0	0%		3	2.1%		2	0.6%		4	1.1%		0	0%		1	.9%		5	1.7%		0	0%		0	0%		2	2.8%		2	2.8%		0	0%	
	Total	48		1.125	141		0.804	355		0.932	396		0.830	62		0.984	111		1.009	295		1.031	62		0.984	178		0.989	72		1.100	72		1.014	48		0.813

		Business Function																																			
		Smart Meter Ops			Customer Care			All Other - Customer Services			Construction & Operations			Construction Services			Keany Maint & Ops			All Other - Electric Ops			Customer Services Field (CSF)			Gas Distribution			Technical Services			All Other - Field Services			Controller		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
21. Management providing adequate safety staff	2.00 Strongly Negative	0	0.0%		1	0.7%		5	1.4%		36	10.1%		1	1.6%		4	3.6%		9	3.1%		2	3.2%		12	6.7%		3	4.2%		5	6.9%		0	0.0%	
	1.00 Negative	1	2.1%		2	1.4%		11	3.1%		44	12.4%		6	9.7%		11	9.9%		28	9.5%		6	9.7%		28	15.7%		4	5.6%		5	6.9%		4	8.3%	
	.00 Neutral	2	4.2%		24	17.0%		62	17.5%		113	31.7%		14	22.6%		24	21.6%		79	26.8%		16	25.8%		36	20.2%		15	20.8%		23	31.9%		13	27.1%	
	1.00 Positive	31	64.6%		63	44.7%		172	48.5%		124	34.8%		29	46.8%		48	43.2%		105	35.8%		29	46.8%		77	43.3%		34	47.2%		31	43.1%		18	37.5%	
	2.00 Strongly Positive	14	29.2%		48	34.0%		102	28.7%		36	10.1%		12	19.4%		22	19.8%		70	23.7%		9	14.5%		25	14.0%		16	22.2%		8	11.1%		13	27.1%	
	99.00 No Response	0	0%		3	2.1%		3	.8%		3	.8%		0	0%		2	1.8%		4	1.4%		0	0%		0	0%		0	0%		0	0%		0	0%	
	Total	48		1.208	141		1.123	355		1.009	396		0.227	62		0.726	111		0.670	295		0.684	62		0.597	178		0.421	72		0.778	72		.444	48		0.833
22. Effectiveness of award programs in promoting safe behavior	2.00 Strongly Negative	1	2.1%		4	2.8%		7	2.0%		26	7.3%		3	4.8%		14	12.6%		13	4.4%		4	6.5%		15	8.4%		6	8.3%		4	5.6%		2	4.2%	
	1.00 Negative	5	10.4%		17	12.1%		35	9.9%		64	18.0%		5	8.1%		22	19.8%		30	10.2%		7	11.3%		25	14.0%		14	19.4%		12	16.7%		0	0.0%	
	.00 Neutral	14	29.2%		35	24.8%		94	26.5%		136	38.2%		22	35.5%		31	27.9%		91	30.8%		18	29.0%		64	36.0%		21	29.2%		23	31.9%		12	25.0%	
	1.00 Positive	17	35.4%		48	34.8%		141	39.7%		91	25.6%		25	40.3%		33	29.7%		110	37.3%		26	41.9%		61	34.3%		23	31.9%		17	23.6%		19	39.6%	
	2.00 Strongly Positive	11	22.9%		33	23.4%		78	21.4%		35	9.8%		7	11.3%		10	9.0%		46	15.8%		7	11.3%		12	6.7%		8	11.1%		15	20.8%		14	29.2%	
	99.00 No Response	0	0.0%		3	2.1%		2	0.6%		4	1.1%		0	0.0%		1	0.9%		5	1.7%		0	0.0%		1	0.6%		0	0.0%		1	1.4%		1	2.1%	
	Total	48		.667	141		.652	355		.691	396		.128	62		.452	111		.027	295		.503	62		.403	178		.169	72		.181	72		.380	48		.915
23. Safety standard level relative to production standard level	2.00 Strongly Negative	1	2.1%		11	7.8%		14	3.9%		22	6.2%		2	3.2%		6	5.4%		8	2.7%		5	8.1%		7	3.9%		7	9.7%		4	5.6%		2	4.2%	
	1.00 Negative	6	12.5%		19	13.5%		36	10.1%		59	16.8%		3	4.8%		13	11.7%		31	10.5%		15	24.2%		20	11.2%		9	12.5%		10	13.9%		3	6.3%	
	.00 Neutral	8	16.7%		28	19.9%		89	25.1%		105	29.5%		13	21.0%		35	31.5%		71	24.1%		14	22.6%		41	23.0%		19	26.4%		20	27.8%		10	20.8%	
	1.00 Positive	20	41.7%		52	36.9%		138	38.9%		122	34.3%		32	51.6%		39	35.1%		117	39.7%		19	30.6%		80	44.9%		27	37.5%		27	37.5%		20	41.7%	
	2.00 Strongly Positive	13	27.1%		27	19.1%		73	20.6%		45	12.8%		12	19.4%		17	15.3%		64	21.7%		9	14.5%		29	16.3%		10	13.9%		11	15.3%		13	27.1%	
	99.00 No Response	0	0.0%		4	2.8%		5	1.4%		3	.8%		0	0%		1	.9%		4	1.4%		0	0%		1	.6%		0	0%		0	0%		0	0%	
	Total	48		.792	141		.474	355		.629	396		.309	62		.790	111		.436	295		.680	62		.194	178		.588	72		.333	72		.431	48		.813
24. Supervisors understanding employees job safety problems	2.00 Strongly Negative	0	0%		0	0%		3	0.8%		17	4.8%		1	1.6%		4	3.6%		5	1.7%		0	0%		5	2.8%		5	6.9%		2	2.8%		1	2.1%	
	1.00 Negative	0	0%		1	0.7%		6	2.3%		27	7.6%		2	3.2%		2	1.8%		6	2.0%		0	0%		20	11.2%		8	11.1%		5	6.9%		1	2.1%	
	.00 Neutral	6	12.5%		19	13.5%		58	16.3%		66	18.5%		10	16.1%		14	12.6%		44	14.9%		4	6.5%		31	17.4%		8	11.1%		14	19.4%		9	18.8%	
	1.00 Positive	25	52.1%		67	47.5%		167	47.0%		163	45.8%		29	46.8%		58	52.3%		135	45.8%		35	56.5%		84	47.2%		34	47.2%		34	47.2%		22	45.6%	
	2.00 Strongly Positive	17	35.4%		50	35.5%		114	32.1%		81	22.8%		20	32.3%		31	27.9%		102	34.6%		22	35.5%		38	21.3%		17	23.6%		17	23.6%		15	31.3%	
	99.00 No Response	0	0%		4	2.8%		5	1.4%		2	0.6%		0	0%		2	1.8%		3	1.0%		1	1.6%		0	0%		0	0%		0	0%		0	0%	
	Total	48		1.229	141		1.212	355		1.089	396		0.746	62		1.048	111		1.009	295		1.106	62		1.295	178		.730	72		0.694	72		.819	48		1.021
25. Employees following lockout/tagout procedures	2.00 Strongly Negative	0	0%		2	1.4%		3	0.8%		4	1.1%		0	0%		1	.9%		1	0.3%		0	0%		0	0%		1	1.4%		0	0%		1	2.1%	
	1.00 Negative	0	0%		6	4.3%		17	4.8%		2	0.6%		1	1.6%		0	0%		5	1.7%		5	8.1%		6	3.4%		4	5.6%		1	1.4%		2	4.2%	
	.00 Neutral	13	27.1%		67	47.5%		153	43.1%		76	21.3%		21	33.9%		18	16.2%		93	31.5%		14	22.6%		38	21.3%		23	31.9%		24	33.3%		27	56.3%	
	1.00 Positive	19	39.6%		36	25.5%		110	31.0%		144	40.4%		20	32.3%		45	40.5%		92	31.2%		29	46.8%		93	52.2%		28	38.9%		27	37.5%		8	16.7%	
	2.00 Strongly Positive	16	33.3%		25	17.7%		64	18.0%		127	35.7%		20	32.3%		46	41.4%		97	32.9%		13	21.0%		41	23.0%		15	20.8%		19	26.4%		10	20.8%	
	99.00 No Response	0	0%		5	3.5%		8	2.3%		3	.8%		0	0%		1	.9%		7	2.4%		1	1.6%		0	0%		1	1.4%		1	1.4%		0	0%	
	Total	48		1.063	141		.559	355		0.620	396		1.099	62		0.952	111		1.227	295		0.969	62		0.820	178		0.949	72		0.732	72		0.901	48		0.500

	Business Function																																			
	Smart Meter Ops			Customer Care			All Other - Customer Services			Construction & Operations			Construction Services			Keany Maint & Ops			All Other - Electric Ops			Customer Services Field (CSF)			Gas Distribution			Technical Services			All Other - Field Services			Controller		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
26. Presence of safety training in new employee orientation	2.00 Strongly Negative	0	0.0%	0	0.0%		2	0.6%		3	.5%		0	0.0%		0	0.0%		0	0.0%		0	0.0%		2	2.8%		0	0.0%		0	0.0%				
	1.00 Negative	0	0.0%	2	1.4%		3	0.8%		9	2.5%		0	0.0%		2	1.8%		5	1.7%		2	3.2%		5	2.8%		4	5.6%		3	4.2%		1	2.1%	
	.00 Neutral	5	10.4%		20	14.2%		86	24.2%		73	20.5%		13	21.0%		12	10.8%		55	18.6%		15	24.2%		16	9.0%		11	15.3%		11	15.3%		10	20.8%
	1.00 Positive	24	50.0%		61	43.3%		135	38.0%		157	44.1%		25	40.3%		56	50.5%		114	36.6%		21	33.9%		86	48.3%		35	48.6%		34	47.2%		15	31.3%
	2.00 Strongly Positive	19	39.6%		55	39.0%		126	35.5%		110	30.9%		24	38.7%		39	35.1%		116	39.3%		24	38.7%		70	39.3%		19	26.4%		24	33.3%		22	45.8%
	99.00 No Response	0	0.0%		3	2.1%		3	.8%		4	1.1%		0	0.0%		2	1.8%		5	1.7%		0	0.0%		1	.6%		1	1.4%		0	0.0%		0	0.0%
	Total	48		1,292	141		1,225	355		1,080	396		1,028	62		1,177	111		1,211	295		1,176	62		1,081	178		1,249	72		0,915	72		1,097	48	
27. Belief that management is sincere in safety efforts	2.00 Strongly Negative	0	.0%		0	0.0%		2	0.6%		16	4.5%		3	4.8%		5	4.5%		3	1.0%		0	0.0%		1	0.6%		3	4.2%		3	4.2%		1	2.1%
	1.00 Negative	1	2.1%		0	0.0%		4	1.1%		24	6.7%		1	1.6%		4	3.6%		6	2.0%		3	4.8%		11	6.2%		9	12.5%		8	11.1%		0	0.0%
	.00 Neutral	2	4.2%		9	6.4%		22	6.2%		67	18.8%		3	4.8%		11	9.9%		31	10.5%		6	12.9%		34	19.1%		10	13.9%		12	16.7%		2	4.2%
	1.00 Positive	19	39.6%		52	36.9%		153	43.1%		152	42.7%		23	37.1%		51	45.9%		115	39.0%		31	50.0%		82	46.1%		29	40.3%		29	40.3%		16	33.3%
	2.00 Strongly Positive	26	54.2%		76	53.9%		170	47.9%		95	26.7%		32	51.6%		39	35.1%		134	45.4%		20	32.3%		50	28.1%		21	29.2%		20	27.8%		29	60.4%
	99.00 No Response	0	0.0%		4	2.8%		4	1.1%		2	.6%		0	0.0%		1	.9%		6	2.0%		0	0.0%		0	0.0%		0	0.0%		0	0.0%		0	0.0%
	Total	48		1,458	141		1,489	355		1,382	396		0,808	62		1,290	111		1,045	295		1,284	62		1,097	178		0,949	72		0,778	72		0,764	48	
28. Supervisors acting on employee safety suggestions	2.00 Strongly Negative	1	2.1%		3	2.1%		8	2.3%		13	3.7%		1	1.6%		6	5.4%		9	3.1%		1	1.6%		4	2.2%		5	6.9%		2	2.8%		1	2.1%
	1.00 Negative	2	4.2%		10	7.1%		19	5.4%		43	12.1%		1	1.6%		9	8.1%		15	5.1%		5	8.1%		18	10.1%		11	15.3%		9	12.5%		1	2.1%
	.00 Neutral	10	20.8%		22	15.6%		61	17.2%		94	26.4%		14	22.6%		27	24.3%		58	19.7%		11	17.7%		45	25.3%		15	20.8%		18	25.0%		7	14.6%
	1.00 Positive	19	39.6%		55	39.0%		158	44.5%		146	41.0%		25	40.3%		41	36.9%		114	38.6%		35	56.5%		77	43.3%		26	36.1%		26	36.1%		23	47.9%
	2.00 Strongly Positive	16	33.3%		48	34.0%		106	29.9%		57	16.0%		21	33.9%		27	24.3%		95	32.2%		10	16.1%		32	18.0%		15	20.8%		16	22.2%		16	33.3%
	99.00 No Response	0	0.0%		3	2.1%		3	.8%		3	.8%		0	0.0%		1	.9%		4	1.4%		0	0.0%		2	1.1%		0	0.0%		1	1.4%		0	0.0%
	Total	48		0,976	141		978	355		952	396		0,541	62		1,032	111		0,673	295		931	62		0,774	178		653	72		0,486	72		634	48	
29. Occurrence of emergency response procedures testing	2.00 Strongly Negative	1	2.1%		7	5.0%		6	1.7%		19	5.3%		1	1.6%		7	6.3%		4	1.4%		3	4.8%		2	1.1%		5	6.9%		2	2.8%		0	0.0%
	1.00 Negative	4	8.3%		10	7.1%		23	6.5%		45	12.6%		2	3.2%		16	14.4%		16	5.4%		9	14.5%		16	9.0%		12	16.7%		11	15.3%		1	2.1%
	.00 Neutral	12	25.0%		30	21.3%		67	18.9%		125	35.1%		14	22.6%		27	24.3%		65	22.0%		20	32.3%		68	38.2%		24	33.3%		21	29.2%		8	16.7%
	1.00 Positive	20	41.7%		51	36.2%		147	41.4%		118	33.1%		34	54.6%		42	37.8%		135	45.8%		21	33.9%		67	37.6%		22	30.6%		28	38.9%		26	54.2%
	2.00 Strongly Positive	11	22.9%		39	27.7%		107	30.1%		46	12.9%		10	16.1%		18	16.2%		71	24.1%		9	14.5%		25	14.0%		9	12.5%		10	13.9%		13	27.1%
	99.00 No Response	0	0.0%		4	2.8%		5	1.4%		3	.8%		1	1.6%		1	.9%		4	1.4%		0	0.0%		0	0.0%		0	0.0%		0	0.0%		0	0.0%
	Total	48		0,750	141		0,786	355		931	396		360	62		820	111		436	295		869	62		387	178		545	72		250	72		458	48	
30. Effectiveness of safety committee in improving safety conditions	2.00 Strongly Negative	0	0.0%		1	0.7%		2	0.6%		16	5.1%		0	0.0%		4	3.6%		2	0.7%		0	0.0%		3	1.7%		3	4.2%		2	2.8%		0	0.0%
	1.00 Negative	0	0.0%		4	2.8%		7	1.3%		33	9.3%		7	11.3%		2	1.8%		10	3.4%		2	3.2%		18	10.1%		4	5.6%		6	8.3%		0	0.0%
	.00 Neutral	7	14.6%		18	12.8%		54	15.2%		113	31.7%		14	22.6%		30	27.0%		67	22.7%		19	30.6%		57	32.0%		20	27.8%		22	30.6%		9	18.8%
	1.00 Positive	24	50.0%		64	45.4%		159	44.8%		137	38.5%		27	43.5%		58	52.3%		123	41.7%		32	51.6%		70	39.3%		31	43.1%		24	33.3%		21	43.8%
	2.00 Strongly Positive	17	35.4%		51	36.2%		124	34.9%		52	14.6%		13	21.0%		15	13.5%		89	30.2%		9	14.5%		29	16.3%		14	19.4%		18	25.0%		18	37.5%
	99.00 No Response	0	0.0%		3	2.1%		5	1.4%		3	.8%		1	1.6%		2	1.8%		4	1.4%		0	0.0%		1	.6%		0	0.0%		0	0.0%		0	0.0%
	Total	48		1,208	141		1,159	355		1,120	396		0,487	62		754	111		0,716	295		866	62		0,774	178		588	72		0,681	72		694	48	

		Business Function																																			
		Smart Meter Ops			Customer Care			All Other - Customer Services			Construction & Operations			Construction Services			Keany Maint & Ops			All Other - Electric Ops			Customer Services Field (CSF)			Gas Distribution			Technical Services			All Other - Field Services			Controller		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
31. Management setting a positive safety example	2.00 Strongly Negative	0	0%		0	0.0%		0	0.0%		23	6.5%		2	3.2%		6	5.4%		3	1.0%		1	1.6%		8	4.5%		7	9.7%		5	6.9%		0	0%	
	1.00 Negative	1	2.1%		1	0.7%		6	1.7%		43	12.1%		4	6.5%		8	7.2%		11	3.7%		3	4.8%		19	10.7%		3	4.2%		9	12.5%		1	2.1%	
	.00 Neutral	4	8.3%		15	10.6%		49	13.8%		104	29.2%		12	19.4%		27	24.3%		44	14.9%		8	12.9%		46	25.8%		14	19.4%		12	16.7%		2	4.2%	
	1.00 Positive	24	50.0%		65	46.1%		160	45.1%		131	36.8%		28	45.2%		47	42.3%		135	45.8%		38	61.3%		74	41.6%		33	45.8%		33	45.8%		21	43.8%	
	2.00 Strongly Positive	19	39.6%		58	41.1%		139	39.2%		53	14.9%		16	25.8%		22	19.8%		100	33.9%		12	19.4%		31	17.4%		15	20.8%		12	16.7%		24	50.0%	
	99.00 No Response	0	0.0%		2	1.4%		1	0.3%		2	0.6%		0	0%		1	0.9%		2	0.7%		0	0%		0	0%		0	0%		1	1.4%		0	0%	
	Total	48		1.271	141		1.295	355		1.220	396		0.418	62		.839	111		0.645	295		1.085	62		0.919	178		.567	72		0.639	72		.535	48		1.417
32. Supervisors integrating safety into the production process	2.00 Strongly Negative	0	0.0%		0	0.0%		0	0.0%		10	2.8%		1	1.6%		4	3.6%		0	0.0%		1	1.6%		3	1.7%		3	4.2%		2	2.8%		0	0%	
	1.00 Negative	1	2.1%		5	3.5%		13	3.7%		25	7.0%		2	3.2%		3	2.7%		14	4.7%		0	0.0%		10	5.6%		7	9.7%		9	12.5%		2	4.2%	
	.00 Neutral	5	10.4%		21	14.9%		63	17.7%		95	26.7%		11	17.7%		25	22.5%		46	15.6%		8	12.9%		38	21.3%		14	19.4%		17	23.6%		9	18.8%	
	1.00 Positive	24	50.0%		58	41.1%		166	46.8%		160	44.9%		29	46.8%		48	43.2%		132	44.7%		38	61.3%		86	48.3%		29	40.3%		31	43.1%		21	43.8%	
	2.00 Strongly Positive	18	37.5%		55	39.0%		111	31.3%		62	17.4%		19	30.6%		30	27.0%		99	33.6%		15	24.2%		41	23.0%		18	25.0%		13	18.1%		16	33.3%	
	99.00 No Response	0	0%		2	1.4%		2	0.6%		4	1.1%		0	0%		1	0.9%		4	1.4%		0	0%		0	0%		1	1.4%		0	0%		0	0%	
	Total	48		1.229	141		1.173	355		1.062	396		0.679	62		1.016	111		0.882	295		1.086	62		1.065	178		.854	72		0.732	72		.611	48		1.063
33. Quality of preventive maintenance system operation	2.00 Strongly Negative	1	2.1%		3	2.1%		8	2.3%		22	6.2%		0	0.0%		4	3.6%		5	1.7%		0	0.0%		13	7.3%		5	6.9%		2	2.8%		0	0%	
	1.00 Negative	5	10.4%		6	4.3%		16	4.5%		67	18.8%		3	4.8%		14	12.6%		21	7.1%		6	9.7%		32	18.0%		7	9.7%		15	20.8%		0	0%	
	.00 Neutral	12	25.0%		49	34.8%		145	40.8%		124	34.8%		24	38.7%		33	29.7%		111	37.6%		21	33.9%		54	30.3%		27	37.5%		22	30.6%		22	45.8%	
	1.00 Positive	19	39.6%		56	39.7%		114	32.1%		106	29.8%		25	40.3%		42	37.8%		99	33.6%		29	46.8%		58	32.6%		24	33.3%		25	34.7%		15	31.3%	
	2.00 Strongly Positive	11	22.9%		25	17.7%		68	19.2%		32	9.0%		9	14.5%		17	15.3%		56	19.0%		6	9.7%		21	11.8%		8	11.1%		7	9.7%		11	22.9%	
	99.00 No Response	0	0%		2	1.4%		4	1.1%		5	1.4%		1	1.6%		1	0.9%		3	1.0%		0	0%		0	0%		1	1.4%		1	1.4%		0	0%	
	Total	48		.708	141		.678	355		.621	396		.168	62		.656	111		.491	295		.616	62		.565	178		.236	72		.324	72		.282	48		.771
34. Management participating in safety activities on a regular basis	2.00 Strongly Negative	1	2.1%		2	1.4%		10	2.8%		7	2.0%		2	3.2%		5	4.5%		3	1.0%		1	1.6%		6	3.4%		5	6.9%		2	2.8%		1	2.1%	
	1.00 Negative	5	10.4%		8	5.7%		19	5.4%		42	11.8%		4	6.5%		6	5.4%		20	6.8%		9	14.5%		17	9.6%		14	19.4%		11	15.3%		0	0%	
	.00 Neutral	6	12.5%		23	16.3%		57	16.1%		117	32.9%		12	19.4%		28	23.4%		57	19.3%		9	14.5%		54	30.3%		14	19.4%		21	29.2%		5	10.4%	
	1.00 Positive	20	41.7%		62	44.0%		152	42.8%		134	37.6%		32	51.6%		49	44.1%		131	44.4%		34	54.8%		76	42.7%		26	36.1%		24	33.3%		26	54.2%	
	2.00 Strongly Positive	16	33.3%		45	31.9%		117	33.0%		91	24.3%		12	19.4%		24	21.6%		83	28.1%		9	14.5%		24	13.5%		13	18.1%		13	18.1%		16	33.3%	
	99.00 No Response	0	0.0%		1	0.7%		0	0%		5	1.4%		0	0%		1	0.9%		1	0.3%		0	0%		1	0.6%		0	0%		1	1.4%		0	0%	
	Total	48		.938	141		1.000	355		.977	396		0.513	62		.774	111		0.736	295		.922	62		0.861	178		.537	72		0.386	72		.463	48		1.167
35. Perception that the safety committee has high status	2.00 Strongly Negative	0	0.0%		2	1.4%		4	1.1%		31	8.7%		1	1.6%		7	6.3%		5	1.7%		2	3.2%		6	3.4%		5	6.9%		6	8.3%		1	2.1%	
	1.00 Negative	2	4.2%		5	3.5%		16	4.5%		43	12.1%		5	8.1%		15	13.5%		30	10.2%		6	9.7%		28	15.7%		10	13.9%		9	12.5%		2	4.2%	
	.00 Neutral	14	29.2%		36	25.5%		94	26.5%		135	37.9%		27	43.5%		41	36.9%		117	39.7%		25	40.3%		53	29.8%		25	34.7%		25	34.7%		20	41.7%	
	1.00 Positive	17	35.4%		57	40.4%		131	36.9%		104	29.2%		18	29.0%		35	31.5%		90	30.5%		19	30.6%		75	42.1%		26	36.1%		22	30.6%		16	33.3%	
	2.00 Strongly Positive	13	27.1%		38	27.0%		105	29.6%		40	11.2%		11	17.7%		12	10.8%		50	16.9%		10	16.1%		15	8.4%		6	8.3%		10	13.9%		9	18.8%	
	99.00 No Response	2	4.2%		3	2.1%		3	0.8%		3	0.8%		0	0%		1	0.9%		3	1.0%		0	0%		1	0.6%		0	0%		0	0%		0	0%	
	Total	48		.891	141		.899	355		.895	396		.224	62		.532	111		.273	295		.514	62		.468	178		.367	72		.250	72		.292	48		.625

	Business Function																																			
	Smart Meter Ops			Customer Care			All Other - Customer Services			Construction & Operations			Construction Services			Keany Maint & Ops			All Other - Electric Ops			Customer Services Field (CSF)			Gas Distribution			Technical Services			All Other - Field Services			Controller		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
36. Belief that hazards not fixed right away will still be addressed	2.00 Strongly Negative	0	0.0%	1	0.7%	5	1.4%	25	7.0%	1	1.6%	9	8.1%	6	2.0%	2	3.2%	5	2.8%	2	2.8%	4	5.6%	0	0.0%											
	1.00 Negative	2	4.2%	3	2.1%	19	5.4%	73	20.5%	3	4.8%	12	10.8%	27	9.2%	4	6.5%	25	14.0%	14	19.4%	16	22.2%	4	8.3%											
	.00 Neutral	11	22.9%	23	16.3%	77	21.7%	111	31.2%	15	24.2%	27	24.3%	69	23.4%	19	30.6%	45	25.3%	19	26.4%	14	19.4%	12	25.0%											
	1.00 Positive	20	41.7%	68	48.2%	146	41.1%	111	31.2%	29	46.8%	47	42.3%	123	41.7%	28	45.2%	73	41.0%	25	34.7%	24	33.3%	18	37.5%											
	2.00 Strongly Positive	14	29.2%	45	31.9%	104	29.3%	33	9.3%	14	22.6%	15	13.5%	67	22.7%	9	14.5%	30	16.9%	12	16.7%	13	18.1%	14	29.2%											
	99.00 No Response	1	2.1%	1	0.7%	4	1.1%	3	.8%	0	0.0%	1	.9%	3	1.0%	0	.0%	0	0.0%	0	0.0%	1	1.4%	0	0.0%											
	Total	48		976	141		1,093	355		926	396		1,153	62		839	111		427	295		747	62		613	178		551	72		431	72		366	48	
37. Employees take part when incident investigations occur	2.00 Strongly Negative	1	2.1%	4	2.8%	6	1.7%	21	5.9%	1	1.6%	4	3.6%	3	1.0%	2	3.2%	8	4.5%	7	9.7%	3	4.2%	1	2.1%											
	1.00 Negative	4	8.3%	15	10.6%	21	5.9%	47	13.2%	5	8.1%	12	10.8%	26	8.8%	7	11.3%	29	16.3%	16	20.8%	8	11.1%	1	2.1%											
	.00 Neutral	12	25.0%	64	45.4%	166	46.8%	140	39.3%	16	25.8%	37	33.3%	110	37.3%	21	33.9%	70	39.3%	24	33.3%	26	36.1%	22	45.8%											
	1.00 Positive	20	41.7%	38	27.0%	101	28.5%	121	34.0%	30	48.4%	46	41.4%	105	35.8%	28	45.2%	57	32.0%	21	29.2%	25	34.7%	13	27.1%											
	2.00 Strongly Positive	10	20.8%	18	12.8%	57	16.1%	24	6.7%	10	16.1%	11	9.9%	47	15.9%	4	6.5%	13	7.3%	5	6.9%	8	11.1%	11	22.9%											
	99.00 No Response	1	2.1%	2	1.4%	4	1.1%	3	.8%	0	0.0%	1	.9%	4	1.4%	0	0.0%	1	.6%	0	0.0%	2	2.8%	0	0.0%											
	Total	48		723	141		1,087	355		519	356		1,027	62		694	111		1,036	295		574	62		1,003	178		215	72		1,028	72		386	48	
38. Supervisors providing helpful safety training	2.00 Strongly Negative	0	0.0%	1	0.7%	1	0.3%	14	3.9%	1	1.6%	3	2.7%	2	0.7%	1	1.6%	4	2.2%	6	8.3%	3	4.2%	1	2.1%											
	1.00 Negative	0	0.0%	3	2.1%	11	3.1%	34	9.6%	3	4.8%	6	5.4%	12	4.1%	3	4.8%	15	8.4%	10	13.9%	6	8.3%	1	2.1%											
	.00 Neutral	8	16.7%	24	17.0%	83	23.4%	92	25.8%	14	22.6%	25	22.5%	71	24.1%	12	19.4%	52	29.2%	15	20.8%	16	22.2%	14	29.2%											
	1.00 Positive	19	39.6%	69	48.9%	156	43.9%	156	43.8%	27	43.5%	53	47.7%	126	42.7%	28	45.2%	78	43.8%	28	38.9%	33	45.8%	20	41.7%											
	2.00 Strongly Positive	20	41.7%	41	29.1%	103	29.0%	56	15.7%	17	27.4%	23	20.7%	81	27.5%	18	29.0%	27	15.2%	13	18.1%	14	19.4%	12	25.0%											
	99.00 No Response	1	2.1%	3	2.1%	1	0.3%	4	1.1%	0	0.0%	1	.9%	3	1.0%	0	0.0%	2	1.1%	0	0.0%	0	0.0%	0	0.0%											
	Total	48		1,255	141		1,058	355		986	396		1,085	62		903	111		1,071	295		532	62		1,062	178		619	72		1,044	72		681	48	
39. Perception that medical resources are sufficient	2.00 Strongly Negative	0	0.0%	2	1.4%	5	1.4%	23	6.5%	1	1.6%	6	5.4%	4	1.4%	1	1.6%	6	3.4%	2	2.8%	2	2.8%	1	2.1%											
	1.00 Negative	3	6.3%	9	6.4%	10	2.8%	32	9.0%	3	4.8%	8	7.2%	17	5.8%	2	3.2%	13	7.3%	8	11.1%	8	11.1%	2	4.2%											
	.00 Neutral	14	29.2%	49	34.8%	143	40.3%	155	43.5%	25	40.3%	41	36.9%	132	44.7%	25	40.3%	60	33.7%	22	30.6%	27	37.5%	22	45.8%											
	1.00 Positive	20	41.7%	43	30.5%	128	36.1%	109	30.6%	23	37.1%	50	45.0%	87	29.5%	27	43.5%	74	41.6%	31	43.1%	26	36.1%	13	27.1%											
	2.00 Strongly Positive	10	20.8%	35	24.8%	66	18.6%	34	9.6%	10	16.1%	5	4.5%	52	17.8%	7	11.3%	23	12.9%	8	11.1%	9	12.5%	10	20.8%											
	99.00 No Response	1	2.1%	3	2.1%	3	.8%	3	.8%	0	0.0%	1	.9%	3	1.0%	0	0.0%	2	1.1%	1	1.4%	0	0.0%	0	0.0%											
	Total	48		787	141		725	355		682	396		780	62		613	111		364	295		568	62		597	178		540	72		493	72		444	48	
40. Management including safety in job promotion reviews	2.00 Strongly Negative	1	2.1%	3	2.1%	9	2.5%	27	7.6%	0	0.0%	7	6.3%	7	2.4%	2	3.2%	9	5.1%	2	2.8%	3	4.2%	0	0.0%											
	1.00 Negative	3	6.3%	9	6.4%	17	4.8%	38	10.7%	2	3.2%	9	8.1%	10	3.4%	3	4.8%	14	7.9%	6	8.3%	6	8.3%	1	2.1%											
	.00 Neutral	10	20.8%	33	23.4%	110	31.0%	141	39.6%	23	37.1%	39	35.1%	91	30.8%	27	43.5%	63	35.4%	29	40.3%	28	38.9%	15	31.3%											
	1.00 Positive	18	37.5%	54	38.3%	124	34.9%	89	25.0%	33	37.1%	38	34.2%	103	34.9%	15	24.2%	60	33.7%	22	30.6%	25	34.7%	15	31.3%											
	2.00 Strongly Positive	15	31.3%	38	27.0%	95	26.8%	55	15.4%	14	22.6%	17	15.3%	83	28.1%	15	24.2%	32	18.0%	13	18.1%	9	12.5%	17	35.4%											
	99.00 No Response	1	2.1%	4	2.8%	0	0.0%	6	1.7%	0	0.0%	1	0.9%	1	.3%	0	0.0%	0	0.0%	0	0.0%	1	1.4%	0	0.0%											
	Total	48		915	141		839	355		786	396		1,006	62		790	111		445	295		633	62		613	178		517	72		528	72		437	48	

		Business Function																																			
		Smart Meter Ops			Customer Care			All Other - Customer Services			Construction & Operations			Construction Services			Keany Maint & Ops			All Other - Electric Ops			Customer Services Field (CSF)			Gas Distribution			Technical Services			All Other - Field Services			Controller		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
41. Availability of safety committee to provide assistance	2.00 Strongly Negative	0	0.0%		1	0.7%		1	3%		14	3.9%		1	1.6%		6	5.4%		4	1.4%		1	1.6%		3	1.7%		2	2.8%		3	4.2%		1	2.1%	
	1.00 Negative	0	0.0%		7	5.0%		14	3.9%		37	10.4%		3	4.8%		8	7.2%		21	7.1%		4	6.5%		16	9.0%		9	12.5%		8	11.1%		2	4.2%	
	.00 Neutral	3	6.3%		15	10.6%		57	16.1%		125	35.1%		11	17.7%		31	27.9%		72	24.4%		14	22.6%		36	20.2%		21	29.2%		22	30.6%		13	27.1%	
	1.00 Positive	27	58.3%		64	45.4%		171	48.2%		120	33.7%		35	56.5%		51	45.9%		113	38.3%		30	48.4%		95	53.4%		27	37.5%		24	33.3%		19	39.6%	
	2.00 Strongly Positive	17	35.4%		53	37.6%		109	30.7%		54	15.2%		12	19.4%		13	11.7%		83	28.1%		13	21.0%		27	15.2%		13	18.1%		15	20.8%		13	27.1%	
	99.00 No Response	1	2.1%		1	0.7%		3	.8%		6	1.7%		0	.0%		2	1.8%		2	.7%		0	.0%		1	.6%		0	.0%		0	.0%		0	.0%	
	Total	48		1,298	141		1,150	355		1,060	396		0,466	62		0,871	111		0,523	295		0,853	62		0,806	178		0,718	72		0,556	72		0,596	48		0,854
42. Stability of workforce	2.00 Strongly Negative	0	.0%		3	2.1%		8	2.3%		31	8.7%		4	6.5%		2	1.8%		10	3.4%		9	14.5%		24	13.5%		4	5.6%		3	4.2%		1	2.1%	
	1.00 Negative	2	4.2%		6	4.3%		30	8.5%		55	15.4%		9	14.5%		12	10.8%		27	9.2%		14	22.6%		29	16.3%		11	15.3%		8	11.1%		1	2.1%	
	.00 Neutral	6	12.5%		18	11.3%		74	20.8%		79	22.2%		12	19.4%		21	18.9%		47	15.9%		11	17.7%		44	24.7%		13	18.1%		19	26.4%		6	12.5%	
	1.00 Positive	23	47.9%		71	50.4%		155	43.7%		133	37.4%		25	40.3%		58	52.3%		133	45.1%		22	35.5%		61	34.3%		36	50.0%		25	34.7%		26	54.2%	
	2.00 Strongly Positive	16	33.3%		44	31.2%		87	24.5%		55	15.4%		12	19.4%		17	15.3%		76	25.8%		6	9.7%		19	10.7%		8	11.1%		15	20.8%		14	29.2%	
	99.00 No Response	1	2.1%		1	0.7%		1	0.3%		3	.8%		0	0.0%		1	.9%		2	0.7%		0	0.0%		1	0.6%		0	.0%		2	2.8%		0	.0%	
	Total	48		1,128	141		1,050	355		799	356		.357	62		.516	111		.691	295		.812	62		.032	178		.124	72		.458	72		.586	48		1,063
43. Supervisors reducing employees fear of reporting safety problems	2.00 Strongly Negative	0	0.0%		2	1.4%		1	0.3%		21	5.9%		1	1.6%		6	5.4%		6	2.0%		3	4.8%		12	6.7%		3	4.2%		2	2.8%		1	2.1%	
	1.00 Negative	2	4.2%		7	5.0%		16	4.5%		38	10.7%		3	4.8%		7	6.3%		17	5.8%		5	8.1%		15	8.4%		5	6.9%		18	25.0%		0	0.0%	
	.00 Neutral	2	4.2%		22	15.6%		56	15.8%		77	21.6%		9	14.5%		24	21.6%		54	18.3%		13	21.0%		40	22.5%		14	19.4%		9	12.5%		6	12.5%	
	1.00 Positive	28	58.3%		59	41.8%		174	49.0%		155	43.5%		33	53.2%		56	50.5%		119	40.3%		28	45.2%		79	44.4%		33	45.8%		30	41.7%		22	45.8%	
	2.00 Strongly Positive	15	31.3%		49	34.8%		104	29.3%		61	17.1%		16	25.8%		15	13.5%		96	32.5%		13	21.0%		32	18.0%		17	23.6%		12	16.7%		19	39.6%	
	99.00 No Response	1	2.1%		2	1.4%		4	1.1%		4	1.1%		0	0.0%		3	2.7%		3	1.0%		0	0.0%		0	0.0%		0	.0%		1	1.4%		0	.0%	
	Total	48		1,191	141		1,050	355		1,037	396		.560	62		.968	111		.620	295		.966	62		.694	178		.584	72		.778	72		.451	48		1,208
44. Supervisors investigating lost workday cases	2.00 Strongly Negative	0	.0%		1	0.7%		2	0.6%		5	1.4%		2	3.2%		4	3.6%		4	1.4%		2	3.2%		5	2.8%		4	5.6%		1	1.4%		0	0.0%	
	1.00 Negative	1	2.1%		3	2.1%		9	2.5%		19	5.3%		3	4.8%		6	4.5%		4	1.4%		3	4.8%		7	3.9%		3	4.2%		4	5.6%		0	0.0%	
	.00 Neutral	18	37.5%		70	49.6%		200	56.3%		199	55.9%		30	48.4%		53	47.7%		180	54.2%		29	46.8%		89	50.0%		44	61.1%		35	46.8%		28	58.3%	
	1.00 Positive	18	37.5%		35	24.8%		78	22.0%		91	25.6%		15	24.2%		29	26.1%		67	22.7%		19	30.6%		49	27.5%		11	15.3%		15	20.8%		7	14.6%	
	2.00 Strongly Positive	9	18.8%		29	19.9%		60	16.9%		38	10.7%		12	19.4%		19	17.1%		54	18.3%		8	12.9%		28	14.6%		9	12.5%		15	20.8%		13	27.1%	
	99.00 No Response	2	4.2%		4	2.8%		6	1.7%		4	1.1%		0	0.0%		1	.9%		6	2.0%		1	1.6%		2	1.1%		1	1.4%		2	2.8%		0	.0%	
	Total	48		.761	141		.628	355		.530	396		.392	62		.516	111		.491	295		.564	62		.459	178		.477	72		.254	72		.557	48		.688
45. Perception that good environmental conditions are kept	2.00 Strongly Negative	0	0.0%		5	3.5%		16	4.5%		25	7.0%		5	8.1%		7	6.3%		15	5.1%		1	1.6%		4	5.6%		4	5.6%		4	5.6%		4	8.3%	
	1.00 Negative	3	6.3%		14	9.9%		46	13.8%		37	10.4%		10	16.1%		14	12.6%		28	9.5%		5	8.1%		17	9.6%		4	5.6%		7	9.7%		7	14.6%	
	.00 Neutral	8	16.7%		18	12.8%		60	16.9%		102	28.7%		14	22.6%		24	21.6%		47	15.9%		21	33.9%		49	27.5%		16	22.2%		21	29.2%		5	10.4%	
	1.00 Positive	23	47.9%		65	46.1%		161	45.4%		147	41.3%		28	41.9%		50	45.0%		142	48.1%		28	45.2%		92	51.7%		39	54.2%		30	41.7%		22	45.8%	
	2.00 Strongly Positive	12	25.0%		37	26.2%		67	18.9%		41	11.5%		7	11.3%		13	11.7%		59	20.0%		7	11.3%		17	9.6%		8	11.1%		10	13.9%		10	20.8%	
	99.00 No Response	2	4.2%		2	1.4%		2	.8%		4	1.1%		0	0.0%		3	2.7%		4	1.4%		0	0.0%		0	0.0%		1	1.4%		0	.0%		0	.0%	
	Total	48		.957	141		.827	355		.608	396		0.403	62		.323	111		0.444	295		.694	62		0.565	178		.579	72		0.606	72		.486	48		0.563

	Business Function																																			
	Smart Meter Ops			Customer Care			All Other - Customer Services			Construction & Operations			Construction Services			Keany Maint & Ops			All Other - Electric Ops			Customer Services Field (CSF)			Gas Distribution			Technical Services			All Other - Field Services			Controller		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
46. Employees using necessary personal protective equipment	2.00 Strongly Negative	0	0.0%	1	0.7%		4	1.1%		6	1.7%		2	3.2%		2	1.8%		3	1.0%		2	3.2%		2	1.1%		1	1.4%		4	5.6%		0	0.0%	
	1.00 Negative	1	2.1%	5	3.5%		16	4.5%		21	5.9%		1	1.6%		5	4.5%		13	4.4%		9	14.5%		15	8.4%		7	9.7%		7	9.7%		0	0.0%	
	.00 Neutral	10	20.8%	50	35.5%		142	40.0%		66	18.5%		9	14.5%		14	12.6%		61	20.7%		15	24.2%		31	17.4%		7	9.7%		13	18.1%		24	50.0%	
	1.00 Positive	16	33.3%	53	37.6%		123	34.6%		157	44.1%		34	54.8%		61	55.0%		123	41.7%		28	45.2%		85	47.8%		39	54.2%		35	48.6%		8	18.7%	
	2.00 Strongly Positive	20	41.7%	31	22.0%		66	18.3%		101	28.4%		16	25.6%		27	24.3%		92	31.2%		8	12.9%		44	24.7%		18	25.0%		12	16.7%		15	31.3%	
	99.00 No Response	1	2.1%	1	0.7%		5	1.4%		5	1.4%		0	0%		2	1.8%		3	1.0%		0	0.0%		1	6%		0	0.0%		1	1.4%		1	2.1%	
	Total	48		1.170	141		0.771	355		0.654	396		0.929	62		0.984	111		0.972	295		0.886	62		0.500	178		0.870	72		0.917	72		0.620	48	
47. Significance of job stress for employees	2.00 Strongly Negative	1	2.1%	36	25.5%		69	19.4%		62	17.4%		12	19.4%		6	5.4%		31	10.5%		10	16.1%		25	14.0%		11	15.3%		12	16.7%		7	14.6%	
	1.00 Negative	6	16.7%	46	32.6%		99	27.9%		101	28.4%		15	24.2%		31	27.9%		72	24.4%		22	35.5%		45	25.3%		16	22.2%		18	25.0%		8	18.7%	
	.00 Neutral	8	16.7%	30	21.3%		93	26.2%		83	23.3%		14	22.6%		24	21.6%		74	25.1%		16	25.8%		44	24.7%		24	33.3%		17	23.6%		12	25.0%	
	1.00 Positive	17	35.4%	23	16.3%		75	21.1%		81	22.8%		17	27.4%		41	36.9%		93	31.5%		10	16.1%		54	30.3%		18	25.0%		17	23.6%		14	29.2%	
	2.00 Strongly Positive	13	27.1%	3	2.1%		18	5.1%		23	6.5%		4	6.5%		7	6.3%		23	7.8%		4	6.5%		9	5.1%		3	4.2%		6	8.3%		7	14.6%	
	99.00 No Response	1	2.1%	3	2.1%		1	3%		6	1.7%		0	0%		2	1.8%		2	7%		0	0.0%		1	6%		0	0.0%		2	2.8%		0	0.0%	
	Total	48		1.702	141		-0.645	355		-0.356	396		-0.280	62		-0.226	111		0.110	295		0.017	62		-0.387	178		-0.130	72		-0.194	72		-0.186	48	
48. Belief that management insists supervisors think about safety	2.00 Strongly Negative	2	4.2%	0	0.0%		0	0.0%		6	1.7%		1	1.6%		2	1.8%		0	0.0%		0	0.0%		4	2.2%		1	1.4%		2	2.8%		0	0.0%	
	1.00 Negative	0	0.0%	0	0.0%		3	0.8%		21	5.9%		1	1.6%		3	2.7%		5	1.7%		1	1.6%		15	8.4%		4	5.6%		3	4.2%		0	0.0%	
	.00 Neutral	8	16.7%	15	10.6%		53	14.9%		113	31.7%		12	19.4%		28	25.2%		57	19.3%		14	22.6%		48	27.0%		20	27.8%		18	25.0%		6	12.5%	
	1.00 Positive	22	45.8%	71	50.4%		178	50.1%		141	39.6%		27	43.5%		52	46.8%		138	46.8%		35	56.5%		73	41.0%		30	41.7%		34	47.2%		23	47.9%	
	2.00 Strongly Positive	15	31.3%	54	38.3%		119	33.5%		71	19.9%		21	33.9%		25	22.5%		93	31.5%		12	19.4%		38	21.3%		16	22.2%		15	20.8%		19	39.6%	
	99.00 No Response	1	2.1%	1	0.7%		2	6%		4	1.1%		0	0%		1	9%		2	7%		0	0.0%		0	0.0%		1	1.4%		0	0.0%		0	0.0%	
	Total	48		1.021	141		1.279	355		1.170	396		0.710	62		1.065	111		0.864	295		1.089	62		0.935	178		0.708	72		0.789	72		0.792	48	
49. Management setting annual safety goals	2.00 Strongly Negative	0	0%	2	1.4%		1	0.3%		8	2.2%		3	4.8%		1	9%		2	0.7%		1	1.6%		6	3.4%		4	5.6%		2	2.8%		0	0.0%	
	1.00 Negative	3	6.3%	2	1.4%		7	2.0%		31	8.7%		1	1.6%		7	6.3%		13	4.4%		2	3.2%		18	10.1%		8	11.1%		7	9.7%		0	0.0%	
	.00 Neutral	6	12.5%	8	5.7%		53	14.9%		126	35.4%		6	9.7%		38	32.4%		63	21.4%		17	27.4%		49	27.5%		25	34.7%		22	30.6%		7	14.6%	
	1.00 Positive	19	39.6%	67	47.5%		170	47.9%		128	36.0%		27	43.5%		47	42.3%		133	45.1%		33	53.2%		79	44.4%		23	31.9%		26	36.1%		27	56.3%	
	2.00 Strongly Positive	19	39.6%	59	41.8%		123	34.6%		60	16.9%		24	38.7%		19	17.1%		82	27.8%		9	14.5%		28	14.6%		12	16.7%		15	20.8%		14	29.2%	
	99.00 No Response	1	2.1%	3	2.1%		1	3%		3	0.8%		1	1.6%		1	0.9%		2	7%		0	0.0%		0	0.0%		0	0.0%		0	0.0%		0	0.0%	
	Total	48		1.149	141		1.297	355		1.150	396		0.569	62		1.115	111		0.691	295		0.956	62		0.758	178		0.567	72		0.431	72		0.625	48	
50. Employees taking part in the development of safety requirements	2.00 Strongly Negative	1	2.1%	6	4.3%		12	3.4%		13	3.7%		1	1.6%		5	4.5%		8	2.7%		3	4.8%		4	2.2%		1	1.4%		1	1.4%		0	0.0%	
	1.00 Negative	1	2.1%	10	7.1%		31	8.7%		45	12.6%		4	6.5%		15	13.5%		23	7.8%		7	11.3%		38	21.3%		11	15.3%		13	18.1%		3	6.3%	
	.00 Neutral	12	25.0%	36	25.5%		100	28.2%		121	34.0%		15	24.2%		30	27.0%		71	24.1%		20	32.3%		51	28.7%		19	26.4%		20	27.8%		17	35.4%	
	1.00 Positive	19	39.6%	61	43.3%		146	41.1%		127	35.7%		31	50.0%		44	39.8%		134	45.4%		23	37.1%		67	37.6%		30	41.7%		27	37.5%		18	37.5%	
	2.00 Strongly Positive	14	29.2%	24	17.0%		61	17.2%		46	12.9%		11	17.7%		16	14.4%		54	18.3%		9	14.5%		18	10.1%		8	11.1%		10	13.9%		10	20.8%	
	99.00 No Response	1	2.1%	4	2.8%		5	1.4%		4	1.1%		0	0%		1	9%		5	1.7%		0	0.0%		0	0.0%		0	0.0%		1	1.4%		0	0.0%	
	Total	48		0.936	141		0.635	355		0.609	396		0.420	62		0.758	111		0.464	295		0.700	62		0.462	178		0.320	72		0.375	72		0.451	48	

	Business Function																																			
	Smart Meter Ops			Customer Care			All Other - Customer Services			Construction & Operations			Construction Services			Keany Maint & Ops			All Other - Electric Ops			Customer Services Field (CSF)			Gas Distribution			Technical Services			All Other - Field Services			Controller		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
51. Belief that supervisors support stopping unsafe jobs	2.00 Strongly Negative	1	2.1%	1	0.7%		2	8%		17	4.8%		1	1.6%		5	4.5%		0	0.0%		4	2.2%		2	2.8%		0	0.0%		1	2.1%				
	1.00 Negative	0	0.0%	3	2.1%		4	1.1%		21	5.9%		1	1.6%		1	0.9%		4	1.4%		1	1.6%		1	1.4%		8	11.1%		0	0.0%				
	.00 Neutral	4	8.3%	15	10.6%		57	16.1%		63	17.7%		8	12.9%		14	12.6%		33	11.2%		5	8.1%		11	15.3%		7	9.7%		7	14.6%				
	1.00 Positive	17	35.4%	55	39.0%		118	33.2%		139	39.0%		19	30.6%		43	38.7%		102	34.6%		25	40.3%		70	39.3%		28	38.9%		26	36.1%		20	41.7%	
	2.00 Strongly Positive	25	52.1%	63	44.7%		171	48.2%		113	31.7%		52	83.2%		46	41.4%		155	52.5%		31	50.0%		79	44.4%		30	41.7%		30	41.7%		20	41.7%	
	99.00 No Response	1	2.1%	4	2.8%		3	8%		3	0.8%		0	0.0%		2	1.8%		1	0.3%		0	0.0%		0	0.0%		0	0.0%		1	1.4%		0	0.0%	
	Total	48		1,383	141		1,285	355		1,284	366		0,878	62		1,323	111		1,138	295		1,388	62		1,387	178		1,208	72		1,153	72		1,099	48	
52. Employees feel comfortable reporting near-miss/clear-call incidents	2.00 Strongly Negative	1	2.1%	3	2.1%		1	0.3%		27	7.6%		0	0.0%		4	3.6%		3	1.0%		0	0.0%		4	2.2%		2	2.8%		2	2.8%		1	2.1%	
	1.00 Negative	3	6.3%	7	5.0%		20	5.6%		47	13.2%		2	3.2%		10	9.0%		15	5.1%		5	8.1%		14	7.9%		9	12.5%		12	16.7%		2	4.2%	
	.00 Neutral	5	10.4%	12	8.5%		47	13.2%		68	19.1%		7	11.3%		24	21.6%		50	16.9%		7	11.3%		32	18.0%		15	20.8%		12	16.7%		7	14.6%	
	1.00 Positive	17	35.4%	51	36.2%		151	42.5%		136	38.2%		24	38.7%		48	43.2%		101	34.2%		30	48.4%		78	43.8%		25	34.7%		23	31.9%		29	47.9%	
	2.00 Strongly Positive	21	43.8%	67	47.5%		134	37.7%		75	21.1%		29	46.8%		24	21.6%		125	42.4%		20	32.3%		49	27.5%		21	29.2%		22	30.6%		15	31.3%	
	99.00 No Response	1	2.1%	1	0.7%		2	8%		3	8%		0	0.0%		1	9%		1	0.3%		0	0.0%		1	6%		0	0.0%		1	1.4%		0	0.0%	
	Total	48		1,149	141		1,229	355		1,125	356		524	62		1,290	111		709	295		1,122	62		1,048	178		870	72		750	72		718	48	
53. Belief that supervisors treat employees with respect	2.00 Strongly Negative	1	2.1%	0	0.0%		2	0.6%		12	3.4%		1	1.6%		3	2.7%		4	1.4%		0	0.0%		5	2.8%		3	4.2%		1	1.4%		1	2.1%	
	1.00 Negative	0	0.0%	1	0.7%		6	1.7%		18	5.1%		1	1.6%		3	2.7%		4	1.4%		1	1.6%		4	2.2%		3	4.2%		2	2.8%		0	0.0%	
	.00 Neutral	0	0.0%	8	5.7%		24	6.8%		53	14.9%		5	8.1%		12	10.8%		18	6.1%		4	6.5%		27	15.2%		13	18.1%		12	16.7%		3	6.3%	
	1.00 Positive	14	29.2%	53	37.6%		116	32.7%		126	35.4%		21	33.9%		48	43.2%		94	31.9%		21	33.9%		65	36.5%		27	37.5%		29	40.3%		19	39.6%	
	2.00 Strongly Positive	32	66.7%	77	54.6%		203	57.2%		143	40.2%		33	53.2%		44	39.6%		174	59.0%		36	58.1%		74	41.6%		26	36.1%		28	38.9%		25	52.1%	
	99.00 No Response	1	2.1%	2	1.4%		4	1.1%		4	1.1%		1	1.6%		1	9%		1	0.3%		0	0.0%		3	1.7%		0	0.0%		0	0.0%		0	0.0%	
	Total	48		1,617	141		1,482	355		1,459	396		1,051	62		1,377	111		1,155	295		1,463	62		1,484	178		1,137	72		0,972	72		1,125	48	
54. Perception that the company climate values diverse perspectives	2.00 Strongly Negative	0	0.0%	1	0.7%		6	1.7%		20	5.6%		1	1.6%		5	4.5%		7	2.4%		1	1.6%		4	2.2%		2	2.8%		3	4.2%		1	2.1%	
	1.00 Negative	0	0.0%	5	3.5%		13	3.7%		28	7.9%		3	4.8%		4	3.6%		5	1.7%		6	9.7%		18	10.1%		6	8.3%		6	8.3%		2	4.2%	
	.00 Neutral	7	14.6%	18	12.8%		56	15.8%		109	30.6%		13	21.0%		22	19.8%		55	18.6%		13	21.0%		46	25.8%		21	29.2%		20	27.8%		1	2.1%	
	1.00 Positive	17	35.4%	52	36.9%		139	39.2%		130	36.5%		26	41.9%		51	45.9%		117	39.7%		27	43.5%		72	40.4%		30	41.7%		25	34.7%		24	50.0%	
	2.00 Strongly Positive	23	47.9%	64	45.4%		140	39.4%		65	18.3%		19	30.6%		28	25.2%		110	37.3%		15	24.2%		37	20.8%		13	18.1%		18	25.0%		19	39.6%	
	99.00 No Response	1	2.1%	1	0.7%		1	0.3%		4	1.1%		0	0.0%		1	0.9%		1	0.3%		0	0.0%		1	6%		0	0.0%		0	0.0%		1	2.1%	
	Total	48		1,340	141		1,236	355		1,113	356		0,545	62		0,952	111		0,845	295		1,082	62		0,790	178		0,678	72		0,638	72		0,681	48	
55. Belief that all people are treated fairly	2.00 Strongly Negative	0	0.0%	2	1.4%		5	1.4%		20	5.6%		2	3.2%		7	6.3%		9	3.1%		1	1.6%		5	2.8%		6	8.3%		3	4.2%		2	4.2%	
	1.00 Negative	1	2.1%	6	4.3%		14	3.9%		24	6.7%		4	6.5%		4	3.6%		16	5.4%		7	11.3%		15	8.4%		4	5.6%		9	12.5%		4	8.3%	
	.00 Neutral	4	8.3%	13	9.2%		40	11.3%		89	25.0%		9	14.5%		29	26.1%		38	12.9%		12	19.4%		28	15.7%		14	19.4%		12	16.7%		3	6.3%	
	1.00 Positive	18	37.5%	44	31.2%		134	37.7%		131	36.8%		28	41.9%		38	34.2%		105	35.6%		21	33.9%		82	46.1%		29	40.3%		25	34.7%		20	41.7%	
	2.00 Strongly Positive	24	50.0%	75	53.2%		161	45.4%		88	24.7%		21	33.9%		31	27.9%		126	42.7%		21	33.9%		48	27.0%		19	26.4%		23	31.9%		19	39.6%	
	99.00 No Response	1	2.1%	1	0.7%		1	0.3%		4	1.1%		0	0.0%		2	1.8%		1	0.3%		0	0.0%		0	0.0%		0	0.0%		0	0.0%		0	0.0%	
	Total	48		1,383	141		1,314	355		1,220	356		690	62		968	111		752	295		1,099	62		871	178		860	72		708	72		778	48	

		Business Function																																			
		Smart Meter Ops			Customer Care			All Other - Customer Services			Construction & Operations			Construction Services			Keany Maint & Ops			All Other - Electric Ops			Customer Services Field (CSF)			Gas Distribution			Technical Services			All Other - Field Services			Controller		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score
56. Respect among co-workers/colleagues	2.00 Strongly Negative	0	0.0%		0	0.0%		0	0.0%		5	1.4%		0	0.0%		2	1.8%		3	1.0%		0	0.0%		3	1.7%		1	1.4%		0	0.0%		1	2.1%	
	1.00 Negative	0	0.0%		2	1.4%		8	2.3%		10	2.8%		0	0.0%		3	2.7%		9	3.1%		3	4.8%		9	5.1%		4	5.6%		4	5.6%		0	0.0%	
	.00 Neutral	4	8.3%		7	5.0%		25	7.0%		58	16.3%		3	4.8%		16	14.4%		21	7.1%		3	4.8%		16	9.0%		10	13.9%		7	9.7%		1	2.1%	
	1.00 Positive	19	39.6%		57	40.4%		159	44.8%		165	46.3%		34	54.8%		60	54.1%		127	43.1%		31	50.0%		94	52.8%		34	47.2%		43	59.7%		24	50.0%	
	2.00 Strongly Positive	24	50.0%		74	52.5%		163	45.9%		115	32.3%		25	40.3%		29	26.1%		134	45.4%		25	40.3%		56	31.5%		22	30.6%		18	25.0%		22	45.8%	
	99.00 No Response	1	2.1%		1	0.7%		0	0.0%		3	.8%		0	0.0%		1	.9%		1	.3%		0	0.0%		0	0.0%		1	1.4%		0	0.0%		0	0.0%	
	Total	48		1.426	141		1.450	355		1.344	396		1.062	62		1.355	111		1.009	295		1.293	62		1.258	178		1.073	72		1.014	72		1.042	46		1.375
57. Belief that employees feel respected within their department	2.00 Strongly Negative	0	0.0%		0	0.0%		5	1.4%		6	1.7%		0	0.0%		3	2.7%		7	2.4%		0	0.0%		3	1.7%		3	4.2%		4	5.6%		1	2.1%	
	1.00 Negative	0	0.0%		5	3.5%		11	3.1%		26	7.3%		1	1.6%		7	6.3%		7	2.4%		3	4.8%		14	7.9%		8	11.1%		7	9.7%		3	6.3%	
	.00 Neutral	6	12.5%		11	7.8%		42	11.8%		77	21.6%		7	11.3%		19	17.1%		27	9.2%		6	9.7%		31	17.4%		15	20.8%		11	15.3%		1	2.1%	
	1.00 Positive	23	47.9%		62	44.0%		153	43.1%		153	43.0%		33	53.2%		54	48.6%		122	41.4%		29	46.8%		88	49.4%		26	36.1%		31	43.1%		23	47.9%	
	2.00 Strongly Positive	18	37.5%		62	44.0%		143	40.3%		92	26.8%		21	33.9%		27	24.3%		130	44.1%		24	38.7%		42	23.6%		20	27.8%		19	26.4%		20	41.7%	
	99.00 No Response	1	2.1%		1	0.7%		1	.3%		2	0.6%		0	0.0%		1	0.9%		2	.7%		0	0.0%		0	0.0%		0	0.0%		0	0.0%		0	0.0%	
	Total	48		1.255	141		1.293	355		1.181	396		0.845	62		1.194	111		0.864	295		1.232	62		1.194	178		0.854	72		0.722	72		0.750	46		1.208
58. Belief that employees feel they are part of a team	2.00 Strongly Negative	0	0.0%		0	0.0%		4	1.1%		16	5.1%		0	0.0%		3	2.7%		7	2.4%		0	0.0%		6	3.4%		4	5.6%		3	4.2%		1	2.1%	
	1.00 Negative	0	0.0%		7	5.0%		13	3.7%		20	5.6%		2	3.2%		4	3.6%		9	3.1%		1	1.6%		7	3.9%		8	11.1%		7	9.7%		1	2.1%	
	.00 Neutral	5	10.4%		16	11.3%		32	9.0%		70	19.7%		5	8.1%		21	18.9%		33	11.2%		8	12.9%		38	21.3%		13	18.1%		11	15.3%		2	4.2%	
	1.00 Positive	17	35.4%		53	37.6%		156	43.9%		150	42.1%		31	50.0%		53	47.7%		117	39.7%		27	43.5%		82	46.1%		31	43.1%		29	40.3%		21	43.8%	
	2.00 Strongly Positive	25	52.1%		64	45.4%		149	42.0%		96	27.0%		24	38.7%		28	25.2%		128	43.4%		26	41.9%		45	25.3%		14	19.4%		22	30.6%		23	47.9%	
	99.00 No Response	1	2.1%		1	0.7%		1	.3%		2	.6%		0	0.0%		2	1.8%		1	.3%		0	0.0%		0	0.0%		2	2.8%		0	0.0%		0	0.0%	
	Total	48		1.426	141		1.243	355		1.223	396		.808	62		1.242	111		.908	295		1.190	62		1.258	178		.860	72		.614	72		.833	46		1.333

	Business Function																																
	Reg & Legislative Affairs			All Other - Fin. Reg & Legislative Affairs			Electric & Fuel Procurement			All Other - Asset Management			Information Technology			Environmental & Ops Support			All Other - Support Services			External Affairs			General Counsel			HR, Diversity & Inclusion			Other		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
1. Employees identifying and eliminating hazards	-2.00 Strongly Negative	0	0%	1	5.3%		0	0.0%	0	0%		1	0.7%	1	1.1%	0	0.0%	0	0%		2	8.7%	0	0%		3	1.0%						
	-1.00 Negative	0	0.0%	0	0.0%	1	1.8%		3	3.1%		4	2.9%	2	2.2%	13	6.3%	0	0.0%		0	0.0%	1	2.9%		9	2.9%						
	.00 Neutral	3	9.1%	1	5.3%		5	8.9%		19	19.8%		14	10.1%	9	9.7%	17	8.3%	2	8.7%		1	4.3%		3	8.6%		36	11.5%				
	1.00 Positive	19	57.6%	11	57.9%		18	32.1%		38	39.6%		69	49.6%	44	47.3%	97	47.1%	8	34.8%		8	39.1%		17	48.6%		137	43.8%				
	2.00 Strongly Positive	11	33.3%	6	31.6%		32	57.1%		36	37.5%		49	35.3%	37	39.8%	79	38.3%	13	56.5%		11	47.8%		14	40.0%		128	40.9%				
	99.00 No Response	0	0%	0	0.0%		0	0.0%		0	0.0%		2	1.4%	0	0.0%	0	0.0%	0	0.0%		0	0.0%		0	0.0%		0	0.0%				
	Total	33		1,242	19		1,105	56		1,446	96		1,115	139		1,175	93		1,226	206		1,175	23		1,478	23		1,174	35		1,257	313	
2. Frequency of employee/management interactions	-2.00 Strongly Negative	0	0%	1	5.3%		0	0%	1	1.0%		1	0.7%	1	1.1%	2	1.0%	1	4.3%		2	8.7%	0	0%		6	1.9%						
	-1.00 Negative	3	9.1%	0	0.0%		2	3.6%		3	3.1%		4	2.9%	7	7.5%	19	9.2%	1	4.3%		0	0.0%		2	5.7%		19	6.1%				
	.00 Neutral	5	15.2%	2	10.5%		4	7.1%		14	14.6%		18	12.9%	18	19.4%	32	15.5%	2	8.7%		2	8.7%		1	2.9%		31	9.9%				
	1.00 Positive	10	30.3%	9	47.4%		24	42.8%		47	49.0%		75	54.0%	41	44.1%	88	43.2%	8	34.8%		10	43.5%		18	51.4%		140	44.7%				
	2.00 Strongly Positive	15	45.5%	7	36.8%		26	46.4%		30	31.3%		40	28.8%	25	26.9%	64	31.1%	11	47.8%		9	39.1%		14	40.0%		116	37.1%				
	99.00 No Response	0	0%	0	0.0%		0	0%		1	1.0%		1	0.7%	1	1.1%	0	0%	0	0.0%		0	0%		0	0.0%		1	3%				
	Total	33		1,121	19		1,105	56		1,321	96		1,074	139		1,080	93		0,891	206		0,942	23		1,174	23		1,043	35		1,257	313	
3. Priority of safety relative to production	-2.00 Strongly Negative	0	0.0%	0	0.0%		0	0.0%	9	9.4%		5	3.6%	2	2.2%	6	2.9%	1	4.3%		0	0.0%	0	0.0%		11	3.5%						
	-1.00 Negative	2	6.1%	1	5.3%		1	1.8%	7	7.3%		10	7.2%	5	5.4%	17	8.3%	1	4.3%		1	4.3%		3	8.6%		23	7.3%					
	.00 Neutral	4	12.1%	0	0.0%		5	8.9%	9	9.4%		7	5.0%	12	12.9%	16	7.8%	1	4.3%		0	0.0%	3	8.6%		39	12.5%						
	1.00 Positive	14	42.4%	9	47.4%		25	44.8%		34	35.4%		51	36.7%	37	39.8%	90	43.7%	9	39.1%		7	30.4%		14	40.0%		95	30.4%				
	2.00 Strongly Positive	13	39.4%	9	47.4%		25	44.6%		37	38.5%		64	46.0%	37	39.8%	76	36.9%	11	47.8%		15	65.2%		15	42.9%		143	45.7%				
	99.00 No Response	0	0%	0	0.0%		0	0%	0	0%		2	1.4%	0	0%	1	5%	0	0%		0	0%		0	0%		2	6%					
	Total	33		1,152	19		1,368	56		1,321	96		0,865	139		1,161	93		1,097	206		1,039	23		1,217	23		1,565	35		1,171	313	
4. Employees being involved in safety and health practices	-2.00 Strongly Negative	0	0%	1	5.3%		0	0.0%	0	0.0%		2	1.4%	1	1.1%	2	1.0%	0	0.0%		2	8.7%	0	0%		4	1.3%						
	-1.00 Negative	3	9.1%	1	5.3%		4	7.1%	8	8.3%		7	5.0%	6	6.5%	13	6.3%	0	0.0%		0	0.0%		0	0.0%		27	8.6%					
	.00 Neutral	11	33.3%	9	47.4%		8	14.3%	29	30.2%		43	30.9%	19	20.4%	51	24.8%	7	30.4%		4	17.4%		4	11.4%		90	28.8%					
	1.00 Positive	12	36.4%	5	26.3%		28	50.0%		42	43.8%		59	42.4%	49	52.7%	100	48.5%	10	43.5%		9	39.1%		20	57.1%		121	38.7%				
	2.00 Strongly Positive	7	21.2%	3	15.8%		16	28.6%		17	17.7%		25	18.0%	17	18.3%	38	18.4%	6	26.1%		8	34.8%		11	31.4%		66	21.1%				
	99.00 No Response	0	0%	0	0.0%		0	0%	0	0.0%		3	2.2%	1	1.1%	2	1.0%	0	0.0%		0	0%		0	0%		5	1.6%					
	Total	33		697	19		421	56		1,000	96		0,708	139		721	93		0,815	206		779	23		0,957	23		913	35		1,200	313	
5. Supervisors maintaining a high safety performance standard	-2.00 Strongly Negative	0	0.0%	1	5.3%		2	3.6%	0	0.0%		1	0.7%	2	2.2%	1	0.5%	0	0.0%		2	8.7%	0	0%		7	2.2%						
	-1.00 Negative	0	0.0%	0	0.0%		0	0.0%	2	2.1%		4	2.9%	0	0%	9	4.4%	0	0%		0	0%		0	0%		7	2.2%					
	.00 Neutral	4	12.1%	3	15.8%		2	3.6%	15	15.6%		19	13.7%	15	16.1%	23	11.2%	7	30.4%		3	13.0%		4	11.4%		37	11.8%					
	1.00 Positive	19	57.6%	8	42.1%		29	51.8%		28	29.2%		62	44.6%	35	37.6%	79	38.3%	5	21.7%		5	21.7%		12	34.3%		106	33.9%				
	2.00 Strongly Positive	10	30.3%	7	36.8%		23	41.1%		51	53.1%		52	37.4%	41	44.1%	94	45.6%	11	47.8%		13	56.5%		19	54.3%		155	49.5%				
	99.00 No Response	0	0%	0	0.0%		0	0%	0	0.0%		1	0.7%	0	0%	0	0%	0	0%		0	0%		0	0%		1	3%					
	Total	33		1,182	19		1,053	56		1,268	96		1,333	139		1,159	93		1,215	206		1,243	23		1,174	23		1,174	35		1,429	313	

	Business Function																																
	Reg & Legislative Affairs			All Other - Fin. Reg & Legislative Affairs			Electric & Fuel Procurement			All Other - Asset Management			Information Technology			Environmental & Ops Support			All Other - Support Services			External Affairs			General Counsel			HR, Diversity & Inclusion			Other		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
6. Frequency of detailed and regularly scheduled inspections	-2.00 Strongly Negative	0	0%	1	5.3%		0	0%		2	2.1%		3	2.2%		0	0%		5	2.4%		0	0%		0	0%		0	0%		9	2.9%	
	-1.00 Negative	2	6.1%	0	0.0%		1	1.8%		5	5.2%		4	2.9%		8	8.6%		18	8.7%		1	4.3%		3	13.0%		4	11.4%		25	8.0%	
	.00 Neutral	11	33.3%	9	47.4%		11	19.6%		33	34.4%		49	35.3%		36	38.7%		68	33.0%		9	39.1%		5	21.7%		8	22.9%		105	33.5%	
	1.00 Positive	13	39.4%	7	36.8%		22	39.3%		32	33.3%		51	36.7%		31	33.3%		75	36.4%		6	26.1%		9	39.1%		16	45.7%		104	33.2%	
	2.00 Strongly Positive	7	21.2%	2	10.5%		22	39.3%		24	25.0%		31	22.3%		16	17.2%		39	18.9%		6	26.1%		6	26.1%		7	20.0%		69	22.0%	
	99.00 No Response	0	0%	0	0.0%		0	0%		0	0%		1	0.7%		2	2.2%		1	5%		1	4.3%		0	0%		0	0%		1	3%	
	Total	33		788	19		0.474	56		1.161	96		0.740	139		746	93		0.604	206		610	23		0.773	23		783	35		0.743	313	
7. Management stressing the importance of safety in communications	-2.00 Strongly Negative	2	6.1%	0	0.0%		3	5.4%		11	11.5%		10	7.2%		5	5.4%		6	2.9%		1	4.3%		0	0.0%		2	5.7%		25	8.0%	
	-1.00 Negative	1	3.0%	2	10.5%		5	8.9%		4	4.2%		10	7.2%		5	5.4%		13	6.3%		1	4.3%		3	13.0%		2	5.7%		30	9.6%	
	.00 Neutral	1	3.0%	0	0.0%		5	8.9%		8	8.3%		7	5.0%		6	6.5%		14	6.8%		0	0.0%		0	0.0%		0	0.0%		30	9.6%	
	1.00 Positive	10	30.3%	8	42.1%		18	32.1%		35	36.5%		55	39.6%		35	37.6%		96	46.6%		8	34.8%		2	8.7%		12	34.3%		102	32.6%	
	2.00 Strongly Positive	19	57.6%	9	47.4%		25	44.6%		37	38.5%		56	40.3%		41	44.1%		77	37.4%		13	56.5%		18	78.3%		19	54.3%		122	39.0%	
	99.00 No Response	0	0.0%	0	0.0%		0	0%		1	1.0%		1	0.7%		1	1.1%		0	0%		0	0.0%		0	0%		0	0.0%		4	1.3%	
	Total	33		1,303	19		1.263	56		1,018	96		874	139		993	93		1,100	206		1,092	23		1,348	23		1,522	35		1,257	313	
8. Frequency of safety meeting occurrence	-2.00 Strongly Negative	0	0.0%	2	10.5%		1	1.8%		4	4.2%		5	3.6%		1	1.1%		3	1.5%		0	0.0%		3	13.0%		0	0.0%		10	3.2%	
	-1.00 Negative	2	6.1%	0	0.0%		2	3.6%		9	9.4%		14	10.1%		10	10.8%		13	6.3%		1	4.3%		2	8.7%		2	5.7%		34	10.9%	
	.00 Neutral	13	39.4%	5	26.3%		7	12.5%		23	24.0%		42	30.2%		13	14.0%		37	18.0%		8	34.8%		3	13.0%		6	17.1%		76	24.3%	
	1.00 Positive	8	24.2%	7	36.8%		23	41.1%		41	42.7%		52	37.4%		45	48.4%		105	51.0%		6	26.1%		6	26.1%		15	42.9%		112	35.8%	
	2.00 Strongly Positive	10	30.3%	5	26.3%		23	41.1%		19	19.8%		25	18.0%		23	24.7%		47	22.8%		7	30.4%		9	39.1%		11	31.4%		78	24.9%	
	99.00 No Response	0	0.0%	0	0.0%		0	0%		0	0.0%		1	0.7%		1	1.1%		1	5%		1	4.3%		0	0%		1	2.9%		3	1.0%	
	Total	33		788	19		684	56		1,161	96		646	139		565	93		859	206		878	23		864	23		896	35		1,029	313	
9. Condition of departmental teamwork	-2.00 Strongly Negative	1	3.0%	1	5.3%		2	3.6%		2	2.1%		2	1.4%		2	2.2%		4	1.9%		0	0.0%		2	8.7%		1	2.9%		14	4.5%	
	-1.00 Negative	4	12.1%	1	5.3%		2	3.6%		8	8.3%		11	7.9%		12	12.9%		19	9.2%		3	13.0%		0	0.0%		6	17.1%		26	8.3%	
	.00 Neutral	5	15.2%	2	10.5%		7	12.5%		23	24.0%		27	19.4%		19	20.4%		44	21.4%		4	17.4%		3	13.0%		8	22.9%		54	17.3%	
	1.00 Positive	18	54.5%	11	57.9%		29	51.8%		47	49.0%		68	49.9%		45	48.4%		94	45.6%		13	56.5%		14	60.9%		13	37.1%		135	43.1%	
	2.00 Strongly Positive	5	15.2%	4	21.1%		16	28.6%		16	16.7%		28	20.1%		15	16.1%		44	21.4%		3	13.0%		4	17.4%		7	20.0%		63	26.5%	
	99.00 No Response	0	0.0%	0	0.0%		0	0%		2	2.1%		3	2.2%		0	0%		1	5%		0	0.0%		0	0%		0	0%		1	0.3%	
	Total	33		687	19		842	56		982	96		0.734	139		801	93		0.634	206		766	23		0.696	23		783	35		0.543	313	
10. Belief that management shows it cares for employee safety	-2.00 Strongly Negative	0	0%	2	10.5%		1	1.8%		1	1.0%		3	2.2%		1	1.1%		1	0.5%		0	0.0%		1	4.3%		0	0.0%		2	0.6%	
	-1.00 Negative	1	3.0%	0	0.0%		2	3.6%		2	2.1%		1	0.7%		4	4.3%		10	4.9%		0	0.0%		1	4.3%		2	5.7%		13	4.2%	
	.00 Neutral	3	9.1%	3	15.8%		2	3.6%		9	9.4%		4	2.9%		10	10.8%		13	6.3%		1	4.3%		0	0.0%		1	2.9%		32	10.2%	
	1.00 Positive	6	18.2%	5	26.3%		20	35.7%		36	37.5%		65	46.8%		35	37.6%		86	42.7%		10	43.5%		4	17.4%		10	28.6%		108	34.5%	
	2.00 Strongly Positive	23	69.7%	9	47.4%		31	55.4%		48	50.0%		64	46.0%		42	45.2%		93	45.1%		12	52.2%		17	73.9%		22	62.9%		156	49.8%	
	99.00 No Response	0	0.0%	0	0.0%		0	0%		0	0.0%		2	1.4%		1	1.1%		1	5%		0	0.0%		0	0%		0	0%		2	0.6%	
	Total	33		1,545	19		1,000	56		1,393	96		1,333	139		1,358	93		1,228	206		1,278	23		1,478	23		1,522	35		1,488	313	

	Business Function																																
	Reg & Legislative Affairs			All Other - Fin. Reg & Legislative Affairs			Electric & Fuel Procurement			All Other - Asset Management			Information Technology			Environmental & Ops Support			All Other - Support Services			External Affairs			General Counsel			HR, Diversity & Inclusion			Other		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
11. Employees believing that their actions can protect coworkers	-2.00 Strongly Negative	0	0.0%	0	0.0%	0	0%	0	0%	1	7%	0	0%	0	0%	0	0%	0	0%	2	8.7%	0	0%	0	0%	0	0%	0	0%				
	-1.00 Negative	0	0.0%	0	0.0%	1	1.8%	0	0%	1	0.7%	0	0%	1	0.5%	0	0%	0	0%	0	0%	0	0%	1	0.3%	0	0%	1	0.3%				
	.00 Neutral	4	12.1%	4	21.1%	0	0%	8	8.3%	10	7.2%	3	3.2%	7	3.4%	0	0.0%	0	0%	1	2.9%	20	6.4%	0	0%	0	0%	20	6.4%				
	1.00 Positive	16	48.5%	9	47.4%	21	37.5%	47	49.0%	55	39.6%	41	44.1%	80	38.8%	12	52.2%	6	26.1%	10	28.6%	107	34.2%	0	0%	107	34.2%	0	0%	107	34.2%		
	2.00 Strongly Positive	13	39.4%	6	31.6%	33	58.9%	41	42.7%	71	51.1%	49	52.7%	117	56.8%	11	47.8%	15	65.2%	24	68.6%	182	58.1%	0	0%	182	58.1%	0	0%	182	58.1%		
	99.00 No Response	0	0.0%	0	0.0%	1	1.8%	0	0%	1	7%	0	0%	1	5%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	3	1.0%	0	0%	3	1.0%
	Total	33		1,273	19		1,105	56		1,564	96		1,344	139		1,406	93		1,495	206		1,527	23		1,478	23		1,391	35		1,657	313	
12. Supervisors behaving in accord with safe job procedures	-2.00 Strongly Negative	0	0.0%	0	0.0%	0	0.0%	2	2.1%	2	1.4%	2	2.2%	1	0.5%	0	0.0%	1	4.3%	1	2.9%	1	2.9%	3	1.0%	0	0%	3	1.0%				
	-1.00 Negative	1	3.0%	0	0.0%	1	1.8%	0	0%	1	0.7%	0	0%	1	0.5%	0	0%	1	4.3%	0	0%	0	0%	7	2.2%	0	0%	7	2.2%				
	.00 Neutral	1	3.0%	3	15.8%	1	1.8%	5	5.2%	7	5.0%	7	7.5%	12	5.8%	0	0%	1	4.3%	0	0%	1	4.3%	19	6.1%	0	0%	19	6.1%				
	1.00 Positive	9	27.3%	6	31.6%	22	39.3%	32	33.3%	43	30.9%	30	32.3%	65	31.6%	8	34.8%	3	13.0%	9	25.7%	82	26.2%	0	0%	82	26.2%	0	0%	82	26.2%		
	2.00 Strongly Positive	21	63.6%	10	52.6%	31	55.4%	57	59.4%	84	60.4%	53	57.0%	126	61.2%	14	60.9%	17	73.9%	25	71.4%	201	64.2%	0	0%	201	64.2%	0	0%	201	64.2%		
	99.00 No Response	1	3.0%	0	0.0%	1	1.8%	0	0%	2	1.4%	1	1.1%	1	5%	1	4.3%	0	0%	0	0%	0	0%	1	3%	0	0%	1	3%				
	Total	33		1,563	19		1,368	56		1,509	96		1,479	139		1,504	93		1,435	206		1,532	23		1,636	23		1,478	35		1,629	313	
13. Presence of employees well trained in emergency practices	-2.00 Strongly Negative	0	0%	0	0.0%	0	0.0%	1	1.0%	0	0.0%	1	1.1%	1	0.5%	0	0%	0	0%	0	0%	0	0%	2	0.6%	0	0%	2	0.6%				
	-1.00 Negative	2	6.1%	0	0.0%	3	5.4%	2	2.1%	1	0.7%	3	3.2%	4	1.9%	1	4.3%	0	0%	1	2.9%	15	4.8%	0	0%	15	4.8%						
	.00 Neutral	9	27.3%	3	15.8%	20	20.8%	23	16.5%	8	8.6%	33	16.0%	4	17.4%	2	8.7%	3	8.6%	45	14.4%	0	0%	45	14.4%	0	0%	45	14.4%				
	1.00 Positive	9	27.3%	12	63.2%	31	55.4%	47	49.0%	66	48.9%	53	57.0%	89	48.1%	11	47.8%	10	43.5%	16	45.7%	147	47.0%	0	0%	147	47.0%						
	2.00 Strongly Positive	13	39.4%	4	21.1%	17	30.4%	26	27.1%	46	33.1%	27	29.0%	66	32.0%	6	26.1%	11	47.8%	15	42.9%	103	32.9%	0	0%	103	32.9%						
	99.00 No Response	0	0.0%	0	0.0%	0	0%	0	0%	1	7%	1	1.1%	3	1.5%	1	4.3%	0	0%	0	0%	1	3%	0	0%	1	3%						
	Total	33		1,000	19		1,053	56		1,107	96		0,990	139		1,152	93		1,108	206		1,108	23		1,000	23		1,391	35		1,288	313	
14. Management publishing a policy on the value of employee safety	-2.00 Strongly Negative	0	0.0%	0	0.0%	1	1.8%	1	1.0%	2	1.4%	1	1.1%	0	0%	0	0%	0	0%	0	0%	1	2.9%	1	3%	0	0%	1	3%				
	-1.00 Negative	0	0.0%	0	0.0%	1	1.8%	2	2.1%	1	0.7%	2	2.2%	0	2.9%	0	0%	0	0%	1	2.9%	0	0%	0	0%	0	0%	0	0%				
	.00 Neutral	3	9.1%	2	10.5%	5	8.9%	16	16.7%	15	10.8%	13	14.0%	33	16.0%	4	17.4%	4	17.4%	3	8.6%	56	17.9%	0	0%	56	17.9%						
	1.00 Positive	16	48.5%	13	68.4%	28	50.0%	43	44.8%	61	43.9%	47	50.5%	85	41.3%	10	43.5%	8	34.8%	13	37.1%	131	41.9%	0	0%	131	41.9%						
	2.00 Strongly Positive	14	42.4%	3	15.8%	21	37.5%	34	35.4%	59	42.4%	29	31.2%	79	38.3%	9	39.1%	11	47.8%	17	48.6%	115	36.7%	0	0%	115	36.7%						
	99.00 No Response	0	0.0%	1	5.3%	0	0%	0	0%	1	7%	1	1.1%	3	1.5%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	3%				
	Total	33		1,333	19		1,056	56		1,196	96		1,115	139		1,261	93		1,068	206		1,167	23		1,217	23		1,304	35		1,257	313	
15. Thoroughness of near miss accident/incident investigations	-2.00 Strongly Negative	0	0%	1	5.3%	1	1.8%	1	1.0%	1	0.7%	0	0%	4	1.9%	0	0%	0	0%	0	0%	1	2.9%	2	0.6%	0	0%	2	0.6%				
	-1.00 Negative	0	0.0%	0	0.0%	0	0.0%	1	1.0%	1	0.7%	2	2.2%	7	3.4%	0	0%	2	8.7%	2	5.7%	12	3.8%	0	0%	12	3.8%						
	.00 Neutral	10	30.3%	8	42.1%	14	25.0%	42	43.8%	47	33.8%	28	30.1%	67	32.5%	2	8.7%	4	17.4%	8	22.9%	101	32.3%	0	0%	101	32.3%						
	1.00 Positive	14	42.4%	8	42.1%	22	39.3%	26	27.1%	56	41.7%	38	40.9%	80	38.8%	9	39.1%	11	47.8%	14	40.0%	101	32.3%	0	0%	101	32.3%						
	2.00 Strongly Positive	9	27.3%	2	10.5%	19	33.9%	26	27.1%	31	22.3%	24	25.8%	46	22.3%	12	52.2%	6	26.1%	10	28.6%	95	30.4%	0	0%	95	30.4%						
	99.00 No Response	0	0.0%	0	0.0%	0	0%	0	0%	1	7%	1	1.1%	2	1.0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	2	6%				
	Total	33		970	19		0,528	56		1,036	96		0,781	139		848	93		0,913	206		770	23		1,435	23		913	35		0,857	313	

	Business Function																																
	Reg & Legislative Affairs			All Other - Fin. Reg & Legislative Affairs			Electric & Fuel Procurement			All Other - Asset Management			Information Technology			Environmental & Ops Support			All Other - Support Services			External Affairs			General Counsel			HR, Diversity & Inclusion			Other		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
16. Condition of employee morale	-2.00 Strongly Negative	4	12.1%	2	10.5%	3	5.4%	7	7.3%	6	4.3%	4	4.3%	24	11.7%	2	8.7%	2	8.7%	2	5.7%	27	8.6%										
	-1.00 Negative	3	9.1%	3	15.8%	4	7.1%	13	13.5%	25	18.0%	13	14.0%	30	14.6%	5	21.7%	2	8.7%	5	14.3%	56	17.9%										
	.00 Neutral	10	30.3%	4	21.1%	8	14.3%	24	25.0%	28	20.1%	21	22.6%	44	21.4%	6	26.1%	3	13.0%	9	25.7%	67	21.4%										
	1.00 Positive	12	36.4%	8	42.1%	24	42.9%	38	39.6%	53	38.1%	41	44.1%	75	36.4%	6	26.1%	11	47.8%	13	37.1%	92	29.4%										
	2.00 Strongly Positive	4	12.1%	2	10.5%	17	30.4%	13	13.5%	25	18.0%	13	14.0%	31	15.0%	3	13.0%	5	21.7%	6	17.1%	67	21.4%										
	99.00 No Response	0	0%	0	0.0%	0	0%	1	1.0%	2	1.4%	1	1.1%	2	1.0%	1	4.3%	0	0%	0	0%	4	1.3%										
	Total	33		.273	19		.263	56		.857	96		.389	139		.482	93		.500	206		.289	23		.136	23		.652	35		.457	313	
17. Belief that management does more than law requires	-2.00 Strongly Negative	1	3.0%	1	5.3%	3	5.4%	4	4.2%	6	4.3%	1	1.1%	6	2.9%	0	0.0%	3	13.0%	2	5.7%	19	6.1%										
	-1.00 Negative	0	0.0%	0	0.0%	6	10.7%	4	4.2%	12	8.6%	11	11.8%	16	7.8%	1	4.3%	2	8.7%	2	5.7%	35	11.2%										
	.00 Neutral	7	21.2%	5	26.3%	7	12.5%	17	17.7%	21	15.1%	12	12.9%	30	14.6%	1	4.3%	1	4.3%	1	2.9%	62	19.8%										
	1.00 Positive	12	36.4%	9	47.4%	18	32.1%	42	43.8%	59	42.4%	40	43.0%	90	43.7%	10	43.5%	5	21.7%	13	37.1%	95	30.4%										
	2.00 Strongly Positive	13	39.4%	4	21.1%	22	39.3%	27	28.1%	40	28.8%	27	29.0%	63	30.6%	11	47.8%	12	52.2%	17	48.6%	99	31.6%										
	99.00 No Response	0	0%	0	0.0%	0	0%	2	2.1%	1	0.7%	2	2.2%	1	0.5%	0	0.0%	0	0.0%	0	0%	3	1.0%										
	Total	33		1.091	19		.789	56		.893	96		.894	139		.833	93		.890	206		.917	23		1.348	23		.913	35		1.171	313	
18. Belief that employees understand safety and health regulations	-2.00 Strongly Negative	0	0%	0	0.0%	0	0%	0	0%	1	0.7%	0	0%	0	0%	0	0%	0	0%	0	0%	1	2.9%	2	0.6%								
	-1.00 Negative	0	0.0%	0	0.0%	0	0%	4	4.2%	1	0.7%	2	2.2%	5	2.4%	0	0.0%	0	0%	1	2.9%	2	0.6%										
	.00 Neutral	1	3.0%	0	0.0%	0	0%	9	9.4%	8	5.8%	3	3.2%	14	6.8%	4	17.4%	0	0%	0	0%	18	5.8%										
	1.00 Positive	21	63.6%	14	73.7%	29	51.8%	47	49.0%	71	51.1%	50	53.8%	106	51.5%	8	34.8%	13	56.5%	15	42.9%	137	43.8%										
	2.00 Strongly Positive	11	33.3%	5	26.3%	27	48.2%	36	37.5%	57	41.0%	38	40.9%	79	38.3%	11	47.8%	9	39.1%	18	51.4%	150	47.9%										
	99.00 No Response	0	0.0%	0	0.0%	0	0%	0	0%	1	0.7%	0	0%	2	1.0%	0	0%	1	4.3%	0	0%	4	1.3%										
	Total	33		1.303	19		1.263	56		1.482	96		1.198	139		1.319	93		1.333	206		1.270	23		1.304	23		1.409	35		1.371	313	
19. Supervisors enforcing safe job procedures	-2.00 Strongly Negative	0	0.0%	0	0.0%	1	1.8%	0	0%	1	0.7%	1	1.1%	0	0%	0	0%	2	8.7%	1	2.9%	6	1.9%										
	-1.00 Negative	0	0.0%	0	0.0%	2	3.6%	2	2.1%	3	2.2%	2	2.2%	3	2.4%	1	4.3%	0	0%	1	2.9%	5	1.6%										
	.00 Neutral	5	15.2%	4	21.1%	1	1.8%	14	14.6%	14	10.1%	8	8.6%	26	12.6%	5	21.7%	3	13.0%	1	2.9%	36	11.5%										
	1.00 Positive	15	45.5%	9	47.4%	33	58.9%	37	38.5%	70	50.4%	39	41.9%	94	45.6%	5	21.7%	9	39.1%	13	37.1%	124	39.6%										
	2.00 Strongly Positive	13	39.4%	6	31.6%	19	33.9%	41	42.7%	50	36.0%	42	45.2%	80	38.8%	11	47.8%	9	39.1%	19	54.3%	139	44.4%										
	99.00 No Response	0	0.0%	0	0.0%	0	0%	2	2.1%	1	0.7%	1	1.1%	1	0.5%	1	4.3%	0	0%	0	0%	3	1.0%										
	Total	33		1.242	19		1.105	56		1.196	96		1.245	139		1.196	93		1.293	206		1.215	23		1.182	23		1.000	35		1.371	313	
20. Employees using standardized precautions for hazardous materials	-2.00 Strongly Negative	0	0.0%	0	0.0%	0	0%	0	0%	1	0.7%	0	0%	0	0%	0	0%	0	0%	0	0%	1	2.9%	1	0.3%								
	-1.00 Negative	1	3.0%	0	0.0%	1	1.8%	0	0%	0	0%	4	4.3%	3	1.5%	0	0%	0	0%	0	0%	3	1.0%										
	.00 Neutral	12	36.4%	8	42.1%	18	32.1%	37	38.5%	52	37.4%	19	20.4%	60	29.1%	8	34.8%	8	34.8%	9	25.7%	117	37.4%										
	1.00 Positive	9	27.3%	9	47.4%	18	32.1%	31	32.3%	43	30.9%	34	36.6%	77	37.4%	7	30.4%	6	26.1%	13	37.1%	101	32.3%										
	2.00 Strongly Positive	11	33.3%	2	10.5%	18	32.1%	28	29.2%	40	28.8%	35	37.6%	64	31.1%	7	30.4%	9	39.1%	11	31.4%	90	28.8%										
	99.00 No Response	0	0.0%	0	0.0%	1	1.8%	0	0%	3	2.2%	1	1.1%	2	1.0%	1	4.3%	0	0%	0	0%	1	0.3%										
	Total	33		0.909	19		0.684	56		0.964	96		0.906	139		0.890	93		1.087	206		0.990	23		0.955	23		1.043	35		0.914	313	

	Business Function																																	
	Reg & Legislative Affairs			All Other - Fin. Reg & Legislative Affairs			Electric & Fuel Procurement			All Other - Asset Management			Information Technology			Environmental & Ops Support			All Other - Support Services			External Affairs			General Counsel			HR, Diversity & Inclusion			Other			
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score				
21. Management providing adequate safety staff	-2.00 Strongly Negative	0	0.0%	0	0.0%	0	0.0%	1	1.0%	1	0.7%	4	4.3%	7	3.4%	0	0.0%	0	0.0%	1	2.9%	6	1.9%											
	-1.00 Negative	2	6.1%	1	5.3%	1	1.8%	7	7.3%	6	4.3%	12	12.9%	25	12.1%	0	0.0%	1	4.3%	6	17.1%	22	7.0%											
	.00 Neutral	8	24.2%	4	21.1%	4	7.1%	29	30.2%	27	19.4%	24	25.8%	43	20.9%	4	17.4%	7	30.4%	7	20.0%	70	22.4%											
	1.00 Positive	15	45.5%	10	52.6%	33	58.9%	39	40.6%	67	48.2%	38	40.9%	89	43.2%	12	52.2%	8	34.8%	13	37.1%	136	43.5%											
	2.00 Strongly Positive	8	24.2%	4	21.1%	17	30.4%	20	20.8%	34	24.5%	13	14.0%	39	18.9%	6	26.1%	7	30.4%	8	22.9%	77	24.6%											
	99.00 No Response	0	0%	0	0.0%	1	1.8%	0	0%	4	2.9%	2	2.2%	3	1.5%	1	4.3%	0	0%	0	0%	2	6%											
Total	33		.879	19		.895	56		1,200	96		0.729	139		.941	93		0.484	206		.631	23		1.091	23		.913	35		0.600	313		.823	
22. Effectiveness of award programs in promoting safe behavior	-2.00 Strongly Negative	0	0.0%	0	0.0%	0	0.0%	1	1.0%	2	1.4%	3	3.2%	8	3.9%	0	0.0%	0	0.0%	3	8.6%	9	2.9%											
	-1.00 Negative	2	6.1%	2	10.5%	5	8.9%	10	10.4%	17	12.2%	5	5.4%	25	12.1%	0	0.0%	3	13.0%	6	17.1%	38	12.5%											
	.00 Neutral	11	33.3%	6	31.6%	8	14.3%	35	36.5%	39	28.1%	23	24.7%	55	26.7%	5	21.7%	3	13.0%	5	14.3%	81	25.9%											
	1.00 Positive	11	33.3%	9	47.4%	32	57.1%	34	35.4%	51	36.7%	48	51.6%	84	40.8%	11	47.8%	14	60.9%	15	42.9%	128	40.9%											
	2.00 Strongly Positive	9	27.3%	2	10.5%	16	16.7%	16	16.7%	26	18.7%	14	15.1%	32	15.5%	6	26.1%	3	13.0%	6	17.1%	54	17.3%											
	99.00 No Response	0	0.0%	0	0.0%	1	1.8%	0	0.0%	4	2.9%	0	0.0%	2	1.0%	1	4.3%	0	0.0%	0	0.0%	2	0.6%											
Total	33		.818	19		.579	56		.855	96		.563	139		.607	93		.699	206		.526	23		1.045	23		.739	35		.429	313		.576	
23. Safety standard level relative to production standard level	-2.00 Strongly Negative	1	3.0%	0	0.0%	2	3.6%	2	2.1%	4	2.9%	1	1.1%	8	3.9%	1	4.3%	0	0.0%	0	0.0%	10	3.2%											
	-1.00 Negative	4	12.1%	2	10.5%	6	10.7%	13	13.5%	13	9.4%	10	10.8%	22	10.7%	1	4.3%	4	17.4%	2	5.7%	34	10.9%											
	.00 Neutral	9	27.3%	5	26.3%	10	17.9%	30	31.3%	33	23.7%	24	25.8%	49	23.8%	6	26.1%	1	4.3%	13	37.1%	83	26.5%											
	1.00 Positive	15	45.5%	8	42.1%	26	46.4%	31	32.3%	57	41.0%	40	43.0%	86	41.7%	9	39.1%	10	43.5%	10	28.6%	110	35.1%											
	2.00 Strongly Positive	4	12.1%	4	21.1%	11	19.6%	17	17.7%	27	19.4%	16	17.2%	39	18.9%	5	21.7%	8	34.8%	10	28.6%	72	23.0%											
	99.00 No Response	0	0.0%	0	0.0%	1	1.8%	3	3.1%	5	3.6%	2	2.2%	2	1.0%	1	4.3%	0	0%	0	0%	4	1.3%											
Total	33		.515	19		.737	56		.691	96		.516	139		.672	93		.659	206		.618	23		.727	23		.957	35		.800	313		.647	
24. Supervisors understanding employees job safety problems	-2.00 Strongly Negative	0	0%	0	0.0%	0	0.0%	1	1.0%	2	1.4%	2	2.2%	0	0.0%	1	4.3%	1	4.3%	0	0%	3	1.0%											
	-1.00 Negative	0	0.0%	0	0.0%	2	3.6%	3	3.1%	2	1.4%	3	3.2%	9	4.4%	2	8.7%	0	0.0%	2	5.7%	9	2.9%											
	.00 Neutral	9	27.3%	6	31.6%	3	5.4%	18	18.8%	24	17.3%	10	10.8%	39	18.9%	6	26.1%	2	8.7%	1	2.9%	52	16.6%											
	1.00 Positive	13	39.4%	10	52.6%	32	57.1%	42	43.8%	68	49.9%	47	50.5%	83	45.1%	7	30.4%	12	52.2%	19	54.3%	136	43.5%											
	2.00 Strongly Positive	11	33.3%	3	15.8%	18	32.1%	32	33.3%	40	28.8%	30	32.3%	63	30.6%	6	26.1%	8	34.8%	13	37.1%	108	34.5%											
	99.00 No Response	0	0.0%	0	0.0%	1	1.8%	0	0.0%	3	2.2%	1	1.1%	2	1.0%	1	4.3%	0	0%	0	0%	5	1.6%											
Total	33		1.061	19		0.842	56		1,200	96		1.052	139		1.044	93		1.087	206		1.029	23		0.682	23		1.130	35		1.229	313		1.094	
25. Employees following lockout/tagout procedures	-2.00 Strongly Negative	0	0.0%	0	0.0%	2	3.6%	1	1.0%	1	0.7%	0	0%	1	0.5%	0	0.0%	1	4.3%	0	0%	3	1.0%											
	-1.00 Negative	5	15.2%	3	15.8%	2	3.6%	7	7.3%	5	3.6%	5	5.4%	14	6.8%	1	4.3%	1	4.3%	1	2.9%	12	3.8%											
	.00 Neutral	15	45.5%	7	36.8%	15	26.8%	45	46.9%	63	45.3%	36	38.7%	90	43.7%	11	47.8%	9	39.1%	14	40.0%	127	40.6%											
	1.00 Positive	6	18.2%	8	42.1%	14	25.0%	27	28.1%	44	31.7%	29	31.2%	66	32.0%	6	26.1%	6	26.1%	12	34.3%	93	29.7%											
	2.00 Strongly Positive	7	21.2%	1	5.3%	20	35.7%	16	16.7%	21	15.1%	20	21.5%	33	16.0%	4	17.4%	6	26.1%	7	20.0%	72	23.0%											
	99.00 No Response	0	0%	0	0.0%	3	5.4%	0	0%	5	3.6%	3	3.2%	2	1.0%	1	4.3%	0	0%	1	2.9%	6	1.9%											
Total	33		.455	19		.368	56		0.906	96		0.521	139		0.590	93		0.711	206		0.589	23		0.591	23		0.652	35		0.735	313		0.712	

	Business Function																																
	Reg & Legislative Affairs			All Other - Fin. Reg & Legislative Affairs			Electric & Fuel Procurement			All Other - Asset Management			Information Technology			Environmental & Ops Support			All Other - Support Services			External Affairs			General Counsel			HR, Diversity & Inclusion			Other		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
26. Presence of safety training in new employee orientation	-2.00 Strongly Negative	0	0.0%	0	0.0%	1	1.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	1.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.3%						
	-1.00 Negative	1	3.0%	0	0.0%	2	3.6%	1	1.0%	3	2.2%	3	3.2%	5	2.4%	1	4.3%	0	0.0%	0	0.0%	0	0.0%	13	4.2%								
	.00 Neutral	4	12.1%	5	26.3%	4	7.1%	20	20.8%	28	20.1%	18	19.4%	41	19.9%	4	17.4%	5	21.7%	6	17.1%	6	19.2%	60	19.2%								
	1.00 Positive	14	42.4%	8	42.1%	22	39.3%	45	46.9%	51	36.7%	39	41.9%	90	43.7%	12	52.2%	7	30.4%	12	34.3%	12	34.3%	126	40.3%								
	2.00 Strongly Positive	13	39.4%	6	31.6%	25	44.6%	28	29.2%	52	37.4%	33	35.5%	64	31.1%	6	26.1%	11	47.8%	16	45.7%	16	45.7%	110	35.1%								
	99.00 No Response	1	3.0%	0	0.0%	2	3.6%	2	2.1%	5	3.6%	0	0.0%	2	1.0%	0	0.0%	0	0.0%	0	0.0%	1	2.9%	3	1.0%								
	Total	33		1,219	19		1,053	56		1,259	96		1,064	139		1,134	93		1,097	206		1,005	23		1,000	23		1,261	35		1,294	313	
27. Belief that management is sincere in safety efforts	-2.00 Strongly Negative	0	0.0%	0	0.0%	0	0.0%	1	1.0%	1	0.7%	1	1.1%	2	1.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	1.0%						
	-1.00 Negative	1	3.0%	0	0.0%	1	1.8%	0	0.0%	1	0.7%	2	2.2%	4	1.9%	0	0.0%	0	0.0%	0	0.0%	1	2.9%	8	2.9%								
	.00 Neutral	0	0.0%	3	15.8%	2	3.6%	9	9.4%	5	3.6%	8	8.6%	15	7.3%	1	4.3%	2	8.7%	2	5.7%	2	5.7%	28	8.9%								
	1.00 Positive	11	33.3%	9	47.4%	23	41.1%	44	45.8%	59	42.4%	37	39.8%	85	41.3%	7	30.4%	4	17.4%	8	22.9%	4	11.4%	116	37.7%								
	2.00 Strongly Positive	21	63.6%	7	36.8%	29	51.8%	42	43.8%	70	50.4%	44	47.3%	97	47.1%	15	65.2%	17	73.9%	23	65.7%	15	43.5%	153	48.9%								
	99.00 No Response	0	0.0%	0	0.0%	1	1.8%	0	0.0%	3	2.2%	1	1.1%	3	1.5%	0	0.0%	0	0.0%	0	0.0%	1	2.9%	2	0.6%								
	Total	33		1,576	19		1,211	56		1,455	96		1,313	139		1,441	93		1,315	206		1,335	23		1,609	23		1,652	35		1,559	313	
28. Supervisors acting on employee safety suggestions	-2.00 Strongly Negative	1	3.0%	0	0.0%	3	5.4%	2	2.1%	4	2.9%	0	0.0%	1	0.5%	1	4.3%	1	4.3%	0	0.0%	0	0.0%	8	2.6%								
	-1.00 Negative	0	0.0%	1	5.3%	1	1.8%	3	3.1%	4	2.9%	2	2.2%	7	3.4%	0	0.0%	1	4.3%	0	0.0%	0	0.0%	14	4.5%								
	.00 Neutral	7	21.2%	5	26.3%	6	10.7%	21	21.9%	32	23.0%	12	12.9%	42	20.4%	3	13.0%	2	8.7%	4	11.4%	5	14.4%	58	18.5%								
	1.00 Positive	14	42.4%	8	42.1%	26	46.4%	40	41.7%	54	38.8%	39	41.9%	91	44.2%	11	47.8%	9	39.1%	15	42.9%	15	42.9%	105	33.5%								
	2.00 Strongly Positive	10	30.3%	5	26.3%	19	33.9%	30	31.3%	42	30.2%	39	41.9%	63	30.6%	8	34.8%	10	43.5%	16	45.7%	16	45.7%	128	40.3%								
	99.00 No Response	1	3.0%	0	0.0%	1	1.8%	0	0.0%	3	2.2%	1	1.1%	2	1.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.6%								
	Total	33		1,000	19		895	56		1,038	96		989	139		928	93		1,250	206		1,020	23		1,087	23		1,130	35		1,343	313	
29. Occurrence of emergency response procedures testing	-2.00 Strongly Negative	1	3.0%	0	0.0%	0	0.0%	3	3.1%	0	0.0%	1	1.1%	2	1.0%	0	0.0%	1	4.3%	0	0.0%	1	4.3%	5	1.6%								
	-1.00 Negative	2	6.1%	0	0.0%	1	1.8%	3	3.1%	7	5.0%	9	9.7%	14	6.8%	1	4.3%	3	13.0%	2	5.7%	2	5.7%	27	8.6%								
	.00 Neutral	5	15.2%	4	21.1%	8	14.3%	22	22.9%	30	21.6%	17	18.3%	41	19.9%	3	13.0%	0	0.0%	4	11.4%	4	11.4%	69	22.0%								
	1.00 Positive	15	45.5%	11	57.9%	25	44.6%	47	49.0%	58	41.7%	35	37.6%	82	44.7%	10	43.5%	10	43.5%	13	37.1%	13	37.1%	111	35.5%								
	2.00 Strongly Positive	8	24.2%	4	21.1%	21	37.5%	20	20.8%	39	28.1%	28	30.1%	55	26.7%	9	39.1%	9	39.1%	16	45.7%	16	45.7%	96	30.7%								
	99.00 No Response	2	6.1%	0	0.0%	1	1.8%	1	1.0%	5	3.6%	3	3.2%	2	1.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	5	1.6%								
	Total	33		0,871	19		1,000	56		1,200	96		821	139		963	93		889	206		902	23		1,174	23		1,000	35		1,229	313	
30. Effectiveness of safety committee in improving safety conditions	-2.00 Strongly Negative	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	2.2%	1	0.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.6%						
	-1.00 Negative	2	6.1%	1	5.3%	0	0.0%	2	2.1%	2	1.4%	2	2.2%	15	7.3%	0	0.0%	0	0.0%	1	2.9%	1	2.9%	13	4.2%								
	.00 Neutral	10	30.3%	4	21.1%	7	12.5%	20	20.8%	28	18.7%	17	18.3%	40	19.4%	6	26.1%	5	21.7%	4	11.4%	7	24.0%	75	24.0%								
	1.00 Positive	11	33.3%	11	57.9%	29	51.8%	48	50.0%	74	53.2%	46	49.5%	97	47.1%	11	47.8%	10	43.5%	15	42.9%	15	42.9%	145	46.3%								
	2.00 Strongly Positive	10	30.3%	3	15.8%	19	33.9%	26	27.1%	34	24.5%	24	25.8%	49	23.8%	6	26.1%	8	34.8%	15	42.9%	15	42.9%	75	24.3%								
	99.00 No Response	0	0.0%	0	0.0%	1	1.8%	0	0.0%	3	2.2%	2	2.2%	4	1.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.6%								
	Total	33		879	19		0,842	56		1,218	96		1,021	139		1,029	93		0,967	206		881	23		1,000	23		1,130	35		1,257	313	

	Business Function																																
	Reg & Legislative Affairs			All Other - Fin. Reg & Legislative Affairs			Electric & Fuel Procurement			All Other - Asset Management			Information Technology			Environmental & Ops Support			All Other - Support Services			External Affairs			General Counsel			HR, Diversity & Inclusion			Other		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
31. Management setting a positive safety example	-2.00 Strongly Negative	0	0.0%	0	0.0%	1	1.8%	0	0.0%	1	0.7%	1	1.1%	3	1.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	6	1.9%								
	-1.00 Negative	1	3.0%	0	0.0%	0	0.0%	5	3.1%	1	0.7%	5	5.4%	7	3.4%	1	4.3%	1	4.3%	4	11.4%	12	3.8%										
	.00 Neutral	4	12.1%	4	21.1%	2	3.6%	17	17.7%	12	8.6%	9	9.7%	28	13.6%	0	0.0%	0	0.0%	2	5.7%	32	10.2%										
	1.00 Positive	14	42.4%	11	57.9%	28	50.0%	44	45.8%	67	48.2%	39	41.9%	96	46.6%	11	47.8%	7	30.4%	13	37.1%	146	46.6%										
	2.00 Strongly Positive	14	42.4%	4	21.1%	23	41.1%	32	33.3%	53	38.1%	37	39.8%	70	34.0%	11	47.8%	15	65.2%	16	45.7%	114	36.4%										
	99.00 No Response	0	0.0%	0	0.0%	2	3.6%	0	0.0%	5	3.6%	2	2.2%	2	1.0%	0	0.0%	0	0.0%	0	0.0%	3	1.0%										
	Total	33		1,242	19		1,000	56		1,333	96		1,094	139		1,269	93		1,165	206		1,093	23		1,391	23		1,565	35		1,171	313	
32. Supervisors integrating safety into the production process	-2.00 Strongly Negative	0	0.0%	0	0.0%	1	1.8%	0	0.0%	1	0.7%	0	0%	1	0.5%	0	0.0%	1	4.3%	0	0.0%	0	0.0%	3	1.0%								
	-1.00 Negative	0	0.0%	0	0.0%	1	1.8%	2	2.1%	4	2.9%	5	5.4%	9	4.4%	0	0.0%	0	0.0%	2	5.7%	10	3.2%										
	.00 Neutral	14	42.4%	7	36.8%	8	14.3%	19	19.8%	29	20.9%	15	16.1%	43	20.9%	6	26.1%	5	21.7%	5	14.3%	66	21.1%										
	1.00 Positive	11	33.3%	8	42.1%	21	37.5%	42	43.8%	63	45.3%	41	44.1%	81	39.3%	8	34.8%	7	30.4%	16	45.7%	117	37.4%										
	2.00 Strongly Positive	8	24.2%	4	21.1%	21	37.5%	33	34.4%	37	26.6%	31	33.3%	67	32.5%	8	34.8%	10	43.9%	12	34.3%	113	36.1%										
	99.00 No Response	0	0.0%	0	0.0%	4	7.1%	0	0.0%	5	3.6%	1	1.1%	5	2.4%	1	4.3%	0	0.0%	0	0.0%	4	1.3%										
	Total	33		818	19		0,842	56		1,154	96		1,104	139		978	93		1,065	206		1,015	23		1,091	23		1,087	35		1,088	313	
33. Quality of preventive maintenance system operation	-2.00 Strongly Negative	1	3.0%	0	0.0%	0	0.0%	2	2.1%	3	2.2%	2	2.2%	3	1.5%	1	4.3%	2	8.7%	1	2.9%	7	2.2%										
	-1.00 Negative	2	6.1%	1	5.3%	3	5.4%	4	4.2%	7	5.0%	9	9.7%	14	6.8%	0	0.0%	1	4.3%	0	0.0%	13	4.2%										
	.00 Neutral	10	30.3%	9	47.4%	14	25.0%	49	51.0%	35	25.2%	33	35.5%	76	36.9%	8	34.8%	4	17.4%	15	42.9%	122	39.0%										
	1.00 Positive	13	39.4%	7	36.8%	19	33.9%	24	25.0%	54	38.8%	32	34.4%	66	33.5%	6	26.1%	9	39.1%	11	31.4%	100	31.9%										
	2.00 Strongly Positive	6	18.2%	2	10.5%	15	26.8%	15	15.6%	33	23.7%	14	15.1%	38	18.4%	6	26.1%	7	30.4%	7	20.0%	65	20.8%										
	99.00 No Response	1	3.0%	0	0.0%	5	8.9%	2	2.1%	7	5.0%	3	3.2%	6	2.9%	2	8.7%	0	0.0%	1	2.9%	6	1.9%										
	Total	33		656	19		526	56		902	96		489	139		811	93		522	206		625	23		762	23		763	35		678	313	
34. Management participating in safety activities on a regular basis	-2.00 Strongly Negative	0	0.0%	1	5.3%	1	1.8%	1	1.0%	2	1.4%	0	0.0%	4	1.9%	1	4.3%	0	0.0%	1	2.9%	8	2.6%										
	-1.00 Negative	3	9.1%	1	5.3%	3	5.4%	0	0.0%	9	6.5%	8	8.6%	13	6.3%	0	0.0%	0	0.0%	2	5.7%	12	3.8%										
	.00 Neutral	5	15.2%	5	26.3%	5	8.9%	21	21.9%	27	19.4%	13	14.0%	44	21.4%	7	30.4%	3	13.0%	1	2.9%	72	23.0%										
	1.00 Positive	16	48.5%	10	52.6%	26	46.4%	38	39.6%	66	47.5%	41	44.1%	80	38.8%	8	34.8%	9	39.1%	17	48.6%	129	41.2%										
	2.00 Strongly Positive	9	27.3%	2	10.5%	19	33.9%	27	28.1%	29	20.9%	30	32.3%	59	28.2%	7	30.4%	11	47.8%	14	40.0%	88	28.1%										
	99.00 No Response	0	0.0%	0	0.0%	2	3.6%	0	0.0%	6	4.3%	1	1.1%	7	3.4%	0	0.0%	0	0.0%	0	0.0%	4	1.3%										
	Total	33		939	19		0,579	56		1,093	96		0,844	139		835	93		1,011	206		879	23		0,870	23		1,348	35		1,171	313	
35. Perception that the safety committee has high status	-2.00 Strongly Negative	0	0.0%	0	0.0%	1	1.8%	0	0.0%	2	1.4%	1	1.1%	4	1.9%	0	0.0%	0	0.0%	0	0.0%	5	1.6%										
	-1.00 Negative	7	21.2%	2	10.5%	3	5.4%	6	6.3%	6	4.3%	6	6.5%	19	9.2%	2	8.7%	3	13.0%	2	5.7%	27	8.6%										
	.00 Neutral	10	30.3%	6	31.6%	12	21.4%	41	42.7%	39	28.1%	27	29.0%	60	29.1%	4	17.4%	5	21.7%	8	22.9%	101	32.3%										
	1.00 Positive	9	27.3%	8	42.1%	27	48.2%	31	32.3%	58	41.7%	38	40.9%	70	34.0%	14	60.9%	9	39.1%	17	48.6%	106	33.9%										
	2.00 Strongly Positive	7	21.2%	3	15.8%	10	17.9%	18	18.8%	26	18.7%	20	21.5%	47	22.8%	3	13.0%	6	26.1%	8	22.9%	70	22.4%										
	99.00 No Response	0	0.0%	0	0.0%	3	5.4%	0	0.0%	8	5.8%	1	1.1%	6	2.9%	0	0.0%	0	0.0%	0	0.0%	4	1.3%										
	Total	33		485	19		632	56		792	96		635	139		763	93		761	206		685	23		763	23		763	35		888	313	

	Business Function																																
	Reg & Legislative Affairs			All Other - Fin. Reg & Legislative Affairs			Electric & Fuel Procurement			All Other - Asset Management			Information Technology			Environmental & Ops Support			All Other - Support Services			External Affairs			General Counsel			HR, Diversity & Inclusion			Other		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
36. Belief that hazards not fixed right away will still be addressed	-2.00 Strongly Negative	0	0.0%	1	5.3%		1	1.8%		1	1.0%		2	1.4%		1	1.1%		1	0.5%		0	0.0%		1	4.3%		0	0.0%		5	1.6%	
	-1.00 Negative	1	3.0%	0	0.0%		2	3.6%		1	1.0%		3	2.2%		3	3.2%		17	8.3%		0	0.0%		1	4.3%		2	5.7%		14	4.5%	
	.00 Neutral	9	27.3%	5	26.3%		6	10.7%		33	34.4%		32	23.0%		17	18.3%		54	26.2%		5	21.7%		3	13.0%		6	17.1%		81	25.9%	
	1.00 Positive	16	48.5%	11	57.9%		24	42.9%		44	45.8%		54	38.8%		46	49.5%		85	41.3%		11	47.8%		10	43.5%		16	45.7%		124	39.6%	
	2.00 Strongly Positive	7	21.2%	2	10.5%		19	33.9%		17	17.7%		42	30.2%		23	24.7%		46	22.3%		6	26.1%		8	34.8%		11	31.4%		84	26.8%	
	99.00 No Response	0	0.0%	0	0.0%		4	7.1%		0	0.0%		6	4.3%		3	3.2%		3	1.5%		1	4.3%		0	0.0%		0	0.0%		5	1.6%	
	Total	33		879	19		684	56		1,115	96		781	139		985	93		967	206		778	23		1,045	23		1,000	35		1,029	313	
37. Employees take part when incident investigations occur	-2.00 Strongly Negative	1	3.0%	1	5.3%		0	0.0%		1	1.0%		1	0.7%		1	1.1%		8	3.9%		0	0.0%		0	0.0%		0	0.0%		7	2.2%	
	-1.00 Negative	2	6.1%	1	5.3%		3	5.4%		4	4.2%		7	5.0%		2	2.2%		18	8.7%		0	0.0%		1	4.3%		3	8.6%		16	5.1%	
	.00 Neutral	15	45.5%	8	42.1%		11	19.6%		49	51.0%		61	43.9%		35	37.6%		82	39.8%		10	43.5%		7	30.4%		12	34.3%		130	41.5%	
	1.00 Positive	10	30.3%	8	42.1%		25	44.6%		30	31.3%		50	36.0%		39	41.9%		67	32.5%		9	39.1%		9	39.1%		12	34.3%		110	35.1%	
	2.00 Strongly Positive	5	15.2%	1	5.3%		13	23.2%		12	12.5%		14	10.1%		14	15.1%		28	13.6%		3	13.0%		6	26.1%		7	20.0%		47	15.0%	
	99.00 No Response	0	0.0%	0	0.0%		4	7.1%		0	0.0%		6	4.3%		2	2.2%		3	1.5%		1	4.3%		0	0.0%		1	2.9%		3	1.0%	
	Total	33		485	19		638	56		923	96		650	139		519	93		692	206		438	23		682	23		870	35		678	313	
38. Supervisors providing helpful safety training	-2.00 Strongly Negative	0	0.0%	0	0.0%		1	1.8%		0	0.0%		3	2.2%		0	0.0%		1	0.5%		0	0.0%		1	4.3%		0	0.0%		5	1.6%	
	-1.00 Negative	0	0.0%	1	5.3%		0	0.0%		5	5.2%		4	2.9%		4	4.3%		8	3.9%		1	4.3%		1	4.3%		0	0.0%		10	3.2%	
	.00 Neutral	11	33.3%	3	15.8%		7	12.5%		26	27.1%		32	23.0%		20	21.5%		53	25.7%		5	21.7%		3	13.0%		6	17.1%		68	21.7%	
	1.00 Positive	15	45.5%	10	52.6%		27	48.2%		42	43.8%		57	41.0%		47	50.5%		94	45.6%		8	34.8%		9	39.1%		17	48.6%		126	40.3%	
	2.00 Strongly Positive	7	21.2%	5	26.3%		19	33.9%		23	24.0%		36	25.9%		21	22.6%		46	22.3%		8	34.8%		9	39.1%		12	34.3%		100	31.9%	
	99.00 No Response	0	0.0%	0	0.0%		2	3.6%		0	0.0%		7	5.0%		1	1.1%		4	1.9%		1	4.3%		0	0.0%		0	0.0%		4	1.3%	
	Total	33		679	19		1,000	56		1,167	96		885	139		902	93		924	206		871	23		1,045	23		1,043	35		1,171	313	
39. Perception that medical resources are sufficient	-2.00 Strongly Negative	0	0.0%	1	5.3%		0	0.0%		0	0.0%		2	1.4%		1	1.1%		2	1.0%		0	0.0%		0	0.0%		0	0.0%		4	1.3%	
	-1.00 Negative	2	6.1%	1	5.3%		4	7.1%		2	2.1%		4	2.9%		3	3.2%		12	5.8%		0	0.0%		0	0.0%		0	0.0%		16	5.1%	
	.00 Neutral	19	57.6%	12	63.2%		12	21.4%		52	54.2%		58	41.7%		46	49.5%		91	44.2%		9	39.1%		12	52.2%		7	20.0%		141	45.0%	
	1.00 Positive	6	18.2%	4	21.1%		28	50.0%		21	21.9%		44	31.7%		23	24.7%		64	31.1%		8	34.8%		7	30.4%		16	45.7%		91	29.1%	
	2.00 Strongly Positive	6	18.2%	1	5.3%		9	16.1%		20	20.8%		24	17.3%		17	18.3%		33	16.0%		5	21.7%		4	17.4%		12	34.3%		58	18.5%	
	99.00 No Response	0	0.0%	0	0.0%		3	5.4%		1	1.0%		7	5.0%		3	3.2%		4	1.9%		1	4.3%		0	0.0%		0	0.0%		3	1.0%	
	Total	33		485	19		758	56		922	96		621	139		636	93		678	206		564	23		818	23		652	35		1,143	313	
40. Management including safety in job promotion reviews	-2.00 Strongly Negative	0	0.0%	0	0.0%		0	0.0%		1	1.0%		4	2.9%		3	3.2%		2	1.0%		0	0.0%		1	4.3%		0	0.0%		7	2.2%	
	-1.00 Negative	1	3.0%	2	10.5%		6	10.7%		3	3.1%		5	3.6%		3	3.2%		10	4.9%		1	4.3%		1	4.3%		2	5.7%		12	3.8%	
	.00 Neutral	8	24.2%	6	31.6%		6	10.7%		29	30.2%		42	30.2%		25	26.9%		63	30.6%		5	21.7%		4	17.4%		7	20.0%		91	29.1%	
	1.00 Positive	14	42.4%	6	31.6%		21	37.5%		39	40.6%		46	33.1%		35	37.6%		66	33.0%		8	34.8%		7	30.4%		14	40.0%		110	35.1%	
	2.00 Strongly Positive	10	30.3%	5	26.3%		20	35.7%		21	21.9%		37	26.6%		25	26.9%		60	29.1%		8	34.8%		10	43.5%		12	34.3%		88	28.4%	
	99.00 No Response	0	0.0%	0	0.0%		3	5.4%		3	3.1%		5	3.6%		2	2.2%		3	1.5%		1	4.3%		0	0.0%		0	0.0%		4	1.3%	
	Total	33		1,000	19		737	56		1,038	96		817	139		799	93		836	206		857	23		1,045	23		1,043	35		1,029	313	

	Business Function																																
	Reg & Legislative Affairs			All Other - Fin. Reg & Legislative Affairs			Electric & Fuel Procurement			All Other - Asset Management			Information Technology			Environmental & Ops Support			All Other - Support Services			External Affairs			General Counsel			HR, Diversity & Inclusion			Other		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
41. Availability of safety committee to provide assistance	-2.00 Strongly Negative	0	0.0%	1	5.3%		0	0%		0	0%		2	1.4%		0	0%		2	1.0%		0	0%		0	0%		0	0%		6	1.9%	
	-1.00 Negative	2	6.1%	0	0.0%		1	1.8%		3	3.1%		0	0.0%		4	4.3%		18	8.7%		0	0.0%		0	0.0%		0	0.0%		10	3.2%	
	.00 Neutral	15	45.5%	3	15.8%		3	5.4%		36	37.5%		43	30.9%		24	25.8%		41	19.9%		6	26.1%		5	21.7%		5	14.3%		76	24.3%	
	1.00 Positive	10	30.3%	10	52.6%		31	55.4%		38	39.6%		63	45.3%		44	47.3%		90	43.7%		10	43.5%		12	52.2%		18	51.4%		139	44.4%	
	2.00 Strongly Positive	6	18.2%	5	26.3%		19	33.9%		19	19.8%		30	21.6%		20	21.5%		52	25.2%		7	30.4%		6	26.1%		12	34.3%		78	24.9%	
	99.00 No Response	0	0%	0	0.0%		2	3.6%		0	0%		1	0.7%		1	1.1%		3	1.5%		0	0%		0	0%		0	0%		4	1.3%	
	Total	33		0.606	19		0.947	56		1.259	96		0.760	139		0.862	93		0.870	206		0.847	23		1.043	23		1.043	35		1.200	313	
42. Stability of workforce	-2.00 Strongly Negative	1	3.0%	0	0.0%		0	0.0%		3	3.1%		4	2.9%		2	2.2%		11	5.3%		0	0.0%		0	0.0%		1	2.9%		9	2.9%	
	-1.00 Negative	4	12.1%	2	10.5%		1	1.8%		10	10.4%		13	9.4%		10	10.8%		28	13.6%		0	0.0%		0	0.0%		2	5.7%		30	9.6%	
	.00 Neutral	1	3.0%	3	15.8%		3	5.4%		21	21.9%		26	18.7%		20	21.5%		37	18.0%		2	8.7%		2	8.7%		9	25.7%		51	16.3%	
	1.00 Positive	18	54.5%	11	57.9%		32	57.1%		46	47.9%		61	43.9%		45	48.4%		88	42.7%		13	56.5%		15	65.2%		15	42.9%		139	44.4%	
	2.00 Strongly Positive	8	24.2%	3	15.8%		19	33.9%		14	14.6%		34	24.5%		15	16.1%		41	19.9%		8	34.8%		6	26.1%		8	22.9%		81	25.9%	
	99.00 No Response	1	3.0%	0	0.0%		1	1.8%		2	2.1%		1	0.7%		1	1.1%		1	0.5%		0	0%		0	0%		0	0%		3	1.0%	
	Total	33		0.875	19		0.789	56		1.255	96		0.817	139		0.783	93		0.863	206		0.885	23		1.261	23		1.174	35		0.771	313	
43. Supervisors reducing employees fear of reporting safety problems	-2.00 Strongly Negative	1	3.0%	0	0.0%		0	0.0%		2	2.1%		1	0.7%		2	2.2%		5	2.4%		1	4.3%		2	8.7%		1	2.9%		7	2.2%	
	-1.00 Negative	0	0.0%	0	0.0%		1	1.8%		5	5.2%		6	4.3%		2	2.2%		9	4.4%		1	4.3%		1	4.3%		6	22.9%		13	4.2%	
	.00 Neutral	5	15.2%	4	21.1%		4	7.1%		14	14.6%		15	10.8%		10	10.8%		26	12.6%		3	13.0%		1	4.3%		3	8.6%		42	13.4%	
	1.00 Positive	13	39.4%	13	68.4%		29	51.8%		42	43.8%		67	48.2%		49	52.7%		104	50.5%		10	43.5%		11	47.8%		11	31.4%		139	44.4%	
	2.00 Strongly Positive	13	39.4%	2	10.5%		21	37.5%		32	33.3%		47	33.8%		29	31.2%		60	29.1%		8	34.8%		8	34.8%		8	24.3%		109	34.8%	
	99.00 No Response	1	3.0%	0	0.0%		1	1.8%		1	1.0%		3	2.2%		1	1.1%		2	1.0%		0	0%		0	0%		0	0%		3	1.0%	
	Total	33		1.156	19		0.895	56		1.273	96		1.021	139		1.125	93		1.098	206		1.005	23		1.000	23		0.957	35		0.714	313	
44. Supervisors investigating lost workday cases	-2.00 Strongly Negative	0	0%	1	5.3%		0	0.0%		2	2.1%		2	1.4%		0	0.0%		2	1.0%		0	0.0%		0	0.0%		2	5.7%		4	1.3%	
	-1.00 Negative	0	0.0%	0	0.0%		0	0.0%		4	4.2%		4	2.9%		0	0.0%		8	3.9%		1	4.3%		0	0.0%		2	5.7%		12	3.8%	
	.00 Neutral	22	66.7%	13	68.4%		27	48.2%		63	65.6%		79	56.8%		46	49.5%		109	52.9%		14	60.9%		16	69.6%		17	48.6%		175	55.9%	
	1.00 Positive	7	21.2%	4	21.1%		13	23.2%		11	11.5%		34	24.5%		25	26.9%		54	26.2%		2	8.7%		2	8.7%		9	25.7%		61	19.5%	
	2.00 Strongly Positive	3	9.1%	1	5.3%		13	23.2%		15	15.6%		16	11.5%		19	20.4%		30	14.6%		5	21.7%		5	21.7%		3	8.6%		54	17.3%	
	99.00 No Response	1	3.0%	0	0.0%		3	5.4%		1	1.0%		4	2.9%		3	3.2%		3	1.5%		1	4.3%		0	0%		2	5.7%		7	2.2%	
	Total	33		0.405	19		0.211	56		0.736	96		0.347	139		0.430	93		0.700	206		0.502	23		0.500	23		0.522	35		0.273	313	
45. Perception that good environmental conditions are kept	-2.00 Strongly Negative	1	3.0%	2	10.5%		1	1.8%		4	4.2%		1	0.7%		4	4.3%		17	8.3%		0	0.0%		2	8.7%		0	0.0%		17	5.4%	
	-1.00 Negative	6	18.2%	1	5.3%		4	7.1%		10	10.4%		7	5.0%		9	9.7%		40	19.4%		3	13.0%		1	4.3%		4	11.4%		30	9.6%	
	.00 Neutral	6	18.2%	2	10.5%		2	3.6%		12	12.5%		19	13.7%		15	16.1%		30	14.6%		6	26.1%		2	8.7%		3	8.6%		53	16.9%	
	1.00 Positive	14	42.4%	12	63.2%		31	55.4%		48	50.0%		68	48.9%		52	55.9%		86	41.7%		6	26.1%		14	60.9%		18	51.4%		137	43.8%	
	2.00 Strongly Positive	5	15.2%	2	10.5%		17	30.4%		21	21.9%		43	30.9%		12	12.9%		32	15.5%		8	34.8%		4	17.4%		10	28.6%		73	23.3%	
	99.00 No Response	1	3.0%	0	0.0%		1	1.8%		1	1.0%		1	0.7%		1	1.1%		1	0.5%		0	0%		0	0%		0	0%		3	1.0%	
	Total	33		0.500	19		0.578	56		1.073	96		0.758	139		1.051	93		0.641	206		0.371	23		0.826	23		0.739	35		0.971	313	

		Business Function																																
		Reg & Legislative Affairs			All Other - Fin. Reg & Legislative Affairs			Electric & Fuel Procurement			All Other - Asset Management			Information Technology			Environmental & Ops Support			All Other - Support Services			External Affairs			General Counsel			HR, Diversity & Inclusion			Other		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
46. Employees using necessary personal protective equipment	-2.00 Strongly Negative	0	0.0%	0	0.0%	0	0%	1	1.0%	2	1.4%	1	1.1%	3	1.5%	0	0.0%	0	0%	1	2.9%	2	6%											
	-1.00 Negative	0	0.0%	0	0.0%	1	1.8%	1	1.0%	2	1.4%	4	4.3%	8	3.9%	0	0.0%	1	4.3%	2	5.7%	18	5.8%											
	.00 Neutral	10	30.3%	12	63.2%	12	21.4%	36	37.5%	46	33.1%	13	14.0%	51	27.7%	10	43.5%	8	34.8%	11	31.4%	110	35.1%											
	1.00 Positive	15	45.5%	5	26.3%	22	39.3%	37	38.5%	53	38.1%	41	44.1%	83	40.3%	4	17.4%	7	30.4%	16	45.7%	95	30.4%											
	2.00 Strongly Positive	7	21.2%	2	10.5%	18	32.1%	20	20.8%	34	24.5%	32	34.4%	52	25.2%	8	34.8%	7	30.4%	5	14.3%	83	26.5%											
	99.00 No Response	1	3.0%	0	0.0%	3	5.4%	1	1.0%	2	1.4%	2	2.2%	3	1.5%	1	4.3%	0	0%	0	0.0%	5	1.6%											
	Total		33		.906	19		0.474	56		1.075	96		0.779	139		0.839	93		1.088	206		0.852	23		0.909	23		0.870	35		0.629	313	
47. Significance of job stress for employees	-2.00 Strongly Negative	3	6.1%	4	21.1%	4	7.1%	7	7.3%	19	13.7%	9	9.7%	40	19.4%	4	17.4%	3	13.0%	4	11.4%	43	13.7%											
	-1.00 Negative	12	36.4%	5	26.3%	8	14.3%	25	26.0%	32	23.0%	26	28.0%	55	26.7%	7	30.4%	7	30.4%	14	40.0%	80	25.6%											
	.00 Neutral	7	21.2%	3	15.8%	7	12.5%	27	28.1%	36	25.9%	22	23.7%	41	19.9%	8	34.8%	7	30.4%	10	28.6%	86	27.5%											
	1.00 Positive	9	27.3%	7	36.8%	27	48.2%	27	28.1%	34	24.5%	21	22.6%	50	24.3%	3	13.0%	6	26.1%	4	11.4%	68	21.7%											
	2.00 Strongly Positive	2	6.1%	0	0.0%	9	16.1%	9	9.4%	17	12.2%	13	14.0%	19	9.2%	1	4.3%	0	0.0%	3	8.6%	34	10.9%											
	99.00 No Response	1	3.0%	0	0.0%	1	1.8%	1	1.0%	1	0.7%	2	2.2%	1	5%	0	0.0%	0	0%	0	0%	2	6%											
	Total		33		-0.94	19		-316	56		527	96		0.63	139		-014	93		033	206		-229	23		-435	23		-304	35		-343	313	
48. Belief that management insists supervisors think about safety	-2.00 Strongly Negative	0	0.0%	0	0.0%	1	1.8%	0	0.0%	1	0.7%	0	0.0%	1	0.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	1.0%									
	-1.00 Negative	0	0.0%	1	5.3%	1	1.8%	2	2.1%	1	0.7%	5	5.4%	6	2.9%	0	0.0%	1	2.9%	1	2.9%	5	1.6%											
	.00 Neutral	6	18.2%	2	10.5%	7	12.5%	18	18.8%	21	15.1%	13	14.0%	39	18.9%	4	17.4%	2	8.7%	3	8.6%	64	20.4%											
	1.00 Positive	14	42.4%	13	68.4%	25	44.6%	45	46.9%	73	52.5%	43	46.2%	83	45.1%	8	34.8%	8	34.8%	16	45.7%	131	41.9%											
	2.00 Strongly Positive	12	36.4%	3	15.8%	21	37.5%	31	32.3%	42	30.2%	31	33.3%	64	31.1%	10	43.5%	13	56.5%	15	42.9%	107	34.2%											
	99.00 No Response	1	3.0%	0	0.0%	1	1.8%	0	0.0%	1	0.7%	1	1.1%	3	1.5%	1	4.3%	0	0%	0	0%	3	1.0%											
	Total		33		1.188	19		0.947	56		1.164	96		1.094	139		1.116	93		1.087	206		1.049	23		1.273	23		1.478	35		1.288	313	
49. Management setting annual safety goals	-2.00 Strongly Negative	0	0.0%	0	0.0%	1	1.8%	0	0.0%	1	0.7%	2	2.2%	2	1.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.3%									
	-1.00 Negative	0	0.0%	2	10.5%	2	3.6%	3	3.1%	4	2.9%	3	3.2%	9	4.4%	0	0.0%	0	0.0%	3	8.6%	11	3.5%											
	.00 Neutral	6	18.2%	3	15.8%	3	5.4%	18	18.8%	21	15.1%	16	17.2%	35	17.0%	1	4.3%	0	0.0%	1	2.9%	65	20.8%											
	1.00 Positive	17	51.5%	10	52.6%	30	53.6%	38	39.6%	67	48.2%	42	45.2%	96	46.6%	9	39.1%	11	47.8%	15	42.9%	131	41.9%											
	2.00 Strongly Positive	9	27.3%	4	21.1%	19	33.9%	37	38.5%	45	32.4%	29	31.2%	62	30.1%	13	56.5%	12	52.2%	15	42.9%	101	32.3%											
	99.00 No Response	1	3.0%	0	0.0%	1	1.8%	0	0.0%	1	0.7%	1	1.1%	2	1.0%	0	0.0%	0	0%	1	2.9%	4	1.3%											
	Total		33		1.094	19		0.842	56		1.164	96		1.135	139		1.094	93		1.011	206		1.015	23		1.522	23		1.522	35		1.235	313	
50. Employees taking part in the development of safety requirements	-2.00 Strongly Negative	0	0.0%	0	0.0%	2	3.6%	1	1.0%	5	3.6%	0	0.0%	4	1.9%	0	0.0%	0	0.0%	0	0.0%	8	2.6%											
	-1.00 Negative	5	15.2%	2	10.5%	5	8.9%	10	10.4%	14	10.1%	8	8.6%	32	15.5%	3	13.0%	3	13.0%	3	8.6%	38	12.1%											
	.00 Neutral	10	30.3%	4	21.1%	4	7.1%	34	35.4%	41	29.5%	21	22.6%	48	23.3%	7	30.4%	4	17.4%	7	20.0%	96	30.4%											
	1.00 Positive	10	30.3%	5	26.3%	29	51.8%	39	40.6%	58	41.7%	43	46.2%	84	40.8%	8	34.8%	12	52.2%	17	48.6%	111	35.5%											
	2.00 Strongly Positive	7	21.2%	2	10.5%	15	26.8%	12	12.5%	20	14.4%	19	20.4%	36	17.5%	4	17.4%	4	17.4%	8	22.9%	56	17.9%											
	99.00 No Response	1	3.0%	0	0.0%	1	1.8%	0	0.0%	1	0.7%	2	2.2%	2	1.0%	1	4.3%	0	0%	0	0%	5	1.6%											
	Total		33		.594	19		.368	56		.908	96		.531	139		.536	93		.802	206		.589	23		.581	23		.739	35		.857	313	

		Business Function																																
		Reg & Legislative Affairs			All Other - Fin. Reg & Legislative Affairs			Electric & Fuel Procurement			All Other - Asset Management			Information Technology			Environmental & Ops Support			All Other - Support Services			External Affairs			General Counsel			HR, Diversity & Inclusion			Other		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
51. Belief that supervisors support stopping unsafe jobs	-2.00 Strongly Negative	0	0.0%		1	5.3%		0	0%		0	0.0%		1	7%		0	0.0%		2	1.0%		0	0.0%		0	0%		0	0.0%		5	1.6%	
	-1.00 Negative	0	0.0%		0	0.0%		0	0.0%		1	1.0%		1	0.7%		1	1.1%		1	0.5%		0	0.0%		1	4.3%		0	0.0%		3	1.0%	
	.00 Neutral	6	18.2%		4	21.1%		8	14.3%		20	20.8%		13	9.4%		12	12.9%		35	17.0%		4	17.4%		4	17.4%		3	8.6%		39	12.5%	
	1.00 Positive	13	39.4%		10	52.6%		16	28.6%		35	36.5%		53	38.1%		29	31.2%		70	36.9%		9	39.1%		8	34.8%		15	42.9%		95	30.4%	
	2.00 Strongly Positive	14	42.4%		4	21.1%		29	51.8%		40	41.7%		70	50.4%		51	54.8%		89	43.2%		9	39.1%		10	43.9%		17	48.6%		168	53.7%	
	99.00 No Response	0	0.0%		0	0.0%		3	5.4%		0	0.0%		1	7%		0	0.0%		3	1.5%		1	4.3%		0	0%		0	0.0%		3	1.0%	
	Total	33		1.242	19		0.842	56		1.396	96		1.188	139		1.377	93		1.398	206		1.227	23		1.227	23		1.174	35		1.400	313		1.348
52. Employees feel comfortable reporting near-miss/close-call incidents	-2.00 Strongly Negative	0	0.0%		0	0.0%		2	3.6%		0	0.0%		2	1.4%		3	3.2%		8	3.9%		0	0.0%		0	0.0%		0	0.0%		7	2.2%	
	-1.00 Negative	1	3.0%		3	15.8%		3	5.4%		4	4.2%		4	2.9%		3	3.2%		8	3.9%		1	4.3%		0	0.0%		2	5.7%		11	3.5%	
	.00 Neutral	2	6.1%		3	15.8%		4	7.1%		17	17.7%		11	7.9%		11	11.8%		27	13.1%		1	4.3%		1	4.3%		3	8.6%		30	9.6%	
	1.00 Positive	14	42.4%		8	42.1%		24	42.9%		37	38.5%		65	46.8%		38	40.9%		97	47.1%		8	34.8%		12	52.2%		14	40.0%		138	44.1%	
	2.00 Strongly Positive	16	48.5%		5	26.3%		22	39.3%		38	39.6%		55	39.6%		37	39.8%		65	31.6%		12	52.2%		10	43.9%		16	45.7%		123	39.3%	
	99.00 No Response	0	0%		0	0.0%		1	1.8%		0	0%		2	1.4%		1	1.1%		1	5%		1	4.3%		0	0%		0	0%		4	1.3%	
	Total	33		1.364	19		.789	56		1.109	96		1.135	139		1.219	93		1.120	206		.990	23		1.409	23		1.391	35		1.257	313		1.162
53. Belief that supervisors treat employees with respect	-2.00 Strongly Negative	0	0.0%		1	5.3%		0	0.0%		0	0.0%		2	1.4%		2	2.2%		3	1.5%		0	0.0%		1	4.3%		0	0.0%		5	1.6%	
	-1.00 Negative	0	0.0%		1	5.3%		0	0.0%		1	1.0%		3	2.2%		9	4.4%		1	4.3%		1	4.3%		0	0.0%		0	0.0%		7	2.2%	
	.00 Neutral	1	3.0%		2	10.5%		2	3.6%		4	4.2%		13	9.4%		4	4.3%		16	7.8%		1	4.3%		0	0.0%		2	5.7%		12	3.8%	
	1.00 Positive	9	27.3%		8	42.1%		26	46.4%		33	34.4%		47	33.8%		42	45.2%		58	28.2%		7	30.4%		6	26.1%		10	28.6%		102	32.6%	
	2.00 Strongly Positive	23	69.7%		7	36.8%		26	46.4%		58	60.4%		72	51.8%		41	44.1%		117	56.8%		14	60.9%		15	65.2%		23	65.7%		185	59.1%	
	99.00 No Response	0	0.0%		0	0.0%		2	3.6%		0	0.0%		2	1.4%		2	2.2%		3	1.5%		0	0.0%		0	0%		0	0%		2	6%	
	Total	33		1.667	19		1.000	56		1.444	96		1.542	139		1.343	93		1.297	206		1.365	23		1.478	23		1.435	35		1.600	313		1.483
54. Perception that the company climate values diverse perspectives	-2.00 Strongly Negative	1	3.0%		1	5.3%		0	0.0%		1	1.0%		2	1.4%		1	1.1%		5	2.4%		0	0.0%		0	0.0%		1	2.9%		4	1.3%	
	-1.00 Negative	3	9.1%		1	5.3%		3	5.4%		3	3.1%		4	2.9%		6	6.5%		12	5.8%		1	4.3%		0	0.0%		4	11.4%		15	4.8%	
	.00 Neutral	6	18.2%		1	5.3%		5	8.9%		15	15.6%		19	13.7%		15	16.1%		23	11.2%		2	8.7%		1	4.3%		1	2.9%		38	12.1%	
	1.00 Positive	12	36.4%		10	52.6%		24	42.9%		39	40.6%		62	44.6%		35	37.6%		96	46.6%		12	52.2%		9	39.1%		14	40.0%		120	38.3%	
	2.00 Strongly Positive	11	33.3%		6	31.6%		23	41.1%		38	39.6%		50	36.0%		35	37.6%		69	33.5%		8	34.8%		13	56.5%		15	42.9%		134	42.8%	
	99.00 No Response	0	0.0%		0	0.0%		1	1.8%		0	0.0%		2	1.4%		1	1.1%		1	5%		0	0.0%		0	0%		0	0%		2	6%	
	Total	33		0.879	19		1.000	56		1.218	96		1.146	139		1.124	93		1.054	206		1.034	23		1.174	23		1.522	35		1.086	313		1.174
55. Belief that all people are treated fairly	-2.00 Strongly Negative	1	3.0%		1	5.3%		0	0.0%		0	0.0%		3	2.2%		1	1.1%		6	2.9%		0	0.0%		2	8.7%		0	0.0%		12	3.8%	
	-1.00 Negative	1	3.0%		2	10.5%		1	1.8%		6	5.2%		4	2.9%		5	5.4%		16	7.8%		1	4.3%		1	4.3%		0	0.0%		11	3.5%	
	.00 Neutral	9	27.3%		1	5.3%		7	12.5%		13	13.5%		14	10.1%		16	17.2%		22	10.7%		2	8.7%		1	4.3%		3	8.6%		36	11.5%	
	1.00 Positive	10	30.3%		9	47.4%		22	39.3%		39	40.6%		57	41.0%		36	38.7%		80	38.8%		10	43.5%		7	30.4%		16	45.7%		108	34.5%	
	2.00 Strongly Positive	12	36.4%		6	31.6%		24	42.9%		38	39.6%		60	43.2%		34	36.6%		81	39.3%		10	43.5%		12	52.2%		16	45.7%		144	46.0%	
	99.00 No Response	0	0.0%		0	0.0%		2	3.6%		1	1.0%		1	7%		1	1.1%		1	5%		0	0.0%		0	0%		0	0%		2	6%	
	Total	33		.939	19		.895	56		1.278	96		1.158	139		1.210	93		1.054	206		1.044	23		1.261	23		1.130	35		1.371	313		1.161

	Business Function																																
	Reg & Legislative Affairs			All Other - Fin. Reg & Legislative Affairs			Electric & Fuel Procurement			All Other - Asset Management			Information Technology			Environmental & Ops Support			All Other - Support Services			External Affairs			General Counsel			HR, Diversity & Inclusion			Other		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
56. Respect among co-workers/colleagues	-2.00 Strongly Negative	0	0.0%	1	5.3%		0	0.0%		0	0.0%		0	0.0%		1	1.1%		0	0.0%		0	0.0%		2	8.7%		0	0.0%		6	1.9%	
	-1.00 Negative	1	3.0%	0	0.0%		0	0.0%		1	1.0%		2	1.4%		2	2.2%		4	1.9%		0	0.0%		0	0.0%		1	2.9%		9	2.9%	
	.00 Neutral	1	3.0%	3	15.8%		1	1.8%		3	3.1%		8	5.8%		7	7.5%		23	11.2%		0	0.0%		1	4.3%		0	0.0%		30	9.6%	
	1.00 Positive	16	48.5%	6	31.8%		28	50.0%		48	50.0%		61	43.9%		43	46.2%		63	40.3%		10	43.5%		10	43.5%		13	37.1%		111	35.5%	
	2.00 Strongly Positive	15	45.5%	9	47.4%		26	46.4%		44	45.8%		67	48.2%		39	41.9%		95	46.1%		13	56.5%		10	43.5%		21	60.0%		155	49.5%	
	99.00 No Response	0	0.0%	0	0.0%		1	1.8%		0	0.0%		1	0.7%		1	1.1%		1	5%		0	0.0%		0	0%		0	0%		2	6%	
	Total	33		1,394	19		1,158	56		1,455	96		1,406	139		1,399	93		1,272	206		1,312	23		1,565	23		1,130	35		1,543	313	1,286
57. Belief that employees feel respected within their department	-2.00 Strongly Negative	0	0%	1	5.3%		0	0.0%		0	0.0%		2	1.4%		2	2.2%		5	2.4%		0	0.0%		2	8.7%		0	0%		9	2.9%	
	-1.00 Negative	0	0.0%	0	0.0%		0	0.0%		2	2.1%		2	1.4%		3	3.2%		10	4.9%		0	0.0%		0	0.0%		2	5.7%		12	3.8%	
	.00 Neutral	1	3.0%	2	10.5%		2	3.6%		7	7.3%		8	5.8%		10	10.8%		25	12.1%		0	0.0%		2	8.7%		2	5.7%		35	11.2%	
	1.00 Positive	18	54.5%	7	36.8%		30	53.6%		44	45.8%		61	43.9%		40	43.0%		66	41.7%		10	43.5%		10	43.5%		13	37.1%		109	34.8%	
	2.00 Strongly Positive	14	42.4%	9	47.4%		22	39.3%		43	44.8%		65	46.8%		37	39.8%		79	38.3%		13	56.5%		9	39.1%		18	51.4%		146	46.6%	
	99.00 No Response	0	0.0%	0	0.0%		2	3.6%		0	0.0%		1	0.7%		1	1.1%		1	5%		0	0.0%		0	0%		0	0%		2	6%	
	Total	33		1,394	19		1,211	56		1,370	96		1,333	139		1,341	93		1,163	206		1,093	23		1,565	23		1,043	35		1,343	313	1,193
58. Belief that employees feel they are part of a team	-2.00 Strongly Negative	0	0.0%	1	5.3%		0	0.0%		0	0.0%		5	3.6%		2	2.2%		5	2.4%		1	4.3%		2	8.7%		1	2.9%		8	2.6%	
	-1.00 Negative	2	6.1%	0	0.0%		1	1.8%		3	3.1%		4	2.9%		3	3.2%		15	7.3%		0	0.0%		0	0.0%		2	5.7%		14	4.5%	
	.00 Neutral	3	9.1%	3	15.8%		6	10.7%		8	8.3%		11	7.9%		8	8.6%		20	9.7%		2	8.7%		0	0.0%		1	2.9%		30	9.6%	
	1.00 Positive	14	42.4%	8	42.1%		23	41.1%		42	43.8%		60	43.2%		40	43.0%		61	39.3%		10	43.5%		9	39.1%		16	45.7%		111	35.5%	
	2.00 Strongly Positive	14	42.4%	7	36.8%		25	44.6%		43	44.8%		58	41.7%		39	41.9%		84	40.8%		10	43.5%		12	52.2%		14	40.0%		147	47.0%	
	99.00 No Response	0	0.0%	0	0.0%		1	1.8%		0	0.0%		1	0.7%		1	1.1%		1	5%		0	0.0%		0	0%		1	2.9%		3	1.0%	
	Total	33		1,212	19		1,053	56		1,309	96		1,302	139		1,174	93		1,207	206		1,093	23		1,217	23		1,261	35		1,178	313	1,210



Appendix H Response Distributions by Location

	Location																													
	Alpine			Beach Cities C&O			Century Park			Century Park East			Desert Star EC			Eastern C&O			Greencraig			Kearny			Metro C&O			Miramar		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
1. Employees identifying and eliminating hazards	-2.00 Strongly Negative	0	0%	0	0.0%	8	0.7%	2	1.0%	0	0.0%	0	0%	0	0.0%	0	0%	0	0.0%	0	0%	0	0.0%	0	0%	0	0%			
	-1.00 Negative	0	0.0%	1	0.8%	24	2.2%	12	5.8%	0	0.0%	5	4.4%	1	1.3%	2	1.2%	5	3.5%	6	2.9%									
	.00 Neutral	1	3.6%	8	6.6%	100	9.3%	27	13.0%	0	0.0%	11	9.6%	5	6.4%	12	7.1%	16	11.3%	16	7.6%									
	1.00 Positive	17	60.7%	53	43.8%	495	46.0%	95	45.7%	4	17.4%	52	45.6%	37	47.4%	92	54.4%	71	50.0%	109	51.9%									
	2.00 Strongly Positive	10	35.7%	59	48.8%	448	41.8%	71	34.1%	19	82.6%	46	40.4%	35	44.9%	62	36.7%	49	34.5%	79	37.8%									
	99.00 No Response	0	0%	0	0.0%	2	0.2%	1	0.5%	0	0.0%	0	0.0%	0	0.0%	1	0.6%	1	0.7%	0	0.0%									
	Total	28		1.321	121		1,405		1,257	208		1,068	23		1,826	114		1,219	78		1,359	169		1,274	142		1,163	210		1,243
2. Frequency of employee/management interactions	-2.00 Strongly Negative	2	7.1%	1	0.8%	8	0.7%	3	1.4%	0	0%	2	1.8%	0	0%	2	1.2%	5	3.5%	6	2.9%									
	-1.00 Negative	2	7.1%	2	1.7%	47	4.4%	10	4.8%	1	4.3%	12	10.5%	1	1.3%	10	5.9%	14	9.9%	19	9.0%									
	.00 Neutral	4	14.3%	26	21.5%	123	11.4%	20	9.6%	1	4.3%	21	18.4%	9	11.5%	36	21.3%	36	25.4%	39	18.6%									
	1.00 Positive	13	46.4%	52	43.0%	474	44.0%	108	51.9%	6	26.1%	50	43.9%	39	50.0%	79	46.7%	60	42.3%	85	40.5%									
	2.00 Strongly Positive	7	25.0%	40	33.1%	421	39.1%	65	31.3%	15	65.2%	28	24.6%	29	37.2%	39	23.1%	26	18.3%	59	28.1%									
	99.00 No Response	0	0%	0	0.0%	4	0.4%	2	1.0%	0	0%	1	0.9%	0	0%	3	1.8%	1	0.7%	2	1.0%									
	Total	28		0.750	121		1,058	1077	1,168	208		1,078	23		1,522	114		0.796	78		1,231	169		0.861	142		0.624	210		0.827
3. Priority of safety relative to production	-2.00 Strongly Negative	2	7.1%	9	7.4%	33	3.1%	4	1.9%	0	0.0%	8	7.0%	1	1.3%	9	5.3%	14	9.9%	12	5.7%									
	-1.00 Negative	3	10.7%	16	13.2%	46	4.3%	11	5.3%	0	0.0%	15	13.2%	9	11.5%	13	7.7%	23	16.2%	20	9.5%									
	.00 Neutral	7	25.0%	23	19.0%	97	9.0%	15	7.2%	1	4.3%	19	16.7%	7	9.0%	29	17.2%	20	14.1%	29	13.8%									
	1.00 Positive	8	28.6%	38	31.4%	385	35.7%	76	36.5%	8	34.8%	43	37.7%	29	37.2%	64	37.9%	60	42.3%	81	38.6%									
	2.00 Strongly Positive	8	28.6%	33	27.3%	510	47.4%	100	48.1%	14	60.9%	27	23.7%	32	41.0%	53	31.4%	24	16.9%	67	31.9%									
	99.00 No Response	0	0%	2	1.7%	6	0.6%	2	1.0%	0	0%	2	1.8%	0	0%	1	0.6%	1	0.7%	1	0.5%									
	Total	28		0.607	121		0.588	1077	1,207	208		1,248	23		1,565	114		0.589	78		1,051	169		0.827	142		0.404	210		0.818
4. Employees being involved in safety and health practices	-2.00 Strongly Negative	1	3.6%	1	0.8%	11	1.0%	3	1.4%	0	0.0%	0	0.0%	1	1.3%	1	0.6%	4	2.8%	2	1.0%									
	-1.00 Negative	2	7.1%	6	5.0%	63	5.8%	19	9.1%	0	0.0%	7	6.1%	1	1.3%	10	5.9%	14	9.9%	27	12.9%									
	.00 Neutral	6	21.4%	27	22.3%	262	24.3%	57	27.4%	0	0.0%	32	28.1%	19	24.4%	45	26.6%	40	28.2%	45	21.4%									
	1.00 Positive	16	57.1%	55	45.5%	479	44.5%	91	43.8%	10	43.5%	55	48.2%	43	55.1%	87	51.5%	65	45.8%	100	47.6%									
	2.00 Strongly Positive	3	10.7%	32	26.4%	256	23.8%	35	16.8%	13	56.5%	20	17.5%	14	17.9%	24	14.2%	18	12.7%	33	15.7%									
	99.00 No Response	0	0%	0	0.0%	6	0.6%	3	1.4%	0	0%	0	0.0%	0	0%	2	1.2%	1	0.7%	3	1.4%									
	Total	28		0.643	121		0.917	1077	1,184	208		0.663	23		1,565	114		0.772	78		0.872	169		0.737	142		0.560	210		0.652
5. Supervisors maintaining a high safety performance standard	-2.00 Strongly Negative	1	3.6%	0	0.0%	18	1.7%	2	1.0%	0	0.0%	2	1.8%	2	2.6%	3	1.8%	7	4.9%	4	1.9%									
	-1.00 Negative	1	3.6%	5	4.1%	15	1.4%	8	3.8%	0	0.0%	5	4.4%	1	1.3%	4	2.4%	5	3.5%	20	9.5%									
	.00 Neutral	4	14.3%	11	9.1%	116	10.8%	24	11.5%	1	4.3%	16	14.0%	6	7.7%	28	16.6%	30	21.1%	39	18.6%									
	1.00 Positive	12	42.9%	37	30.6%	396	36.8%	86	41.3%	10	43.5%	46	40.4%	29	37.2%	74	43.8%	59	41.5%	66	31.4%									
	2.00 Strongly Positive	10	35.7%	68	56.2%	529	49.1%	87	41.8%	12	52.2%	45	39.5%	40	51.3%	59	34.9%	39	27.5%	80	38.1%									
	99.00 No Response	0	0%	0	0.0%	3	0.3%	1	0.5%	0	0%	0	0.0%	0	0%	1	0.6%	2	1.4%	1	0.5%									
	Total	28		1.036	121		1.388	1077	1,306	208		1,198	23		1,478	114		1.114	78		1,333	169		1,083	142		0.843	210		0.947

	Location																													
	Alpine			Beach Cities C&O			Century Park			Century Park East			Desert Star EC			Eastern C&O			Greencraig			Kearny			Metro C&O			Miramar		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
6. Frequency of detailed and regularly scheduled inspections	-2.00 Strongly Negative	2	7.1%	1	0.8%	20	1.9%	3	1.4%	0	0.0%	1	0.9%	1	1.3%	5	3.0%	4	2.8%	4	1.9%									
	-1.00 Negative	3	10.7%	9	7.4%	67	6.2%	14	6.7%	0	0.0%	8	7.0%	4	5.1%	12	7.1%	19	13.4%	19	9.0%									
	.00 Neutral	7	25.0%	37	30.6%	383	35.6%	78	37.5%	1	4.3%	41	36.0%	25	32.1%	59	34.9%	56	39.4%	61	29.0%									
	1.00 Positive	13	46.4%	45	37.2%	383	35.6%	73	35.1%	3	13.0%	45	39.5%	36	46.2%	62	36.7%	48	33.8%	88	41.9%									
	2.00 Strongly Positive	3	10.7%	29	24.0%	215	20.0%	39	18.8%	19	82.6%	19	16.7%	11	14.1%	28	16.6%	14	9.9%	38	18.1%									
	99.00 No Response	0	0.0%	0	0.0%	9	.8%	1	.5%	0	0.0%	0	0.0%	1	1.3%	3	1.8%	1	7%	0	0.0%									
	Total	28		.429	121		0.760	1077		.661	208		0.633	23		1.783	114		0.640	78		.675	169		0.578	142		.348	210	
7. Management stressing the importance of safety in communications	-2.00 Strongly Negative	2	7.1%	9	7.4%	70	6.5%	21	10.1%	2	8.7%	5	4.4%	5	6.4%	12	7.1%	14	9.9%	12	5.7%									
	-1.00 Negative	4	14.3%	18	14.9%	58	5.4%	16	7.7%	1	4.3%	15	13.2%	7	9.0%	26	15.4%	23	16.2%	26	12.4%									
	.00 Neutral	5	17.9%	20	16.5%	58	5.4%	9	4.3%	0	0.0%	23	20.2%	4	5.1%	33	19.5%	36	25.4%	39	18.8%									
	1.00 Positive	7	25.0%	46	38.0%	378	35.1%	75	36.1%	5	21.7%	47	41.2%	35	44.9%	65	38.5%	51	35.9%	74	35.2%									
	2.00 Strongly Positive	10	35.7%	28	23.1%	509	47.3%	85	40.9%	15	65.2%	24	21.1%	27	34.6%	32	18.9%	17	12.0%	57	27.1%									
	99.00 No Response	0	0.0%	0	0.0%	4	.4%	2	1.0%	0	0.0%	0	0.0%	0	0.0%	1	0.6%	1	7%	2	1.0%									
	Total	28		.679	121		0.545	1077		1.116	208		.908	23		1.304	114		.614	78		.923	169		.470	142		.241	210	
8. Frequency of safety meeting occurrence	-2.00 Strongly Negative	0	0.0%	8	6.6%	19	1.8%	9	4.3%	1	4.3%	5	4.4%	0	0.0%	2	1.2%	17	12.0%	9	4.3%									
	-1.00 Negative	4	14.3%	10	8.3%	79	7.3%	28	13.5%	1	4.3%	13	11.4%	4	5.1%	7	4.1%	19	13.4%	29	13.8%									
	.00 Neutral	4	14.3%	18	14.9%	207	19.2%	58	27.9%	1	4.3%	24	21.1%	7	9.0%	40	23.7%	29	20.4%	29	13.8%									
	1.00 Positive	13	46.4%	53	43.8%	464	43.1%	68	32.7%	4	17.4%	48	42.1%	37	47.4%	75	44.4%	51	35.9%	85	40.5%									
	2.00 Strongly Positive	7	25.0%	32	26.4%	304	28.2%	43	20.7%	16	69.6%	24	21.1%	30	38.5%	44	26.0%	25	17.6%	56	26.7%									
	99.00 No Response	0	0.0%	0	0.0%	4	.4%	2	1.0%	0	0.0%	0	0.0%	0	0.0%	1	0.6%	1	7%	2	1.0%									
	Total	28		.821	121		.752	1077		.890	208		.524	23		1.435	114		.640	78		1.192	169		.905	142		.340	210	
9. Condition of departmental teamwork	-2.00 Strongly Negative	3	10.7%	6	5.0%	23	2.1%	5	2.4%	0	0.0%	9	7.9%	2	2.6%	8	4.7%	11	7.7%	3	1.4%									
	-1.00 Negative	3	10.7%	14	11.6%	88	8.2%	11	5.3%	2	8.7%	17	14.9%	10	12.8%	20	11.8%	25	17.6%	32	15.2%									
	.00 Neutral	9	32.1%	38	31.4%	193	17.9%	50	24.0%	4	17.4%	30	26.3%	16	20.5%	39	23.1%	46	32.4%	49	23.3%									
	1.00 Positive	12	42.9%	38	31.4%	517	48.0%	89	42.8%	6	26.1%	43	37.7%	39	50.0%	76	45.0%	45	31.7%	96	45.7%									
	2.00 Strongly Positive	1	3.6%	24	19.8%	248	23.0%	50	24.0%	11	47.8%	14	12.3%	11	14.1%	24	14.2%	13	9.2%	30	14.3%									
	99.00 No Response	0	0.0%	1	0.8%	8	.7%	3	1.4%	0	0.0%	1	0.9%	0	0.0%	2	1.2%	2	1.4%	0	0.0%									
	Total	28		.179	121		.500	1077		.822	208		0.820	23		1.130	114		0.319	78		.603	169		0.527	142		.171	210	
10. Belief that management shows it cares for employee safety	-2.00 Strongly Negative	1	3.6%	1	0.8%	14	1.3%	3	1.4%	0	0.0%	1	0.9%	1	1.3%	4	2.4%	8	5.6%	5	2.4%									
	-1.00 Negative	4	14.3%	5	4.1%	14	1.3%	6	2.9%	0	0.0%	10	8.8%	2	2.6%	10	5.9%	12	8.5%	12	5.7%									
	.00 Neutral	5	17.9%	14	11.6%	73	6.8%	11	5.3%	0	0.0%	23	20.2%	4	5.1%	28	16.6%	28	19.7%	32	15.2%									
	1.00 Positive	9	32.1%	54	44.6%	373	34.6%	82	39.4%	6	26.1%	49	43.0%	34	43.6%	71	42.0%	60	42.3%	88	41.9%									
	2.00 Strongly Positive	9	32.1%	47	38.8%	596	55.3%	104	50.0%	17	73.9%	30	26.3%	37	47.4%	51	30.2%	33	23.2%	71	33.8%									
	99.00 No Response	0	0.0%	0	0.0%	7	.6%	2	1.0%	0	0.0%	1	0.9%	0	0.0%	5	3.0%	1	7%	2	1.0%									
	Total	28		0.750	121		1.165	1077		1.423	208		1.350	23		1.739	114		0.858	78		1.333	169		0.945	142		0.695	210	

	Location																													
	Alpine			Beach Cities C&O			Century Park			Century Park East			Desert Star EC			Eastern C&O			Greencraig			Kearny			Metro C&O			Miramar		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
11. Employees believing that their actions can protect coworkers	-2.00 Strongly Negative	0	0.0%	0	0.0%	1	.1%	2	1.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	1	.7%	0	.0%							
	-1.00 Negative	0	0.0%	1	0.8%	3	0.3%	2	1.0%	0	0.0%	1	.9%	0	0.0%	0	0.0%	0	0.0%	1	0.7%	1	.5%							
	.00 Neutral	4	14.3%	6	5.0%	57	5.3%	9	4.3%	0	.0%	9	7.9%	6	7.7%	8	4.7%	6	4.2%	6	4.2%	5	2.4%							
	1.00 Positive	11	39.3%	46	38.0%	401	37.2%	90	43.3%	4	17.4%	50	43.9%	33	42.3%	77	45.6%	63	44.4%	99	47.1%									
	2.00 Strongly Positive	12	42.9%	67	55.4%	607	56.4%	103	49.5%	19	82.6%	53	46.5%	39	50.0%	83	49.1%	70	49.3%	103	49.0%									
	99.00 No Response	1	3.6%	1	0.8%	8	.7%	2	1.0%	0	.0%	1	.9%	0	0.0%	1	.8%	1	.7%	2	1.0%									
	Total	28		1,206	121		1,492	1077		1,506	208		1,408	23		1,826	114		1,372	78		1,423	169		1,446	142		1,418	210	
12. Supervisors behaving in accord with safe job procedures	-2.00 Strongly Negative	0	0.0%	2	1.7%	9	0.8%	2	1.0%	0	0.0%	1	0.9%	2	2.6%	5	3.0%	6	4.2%	2	1.0%									
	-1.00 Negative	3	10.7%	2	1.7%	10	0.9%	5	2.4%	0	0.0%	3	2.6%	0	0.0%	10	5.9%	9	6.3%	11	5.2%									
	.00 Neutral	5	17.9%	16	13.2%	38	3.5%	10	4.8%	1	4.3%	16	14.0%	2	2.6%	17	10.1%	21	14.8%	33	15.7%									
	1.00 Positive	6	21.4%	42	34.7%	316	29.3%	53	25.5%	9	39.1%	43	37.7%	28	35.9%	68	40.2%	62	43.7%	71	33.8%									
	2.00 Strongly Positive	14	50.0%	59	48.8%	695	64.5%	137	65.9%	13	56.5%	49	43.0%	46	59.0%	67	39.6%	42	29.6%	90	42.9%									
	99.00 No Response	0	0%	0	0.0%	9	.8%	1	.5%	0	.0%	2	1.8%	0	0.0%	2	1.2%	2	1.4%	3	1.4%									
	Total	28		1,107	121		1,273	1077		1,571	208		1,536	23		1,522	114		1,214	78		1,487	169		1,050	142		893	210	
13. Presence of employees well trained in emergency practices	-2.00 Strongly Negative	0	0%	0	0.0%	2	0.2%	1	.5%	0	0.0%	2	1.8%	0	0.0%	4	2.4%	2	1.4%	5	2.4%									
	-1.00 Negative	1	3.6%	7	5.8%	32	3.0%	2	1.0%	1	4.3%	1	0.9%	4	5.1%	7	4.1%	9	6.3%	12	5.7%									
	.00 Neutral	11	39.3%	23	19.0%	143	13.3%	31	14.9%	0	0.0%	34	29.8%	16	20.5%	41	24.3%	36	25.4%	33	15.7%									
	1.00 Positive	12	42.9%	63	52.1%	499	46.3%	102	49.0%	8	34.8%	46	40.4%	37	47.4%	89	52.7%	76	53.5%	108	51.4%									
	2.00 Strongly Positive	4	14.3%	28	23.1%	392	36.4%	71	34.1%	14	60.9%	30	26.3%	21	26.9%	27	16.0%	16	11.3%	50	23.8%									
	99.00 No Response	0	0.0%	0	0.0%	9	.8%	1	.5%	0	.0%	1	.9%	0	0.0%	1	.8%	3	2.1%	2	1.0%									
	Total	28		0,679	121		0,926	1077		1,168	208		1,159	23		1,522	114		0,894	78		0,962	169		0,762	142		0,683	210	
14. Management publishing a policy on the value of employee safety	-2.00 Strongly Negative	1	3.6%	0	0.0%	5	.5%	4	1.9%	0	0.0%	0	0.0%	1	1.3%	1	0.6%	4	2.8%	3	1.4%									
	-1.00 Negative	1	3.6%	3	2.5%	18	1.7%	3	1.4%	0	0.0%	6	5.3%	1	1.3%	5	3.0%	12	8.5%	14	6.7%									
	.00 Neutral	7	25.0%	38	31.4%	118	11.0%	26	12.5%	1	4.3%	37	32.5%	16	20.5%	50	29.6%	45	31.7%	47	22.4%									
	1.00 Positive	14	50.0%	49	40.5%	479	44.5%	91	43.8%	7	30.4%	48	42.1%	37	47.4%	75	44.4%	60	42.3%	89	42.4%									
	2.00 Strongly Positive	5	17.9%	31	25.6%	446	41.4%	83	39.9%	15	65.2%	22	19.3%	23	29.5%	36	21.3%	18	12.7%	56	26.7%									
	99.00 No Response	0	0.0%	0	0.0%	11	1.0%	1	.5%	0	.0%	1	.9%	0	0.0%	2	1.2%	3	2.1%	1	.5%									
	Total	28		0,750	121		0,893	1077		1,260	208		1,188	23		1,609	114		0,761	78		1,026	169		0,838	142		0,547	210	
15. Thoroughness of near miss accident/incident investigations	-2.00 Strongly Negative	1	3.6%	0	0.0%	12	1.1%	1	.5%	0	0.0%	3	2.6%	1	1.3%	3	1.8%	2	1.4%	0	.0%									
	-1.00 Negative	0	0.0%	9	7.4%	21	1.9%	3	1.4%	2	8.7%	10	8.8%	3	3.8%	9	5.3%	5	3.5%	19	9.0%									
	.00 Neutral	9	32.1%	37	30.6%	321	29.8%	77	37.0%	1	4.3%	47	41.2%	18	23.1%	62	36.7%	48	33.8%	62	29.5%									
	1.00 Positive	14	50.0%	52	43.0%	361	33.5%	66	31.7%	6	26.1%	40	35.1%	36	46.2%	65	38.5%	64	45.1%	83	39.5%									
	2.00 Strongly Positive	4	14.3%	23	19.0%	352	32.7%	60	28.8%	14	60.9%	13	11.4%	20	25.6%	28	16.6%	22	15.5%	45	21.4%									
	99.00 No Response	0	0.0%	0	0.0%	10	.9%	1	.5%	0	.0%	1	.9%	0	0.0%	2	1.2%	1	.7%	1	.5%									
	Total	28		0,714	121		0,736	1077		956	208		0,874	23		1,391	114		0,442	78		910	169		0,635	142		702	210	

	Location																													
	Alpine			Beach Cities C&O			Century Park			Century Park East			Desert Star EC			Eastern C&O			Greencraig			Kearny			Metro C&O			Miramar		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
16. Condition of employee morale	-2.00 Strongly Negative	3	10.7%	8	6.6%	70	6.5%	13	6.3%	0	0.0%	24	21.1%	7	9.0%	16	9.5%	25	17.6%	29	13.8%									
	-1.00 Negative	6	21.4%	19	15.7%	161	14.9%	31	14.9%	1	4.3%	24	21.1%	8	10.3%	22	13.0%	25	17.6%	38	18.1%									
	.00 Neutral	5	17.9%	32	26.4%	231	21.4%	52	25.0%	5	21.7%	34	29.8%	12	15.4%	45	26.6%	49	34.5%	42	20.0%									
	1.00 Positive	13	46.4%	41	33.9%	406	37.7%	60	28.8%	6	26.1%	19	16.7%	36	46.2%	59	34.9%	33	23.2%	71	33.8%									
	2.00 Strongly Positive	1	3.6%	20	16.5%	198	18.4%	49	23.6%	9	39.1%	12	10.5%	15	19.2%	25	14.8%	9	6.3%	28	13.3%									
	99.00 No Response	0	0%	1	0.8%	11	1.0%	3	1.4%	2	8.7%	1	9%	0	0%	2	1.2%	1	7%	2	1.0%									
	Total	28		107	121		383	1077		470	208		493	23		1,095	114		-257	78		564	169		329	142		-170	210	
17. Belief that management does more than law requires	-2.00 Strongly Negative	1	3.6%	5	4.1%	58	5.4%	8	3.8%	1	4.3%	2	1.8%	3	3.8%	11	6.5%	12	8.5%	12	5.7%									
	-1.00 Negative	3	10.7%	12	9.9%	68	6.3%	20	9.6%	1	4.3%	21	18.4%	7	9.0%	31	18.3%	26	18.3%	34	16.2%									
	.00 Neutral	7	25.0%	30	24.8%	135	12.5%	29	13.9%	1	4.3%	24	21.1%	18	23.1%	32	18.9%	34	23.9%	28	13.3%									
	1.00 Positive	10	35.7%	47	38.8%	415	38.5%	82	39.4%	3	13.0%	40	35.1%	22	28.2%	63	37.3%	51	35.9%	85	40.5%									
	2.00 Strongly Positive	7	25.0%	27	22.3%	390	36.2%	66	31.7%	17	73.9%	26	22.8%	27	34.6%	31	18.3%	18	12.7%	50	23.9%									
	99.00 No Response	0	0%	0	0.0%	11	1.0%	3	1.4%	0	0.0%	1	9%	1	1.3%	1	6%	1	0.7%	1	5%									
	Total	28		679	121		653	1077		948	208		868	23		1,478	114		593	78		816	169		429	142		262	210	
18. Belief that employees understand safety and health regulations	-2.00 Strongly Negative	0	0%	1	0.8%	1	0.1%	2	1.0%	0	0.0%	1	9%	0	0.0%	0	0%	1	0.7%	0	0%									
	-1.00 Negative	1	3.6%	1	0.8%	11	1.0%	4	1.9%	0	0.0%	1	0.9%	1	1.3%	2	1.2%	2	1.4%	2	1.0%									
	.00 Neutral	3	10.7%	7	5.8%	53	4.9%	12	5.8%	0	0.0%	10	8.8%	2	2.6%	13	7.7%	9	6.3%	12	5.7%									
	1.00 Positive	14	50.0%	60	49.6%	515	47.8%	99	47.6%	4	17.4%	64	56.1%	42	53.8%	97	57.4%	88	62.0%	112	53.3%									
	2.00 Strongly Positive	10	35.7%	51	42.1%	487	45.2%	89	42.8%	19	82.6%	37	32.5%	33	42.3%	55	32.5%	41	28.9%	79	37.6%									
	99.00 No Response	0	0.0%	1	0.8%	10	.9%	2	1.0%	0	0%	1	9%	0	0%	2	1.2%	1	7%	5	2.4%									
	Total	28		1,179	121		1,325	1077		1,383	208		1,306	23		1,826	114		1,195	78		1,372	169		1,228	142		1,177	210	
19. Supervisors enforcing safe job procedures	-2.00 Strongly Negative	1	3.6%	0	0.0%	8	0.7%	3	1.4%	0	0.0%	3	2.6%	2	2.6%	1	0.6%	8	5.6%	1	0.5%									
	-1.00 Negative	0	0.0%	2	1.7%	18	1.7%	7	3.4%	0	0.0%	4	3.5%	3	3.8%	8	4.7%	6	4.2%	16	7.6%									
	.00 Neutral	4	14.3%	11	9.1%	105	9.7%	20	9.6%	1	4.3%	15	13.2%	2	2.6%	27	16.0%	22	15.5%	28	13.3%									
	1.00 Positive	15	53.6%	53	43.8%	450	41.8%	94	45.2%	7	30.4%	57	50.0%	32	41.0%	78	46.2%	67	47.2%	85	40.5%									
	2.00 Strongly Positive	8	28.6%	55	45.5%	485	45.0%	82	39.4%	15	65.2%	34	29.8%	39	50.0%	53	31.4%	38	26.8%	77	36.7%									
	99.00 No Response	0	0.0%	0	0.0%	11	1.0%	2	1.0%	0	0%	1	9%	0	0%	2	1.2%	1	7%	3	1.4%									
	Total	28		1,036	121		1,331	1077		1,300	208		1,189	23		1,609	114		1,018	78		1,321	169		1,042	142		858	210	
20. Employees using standardized precautions for hazardous materials	-2.00 Strongly Negative	0	0.0%	1	0.8%	1	.1%	1	0.5%	0	0%	0	0.0%	0	0%	0	0.0%	2	1.4%	0	0%									
	-1.00 Negative	0	0%	2	1.7%	5	0.5%	0	0.0%	0	0.0%	1	0.9%	3	3.8%	2	1.2%	3	2.1%	4	1.9%									
	.00 Neutral	9	32.1%	28	23.1%	367	34.1%	85	40.9%	1	4.3%	33	28.9%	24	30.8%	50	29.6%	43	30.3%	36	17.1%									
	1.00 Positive	11	39.3%	55	45.5%	351	32.6%	65	31.3%	7	30.4%	56	49.1%	27	34.6%	79	46.7%	68	47.9%	98	46.7%									
	2.00 Strongly Positive	8	28.6%	35	28.9%	340	31.6%	55	26.4%	15	65.2%	23	20.2%	24	30.8%	37	21.9%	25	17.6%	71	33.8%									
	99.00 No Response	0	0.0%	0	0.0%	13	1.2%	2	1.0%	0	0%	1	9%	0	0%	1	6%	1	0.7%	1	.5%									
	Total	28		0,964	121		1,000	1077		0,962	208		0,840	23		1,609	114		0,894	78		0,923	169		0,899	142		0,787	210	

	Location																													
	Alpine			Beach Cities C&O			Century Park			Century Park East			Desert Star EC			Eastern C&O			Greencraig			Kearny			Metro C&O			Miramar		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
21. Management providing adequate safety staff	-2.00 Strongly Negative	3	10.7%	6	5.0%	10	0.9%	5	2.4%	0	0.0%	9	7.9%	1	1.3%	5	3.0%	9	6.3%	10	4.8%									
	-1.00 Negative	4	14.3%	11	9.1%	55	5.1%	9	4.3%	0	0.0%	14	12.3%	5	6.4%	13	7.7%	16	11.3%	26	12.4%									
	.00 Neutral	6	21.4%	31	25.6%	222	20.6%	53	25.5%	0	0.0%	36	31.6%	8	10.3%	46	27.2%	29	20.4%	38	18.1%									
	1.00 Positive	12	42.9%	49	40.5%	484	44.9%	89	42.8%	9	39.1%	42	36.8%	46	59.0%	71	42.0%	70	49.3%	96	45.7%									
	2.00 Strongly Positive	3	10.7%	24	19.8%	293	27.2%	50	24.0%	14	60.9%	13	11.4%	18	23.1%	31	18.3%	17	12.0%	39	18.6%									
	99.00 No Response	0	0%	0	0.0%	13	1.2%	2	1.0%	0	0%	0	0%	0	0%	3	1.8%	1	7%	1	.5%									
	Total	28		.286	121		.612	1077		.935	208		.825	23		1.609	114		.0316	78		.962	169		.0663	142		.496	210	
22. Effectiveness of award programs in promoting safe behavior	-2.00 Strongly Negative	3	10.7%	4	3.3%	28	2.6%	4	1.9%	1	4.3%	10	8.8%	3	3.8%	16	9.5%	4	2.8%	13	6.2%									
	-1.00 Negative	4	14.3%	16	13.2%	86	8.0%	28	13.5%	3	13.0%	21	18.4%	10	12.8%	30	17.8%	30	21.1%	35	16.7%									
	.00 Neutral	12	42.9%	37	30.6%	280	26.0%	56	26.9%	1	4.3%	39	34.2%	23	29.5%	55	32.5%	46	32.4%	59	28.1%									
	1.00 Positive	6	21.4%	50	41.3%	456	42.3%	78	37.5%	8	34.8%	33	28.9%	27	34.6%	48	28.4%	39	27.5%	75	35.7%									
	2.00 Strongly Positive	3	10.7%	14	11.6%	214	19.9%	40	19.2%	10	43.5%	11	9.6%	15	19.2%	18	10.7%	18	12.7%	27	12.9%									
	99.00 No Response	0	0%	0	0.0%	13	1.2%	2	1.0%	0	0%	0	0%	0	0%	2	1.2%	5	3.5%	1	0.5%									
	Total	28		.071	121		.446	1077		.697	208		.592	23		1.000	114		.123	78		.526	169		.132	142		.270	210	
23. Safety standard level relative to production standard level	-2.00 Strongly Negative	2	7.1%	3	2.5%	31	2.9%	8	3.8%	1	4.3%	8	7.0%	3	3.8%	15	8.9%	12	8.5%	15	7.1%									
	-1.00 Negative	3	10.7%	15	12.4%	110	10.2%	14	6.7%	1	4.3%	24	21.1%	10	12.8%	20	11.8%	28	19.7%	32	15.2%									
	.00 Neutral	6	21.4%	33	27.3%	240	22.3%	56	26.9%	3	13.0%	29	25.4%	17	21.8%	56	33.1%	41	28.9%	37	17.6%									
	1.00 Positive	11	39.3%	53	43.8%	437	40.6%	74	35.6%	6	26.1%	40	35.1%	28	35.9%	55	32.5%	44	31.0%	87	41.4%									
	2.00 Strongly Positive	6	21.4%	16	13.2%	241	22.4%	50	24.0%	12	52.2%	12	10.5%	20	25.6%	21	12.4%	16	11.3%	37	17.6%									
	99.00 No Response	0	0%	1	0.8%	18	1.7%	6	2.9%	0	0%	1	9%	0	0%	2	1.2%	1	7%	2	1.0%									
	Total	28		.571	121		.533	1077		.705	208		.713	23		1.174	114		.212	78		.667	169		.281	142		.170	210	
24. Supervisors understanding employees job safety problems	-2.00 Strongly Negative	0	0%	2	1.7%	8	0.7%	1	.5%	0	0.0%	2	1.8%	2	2.6%	4	2.4%	8	5.6%	10	4.8%									
	-1.00 Negative	1	3.6%	6	5.0%	23	2.1%	3	1.4%	0	0.0%	5	4.4%	3	3.8%	6	3.6%	12	8.5%	24	11.4%									
	.00 Neutral	3	10.7%	20	16.5%	172	16.0%	36	17.3%	1	4.3%	24	21.1%	5	6.4%	29	17.2%	29	20.4%	26	12.4%									
	1.00 Positive	18	64.3%	57	47.1%	480	44.6%	100	48.1%	9	39.1%	55	48.2%	44	56.4%	87	51.5%	65	45.8%	92	43.6%									
	2.00 Strongly Positive	6	21.4%	35	28.9%	377	35.0%	67	32.2%	13	56.5%	28	24.6%	23	29.5%	41	24.3%	27	19.0%	57	27.1%									
	99.00 No Response	0	0%	1	0.8%	17	1.6%	1	0.5%	0	0%	0	0%	1	1.3%	2	1.2%	1	7%	1	0.5%									
	Total	28		1.036	121		.975	1077		1.127	208		1.106	23		1.522	114		.895	78		1.078	169		.928	142		.645	210	
25. Employees following lockout/tagout procedures	-2.00 Strongly Negative	0	0%	1	0.8%	10	0.9%	3	1.4%	0	0.0%	0	0%	1	1.3%	0	0%	0	0%	2	1.0%									
	-1.00 Negative	0	0%	5	4.1%	54	5.0%	8	3.8%	0	0%	1	0.9%	1	1.3%	1	0.6%	5	3.5%	10	4.8%									
	.00 Neutral	11	39.3%	19	15.7%	456	42.3%	104	50.0%	1	4.3%	33	28.9%	30	38.5%	34	20.1%	41	28.9%	60	28.6%									
	1.00 Positive	11	39.3%	44	36.4%	308	28.6%	59	28.4%	5	21.7%	46	40.4%	29	37.2%	67	39.6%	66	46.5%	98	46.7%									
	2.00 Strongly Positive	6	21.4%	52	43.0%	218	20.2%	31	14.9%	17	73.9%	34	29.8%	17	21.8%	65	38.5%	27	19.0%	38	18.1%									
	99.00 No Response	0	0%	0	0.0%	31	2.9%	3	1.4%	0	0%	0	0%	0	0%	2	1.2%	3	2.1%	2	1.0%									
	Total	28		.821	121		1.165	1077		.641	208		.522	23		1.696	114		.991	78		.769	169		1.174	142		.0827	210	

	Location																													
	Alpine			Beach Cities C&O			Century Park			Century Park East			Desert Star EC			Eastern C&O			Greencraig			Kearny			Metro C&O			Miramar		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
26. Presence of safety training in new employee orientation	-2.00 Strongly Negative	0	0.0%	0	0.0%		4	0.4%		3	1.4%		0	0.0%		0	0.0%		0	0.0%		0	0.0%		0	0.0%		2	1.0%	
	-1.00 Negative	2	7.1%		1	0.8%		20	1.9%		7	3.4%		0	0.0%		1	0.9%		1	1.3%		1	0.6%		4	2.8%		11	5.2%
	.00 Neutral	5	17.9%		19	15.7%		206	19.1%		51	24.5%		0	0.0%		26	22.8%		11	14.1%		25	14.8%		24	16.9%		30	14.3%
	1.00 Positive	12	42.9%		54	44.6%		436	40.5%		77	37.0%		4	17.4%		52	45.6%		40	51.3%		80	47.3%		67	47.2%		91	43.3%
	2.00 Strongly Positive	9	32.1%		47	38.8%		394	36.6%		67	32.2%		19	82.6%		34	29.8%		26	33.3%		60	35.5%		46	32.4%		76	36.2%
	99.00 No Response	0	0.0%		0	0.0%		17	1.6%		3	1.4%		0	0.0%		1	0.9%		0	0.0%		3	1.8%		1	0.7%		0	0.0%
	Total	28		1,000	121		1,215	1077		1,128	208		0,966	23		1,826	114		1,053	78		1,167	169		1,199	142		1,099	210	
27. Belief that management is sincere in safety efforts	-2.00 Strongly Negative	0	0%		2	1.7%		5	0.5%		1	5%		0	0.0%		2	1.8%		1	1.3%		7	4.1%		7	4.9%		3	1.4%
	-1.00 Negative	3	10.7%		3	2.5%		12	1.1%		1	5%		0	0.0%		11	9.6%		1	1.3%		7	4.1%		14	9.9%		20	9.5%
	.00 Neutral	3	10.7%		14	11.6%		70	6.5%		10	4.8%		0	0.0%		17	14.9%		6	7.7%		24	14.2%		29	20.4%		29	13.8%
	1.00 Positive	14	50.0%		55	45.5%		395	36.7%		89	42.8%		4	17.4%		55	48.2%		33	42.3%		75	44.4%		59	41.5%		85	40.5%
	2.00 Strongly Positive	8	28.6%		47	38.8%		579	53.9%		106	51.0%		19	82.6%		28	24.6%		37	47.4%		54	32.0%		32	22.5%		73	34.9%
	99.00 No Response	0	0.0%		0	0.0%		16	1.5%		1	5%		0	0.0%		1	0.9%		0	0.0%		2	1.2%		1	0.7%		0	0.0%
	Total	28		0,964	121		1,174	1077		1,443	208		1,440	23		1,826	114		0,850	78		1,333	169		0,970	142		0,674	210	
28. Supervisors acting on employee safety suggestions	-2.00 Strongly Negative	0	0.0%		2	1.7%		19	1.8%		8	3.8%		1	4.3%		2	1.8%		4	5.1%		11	6.5%		9	6.3%		5	2.4%
	-1.00 Negative	2	7.1%		13	10.7%		31	2.9%		6	2.9%		2	8.7%		12	10.5%		4	5.1%		16	9.5%		17	12.0%		22	10.5%
	.00 Neutral	7	25.0%		21	17.4%		181	16.8%		38	18.3%		1	4.3%		35	30.7%		10	12.8%		46	27.2%		41	28.9%		51	24.3%
	1.00 Positive	10	35.7%		57	47.1%		441	40.9%		87	41.8%		5	21.7%		47	41.2%		31	39.7%		56	33.1%		58	40.8%		81	38.6%
	2.00 Strongly Positive	9	32.1%		27	22.3%		393	36.5%		68	32.7%		14	60.9%		17	14.9%		29	37.2%		38	22.5%		15	10.6%		50	23.8%
	99.00 No Response	0	0.0%		1	0.8%		12	1.1%		1	5%		0	0.0%		1	0.9%		0	0.0%		2	1.2%		2	1.4%		1	0.5%
	Total	28		0,929	121		783	1077		1,087	208		0,971	23		1,261	114		0,575	78		987	169		0,563	142		379	210	
29. Occurrence of emergency response procedures testing	-2.00 Strongly Negative	1	3.6%		2	1.7%		14	1.3%		2	1.0%		1	4.3%		3	2.6%		2	2.6%		8	4.7%		11	7.7%		5	2.4%
	-1.00 Negative	5	17.9%		9	7.4%		43	4.0%		10	4.8%		2	8.7%		10	8.8%		5	6.4%		25	14.8%		22	15.5%		35	16.7%
	.00 Neutral	8	28.6%		43	35.5%		176	16.3%		37	17.8%		0	0.0%		46	40.4%		20	25.6%		45	26.6%		57	40.1%		61	29.0%
	1.00 Positive	12	42.9%		47	38.8%		474	44.0%		87	41.8%		5	21.7%		39	34.2%		36	46.2%		64	37.9%		41	28.9%		73	34.8%
	2.00 Strongly Positive	2	7.1%		20	16.5%		351	32.6%		68	32.7%		15	65.2%		16	14.0%		15	19.2%		24	14.2%		10	7.0%		35	16.7%
	99.00 No Response	0	0%		0	0.0%		19	1.8%		4	1.9%		0	0.0%		0	0.0%		0	0.0%		3	1.8%		1	0.7%		1	0.5%
	Total	28		0,321	121		0,612	1077		1,044	208		1,025	23		1,348	114		482	78		731	169		428	142		121	210	
30. Effectiveness of safety committees in improving safety conditions	-2.00 Strongly Negative	0	0.0%		1	0.8%		2	0.2%		1	0.5%		0	0.0%		1	0.9%		1	1.3%		7	4.1%		6	4.2%		2	1.0%
	-1.00 Negative	4	14.3%		9	7.4%		17	1.6%		6	2.9%		0	0.0%		14	12.3%		1	1.3%		6	3.6%		10	7.0%		16	7.6%
	.00 Neutral	8	28.6%		28	23.1%		186	17.3%		38	18.3%		1	4.3%		33	28.9%		14	17.9%		56	33.1%		43	30.3%		51	24.3%
	1.00 Positive	11	39.3%		53	43.8%		504	46.8%		97	46.6%		11	47.8%		45	39.5%		43	55.1%		74	43.8%		63	44.4%		96	45.7%
	2.00 Strongly Positive	5	17.9%		30	24.8%		352	32.7%		65	31.3%		11	47.8%		20	17.5%		19	24.4%		22	13.0%		18	12.7%		44	21.0%
	99.00 No Response	0	0.0%		0	0.0%		16	1.5%		1	0.5%		0	0.0%		1	0.9%		0	0.0%		4	2.4%		2	1.4%		1	0.5%
	Total	28		607	121		0,843	1077		1,119	208		1,058	23		1,435	114		0,611	78		1,000	169		0,594	142		550	210	

	Location																													
	Alpine			Beach Cities C&O			Century Park			Century Park East			Desert Star EC			Eastern C&O			Greencraig			Kearny			Metro C&O			Miramar		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
31. Management setting a positive safety example	-2.00 Strongly Negative	1	3.6%	2	1.7%	6	0.6%	1	5%	0	0.0%	4	3.5%	1	1.3%	10	5.9%	11	7.7%	12	5.7%									
	-1.00 Negative	5	17.9%	11	9.1%	21	1.9%	2	1.0%	0	0.0%	13	11.4%	3	3.8%	14	8.3%	17	12.0%	18	8.6%									
	.00 Neutral	4	14.3%	24	19.8%	102	9.5%	19	9.1%	1	4.3%	30	26.3%	11	14.1%	47	27.8%	41	28.9%	37	17.6%									
	1.00 Positive	11	39.3%	56	46.3%	496	46.1%	99	47.6%	6	28.1%	48	42.1%	37	47.4%	62	36.7%	60	42.3%	89	42.4%									
	2.00 Strongly Positive	6	21.4%	28	23.1%	444	41.2%	83	39.9%	16	69.6%	19	16.7%	26	33.3%	35	20.7%	12	8.5%	53	25.2%									
	99.00 No Response	1	3.6%	0	0.0%	8	.7%	4	1.9%	0	0.0%	0	0.0%	0	0.0%	1	.6%	1	7%	1	.5%									
	Total	28		0.593	121		0.802	1077		1.264	208		1.279	23		1.652	114		0.570	78		1.077	169		0.583	142		.319	210	
32. Supervisors integrating safety into the production process	-2.00 Strongly Negative	0	0.0%	0	0.0%	4	0.4%	1	5%	0	0.0%	1	.9%	2	2.6%	4	2.4%	8	5.6%	4	1.9%									
	-1.00 Negative	2	7.1%	2	1.7%	31	2.9%	6	2.9%	0	0.0%	8	7.0%	3	3.8%	9	5.3%	11	7.7%	25	11.9%									
	.00 Neutral	5	17.9%	21	17.4%	221	20.5%	42	20.2%	1	4.3%	26	22.8%	9	11.5%	43	25.4%	29	20.4%	37	17.8%									
	1.00 Positive	13	46.4%	63	52.1%	416	38.6%	91	43.8%	7	30.4%	57	50.0%	36	46.2%	71	42.0%	75	52.8%	88	41.9%									
	2.00 Strongly Positive	7	25.0%	35	28.9%	388	36.0%	64	30.8%	15	65.2%	20	17.5%	28	35.9%	41	24.3%	18	12.7%	54	25.7%									
	99.00 No Response	1	3.6%	0	0.0%	17	1.6%	4	1.9%	0	0.0%	2	1.8%	0	0.0%	1	.6%	1	0.7%	2	1.0%									
	Total	28		.926	121		1.083	1077		1.088	208		1.034	23		1.609	114		0.777	78		1.090	169		0.810	142		.596	210	
33. Quality of preventive maintenance system operation	-2.00 Strongly Negative	2	7.1%	3	2.5%	19	1.8%	4	1.9%	0	0.0%	1	0.9%	1	1.3%	8	4.7%	12	8.5%	9	4.3%									
	-1.00 Negative	4	14.3%	17	14.0%	43	4.0%	9	4.3%	0	0.0%	22	19.3%	4	5.1%	24	14.2%	26	18.3%	29	13.8%									
	.00 Neutral	11	39.3%	39	32.2%	422	39.2%	75	36.1%	3	13.0%	42	36.8%	24	30.8%	56	33.1%	54	38.0%	67	31.9%									
	1.00 Positive	9	32.1%	47	38.8%	346	32.1%	65	31.3%	6	26.1%	33	28.9%	32	41.0%	55	32.5%	40	28.2%	77	36.7%									
	2.00 Strongly Positive	1	3.6%	15	12.4%	220	20.4%	47	22.6%	14	60.9%	15	13.2%	16	20.5%	23	13.6%	8	5.6%	24	11.4%									
	99.00 No Response	1	3.6%	0	0.0%	27	2.5%	8	3.8%	0	0.0%	1	.9%	1	1.3%	3	1.8%	2	1.4%	4	1.9%									
	Total	28		.111	121		.446	1077		.671	208		.710	23		1.478	114		.345	78		.753	169		.367	142		.043	210	
34. Management participating in safety activities on a regular basis	-2.00 Strongly Negative	0	0%	1	0.8%	22	2.0%	4	1.9%	1	4.3%	1	.9%	2	2.6%	8	4.7%	4	2.8%	8	3.8%									
	-1.00 Negative	0	0.0%	12	9.9%	54	5.0%	12	5.8%	0	0.0%	10	8.8%	7	9.0%	7	4.1%	19	13.4%	30	14.3%									
	.00 Neutral	7	25.0%	27	22.3%	168	15.8%	40	19.2%	1	4.3%	38	33.3%	12	15.4%	53	31.4%	44	31.0%	49	23.3%									
	1.00 Positive	15	53.6%	55	45.5%	474	44.0%	94	45.2%	6	26.1%	47	41.2%	35	44.9%	66	39.1%	63	44.4%	73	34.8%									
	2.00 Strongly Positive	5	17.9%	26	21.5%	349	32.4%	53	25.5%	15	65.2%	17	14.9%	22	28.2%	34	20.1%	11	7.7%	48	22.9%									
	99.00 No Response	1	3.6%	0	0.0%	10	.9%	5	2.4%	0	0.0%	1	.9%	0	0.0%	1	.6%	1	0.7%	2	1.0%									
	Total	28		.926	121		0.789	1077		1.007	208		0.887	23		1.478	114		0.611	78		.872	169		0.661	142		.411	210	
35. Perception that the safety committee has high status	-2.00 Strongly Negative	0	0.0%	3	2.5%	10	0.9%	5	2.4%	0	0.0%	4	3.5%	0	0.0%	9	5.3%	13	9.2%	6	2.9%									
	-1.00 Negative	4	14.3%	10	8.3%	70	6.5%	9	4.3%	1	4.3%	14	12.3%	4	5.1%	22	13.0%	14	9.9%	31	14.8%									
	.00 Neutral	8	28.6%	42	34.7%	335	31.1%	68	32.7%	5	21.7%	48	42.1%	28	35.9%	60	35.5%	44	31.0%	59	28.1%									
	1.00 Positive	12	42.9%	40	33.1%	385	35.7%	76	36.5%	10	43.5%	33	28.9%	29	37.2%	55	32.5%	54	38.0%	89	42.4%									
	2.00 Strongly Positive	3	10.7%	26	21.5%	262	24.3%	44	21.2%	6	26.1%	15	13.2%	15	19.2%	21	12.4%	15	10.6%	24	11.4%									
	99.00 No Response	1	3.6%	0	0.0%	15	1.4%	6	2.9%	1	4.3%	0	0.0%	2	2.6%	2	1.2%	2	1.4%	1	.5%									
	Total	28		.519	121		.628	1077		.771	208		.718	23		.955	114		.360	78		.724	169		.341	142		.314	210	

	Location																													
	Alpine			Beach Cities C&O			Century Park			Century Park East			Desert Star EC			Eastern C&O			Greencraig			Kearny			Metro C&O			Miramar		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
36. Belief that hazards not fixed right away will still be addressed	-2.00 Strongly Negative	0	0.0%	4	3.3%	12	1.1%	4	1.9%	0	0.0%	3	2.6%	2	2.6%	10	5.9%	11	7.7%	4	1.9%									
	-1.00 Negative	3	10.7%	13	10.7%	35	3.2%	8	3.8%	1	4.3%	17	14.9%	5	6.4%	24	14.2%	19	13.4%	38	18.1%									
	.00 Neutral	6	21.4%	37	30.6%	240	22.3%	50	24.0%	1	4.3%	35	30.7%	12	15.4%	47	27.8%	49	34.5%	49	23.3%									
	1.00 Positive	14	50.0%	45	37.2%	471	43.7%	81	38.9%	8	34.8%	43	37.7%	37	47.4%	62	36.7%	46	32.4%	80	38.1%									
	2.00 Strongly Positive	4	14.3%	22	18.2%	302	28.0%	61	29.3%	13	56.5%	16	14.0%	21	26.9%	23	13.6%	15	10.6%	37	17.6%									
	99.00 No Response	1	3.6%	0	0.0%	17	1.6%	4	1.9%	0	0.0%	0	0.0%	1	1.3%	3	1.8%	2	1.4%	2	1.0%									
	Total	28		.704	121		.562	1077		.958	208		.917	23		1.435	114		.456	78		.909	169		.386	142		.250	210	
37. Employees take part when incident investigations occur	-2.00 Strongly Negative	1	3.6%	5	4.1%	13	1.2%	4	1.9%	0	0.0%	5	4.4%	1	1.3%	6	3.6%	9	6.3%	9	4.3%									
	-1.00 Negative	4	14.3%	15	12.4%	58	5.4%	10	4.8%	1	4.3%	16	14.0%	6	7.7%	18	10.7%	18	12.7%	34	16.2%									
	.00 Neutral	5	17.9%	41	33.9%	450	41.8%	92	44.2%	4	17.4%	52	45.6%	25	32.1%	58	34.3%	59	41.5%	69	32.9%									
	1.00 Positive	14	50.0%	43	35.5%	361	33.5%	75	36.1%	7	30.4%	33	28.9%	33	42.3%	69	40.8%	48	33.8%	73	34.8%									
	2.00 Strongly Positive	3	10.7%	17	14.0%	178	16.5%	22	10.6%	11	47.8%	8	7.0%	12	15.4%	16	9.5%	7	4.9%	21	10.0%									
	99.00 No Response	1	3.6%	0	0.0%	17	1.6%	5	2.4%	0	0.0%	0	0.0%	1	1.3%	2	1.2%	1	7%	4	1.9%									
	Total	28		.519	121		0.430	1077		.597	208		0.498	23		1.217	114		0.202	78		.636	169		0.425	142		.184	210	
38. Supervisors providing helpful safety training	-2.00 Strongly Negative	0	0.0%	3	2.5%	6	0.6%	3	1.4%	1	4.3%	1	0.9%	1	1.3%	3	1.8%	5	3.5%	9	4.3%									
	-1.00 Negative	1	3.6%	2	1.7%	28	2.6%	8	3.8%	0	0.0%	8	7.0%	3	3.8%	13	7.7%	17	12.0%	20	9.5%									
	.00 Neutral	5	17.9%	27	22.3%	252	23.4%	43	20.7%	2	8.7%	32	28.1%	17	21.8%	47	27.8%	34	23.9%	40	19.0%									
	1.00 Positive	18	64.3%	59	48.8%	461	42.8%	88	42.3%	7	30.4%	51	44.7%	28	35.9%	72	42.6%	61	43.0%	99	47.1%									
	2.00 Strongly Positive	3	10.7%	30	24.8%	316	29.3%	59	28.4%	13	56.5%	22	19.3%	28	35.9%	33	19.5%	24	16.9%	39	18.6%									
	99.00 No Response	1	3.6%	0	0.0%	14	1.3%	7	3.4%	0	0.0%	0	0.0%	1	1.3%	1	.6%	1	0.7%	3	1.4%									
	Total	28		0.852	121		0.917	1077		.991	208		0.955	23		1.348	114		0.746	78		1.026	169		0.708	142		.582	210	
39. Perception that medical resources are sufficient	-2.00 Strongly Negative	2	7.1%	5	4.1%	5	0.5%	2	1.0%	1	4.3%	2	1.8%	1	1.3%	9	5.3%	2	1.4%	5	2.4%									
	-1.00 Negative	1	3.6%	7	5.8%	47	4.4%	4	1.9%	2	8.7%	6	5.3%	8	10.3%	10	5.9%	7	4.9%	21	10.0%									
	.00 Neutral	10	35.7%	46	38.0%	451	41.9%	102	49.0%	3	13.0%	50	43.9%	32	41.0%	66	39.1%	48	33.8%	81	38.8%									
	1.00 Positive	11	39.3%	45	37.2%	333	30.9%	60	28.8%	11	47.8%	42	36.8%	24	30.8%	70	41.4%	71	50.0%	70	33.3%									
	2.00 Strongly Positive	3	10.7%	18	14.9%	226	21.0%	33	15.9%	6	26.1%	14	12.3%	11	14.1%	12	7.1%	12	8.5%	30	14.3%									
	99.00 No Response	1	3.6%	0	0.0%	15	1.4%	7	3.4%	0	0.0%	0	0.0%	2	2.6%	2	1.2%	2	1.4%	3	1.4%									
	Total	28		.444	121		.529	1077		.685	208		.587	23		.826	114		.526	78		.474	169		.395	142		.600	210	
40. Management including safety in job promotion reviews	-2.00 Strongly Negative	1	3.6%	2	1.7%	19	1.8%	8	3.8%	0	0.0%	4	3.5%	3	3.8%	9	5.3%	9	6.3%	8	3.8%									
	-1.00 Negative	3	10.7%	11	9.1%	46	4.3%	10	4.8%	3	13.0%	9	7.9%	3	3.8%	16	9.5%	17	12.0%	13	6.2%									
	.00 Neutral	10	35.7%	41	33.9%	290	26.9%	59	28.4%	1	4.3%	45	39.5%	20	25.6%	64	37.9%	58	40.8%	72	34.3%									
	1.00 Positive	8	28.6%	40	33.1%	390	36.2%	72	34.6%	5	21.7%	37	32.5%	31	39.7%	54	32.0%	38	26.8%	72	34.3%									
	2.00 Strongly Positive	5	17.9%	27	22.3%	319	29.6%	55	26.4%	14	60.9%	19	16.7%	20	25.6%	25	14.8%	17	12.0%	44	21.0%									
	99.00 No Response	1	3.6%	0	0.0%	13	1.2%	4	1.9%	0	0.0%	0	0.0%	1	1.3%	1	0.6%	3	2.1%	1	0.5%									
	Total	28		.481	121		.653	1077		.887	208		.765	23		1.304	114		.509	78		.805	169		.417	142		.266	210	

	Location																													
	Alpine			Beach Cities C&O			Century Park			Century Park East			Desert Star EC			Eastern C&O			Greencraig			Kearny			Metro C&O			Miramar		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
41. Availability of safety committees to provide assistance	-2.00 Strongly Negative	1	3.6%	2	1.7%	6	6%	4	1.9%	0	0%	1	9%	0	0%	7	4.1%	7	4.9%	3	1.4%									
	-1.00 Negative	2	7.1%	8	6.6%	37	3.4%	2	1.0%	1	4.3%	14	12.3%	3	3.8%	13	7.7%	15	10.6%	22	10.5%									
	.00 Neutral	9	32.1%	27	22.3%	214	19.9%	55	26.4%	1	4.3%	24	21.1%	12	15.4%	56	33.1%	35	24.6%	51	24.3%									
	1.00 Positive	8	28.6%	56	46.3%	484	44.9%	98	47.1%	9	39.1%	52	45.6%	40	51.3%	63	37.3%	66	46.5%	96	45.7%									
	2.00 Strongly Positive	7	25.0%	28	23.1%	326	30.3%	47	22.6%	12	52.2%	23	20.2%	22	28.2%	26	15.4%	16	11.3%	37	17.6%									
	99.00 No Response	1	3.6%	0	0.0%	10	.9%	2	1.0%	0	0%	0	0%	1	1.3%	4	2.4%	3	2.1%	1	.5%									
	Total	28		0.667	121		0.826	1077		1.019	208		0.883	23		1.391	114		0.719	78		1.052	169		0.533	142		0.496	210	
42. Stability of workforce	-2.00 Strongly Negative	1	3.6%	18	14.9%	21	1.9%	9	4.3%	0	0.0%	11	9.6%	2	2.6%	2	1.2%	12	8.5%	8	3.8%									
	-1.00 Negative	5	17.9%	13	10.7%	71	6.6%	26	12.5%	0	0.0%	23	20.2%	5	6.4%	17	10.1%	25	17.6%	35	16.7%									
	.00 Neutral	2	7.1%	25	20.7%	186	17.3%	27	13.0%	1	4.3%	22	19.3%	7	9.0%	38	22.5%	40	28.2%	36	17.1%									
	1.00 Positive	12	42.9%	31	25.6%	519	48.2%	91	43.8%	9	39.1%	44	38.6%	45	57.7%	84	49.7%	52	36.6%	94	44.8%									
	2.00 Strongly Positive	6	21.4%	34	28.1%	270	25.1%	52	25.0%	13	56.5%	14	12.3%	18	23.1%	26	15.4%	12	8.5%	35	16.7%									
	99.00 No Response	2	7.1%	0	0.0%	10	0.9%	3	1.4%	0	0.0%	0	0%	1	1.3%	2	1.2%	1	0.7%	2	1.0%									
	Total	28		.654	121		.413	1077		.887	208		.737	23		1.522	114		.237	78		.935	169		.689	142		.191	210	
43. Supervisors reducing employees fear of reporting safety problems	-2.00 Strongly Negative	3	10.7%	3	2.5%	11	1.0%	2	1.0%	0	0.0%	4	3.5%	4	5.1%	11	6.5%	15	10.6%	8	3.8%									
	-1.00 Negative	2	7.1%	10	8.3%	43	4.0%	11	5.3%	0	0.0%	13	11.4%	2	2.6%	16	9.5%	24	16.9%	16	7.6%									
	.00 Neutral	6	21.4%	31	25.6%	140	13.0%	17	8.2%	1	4.3%	30	26.3%	7	9.0%	37	21.9%	31	21.8%	30	14.3%									
	1.00 Positive	11	39.3%	54	44.6%	506	47.0%	102	49.0%	8	34.8%	48	42.1%	39	50.0%	77	45.6%	54	38.0%	99	47.1%									
	2.00 Strongly Positive	5	17.9%	21	17.4%	364	33.8%	73	35.1%	14	60.9%	19	16.7%	25	32.1%	25	14.8%	16	11.3%	56	26.7%									
	99.00 No Response	1	3.6%	2	1.7%	13	1.2%	3	1.4%	0	0%	0	0%	1	1.3%	3	1.8%	2	1.4%	1	.5%									
	Total	28		.481	121		.672	1077		1.099	208		1.137	23		1.565	114		.570	78		1.026	169		.536	142		.229	210	
44. Supervisors investigating lost workday cases	-2.00 Strongly Negative	0	0%	1	0.8%	8	0.7%	2	1.0%	1	4.3%	5	4.4%	2	2.6%	4	2.4%	3	2.1%	3	1.4%									
	-1.00 Negative	0	0.0%	5	4.1%	29	2.7%	4	1.9%	0	0.0%	5	4.4%	2	2.6%	7	4.1%	7	4.9%	12	5.7%									
	.00 Neutral	13	46.4%	62	51.2%	600	55.7%	130	62.5%	7	30.4%	64	56.1%	35	44.9%	80	53.3%	76	53.5%	106	50.5%									
	1.00 Positive	9	32.1%	31	25.6%	219	20.3%	40	19.2%	4	17.4%	29	25.4%	21	26.9%	39	23.1%	37	26.1%	53	25.2%									
	2.00 Strongly Positive	5	17.9%	21	17.4%	193	17.9%	26	12.5%	11	47.8%	11	9.6%	16	20.5%	26	15.4%	18	12.7%	33	15.7%									
	99.00 No Response	1	3.6%	1	0.8%	28	2.6%	6	2.9%	0	0%	0	0%	2	2.6%	3	1.8%	1	.7%	3	1.4%									
	Total	28		.704	121		.550	1077		.534	208		.416	23		1.043	114		.316	78		.618	169		.458	142		.426	210	
45. Perception that good environmental conditions are kept	-2.00 Strongly Negative	0	0.0%	1	0.8%	64	5.9%	3	1.4%	1	4.3%	1	0.9%	1	1.3%	8	4.7%	12	8.5%	15	7.1%									
	-1.00 Negative	5	17.9%	6	5.0%	137	12.7%	19	9.1%	0	0.0%	11	9.6%	7	9.0%	20	11.8%	16	11.3%	25	11.9%									
	.00 Neutral	7	25.0%	32	26.4%	163	15.1%	18	8.7%	0	0.0%	34	29.8%	12	15.4%	39	23.1%	42	29.6%	46	21.9%									
	1.00 Positive	12	42.9%	55	45.5%	503	46.7%	105	50.5%	10	43.5%	53	46.5%	44	56.4%	77	45.6%	52	36.6%	97	46.2%									
	2.00 Strongly Positive	2	7.1%	27	22.3%	200	18.6%	62	29.8%	12	52.2%	15	13.2%	13	16.7%	22	13.0%	17	12.0%	25	11.9%									
	99.00 No Response	2	7.1%	0	0.0%	10	.9%	1	.5%	0	0%	0	0%	1	1.3%	3	1.8%	3	2.1%	2	1.0%									
	Total	28		.423	121		.835	1077		.598	208		0.986	23		1.391	114		0.614	78		.792	169		0.512	142		.331	210	

		Location																													
		Alpine			Beach Cities C&O			Century Park			Century Park East			Desert Star EC			Eastern C&O			Greencraig			Kearny			Metro C&O			Miramar		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
46. Employees using necessary personal protective equipment	-2.00 Strongly Negative	0	0.0%		1	0.8%		7	.6%		2	1.0%		0	.0%		3	2.6%		0	.0%		3	1.8%		9	6.3%		1	0.5%	
	-1.00 Negative	3	10.7%		14	11.6%		27	2.5%		6	2.9%		0	0.0%		6	5.3%		3	3.8%		11	6.5%		15	10.6%		20	9.5%	
	.00 Neutral	5	17.9%		21	17.4%		358	33.2%		83	39.9%		1	4.3%		28	24.6%		14	17.9%		30	17.8%		33	23.2%		31	14.8%	
	1.00 Positive	12	42.9%		52	43.0%		384	35.7%		69	33.2%		9	39.1%		55	48.2%		32	41.0%		85	50.3%		60	42.3%		104	49.5%	
	2.00 Strongly Positive	7	25.0%		32	26.4%		284	26.4%		44	21.2%		13	56.5%		19	16.7%		28	35.9%		37	21.9%		23	16.2%		51	24.3%	
	99.00 No Response	1	3.6%		1	0.8%		17	1.6%		4	1.9%		0	0.0%		3	2.6%		1	1.3%		3	1.8%		2	1.4%		3	1.4%	
	Total	28		.852	121		0.833	1077		0.859	208		0.721	23		1.522	114		0.730	78		1.104	169		0.855	142		0.521	210		0.889
47. Significance of job stress for employees	-2.00 Strongly Negative	1	3.6%		17	14.0%		150	13.9%		28	13.5%		1	4.3%		22	19.3%		7	9.0%		15	8.9%		30	21.1%		31	14.8%	
	-1.00 Negative	8	28.6%		28	23.1%		300	27.9%		52	25.0%		0	0.0%		39	34.2%		7	9.0%		47	27.8%		43	30.3%		54	25.7%	
	.00 Neutral	8	28.6%		33	27.3%		260	24.1%		54	26.0%		2	8.7%		29	25.4%		18	23.1%		42	24.9%		35	24.6%		48	22.9%	
	1.00 Positive	8	28.6%		36	29.8%		266	24.7%		50	24.0%		11	47.8%		16	14.0%		28	35.9%		53	31.4%		28	19.7%		64	30.5%	
	2.00 Strongly Positive	2	7.1%		7	5.8%		88	8.2%		23	11.1%		9	39.1%		8	7.0%		17	21.8%		10	5.9%		5	3.5%		11	5.2%	
	99.00 No Response	1	3.6%		0	0.0%		13	1.2%		1	.5%		0	0.0%		0	0.0%		1	1.3%		2	1.2%		1	7%		2	1.0%	
	Total	28		.074	121		-0.099	1077		-1.148	208		-0.058	23		1.174	114		-0.447	78		.532	169		-0.024	142		-0.461	210		-1.144
48. Belief that management insists supervisors think about safety	-2.00 Strongly Negative	0	0.0%		0	0.0%		5	0.5%		1	0.5%		1	4.3%		1	0.9%		1	1.3%		3	1.8%		2	1.4%		3	1.4%	
	-1.00 Negative	1	3.6%		3	2.5%		13	1.2%		2	1.0%		0	0.0%		7	6.1%		1	1.3%		9	5.3%		7	4.9%		11	5.2%	
	.00 Neutral	7	25.0%		30	24.8%		151	14.0%		32	15.4%		2	8.7%		33	28.9%		17	21.8%		45	26.6%		41	28.9%		49	23.3%	
	1.00 Positive	13	46.4%		53	43.8%		484	44.9%		102	49.0%		7	30.4%		51	44.7%		34	43.6%		75	44.4%		74	52.1%		90	42.9%	
	2.00 Strongly Positive	6	21.4%		35	28.9%		413	38.3%		70	33.7%		13	56.5%		22	19.3%		24	30.8%		35	20.7%		17	12.0%		55	26.2%	
	99.00 No Response	1	3.6%		0	0.0%		11	1.0%		1	.5%		0	0.0%		0	0.0%		1	1.3%		2	1.2%		1	7%		2	1.0%	
	Total	28		0.889	121		0.992	1077		1.207	208		1.150	23		1.348	114		0.754	78		1.026	169		0.778	142		0.688	210		0.880
49. Management setting annual safety goals	-2.00 Strongly Negative	0	0%		1	0.8%		7	0.6%		1	.5%		0	0.0%		1	.9%		0	0.0%		2	1.2%		4	2.8%		6	2.9%	
	-1.00 Negative	1	3.6%		1	0.8%		26	2.4%		5	2.4%		0	0.0%		10	8.8%		6	7.7%		13	7.7%		10	7.0%		21	10.0%	
	.00 Neutral	8	28.6%		38	31.4%		126	11.7%		28	13.5%		1	4.3%		32	28.1%		17	21.8%		51	30.2%		47	33.1%		55	26.2%	
	1.00 Positive	11	39.3%		53	43.8%		494	45.9%		104	50.0%		9	39.1%		54	47.4%		31	39.7%		72	42.6%		63	44.4%		85	40.5%	
	2.00 Strongly Positive	7	25.0%		28	23.1%		411	38.2%		68	32.7%		13	56.5%		17	14.9%		23	29.5%		30	17.8%		16	11.3%		42	20.0%	
	99.00 No Response	1	3.6%		0	0.0%		13	1.2%		2	1.0%		0	0.0%		0	0.0%		1	1.3%		1	0.6%		2	1.4%		1	0.5%	
	Total	28		0.889	121		0.876	1077		1.199	208		1.131	23		1.522	114		0.667	78		0.922	169		0.685	142		0.550	210		0.651
50. Employees taking part in the development of safety requirements	-2.00 Strongly Negative	0	0.0%		5	4.1%		20	1.9%		5	2.4%		0	0.0%		2	1.8%		0	0.0%		10	5.9%		10	7.0%		6	2.9%	
	-1.00 Negative	4	14.3%		11	9.1%		98	9.1%		26	12.5%		1	4.3%		12	10.5%		8	10.3%		22	13.0%		26	18.3%		35	16.7%	
	.00 Neutral	10	35.7%		39	32.2%		282	26.2%		63	30.3%		0	0.0%		41	36.0%		16	20.5%		51	30.2%		48	33.8%		52	24.8%	
	1.00 Positive	10	35.7%		47	38.8%		455	42.2%		79	38.0%		8	34.8%		47	41.2%		34	43.6%		65	38.5%		45	31.7%		90	42.9%	
	2.00 Strongly Positive	3	10.7%		19	15.7%		206	19.1%		33	15.9%		14	60.9%		10	8.8%		19	24.4%		20	11.8%		10	7.0%		26	12.4%	
	99.00 No Response	1	3.6%		0	0.0%		16	1.5%		2	1.0%		0	0.0%		2	1.8%		1	1.3%		1	.6%		3	2.1%		1	.5%	
	Total	28		.444	121		.529	1077		.687	208		.529	23		1.522	114		.455	78		.831	169		.375	142		.137	210		.455

	Location																													
	Alpine			Beach Cities C&O			Century Park			Century Park East			Desert Star EC			Eastern C&O			Greencraig			Kearny			Metro C&O			Miramar		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
51. Belief that supervisors support stopping unsafe jobs	-2.00 Strongly Negative	1	3.6%	2	1.7%	6	.6%	2	1.0%	0	.0%	3	2.6%	3	3.8%	6	3.6%	5	3.5%	2	1.0%									
	-1.00 Negative	0	0.0%	3	2.5%	8	0.7%	0	0.0%	0	0.0%	5	4.4%	0	0.0%	6	3.6%	7	4.9%	4	1.9%									
	.00 Neutral	4	14.3%	18	14.9%	161	14.9%	28	13.5%	0	0.0%	17	14.9%	9	11.5%	27	16.0%	24	16.9%	28	13.3%									
	1.00 Positive	7	25.0%	44	36.4%	367	34.1%	85	40.9%	4	17.4%	45	39.5%	25	32.1%	65	38.5%	56	39.4%	85	40.5%									
	2.00 Strongly Positive	16	57.1%	54	44.6%	522	48.5%	92	44.2%	19	82.6%	44	38.6%	40	51.3%	62	36.7%	48	33.8%	90	42.9%									
	99.00 No Response	0	0.0%	0	0.0%	13	1.2%	1	0.5%	0	0.0%	0	0.0%	1	1.3%	3	1.8%	2	1.4%	1	0.5%									
	Total	28		1,321	121		1,198	1077		1,307	208		1,280	23		1,826	114		1,070	78		1,286	169		1,030	142		0,964	210	
52. Employees feel comfortable reporting near-miss/close-call incidents	-2.00 Strongly Negative	0	0.0%	5	4.1%	10	0.9%	2	1.0%	3	13.0%	5	4.4%	3	3.8%	7	4.1%	12	8.5%	5	2.4%									
	-1.00 Negative	5	17.9%	6	5.0%	38	3.5%	6	2.9%	1	4.3%	9	7.9%	2	2.6%	20	11.8%	15	10.6%	19	9.0%									
	.00 Neutral	5	17.9%	26	21.5%	116	10.8%	19	9.1%	0	0.0%	21	18.4%	11	14.1%	35	20.7%	29	20.4%	36	17.1%									
	1.00 Positive	10	35.7%	50	41.3%	448	41.6%	96	46.2%	4	17.4%	47	41.2%	31	39.7%	69	40.8%	54	38.0%	88	41.9%									
	2.00 Strongly Positive	8	28.6%	34	28.1%	458	42.9%	82	39.4%	15	65.2%	32	28.1%	30	38.5%	36	21.3%	30	21.1%	59	28.1%									
	99.00 No Response	0	0%	0	0.0%	7	.6%	3	1.4%	0	0.0%	0	0.0%	1	1.3%	2	1.2%	2	1.4%	3	1.4%									
	Total	28		750	121		843	1077		1,221	208		1,220	23		1,174	114		807	78		1,078	169		641	142		536	210	
53. Belief that supervisors treat employees with respect	-2.00 Strongly Negative	1	3.6%	0	0.0%	11	1.0%	2	1.0%	1	4.3%	2	1.8%	2	2.6%	3	1.8%	6	4.2%	8	3.8%									
	-1.00 Negative	1	3.6%	0	0.0%	24	2.2%	5	2.4%	0	0.0%	5	4.4%	3	3.8%	3	1.8%	6	4.2%	5	2.4%									
	.00 Neutral	5	17.9%	12	9.9%	48	4.5%	12	5.8%	3	13.0%	15	13.2%	3	3.8%	21	12.4%	22	15.5%	34	16.2%									
	1.00 Positive	7	25.0%	33	27.3%	346	32.1%	74	35.6%	10	43.5%	38	33.3%	26	33.3%	70	41.4%	56	39.4%	86	41.0%									
	2.00 Strongly Positive	14	50.0%	75	62.0%	633	58.8%	114	54.8%	9	39.1%	54	47.4%	43	55.1%	70	41.4%	51	35.9%	75	35.7%									
	99.00 No Response	0	0.0%	1	0.8%	15	1.4%	1	.5%	0	0.0%	0	0.0%	1	1.3%	2	1.2%	1	0.7%	2	1.0%									
	Total	28		1,143	121		1,525	1077		1,475	208		1,415	23		1,130	114		1,202	78		1,364	169		1,204	142		0,993	210	
54. Perception that the company climate values diverse perspectives	-2.00 Strongly Negative	1	3.6%	1	0.8%	16	1.5%	1	.5%	0	0.0%	4	3.5%	1	1.3%	9	5.3%	8	5.6%	5	2.4%									
	-1.00 Negative	3	10.7%	7	5.8%	46	4.3%	8	3.8%	1	4.3%	6	5.3%	3	3.8%	13	7.7%	12	8.5%	10	4.8%									
	.00 Neutral	8	28.6%	29	24.0%	126	11.7%	20	9.6%	2	8.7%	35	30.7%	11	14.1%	38	22.5%	51	35.9%	48	22.9%									
	1.00 Positive	9	32.1%	46	38.0%	425	39.5%	94	45.2%	9	39.1%	46	40.4%	28	35.9%	67	39.6%	46	32.4%	96	45.7%									
	2.00 Strongly Positive	7	25.0%	38	31.4%	457	42.4%	84	40.4%	11	47.8%	23	20.2%	34	43.6%	41	24.3%	23	16.2%	50	23.8%									
	99.00 No Response	0	0.0%	0	0.0%	7	.6%	1	0.5%	0	0.0%	0	0.0%	1	1.3%	1	0.6%	2	1.4%	1	0.5%									
	Total	28		0,643	121		0,934	1077		1,179	208		1,217	23		1,304	114		0,684	78		1,182	169		0,702	142		0,457	210	
55. Belief that all people are treated fairly	-2.00 Strongly Negative	1	3.6%	2	1.7%	21	1.9%	5	2.4%	1	4.3%	3	2.6%	1	1.3%	10	5.9%	12	8.5%	9	4.3%									
	-1.00 Negative	1	3.6%	7	5.8%	54	5.0%	5	2.4%	1	4.3%	7	6.1%	8	10.3%	6	3.6%	16	11.3%	11	5.2%									
	.00 Neutral	9	32.1%	21	17.4%	111	10.3%	18	8.7%	2	8.7%	29	25.4%	9	11.5%	42	24.9%	30	21.1%	37	17.6%									
	1.00 Positive	11	39.3%	51	42.1%	388	36.0%	81	38.9%	10	43.5%	44	38.6%	21	26.9%	65	38.5%	52	36.6%	90	42.9%									
	2.00 Strongly Positive	6	21.4%	40	33.1%	494	45.9%	98	47.1%	9	39.1%	31	27.2%	38	48.7%	44	26.0%	31	21.8%	62	29.5%									
	99.00 No Response	0	0.0%	0	0.0%	9	.8%	1	.5%	0	0.0%	0	0.0%	1	1.3%	2	1.2%	1	0.7%	1	0.5%									
	Total	28		714	121		992	1077		1,199	208		1,266	23		1,087	114		816	78		1,130	169		760	142		525	210	

	Location																													
	Alpine			Beach Cities C&O			Century Park			Century Park East			Desert Star EC			Eastern C&O			Greencraig			Kearny			Metro C&O			Miramar		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
56. Respect among co-workers/colleagues	-2.00 Strongly Negative	1	3.6%	2	1.7%	7	0.6%	1	0.5%	1	4.3%	0	0.0%	1	1.3%	1	0.6%	2	1.4%	0	0.0%									
	-1.00 Negative	0	0.0%	0	0.0%	16	1.5%	4	1.9%	0	0.0%	1	.9%	3	3.8%	6	3.6%	8	5.6%	9	4.3%									
	.00 Neutral	4	14.3%	14	11.6%	55	5.1%	11	5.3%	1	4.3%	11	9.6%	9	11.5%	29	17.2%	18	12.7%	24	11.4%									
	1.00 Positive	13	46.4%	51	42.1%	442	41.0%	91	43.8%	12	52.2%	66	57.9%	33	42.3%	84	49.7%	74	52.1%	100	47.6%									
	2.00 Strongly Positive	10	35.7%	54	44.6%	552	51.3%	100	48.1%	9	39.1%	36	31.6%	31	39.7%	48	28.4%	39	27.5%	75	35.7%									
	99.00 No Response	0	0.0%	0	0.0%	5	.5%	1	.5%	0	0.0%	0	0.0%	1	1.3%	1	.6%	1	.7%	2	1.0%									
Total	28		1.107	121		1.281	1077		1.414	208		1.377	23		1.217	114		1.202	78		1.169	169		1.024	142		0.993	210		1.159
57. Belief that employees feel respected within their department	-2.00 Strongly Negative	1	3.6%	1	0.8%	15	1.4%	3	1.4%	1	4.3%	1	.9%	1	1.3%	4	2.4%	3	2.1%	9	4.3%									
	-1.00 Negative	0	0.0%	4	3.3%	24	2.2%	3	1.4%	0	0.0%	4	3.5%	4	5.1%	7	4.1%	15	10.6%	19	9.0%									
	.00 Neutral	6	21.4%	18	14.9%	81	7.5%	14	6.7%	1	4.3%	18	15.8%	14	17.9%	35	20.7%	26	18.3%	28	13.3%									
	1.00 Positive	12	42.9%	56	46.3%	443	41.1%	93	44.7%	13	56.5%	59	51.8%	30	38.5%	81	47.9%	68	47.9%	85	40.5%									
	2.00 Strongly Positive	9	32.1%	42	34.7%	507	47.1%	94	45.2%	8	34.8%	32	28.1%	28	35.9%	41	24.3%	30	21.1%	68	32.4%									
	99.00 No Response	0	0.0%	0	0.0%	7	.6%	1	0.5%	0	0.0%	0	0.0%	1	1.3%	1	.6%	0	0%	1	0.5%									
Total	28		1.000	121		1.107	1077		1.311	208		1.314	23		1.174	114		1.026	78		1.039	169		0.881	142		0.754	210		0.880
58. Belief that employees feel they are part of a team	-2.00 Strongly Negative	2	7.1%	3	2.5%	19	1.8%	5	2.4%	1	4.3%	0	0.0%	1	1.3%	3	1.8%	8	5.6%	7	3.3%									
	-1.00 Negative	0	0.0%	2	1.7%	27	2.5%	6	2.9%	1	4.3%	8	7.0%	2	2.6%	10	5.9%	9	6.3%	17	8.1%									
	.00 Neutral	3	10.7%	15	12.4%	85	7.9%	13	6.3%	4	17.4%	20	17.5%	10	12.8%	35	20.7%	35	24.6%	35	16.7%									
	1.00 Positive	13	46.4%	55	45.5%	427	39.6%	95	45.7%	7	30.4%	52	45.6%	27	34.6%	71	42.0%	62	43.7%	81	38.6%									
	2.00 Strongly Positive	10	35.7%	46	38.0%	512	47.5%	87	41.8%	10	43.5%	34	29.8%	37	47.4%	48	28.4%	28	19.7%	67	31.9%									
	99.00 No Response	0	0.0%	0	0.0%	7	.6%	2	1.0%	0	0.0%	0	0.0%	1	1.3%	2	1.2%	0	0%	3	1.4%									
Total	28		1.036	121		1.149	1077		1.295	208		1.228	23		1.043	114		.982	78		1.260	169		.904	142		.655	210		.889

		Location																													
		Mission			Mountain Empire			North Coast C&O			Northeast C&O			Orange County			Palomar EC			Ramona			Rancho Bernardo			Sempra HQ			Other		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
1. Employees identifying and eliminating hazards	-2.00 Strongly Negative	1	1.0%		0	0.0%		1	0.9%		1	.6%		2	5.1%		0	0.0%		0	0.0%		1	3.3%		0	0.0%		2	1.0%	
	-1.00 Negative	3	3.0%		0	0.0%		2	1.8%		5	3.0%		0	0.0%		1	3.0%		0	0.0%		1	3.3%		0	0.0%		4	2.0%	
	.00 Neutral	6	6.1%		1	6.7%		8	7.1%		19	11.4%		2	5.1%		1	3.0%		0	0.0%		3	10.0%		2	9.1%		24	12.2%	
	1.00 Positive	54	54.5%		3	20.0%		50	44.2%		91	54.5%		18	46.2%		13	39.4%		10	55.6%		15	50.0%		13	59.1%		92	46.9%	
	2.00 Strongly Positive	34	34.3%		11	73.3%		51	45.1%		51	30.5%		17	43.6%		18	54.5%		6	33.3%		10	33.3%		7	31.8%		73	37.2%	
	99.00 No Response	1	1.0%		0	0.0%		1	0.9%		0	0.0%		0	0.0%		0	0.0%		2	11.1%		0	0.0%		0	0.0%		1	0.5%	
	Total	99		1.194	15		1.667	113		1.321	167		1.114	39		1.231	33		1.455	18		1.375	30		1.067	22		1.227	196	1.179	
2. Frequency of employee/management interactions	-2.00 Strongly Negative	1	1.0%		0	0.0%		2	1.8%		12	7.2%		1	2.6%		1	3.0%		0	0%		1	3.3%		0	0%		4	2.0%	
	-1.00 Negative	7	7.1%		1	6.7%		9	8.0%		15	9.0%		3	7.7%		0	0.0%		1	5.6%		1	3.3%		0	0.0%		12	6.1%	
	.00 Neutral	12	12.1%		2	13.3%		20	17.7%		34	20.4%		8	20.5%		7	21.2%		3	16.7%		3	10.0%		1	4.5%		21	10.7%	
	1.00 Positive	47	47.5%		6	40.0%		59	52.2%		75	44.9%		14	35.9%		10	30.3%		9	50.0%		17	56.7%		13	59.1%		98	50.0%	
	2.00 Strongly Positive	32	32.3%		6	40.0%		23	20.4%		31	18.6%		13	33.3%		15	45.5%		4	22.2%		8	26.7%		8	36.4%		61	31.1%	
	99.00 No Response	0	0%		0	0.0%		0	0%		0	0.0%		0	0%		0	0.0%		1	5.6%		0	0.0%		0	0%		0	0.0%	
	Total	99		1.030	15		1.133	113		0.814	167		0.587	39		0.897	33		1.152	18		0.941	30		1.000	22		1.318	196	1.020	
3. Priority of safety relative to production	-2.00 Strongly Negative	5	5.1%		1	6.7%		6	5.3%		11	6.6%		2	5.1%		0	0.0%		1	5.6%		3	10.0%		1	4.5%		7	3.6%	
	-1.00 Negative	9	9.1%		1	6.7%		18	15.9%		25	15.0%		3	7.7%		3	9.1%		2	11.1%		1	3.3%		3	13.6%		21	10.7%	
	.00 Neutral	7	7.1%		1	6.7%		21	18.6%		38	22.8%		5	12.8%		3	9.1%		3	16.7%		1	3.3%		3	13.6%		28	14.3%	
	1.00 Positive	42	42.4%		11	73.3%		45	39.8%		52	31.1%		17	43.6%		12	36.4%		7	38.9%		12	40.0%		7	31.8%		69	35.2%	
	2.00 Strongly Positive	35	35.4%		1	6.7%		22	19.5%		41	24.6%		12	30.8%		15	45.5%		4	22.2%		13	43.3%		8	36.4%		70	35.7%	
	99.00 No Response	1	1.0%		0	0.0%		1	.9%		0	0%		0	0%		0	0.0%		1	5.6%		0	0%		0	0%		1	.5%	
	Total	99		0.949	15		0.667	113		0.527	167		0.521	39		0.872	33		1.182	18		0.647	30		1.033	22		0.818	196	0.892	
4. Employees being involved in safety and health practices	-2.00 Strongly Negative	2	2.0%		0	0.0%		0	0.0%		4	2.4%		1	2.6%		0	0.0%		1	5.6%		0	0.0%		0	0.0%		2	1.0%	
	-1.00 Negative	8	8.1%		0	0.0%		8	7.1%		24	14.4%		3	7.7%		2	6.1%		1	5.6%		5	16.7%		2	9.1%		21	10.7%	
	.00 Neutral	26	26.3%		5	33.3%		38	33.6%		57	34.1%		12	30.8%		3	9.1%		4	22.2%		12	40.0%		6	27.3%		62	31.6%	
	1.00 Positive	42	42.4%		9	60.0%		49	43.4%		66	39.5%		12	30.8%		13	39.4%		9	50.0%		8	26.7%		11	50.0%		83	42.3%	
	2.00 Strongly Positive	21	21.2%		1	6.7%		16	14.2%		16	9.6%		11	28.2%		15	45.5%		2	11.1%		5	16.7%		2	9.1%		26	13.3%	
	99.00 No Response	0	0%		0	0.0%		2	1.8%		0	0.0%		0	0.0%		0	0.0%		1	5.6%		0	0.0%		1	4.5%		2	1.0%	
	Total	99		0.727	15		0.733	113		0.658	167		0.395	39		0.744	33		1.242	18		0.588	30		0.433	22		0.619	196	0.567	
5. Supervisors maintaining a high safety performance standard	-2.00 Strongly Negative	3	3.0%		0	0.0%		0	0.0%		5	3.0%		1	2.6%		0	0.0%		0	0.0%		1	3.3%		0	0.0%		2	1.0%	
	-1.00 Negative	3	3.0%		0	0.0%		6	5.3%		6	3.6%		1	2.6%		0	0.0%		1	5.6%		2	6.7%		0	0.0%		8	4.1%	
	.00 Neutral	11	11.1%		0	0.0%		20	17.7%		22	13.2%		4	10.3%		1	3.0%		1	5.6%		6	20.0%		1	4.5%		25	12.8%	
	1.00 Positive	38	38.4%		7	46.7%		46	40.7%		80	47.9%		18	46.2%		11	33.3%		8	44.4%		9	30.0%		11	50.0%		70	35.7%	
	2.00 Strongly Positive	44	44.4%		8	53.3%		41	36.3%		54	32.3%		15	38.5%		21	63.6%		7	38.9%		12	40.0%		10	45.5%		60	45.9%	
	99.00 No Response	0	0%		0	0.0%		0	0%		0	0.0%		0	0.0%		0	0.0%		1	5.6%		0	0.0%		0	0%		1	0.5%	
	Total	99		1.182	15		1.533	113		1.080	167		1.030	39		1.154	33		1.606	18		1.235	30		0.967	22		1.409	196	1.221	

	Location																													
	Mission			Mountain Empire			North Coast C&O			Northeast C&O			Orange County			Palomar EC			Ramona			Rancho Bernardo			Sempra HQ			Other		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
6. Frequency of detailed and regularly scheduled inspections	-2.00 Strongly Negative	4	4.0%	0	0.0%		2	1.8%		8	4.8%		2	5.1%		0	0.0%		0	0.0%		2	6.7%		0	0.0%		5	2.6%	
	-1.00 Negative	11	11.1%	0	0.0%		9	8.0%		14	8.4%		3	7.7%		1	3.0%		1	5.6%		2	6.7%		1	4.5%		10	5.1%	
	.00 Neutral	32	32.3%	7	46.7%		38	33.6%		76	45.5%		11	28.2%		2	6.1%		5	27.8%		10	33.3%		4	18.2%		57	29.1%	
	1.00 Positive	35	35.4%	5	33.3%		45	39.8%		49	29.3%		15	38.5%		10	30.3%		9	50.0%		10	33.3%		9	40.9%		76	38.8%	
	2.00 Strongly Positive	17	17.2%	2	13.3%		18	15.9%		20	12.0%		8	20.5%		20	60.6%		2	11.1%		6	20.0%		8	36.4%		46	23.5%	
	99.00 No Response	0	0%	1	6.7%		1	.9%		0	0%		0	0%		0	0%		1	5.6%		0	0%		0	0%		2	1.0%	
	Total	99		.505	15		0.643	113		.607	167		0.353	39		.615	33		1.485	18		.706	30		0.533	22		1.091	196	0.763
7. Management stressing the importance of safety in communications	-2.00 Strongly Negative	5	5.1%	0	0.0%		6	5.3%		6	3.6%		4	10.3%		1	3.0%		1	5.6%		1	3.3%		1	4.5%		12	6.1%	
	-1.00 Negative	7	7.1%	2	13.3%		11	9.7%		25	15.0%		2	5.1%		1	3.0%		4	22.2%		3	10.0%		2	9.1%		19	9.7%	
	.00 Neutral	12	12.1%	3	20.0%		34	30.1%		33	19.8%		5	12.8%		5	15.2%		3	16.7%		2	6.7%		1	4.5%		24	12.2%	
	1.00 Positive	48	48.5%	6	40.0%		34	30.1%		70	41.9%		19	48.7%		12	36.4%		7	38.9%		14	46.7%		10	45.5%		68	34.7%	
	2.00 Strongly Positive	26	26.3%	4	26.7%		28	24.8%		33	19.8%		9	23.1%		14	42.4%		2	11.1%		10	33.3%		8	36.4%		71	36.2%	
	99.00 No Response	1	1.0%	0	0.0%		0	0%		0	0%		0	0%		0	0%		1	5.6%		0	0%		0	0%		2	1.0%	
	Total	99		.847	15		0.800	113		.593	167		.593	39		.692	33		1.121	18		.294	30		.967	22		1.000	196	.861
8. Frequency of safety meeting occurrence	-2.00 Strongly Negative	6	6.1%	0	0.0%		5	4.4%		9	5.4%		0	0.0%		2	6.1%		2	11.1%		3	10.0%		1	4.5%		11	5.6%	
	-1.00 Negative	9	9.1%	1	6.7%		11	9.7%		23	13.8%		3	7.7%		1	3.0%		6	33.3%		1	3.3%		4	18.2%		22	11.2%	
	.00 Neutral	23	23.2%	2	13.3%		25	22.1%		40	24.0%		8	20.5%		4	12.1%		1	5.6%		8	26.7%		7	31.8%		51	26.0%	
	1.00 Positive	43	43.4%	8	53.3%		49	43.4%		65	38.9%		21	53.8%		13	39.4%		6	33.3%		16	53.3%		4	18.2%		63	32.1%	
	2.00 Strongly Positive	18	18.2%	4	26.7%		23	20.4%		30	18.0%		7	17.9%		13	39.4%		2	11.1%		2	6.7%		6	27.3%		44	22.4%	
	99.00 No Response	0	0%	0	0.0%		0	0%		0	0%		0	0%		0	0%		1	5.6%		0	0%		0	0%		5	2.6%	
	Total	99		.586	15		1.000	113		.655	167		.503	39		.821	33		1.030	18		.000	30		.433	22		.455	196	.560
9. Condition of departmental teamwork	-2.00 Strongly Negative	4	4.0%	1	6.7%		4	3.5%		16	9.6%		4	10.3%		4	12.1%		0	0.0%		1	3.3%		0	0.0%		11	5.6%	
	-1.00 Negative	9	9.1%	0	0.0%		24	21.2%		34	20.4%		4	10.3%		1	3.0%		4	22.2%		3	10.0%		2	9.1%		19	9.7%	
	.00 Neutral	19	19.2%	2	13.3%		34	30.1%		45	26.9%		6	15.4%		8	24.2%		2	11.1%		6	20.0%		1	4.5%		45	23.0%	
	1.00 Positive	44	44.4%	12	80.0%		37	32.7%		58	34.7%		18	46.2%		13	39.4%		7	38.9%		18	60.0%		15	68.2%		84	42.9%	
	2.00 Strongly Positive	22	22.2%	0	0.0%		13	11.5%		14	8.4%		6	15.4%		7	21.2%		4	22.2%		2	6.7%		4	18.2%		35	17.9%	
	99.00 No Response	1	1.0%	0	0.0%		1	.9%		0	0%		1	2.6%		0	0%		1	5.6%		0	0%		0	0%		2	1.0%	
	Total	99		.724	15		.667	113		.277	167		0.120	39		.474	33		0.545	18		.647	30		0.567	22		.955	196	0.582
10. Belief that management shows it cares for employee safety	-2.00 Strongly Negative	1	1.0%	0	0.0%		3	2.7%		10	6.0%		1	2.6%		0	0.0%		0	0.0%		1	3.3%		0	0.0%		1	0.5%	
	-1.00 Negative	5	5.1%	2	13.3%		8	7.1%		18	10.8%		0	0.0%		0	0.0%		2	11.1%		2	6.7%		1	4.5%		12	6.1%	
	.00 Neutral	10	10.1%	1	6.7%		22	19.5%		25	15.0%		9	23.1%		5	15.2%		3	16.7%		0	0.0%		0	0.0%		20	10.2%	
	1.00 Positive	42	42.4%	8	53.3%		51	45.1%		73	43.7%		16	41.0%		10	30.3%		8	44.4%		13	43.3%		10	45.5%		78	39.8%	
	2.00 Strongly Positive	41	41.4%	4	26.7%		29	25.7%		40	24.0%		13	33.3%		18	54.5%		4	22.2%		14	46.7%		11	50.0%		83	42.3%	
	99.00 No Response	0	0.0%	0	0.0%		0	0%		1	0.6%		0	0%		0	0%		1	5.6%		0	0%		0	0%		2	1.0%	
	Total	99		1.182	15		0.933	113		0.841	167		0.693	39		1.026	33		1.394	18		0.824	30		1.233	22		1.409	196	1.186

	Location																													
	Mission			Mountain Empire			North Coast C&O			Northeast C&O			Orange County			Palomar EC			Ramona			Rancho Bernardo			Sempra HQ			Other		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
11. Employees believing that their actions can protect coworkers	-2.00 Strongly Negative	0	0.0%	0	0.0%		0	0%		1	6%		0	0%		0	0%		0	0%		0	0%		0	0%		0	0%	
	-1.00 Negative	0	0.0%	0	0.0%		3	2.7%		1	6%		1	2.6%		0	0%		1	5.6%		0	0%		0	0.0%		1	5%	
	.00 Neutral	2	2.0%	0	0.0%		7	6.2%		7	4.2%		1	2.6%		1	3.0%		0	0%		3	10.0%		2	9.1%		13	6.6%	
	1.00 Positive	44	44.4%	6	40.0%		39	34.5%		78	46.7%		12	30.8%		12	36.4%		6	33.3%		12	40.0%		9	40.9%		74	37.8%	
	2.00 Strongly Positive	53	53.5%	9	60.0%		64	56.6%		80	47.9%		25	64.1%		20	60.6%		10	55.6%		14	46.7%		11	50.0%		106	54.1%	
	99.00 No Response	0	0.0%	0	0.0%		0	0%		0	0%		0	0%		0	0%		1	5.6%		1	3.3%		0	0%		2	1.0%	
	Total	99		1.515	15		1.600	113		1.451	167		1.407	39		1.564	33		1.576	18		1.471	30		1.379	22		1.409	196	1.469
12. Supervisors behaving in accord with safe job procedures	-2.00 Strongly Negative	0	0.0%	1	6.7%		2	1.8%		5	3.0%		0	0.0%		0	0.0%		1	5.6%		0	0.0%		1	4.5%		3	1.5%	
	-1.00 Negative	2	2.0%	0	0.0%		4	3.5%		5	3.0%		0	0.0%		0	0.0%		2	11.1%		1	3.3%		1	4.5%		5	2.6%	
	.00 Neutral	5	5.1%	0	0.0%		21	18.8%		26	15.6%		4	10.3%		1	3.0%		1	5.6%		4	13.3%		0	0.0%		15	7.7%	
	1.00 Positive	35	35.4%	7	46.7%		47	41.6%		70	41.9%		16	41.0%		7	21.2%		6	33.3%		10	33.3%		6	27.3%		68	34.7%	
	2.00 Strongly Positive	57	57.6%	7	46.7%		39	34.5%		60	35.9%		19	48.7%		25	75.8%		7	38.9%		14	46.7%		14	63.6%		102	52.0%	
	99.00 No Response	0	0%	0	0.0%		0	0%		1	6%		0	0%		0	0%		1	5.6%		1	3.3%		0	0%		3	1.5%	
	Total	99		1.485	15		1.267	113		1.035	167		1.054	39		1.385	33		1.727	18		.941	30		1.276	22		1.409	196	1.352
13. Presence of employees well trained in emergency practices	-2.00 Strongly Negative	2	2.0%	0	0.0%		0	0.0%		6	3.6%		1	2.6%		0	0.0%		0	0.0%		0	0.0%		0	0.0%		3	1.5%	
	-1.00 Negative	6	6.1%	1	6.7%		3	2.7%		10	6.0%		0	0.0%		0	0.0%		2	11.1%		2	6.7%		0	0.0%		13	6.6%	
	.00 Neutral	33	33.3%	3	20.0%		28	24.8%		48	28.7%		4	10.3%		8	24.2%		2	11.1%		7	23.3%		3	13.6%		38	19.4%	
	1.00 Positive	38	38.4%	6	40.0%		54	47.8%		80	47.9%		22	56.4%		14	42.4%		7	38.9%		12	40.0%		12	54.5%		90	45.9%	
	2.00 Strongly Positive	20	20.2%	5	33.3%		27	23.9%		23	13.8%		11	28.2%		11	33.3%		6	33.3%		8	26.7%		7	31.8%		49	25.0%	
	99.00 No Response	0	0.0%	0	0.0%		1	9%		0	0%		1	2.6%		0	0%		1	5.6%		1	3.3%		0	0%		3	1.5%	
	Total	99		0.687	15		1.000	113		0.938	167		0.623	39		1.105	33		1.091	18		1.000	30		0.897	22		1.182	196	0.876
14. Management publishing a policy on the value of employee safety	-2.00 Strongly Negative	1	1.0%	0	0.0%		3	2.7%		3	1.8%		0	0.0%		0	0.0%		0	0%		0	0.0%		0	0%		2	1.0%	
	-1.00 Negative	4	4.0%	1	6.7%		8	7.1%		10	6.0%		0	0.0%		1	3.0%		1	5.6%		2	6.7%		1	4.5%		3	1.5%	
	.00 Neutral	30	30.3%	6	40.0%		35	31.0%		55	32.9%		11	28.2%		9	27.3%		4	22.2%		3	10.0%		2	9.1%		40	20.4%	
	1.00 Positive	35	35.4%	7	46.7%		48	42.5%		73	43.7%		21	53.8%		12	36.4%		8	44.4%		15	50.0%		11	50.0%		82	41.8%	
	2.00 Strongly Positive	29	29.3%	1	6.7%		19	16.8%		25	15.0%		6	15.4%		11	33.3%		4	22.2%		9	30.0%		8	36.4%		65	33.2%	
	99.00 No Response	0	0.0%	0	0.0%		0	0%		1	6%		1	2.6%		0	0%		1	5.6%		1	3.3%		0	0%		4	2.0%	
	Total	99		0.879	15		0.533	113		0.637	167		0.645	39		0.868	33		1.000	18		0.882	30		1.069	22		1.182	196	1.068
15. Thoroughness of near miss accident/incident investigations	-2.00 Strongly Negative	2	2.0%	0	0.0%		6	5.3%		8	4.8%		2	5.1%		0	0.0%		0	0.0%		0	0.0%		0	0.0%		3	1.5%	
	-1.00 Negative	3	3.0%	1	6.7%		14	12.4%		9	5.4%		2	5.1%		1	3.0%		2	11.1%		1	3.3%		0	0.0%		8	4.1%	
	.00 Neutral	34	34.3%	4	26.7%		29	25.7%		59	35.3%		12	30.8%		10	30.3%		7	38.9%		10	33.3%		7	31.8%		56	28.6%	
	1.00 Positive	37	37.4%	9	60.0%		45	39.8%		69	41.3%		18	46.2%		17	51.5%		3	16.7%		11	36.7%		9	40.9%		84	42.9%	
	2.00 Strongly Positive	23	23.2%	1	6.7%		19	16.8%		20	12.0%		5	12.8%		5	15.2%		5	27.8%		7	23.3%		6	27.3%		41	20.9%	
	99.00 No Response	0	0.0%	0	0.0%		0	0%		2	1.2%		0	0%		0	0%		1	5.6%		1	3.3%		0	0%		4	2.0%	
	Total	99		.768	15		0.667	113		.504	167		0.509	39		.564	33		0.788	18		.647	30		0.828	22		.955	196	0.792

	Location																													
	Mission			Mountain Empire			North Coast C&O			Northeast C&O			Orange County			Palomar EC			Ramona			Rancho Bernardo			Sempra HQ			Other		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
16. Condition of employee morale	-2.00 Strongly Negative	7	7.1%	2	13.3%	20	17.7%	39	23.4%	3	7.7%	5	15.2%	1	5.6%	2	6.7%	0	0.0%	19	9.7%									
	-1.00 Negative	16	16.2%	0	0.0%	25	22.1%	47	28.1%	6	15.4%	4	12.1%	2	11.1%	4	13.3%	2	9.1%	28	14.3%									
	.00 Neutral	25	25.3%	3	20.0%	31	27.4%	38	22.8%	13	33.3%	8	24.2%	3	16.7%	8	26.7%	5	22.7%	42	21.4%									
	1.00 Positive	33	33.3%	8	53.3%	25	22.1%	29	17.4%	12	30.8%	10	30.3%	9	50.0%	13	43.3%	12	54.5%	72	36.7%									
	2.00 Strongly Positive	18	18.2%	2	13.3%	12	10.6%	14	8.4%	5	12.8%	6	18.2%	2	11.1%	1	3.3%	2	9.1%	33	16.8%									
	99.00 No Response	0	0%	0	0.0%	0	0%	0	0%	0	0%	0	0%	1	5.6%	2	6.7%	1	4.5%	2	1.0%									
	Total	99		.394	15		.533	113		-.142	167		-.407	39		.256	33		.242	18		.529	30		.250	22		.667	196	
17. Belief that management does more than law requires	-2.00 Strongly Negative	1	1.0%	1	6.7%	9	8.0%	13	7.8%	1	2.6%	2	6.1%	1	5.6%	0	0.0%	1	4.5%	14	7.1%									
	-1.00 Negative	9	9.1%	3	20.0%	10	8.8%	35	21.0%	5	12.8%	0	0.0%	4	22.2%	3	10.0%	1	4.5%	24	12.2%									
	.00 Neutral	22	22.2%	3	20.0%	42	37.2%	36	21.6%	6	15.4%	5	15.2%	6	33.3%	5	16.7%	3	13.6%	33	16.8%									
	1.00 Positive	39	39.4%	5	33.3%	37	32.7%	59	35.3%	17	43.6%	13	39.4%	3	16.7%	14	46.7%	10	45.5%	72	36.7%									
	2.00 Strongly Positive	28	28.3%	3	20.0%	15	13.3%	23	13.8%	10	25.6%	13	39.4%	3	16.7%	7	23.3%	6	27.3%	51	26.0%									
	99.00 No Response	0	0%	0	0.0%	0	0.0%	1	6%	0	0.0%	0	0%	1	5.6%	1	3.3%	1	4.5%	2	1.0%									
	Total	99		.848	15		.400	113		.345	167		.265	39		.769	33		1.061	18		.176	30		.862	22		.905	196	
18. Belief that employees understand safety and health regulations	-2.00 Strongly Negative	0	0%	0	0.0%	0	0.0%	1	6%	0	0.0%	0	0%	0	0.0%	0	0.0%	0	0.0%	1	5%									
	-1.00 Negative	2	2.0%	1	6.7%	1	0.9%	5	3.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	2.0%									
	.00 Neutral	7	7.1%	1	6.7%	10	8.8%	10	6.0%	3	7.7%	3	9.1%	0	0.0%	2	6.7%	3	13.6%	13	6.6%									
	1.00 Positive	52	52.5%	9	60.0%	62	54.9%	90	53.9%	22	56.4%	12	36.4%	10	55.6%	17	56.7%	11	50.0%	95	48.5%									
	2.00 Strongly Positive	38	38.4%	4	26.7%	40	35.4%	60	35.9%	14	35.9%	18	54.5%	7	38.9%	10	33.3%	8	36.4%	80	40.8%									
	99.00 No Response	0	0%	0	0.0%	0	0%	1	6%	0	0%	0	0%	1	5.6%	1	3.3%	0	0%	3	1.5%									
	Total	99		1.273	15		1.067	113		1.248	167		1.223	39		1.282	33		1.455	18		1.412	30		1.276	22		1.227	196	
19. Supervisors enforcing safe job procedures	-2.00 Strongly Negative	0	0%	0	0.0%	1	0.9%	7	4.2%	1	2.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	1.5%									
	-1.00 Negative	5	5.1%	0	0.0%	4	3.5%	2	1.2%	0	0.0%	0	0.0%	1	5.6%	3	10.0%	0	0.0%	3	1.5%									
	.00 Neutral	10	10.1%	0	0.0%	19	16.8%	24	14.4%	5	12.8%	2	6.1%	3	16.7%	2	6.7%	3	13.6%	28	14.3%									
	1.00 Positive	52	52.5%	9	60.0%	50	44.2%	88	52.7%	22	56.4%	14	42.4%	8	44.4%	14	46.7%	12	54.5%	76	38.6%									
	2.00 Strongly Positive	32	32.3%	6	40.0%	39	34.5%	45	26.9%	11	28.2%	17	51.5%	5	27.8%	10	33.3%	7	31.8%	83	42.3%									
	99.00 No Response	0	0%	0	0.0%	0	0%	1	6%	0	0%	0	0%	1	5.6%	1	3.3%	0	0%	3	1.5%									
	Total	99		1.121	15		1.400	113		1.080	167		0.976	39		1.077	33		1.455	18		1.000	30		1.069	22		1.182	196	
20. Employees using standardized precautions for hazardous materials	-2.00 Strongly Negative	0	0%	0	0.0%	1	9%	3	1.8%	1	2.6%	1	3.0%	0	0%	0	0.0%	0	0.0%	1	0.5%									
	-1.00 Negative	3	3.0%	0	0.0%	2	1.8%	5	3.0%	0	0.0%	1	3.0%	0	0.0%	0	0.0%	0	0.0%	3	1.5%									
	.00 Neutral	44	44.4%	2	13.3%	21	18.6%	52	31.1%	5	12.8%	2	6.1%	4	22.2%	9	30.0%	8	36.4%	71	36.2%									
	1.00 Positive	29	29.3%	7	46.7%	62	54.9%	73	43.7%	24	61.5%	15	45.5%	9	50.0%	13	43.3%	7	31.8%	68	34.7%									
	2.00 Strongly Positive	23	23.2%	5	33.3%	26	23.0%	31	18.6%	9	23.1%	14	42.4%	4	22.2%	7	23.3%	7	31.8%	50	25.5%									
	99.00 No Response	0	0%	1	6.7%	1	0.9%	3	1.8%	0	0.0%	0	0%	1	5.6%	1	3.3%	0	0%	3	1.5%									
	Total	99		0.727	15		1.214	113		0.982	167		0.756	39		1.026	33		1.212	18		1.000	30		0.931	22		0.955	196	

	Location																													
	Mission			Mountain Empire			North Coast C&O			Northeast C&O			Orange County			Palomar EC			Ramona			Rancho Bernardo			Sempra HQ			Other		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
21. Management providing adequate safety staff	-2.00 Strongly Negative	5	5.1%	1	6.7%	8	7.1%	16	9.6%	2	5.1%	2	6.1%	0	0.0%	1	3.3%	0	0.0%	7	3.6%									
	-1.00 Negative	11	11.1%	5	33.3%	14	12.4%	28	16.8%	7	17.9%	5	15.2%	0	0.0%	3	10.0%	0	0.0%	18	9.2%									
	.00 Neutral	28	28.3%	2	13.3%	37	32.7%	65	38.9%	6	15.4%	8	24.2%	5	27.8%	5	16.7%	2	9.1%	50	25.5%									
	1.00 Positive	36	36.4%	5	33.3%	43	38.1%	44	26.3%	16	41.0%	10	30.3%	8	44.4%	15	50.0%	14	63.6%	77	39.3%									
	2.00 Strongly Positive	18	18.2%	2	13.3%	10	8.8%	13	7.8%	8	20.5%	8	24.2%	4	22.2%	6	20.0%	6	27.3%	38	19.4%									
	99.00 No Response	1	1.0%	0	0.0%	1	.9%	1	.6%	0	0.0%	0	0.0%	1	5.6%	0	0.0%	0	0.0%	6	3.1%									
	Total	99		.520	15		.133	113		.295	167		.060	39		.538	33		.0515	18		.941	30		.0733	22		1.182	196	
22. Effectiveness of award programs in promoting safe behavior	-2.00 Strongly Negative	1	1.0%	3	20.0%	11	9.7%	19	11.4%	3	7.7%	3	9.1%	2	11.1%	0	0.0%	0	0.0%	7	3.6%									
	-1.00 Negative	12	12.1%	2	13.3%	20	17.7%	25	15.0%	7	17.9%	2	6.1%	5	27.8%	1	3.3%	3	13.6%	26	13.3%									
	.00 Neutral	33	33.3%	7	46.7%	37	32.7%	64	38.3%	8	20.5%	9	27.3%	6	33.3%	13	43.3%	8	36.4%	58	29.8%									
	1.00 Positive	41	41.4%	3	20.0%	32	28.3%	46	27.5%	14	35.9%	14	42.4%	4	22.2%	12	40.0%	8	36.4%	70	35.7%									
	2.00 Strongly Positive	11	11.1%	0	0.0%	13	11.9%	13	7.8%	7	17.9%	5	15.2%	0	0.0%	4	13.3%	3	13.6%	29	14.9%									
	99.00 No Response	1	1.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	5.6%	0	0.0%	0	0.0%	6	3.1%									
	Total	99		.500	15		-.333	113		.142	167		.054	39		.385	33		.485	18		-.294	30		.633	22		.500	196	
23. Safety standard level relative to production standard level	-2.00 Strongly Negative	3	3.0%	0	0.0%	8	7.1%	15	9.0%	2	5.1%	0	0.0%	1	5.6%	0	0.0%	2	9.1%	6	3.1%									
	-1.00 Negative	10	10.1%	2	13.3%	18	15.9%	28	16.8%	1	2.6%	1	3.0%	2	11.1%	6	20.0%	1	4.5%	22	11.2%									
	.00 Neutral	23	23.2%	4	26.7%	39	34.5%	50	29.9%	13	33.3%	4	12.1%	6	33.3%	9	30.0%	8	36.4%	53	27.0%									
	1.00 Positive	41	41.4%	8	53.3%	37	32.7%	60	35.9%	17	43.8%	17	51.5%	5	27.8%	13	43.3%	9	40.9%	74	37.8%									
	2.00 Strongly Positive	21	21.2%	1	6.7%	10	8.8%	14	8.4%	6	15.4%	11	33.3%	3	16.7%	2	6.7%	2	9.1%	36	18.4%									
	99.00 No Response	1	1.0%	0	0.0%	1	.9%	0	0.0%	0	0.0%	0	0.0%	1	5.6%	0	0.0%	0	0.0%	5	2.6%									
	Total	99		.684	15		.533	113		.205	167		.180	39		.615	33		1.152	18		.412	30		.367	22		.364	196	
24. Supervisors understanding employees job safety problems	-2.00 Strongly Negative	2	2.0%	0	0.0%	2	1.8%	12	7.2%	1	2.6%	0	0.0%	0	0.0%	2	6.7%	1	4.5%	6	3.1%									
	-1.00 Negative	4	4.0%	0	0.0%	7	6.2%	9	5.4%	2	5.1%	1	3.0%	1	5.6%	1	3.3%	0	0.0%	9	4.6%									
	.00 Neutral	19	19.2%	0	0.0%	18	15.9%	26	15.6%	6	15.4%	2	6.1%	2	11.1%	6	20.0%	7	31.8%	36	18.4%									
	1.00 Positive	48	48.5%	9	60.0%	60	53.1%	82	49.1%	21	53.8%	17	51.5%	7	38.9%	15	50.0%	11	50.0%	82	41.8%									
	2.00 Strongly Positive	25	25.3%	6	40.0%	26	23.0%	38	22.8%	9	23.1%	13	39.4%	7	38.9%	6	20.0%	3	13.6%	57	29.1%									
	99.00 No Response	1	1.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	5.6%	0	0.0%	0	0.0%	6	3.1%									
	Total	99		.0918	15		1.400	113		.894	167		.0749	39		.897	33		1.273	18		1.176	30		.0733	22		.682	196	
25. Employees following lockout/tagout procedures	-2.00 Strongly Negative	0	0.0%	0	0.0%	0	0.0%	2	1.2%	1	2.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	1.5%									
	-1.00 Negative	3	3.0%	0	0.0%	1	.9%	2	1.2%	0	0.0%	1	3.0%	1	5.6%	2	6.7%	1	4.5%	9	4.6%									
	.00 Neutral	32	32.3%	2	13.3%	25	22.1%	66	39.5%	6	15.4%	3	9.1%	3	16.7%	14	46.7%	9	40.9%	77	39.3%									
	1.00 Positive	29	29.3%	7	46.7%	48	42.5%	56	33.5%	20	51.3%	8	24.2%	7	38.9%	11	36.7%	7	31.8%	62	31.6%									
	2.00 Strongly Positive	34	34.3%	6	40.0%	39	34.5%	40	24.0%	12	30.8%	21	63.6%	6	33.3%	3	10.0%	5	22.7%	38	19.4%									
	99.00 No Response	1	1.0%	0	0.0%	0	0.0%	1	.6%	0	0.0%	0	0.0%	1	5.6%	0	0.0%	0	0.0%	7	3.6%									
	Total	99		.959	15		1.267	113		1.106	167		0.783	39		1.077	33		1.485	18		1.059	30		0.500	22		0.727	196	

	Location																													
	Mission			Mountain Empire			North Coast C&O			Northeast C&O			Orange County			Palomar EC			Ramona			Rancho Bernardo			Sempra HQ			Other		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
26. Presence of safety training in new employee orientation	-2.00 Strongly Negative	0	0.0%	0	0.0%	0	0.0%	1	5%	0	0.0%	0	0%	0	0.0%	0	0.0%	1	3.3%	0	0.0%	2	1.0%							
	-1.00 Negative	4	4.0%	0	0.0%	1	0.9%	4	2.4%	0	0.0%	0	0%	0	0.0%	0	0%	2	9.1%	0	0%	7	3.6%							
	.00 Neutral	20	20.2%	2	13.3%	26	23.0%	35	21.0%	9	23.1%	2	6.1%	3	16.7%	3	10.0%	2	9.1%	3	10.0%	37	18.9%							
	1.00 Positive	40	40.4%	8	53.3%	46	40.7%	75	44.9%	18	46.2%	8	24.2%	7	38.9%	16	53.3%	11	50.0%	80	40.8%									
	2.00 Strongly Positive	34	34.3%	5	33.3%	37	32.7%	51	30.5%	12	30.8%	23	69.7%	7	38.9%	10	33.3%	7	31.8%	64	32.7%									
	99.00 No Response	1	1.0%	0	0.0%	3	2.7%	1	.6%	0	0%	0	0%	1	5.6%	0	0%	0	0%	6	3.1%									
	Total	99		1,061	15		1,200	113		1,082	167		1,030	39		1,077	33		1,636	18		1,235	30		1,133	22		1,045	196	
27. Belief that management is sincere in safety efforts	-2.00 Strongly Negative	1	1.0%	0	0.0%	1	0.9%	12	7.2%	1	2.6%	1	3.0%	0	0.0%	1	3.3%	0	0.0%	1	3.3%	0	0.0%	4	2.0%					
	-1.00 Negative	3	3.0%	1	6.7%	5	4.4%	7	4.2%	1	2.6%	0	0%	1	5.6%	1	3.3%	0	0.0%	1	3.3%	0	0%	7	3.6%					
	.00 Neutral	8	8.1%	2	13.3%	28	24.8%	31	18.6%	7	17.9%	2	6.1%	5	27.8%	1	3.3%	0	0.0%	0	0%	23	11.7%							
	1.00 Positive	50	50.5%	7	46.7%	53	46.9%	77	46.1%	15	38.5%	12	36.4%	5	27.8%	13	43.3%	12	54.5%	66	33.7%									
	2.00 Strongly Positive	36	36.4%	5	33.3%	26	23.0%	38	22.8%	15	38.5%	18	54.5%	6	33.3%	14	46.7%	10	45.5%	91	46.4%									
	99.00 No Response	1	1.0%	0	0.0%	0	0%	2	1.2%	0	0%	0	0%	1	5.6%	0	0%	0	0%	5	2.6%									
	Total	99		1,194	15		1,067	113		0,867	167		0,739	39		1,077	33		1,394	18		0,941	30		1,267	22		1,455	196	
28. Supervisors acting on employee safety suggestions	-2.00 Strongly Negative	3	3.0%	1	6.7%	2	1.8%	6	3.6%	3	7.7%	2	6.1%	2	11.1%	2	6.7%	1	4.5%	2	6.7%	1	4.5%	2	1.0%					
	-1.00 Negative	2	2.0%	1	6.7%	19	16.8%	15	9.0%	2	5.1%	0	0.0%	4	22.2%	1	3.3%	0	0.0%	0	0%	17	8.7%							
	.00 Neutral	22	22.2%	2	13.3%	40	35.4%	43	25.7%	10	25.6%	4	12.1%	2	11.1%	8	26.7%	3	13.6%	32	16.3%									
	1.00 Positive	48	48.5%	9	60.0%	37	32.7%	73	43.7%	20	51.3%	11	33.3%	5	27.8%	13	43.3%	12	54.5%	76	38.8%									
	2.00 Strongly Positive	24	24.2%	2	13.3%	15	13.3%	27	16.2%	4	10.3%	16	48.5%	4	22.2%	6	20.0%	6	27.3%	64	32.7%									
	99.00 No Response	0	0.0%	0	0.0%	0	0%	3	1.8%	0	0%	0	0%	1	5.6%	0	0%	0	0%	5	2.6%									
	Total	99		0,889	15		667	113		389	167		0,610	39		513	33		1,182	18		294	30		0,667	22		1,000	196	
29. Occurrence of emergency response procedures testing	-2.00 Strongly Negative	1	1.0%	0	0.0%	2	1.8%	7	4.2%	5	12.8%	1	3.0%	1	5.6%	1	3.3%	0	0.0%	1	3.3%	0	0.0%	8	4.1%					
	-1.00 Negative	11	11.1%	2	13.3%	15	13.3%	23	13.8%	5	12.8%	0	0.0%	2	11.1%	4	13.3%	0	0.0%	16	8.2%									
	.00 Neutral	29	29.3%	6	40.0%	42	37.2%	66	39.5%	10	25.6%	11	33.3%	8	44.4%	6	20.0%	6	27.3%	43	21.9%									
	1.00 Positive	40	40.4%	5	33.3%	39	34.5%	54	32.3%	17	43.6%	15	45.5%	3	16.7%	16	53.3%	11	50.0%	77	39.3%									
	2.00 Strongly Positive	17	17.2%	2	13.3%	15	13.3%	15	9.0%	2	5.1%	6	18.2%	3	16.7%	3	10.0%	5	22.7%	46	23.5%									
	99.00 No Response	1	1.0%	0	0.0%	0	0%	2	1.2%	0	0%	0	0%	1	5.6%	0	0%	0	0%	6	3.1%									
	Total	99		0,622	15		0,467	113		442	167		285	39		154	33		758	18		294	30		533	22		955	196	
30. Effectiveness of safety committees in improving safety conditions	-2.00 Strongly Negative	1	1.0%	0	0.0%	3	2.7%	7	4.2%	1	2.6%	0	0.0%	0	0.0%	1	3.3%	0	0.0%	6	3.1%									
	-1.00 Negative	8	8.1%	4	26.7%	8	7.1%	17	10.2%	2	5.1%	0	0%	4	22.2%	0	0%	1	4.5%	12	6.1%									
	.00 Neutral	32	32.3%	7	46.7%	43	38.1%	64	38.3%	6	15.4%	4	12.1%	4	22.2%	8	26.7%	3	13.6%	48	24.5%									
	1.00 Positive	38	38.4%	4	26.7%	47	41.6%	58	34.7%	20	51.3%	15	45.5%	6	33.3%	16	53.3%	15	68.2%	73	37.2%									
	2.00 Strongly Positive	19	19.2%	0	0.0%	12	10.6%	21	12.6%	10	25.6%	14	42.4%	3	16.7%	5	16.7%	3	13.6%	51	26.0%									
	99.00 No Response	1	1.0%	0	0.0%	0	0%	0	0%	0	0%	0	0%	1	5.6%	0	0%	0	0%	6	3.1%									
	Total	99		673	15		0,000	113		504	167		0,413	39		923	33		1,303	18		471	30		0,800	22		909	196	

	Location																													
	Mission			Mountain Empire			North Coast C&O			Northeast C&O			Orange County			Palomar EC			Ramona			Rancho Bernardo			Sempra HQ			Other		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
31. Management setting a positive safety example	-2.00 Strongly Negative	2	2.0%	0	0.0%	6	5.3%	10	6.0%	2	5.1%	0	0.0%	0	0.0%	2	6.7%	0	0.0%	5	2.6%									
	-1.00 Negative	2	2.0%	1	6.7%	10	8.8%	13	7.8%	4	10.3%	1	3.0%	0	0.0%	1	3.3%	0	0.0%	15	7.7%									
	.00 Neutral	22	22.2%	4	26.7%	38	33.6%	46	27.5%	8	20.5%	4	12.1%	7	38.9%	3	10.0%	1	4.5%	26	13.3%									
	1.00 Positive	41	41.4%	10	66.7%	43	38.1%	74	44.3%	16	41.0%	16	48.5%	7	38.9%	16	53.3%	12	54.5%	83	42.3%									
	2.00 Strongly Positive	31	31.3%	0	0.0%	16	14.2%	22	13.2%	9	23.1%	11	33.3%	3	16.7%	8	26.7%	9	40.9%	63	32.1%									
	99.00 No Response	1	1.0%	0	0.0%	0	0.0%	2	1.2%	0	0.0%	1	3.0%	1	5.6%	0	0.0%	0	0.0%	4	2.0%									
	Total	99		0.900	15		0.600	113		0.469	167		0.515	39		0.667	33		1.156	18		0.765	30		0.900	22		1.364	196	
32. Supervisors integrating safety into the production process	-2.00 Strongly Negative	1	1.0%	0	0.0%	2	1.8%	5	3.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	3.3%	0	0.0%	2	6.7%	1	4.5%	6	3.1%			
	-1.00 Negative	6	6.1%	0	0.0%	8	7.1%	11	6.6%	0	0.0%	0	0.0%	0	0.0%	2	6.7%	1	4.5%	6	3.1%									
	.00 Neutral	20	20.2%	3	20.0%	35	31.0%	34	20.4%	8	20.5%	3	9.1%	5	27.8%	6	20.0%	4	18.2%	43	21.9%									
	1.00 Positive	48	48.5%	9	60.0%	51	45.1%	90	53.9%	20	51.3%	13	39.4%	7	38.9%	13	43.3%	12	54.5%	80	40.8%									
	2.00 Strongly Positive	24	24.2%	3	20.0%	17	15.0%	26	15.6%	10	25.6%	16	48.5%	5	27.8%	8	26.7%	5	22.7%	61	31.1%									
	99.00 No Response	0	0%	0	0.0%	0	0.0%	1	6%	1	2.6%	1	3.0%	1	5.6%	0	0.0%	0	0.0%	4	2.0%									
	Total	99		0.889	15		1.000	113		0.646	167		0.729	39		1.053	33		1.406	18		1.000	30		0.833	22		0.955	196	
33. Quality of preventive maintenance system operation	-2.00 Strongly Negative	2	2.0%	1	6.7%	7	6.2%	14	8.4%	1	2.6%	2	6.1%	1	5.6%	1	3.3%	1	4.5%	3	1.5%									
	-1.00 Negative	10	10.1%	5	33.3%	18	15.9%	29	17.4%	6	15.4%	3	9.1%	2	11.1%	3	10.0%	0	0.0%	12	6.1%									
	.00 Neutral	43	43.4%	4	26.7%	33	29.2%	62	37.1%	11	28.2%	6	18.2%	6	33.3%	10	33.3%	4	18.2%	63	32.1%									
	1.00 Positive	30	30.3%	4	26.7%	47	41.8%	53	31.7%	12	30.8%	11	33.3%	7	38.9%	14	46.7%	11	50.0%	75	38.3%									
	2.00 Strongly Positive	14	14.1%	1	6.7%	8	7.1%	9	5.4%	8	20.5%	10	30.3%	1	5.6%	2	6.7%	6	27.3%	39	19.9%									
	99.00 No Response	0	0%	0	0.0%	0	0.0%	0	0.0%	1	2.6%	1	3.0%	1	5.6%	0	0.0%	0	0.0%	4	2.0%									
	Total	99		0.444	15		-0.067	113		0.274	167		0.084	39		0.526	33		0.750	18		0.294	30		0.433	22		0.955	196	
34. Management participating in safety activities on a regular basis	-2.00 Strongly Negative	0	0%	0	0.0%	7	6.2%	7	4.2%	1	2.6%	0	0.0%	0	0.0%	1	3.3%	0	0.0%	2	1.0%									
	-1.00 Negative	14	14.1%	1	6.7%	14	12.4%	13	7.8%	5	12.8%	1	3.0%	1	5.6%	3	10.0%	3	13.6%	15	7.7%									
	.00 Neutral	22	22.2%	4	26.7%	38	33.8%	55	32.9%	4	10.3%	5	15.2%	5	27.8%	6	20.0%	6	27.3%	41	20.9%									
	1.00 Positive	42	42.4%	9	60.0%	38	33.6%	71	42.5%	19	48.7%	14	42.4%	8	44.4%	15	50.0%	9	40.9%	81	41.3%									
	2.00 Strongly Positive	21	21.2%	1	6.7%	16	14.2%	20	12.0%	8	20.5%	12	36.4%	3	16.7%	5	16.7%	4	18.2%	53	27.0%									
	99.00 No Response	0	0.0%	0	0.0%	0	0.0%	1	6%	2	5.1%	1	3.0%	1	5.6%	0	0.0%	0	0.0%	4	2.0%									
	Total	99		0.707	15		0.667	113		0.372	167		0.506	39		0.757	33		1.156	18		0.765	30		0.667	22		0.636	196	
35. Perception that the safety committee has high status	-2.00 Strongly Negative	3	3.0%	2	13.3%	5	4.4%	12	7.2%	1	2.6%	1	3.0%	1	5.6%	1	3.3%	0	0.0%	9	4.6%									
	-1.00 Negative	17	17.2%	3	20.0%	14	12.4%	25	15.0%	4	10.3%	1	3.0%	0	0.0%	3	10.0%	1	4.5%	16	8.2%									
	.00 Neutral	32	32.3%	6	40.0%	51	45.1%	69	41.3%	9	23.1%	8	24.2%	9	50.0%	10	33.3%	8	36.4%	57	29.1%									
	1.00 Positive	35	35.4%	4	26.7%	35	31.0%	41	24.6%	15	38.5%	10	30.3%	4	22.2%	11	36.7%	9	40.9%	67	34.2%									
	2.00 Strongly Positive	12	12.1%	0	0.0%	7	6.2%	20	12.0%	9	23.1%	12	36.4%	3	16.7%	5	16.7%	4	18.2%	41	20.9%									
	99.00 No Response	0	0.0%	0	0.0%	1	9%	0	0.0%	1	2.6%	1	3.0%	1	5.6%	0	0.0%	0	0.0%	6	3.1%									
	Total	99		0.364	15		-0.200	113		0.223	167		0.192	39		0.711	33		0.969	18		0.471	30		0.533	22		0.727	196	

	Location																													
	Mission			Mountain Empire			North Coast C&O			Northeast C&O			Orange County			Palomar EC			Ramona			Rancho Bernardo			Sempra HQ			Other		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
36. Belief that hazards not fixed right away will still be addressed	-2.00 Strongly Negative	2	2.0%	1	6.7%	8	7.1%	10	6.0%	2	5.1%	1	3.0%	2	11.1%	1	3.3%	1	4.5%	4	2.0%									
	-1.00 Negative	13	13.1%	3	20.0%	19	16.8%	38	22.8%	6	15.4%	1	3.0%	1	5.6%	2	6.7%	0	0.0%	14	7.1%									
	.00 Neutral	24	24.2%	5	33.3%	37	32.7%	50	29.9%	5	12.8%	5	15.2%	6	33.3%	10	33.3%	4	18.2%	42	21.4%									
	1.00 Positive	42	42.4%	4	26.7%	38	33.6%	49	29.3%	17	43.6%	18	54.5%	6	33.3%	11	36.7%	11	50.0%	88	44.9%									
	2.00 Strongly Positive	18	18.2%	2	13.3%	11	9.7%	19	11.4%	8	20.5%	7	21.2%	2	11.1%	6	20.0%	6	27.3%	43	21.9%									
	99.00 No Response	0	0.0%	0	0.0%	0	0.0%	1	.6%	1	2.6%	1	3.0%	1	5.6%	0	0.0%	0	0.0%	5	2.6%									
	Total	99		.616	15		.200	113		.221	167		.175	39		.605	33		.906	18		.294	30		.633	22		.955	196	
37. Employees take part when incident investigations occur	-2.00 Strongly Negative	4	4.0%	0	0.0%	6	5.3%	10	6.0%	2	5.1%	2	6.1%	2	11.1%	1	3.3%	0	0.0%	7	3.6%									
	-1.00 Negative	8	8.1%	2	13.3%	14	12.4%	21	12.6%	5	12.8%	1	3.0%	1	5.6%	2	6.7%	0	0.0%	18	9.2%									
	.00 Neutral	41	41.4%	5	33.3%	40	35.4%	70	41.9%	17	43.6%	9	27.3%	6	33.3%	14	46.7%	11	50.0%	83	42.3%									
	1.00 Positive	35	35.4%	8	53.3%	42	37.2%	49	29.3%	12	30.8%	14	42.4%	7	38.9%	9	30.0%	7	31.8%	62	31.6%									
	2.00 Strongly Positive	11	11.1%	0	0.0%	11	9.7%	15	9.0%	2	5.1%	6	18.2%	1	5.6%	4	13.3%	4	18.2%	22	11.2%									
	99.00 No Response	0	0.0%	0	0.0%	0	0.0%	2	1.2%	1	2.6%	1	3.0%	1	5.6%	0	0.0%	0	0.0%	4	2.0%									
	Total	99		.414	15		.0400	113		.336	167		.0230	39		.184	33		.0566	18		.235	30		.0433	22		.682	196	
38. Supervisors providing helpful safety training	-2.00 Strongly Negative	2	2.0%	1	6.7%	3	2.7%	6	3.6%	1	2.6%	0	0.0%	0	0.0%	1	3.3%	0	0.0%	5	2.6%									
	-1.00 Negative	6	6.1%	1	6.7%	9	8.0%	13	7.8%	4	10.3%	1	3.0%	3	16.7%	2	6.7%	1	4.5%	5	2.6%									
	.00 Neutral	25	25.3%	4	26.7%	35	31.0%	46	27.5%	4	10.3%	8	24.2%	1	5.6%	8	26.7%	2	9.1%	52	26.5%									
	1.00 Positive	46	46.5%	7	46.7%	51	45.1%	76	45.5%	20	51.3%	8	24.2%	8	44.4%	11	36.7%	13	59.1%	81	41.3%									
	2.00 Strongly Positive	20	20.2%	2	13.3%	15	13.3%	24	14.4%	9	23.1%	15	45.5%	5	27.8%	8	26.7%	6	27.3%	49	25.0%									
	99.00 No Response	0	0.0%	0	0.0%	0	0.0%	2	1.2%	1	2.6%	1	3.0%	1	5.6%	0	0.0%	0	0.0%	4	2.0%									
	Total	99		.0768	15		.0533	113		.584	167		.0600	39		.842	33		1.156	18		.882	30		.0767	22		1.091	196	
39. Perception that medical resources are sufficient	-2.00 Strongly Negative	0	0.0%	1	6.7%	5	4.4%	10	6.0%	2	5.1%	0	0.0%	1	5.6%	1	3.3%	0	0.0%	11	5.6%									
	-1.00 Negative	6	6.1%	4	26.7%	14	12.4%	18	10.8%	4	10.3%	0	0.0%	1	5.6%	0	0.0%	0	0.0%	12	6.1%									
	.00 Neutral	55	55.6%	6	40.0%	44	38.9%	78	46.7%	14	35.9%	9	27.3%	7	38.9%	17	56.7%	8	36.4%	78	39.8%									
	1.00 Positive	26	26.3%	4	26.7%	39	34.5%	49	29.3%	11	28.2%	15	45.5%	2	11.1%	8	26.7%	10	45.5%	57	29.1%									
	2.00 Strongly Positive	12	12.1%	0	0.0%	10	8.8%	10	6.0%	7	17.9%	8	24.2%	6	33.3%	4	13.3%	4	18.2%	34	17.3%									
	99.00 No Response	0	0%	0	0.0%	1	.9%	2	1.2%	1	2.6%	1	3.0%	1	5.6%	0	0.0%	0	0.0%	4	2.0%									
	Total	99		.444	15		-.133	113		.313	167		.188	39		.447	33		.969	18		.647	30		.467	22		.818	196	
40. Management including safety in job promotion reviews	-2.00 Strongly Negative	4	4.0%	0	0.0%	7	6.2%	9	5.4%	1	2.6%	2	6.1%	1	5.6%	0	0.0%	1	4.5%	7	3.6%									
	-1.00 Negative	6	6.1%	0	0.0%	7	6.2%	12	7.2%	2	5.1%	0	0.0%	4	22.2%	1	3.3%	0	0.0%	11	5.6%									
	.00 Neutral	30	30.3%	7	46.7%	44	38.9%	72	43.1%	17	43.6%	6	18.2%	5	27.8%	12	40.0%	7	31.8%	63	32.1%									
	1.00 Positive	32	32.3%	5	33.3%	36	31.9%	43	25.7%	12	30.8%	13	39.4%	5	27.8%	8	26.7%	8	36.4%	62	31.6%									
	2.00 Strongly Positive	27	27.3%	3	20.0%	16	14.2%	30	18.0%	6	15.4%	11	33.3%	2	11.1%	9	30.0%	6	27.3%	47	24.0%									
	99.00 No Response	0	0.0%	0	0.0%	3	2.7%	1	0.6%	1	2.6%	1	3.0%	1	5.6%	0	0.0%	0	0.0%	6	3.1%									
	Total	99		.727	15		.733	113		.427	167		.440	39		.526	33		.969	18		.176	30		.833	22		.818	196	

	Location																													
	Mission			Mountain Empire			North Coast C&O			Northeast C&O			Orange County			Palomar EC			Ramona			Rancho Bernardo			Sempra HQ			Other		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
41. Availability of safety committees to provide assistance	-2.00 Strongly Negative	2	2.0%	1	6.7%	3	2.7%	6	3.6%	1	2.6%	0	0.0%	0	0.0%	1	3.3%	0	0.0%	7	3.6%									
	-1.00 Negative	13	13.1%	3	20.0%	9	8.0%	16	9.6%	1	2.6%	0	0.0%	5	27.8%	0	0.0%	1	4.5%	10	5.1%									
	.00 Neutral	30	30.3%	9	60.0%	34	30.1%	57	34.1%	11	28.2%	4	12.1%	4	22.2%	10	33.3%	6	27.3%	51	26.0%									
	1.00 Positive	33	33.3%	2	13.3%	49	43.4%	66	39.5%	15	38.5%	15	45.5%	6	33.3%	14	46.7%	10	45.5%	81	41.3%									
	2.00 Strongly Positive	21	21.2%	0	0.0%	15	13.3%	22	13.2%	10	25.6%	14	42.4%	2	11.1%	5	16.7%	5	22.7%	45	23.0%									
	99.00 No Response	0	0%	0	0.0%	3	2.7%	0	0%	1	2.6%	0	0%	1	5.6%	0	0%	0	0%	2	1.0%									
	Total	99		0.586	15		-0.200	113		0.582	167		0.491	39		0.842	33		1.303	18		0.294	30		0.733	22		0.864	196	
42. Stability of workforce	-2.00 Strongly Negative	3	3.0%	0	0.0%	10	8.8%	33	19.8%	2	5.1%	0	0.0%	0	0.0%	3	10.0%	0	0.0%	7	3.6%									
	-1.00 Negative	13	13.1%	0	0.0%	23	20.4%	26	15.6%	9	23.1%	1	3.0%	1	5.6%	4	13.3%	0	0.0%	19	9.7%									
	.00 Neutral	13	13.1%	1	6.7%	34	30.1%	38	22.8%	5	12.8%	6	18.2%	1	5.6%	7	23.3%	1	4.5%	41	20.9%									
	1.00 Positive	50	50.5%	9	60.0%	36	31.9%	48	28.7%	19	48.7%	12	36.4%	10	55.6%	11	36.7%	16	72.7%	82	41.8%									
	2.00 Strongly Positive	20	20.2%	5	33.3%	9	8.0%	21	12.6%	3	7.7%	14	42.4%	5	27.8%	5	16.7%	5	22.7%	46	23.5%									
	99.00 No Response	0	0%	0	0.0%	1	0.9%	1	0.6%	1	2.6%	0	0%	1	5.6%	0	0%	0	0%	1	0.5%									
	Total	99		0.717	15		1.267	113		0.098	167		-0.12	39		0.316	33		1.182	18		1.118	30		0.367	22		1.182	196	
43. Supervisors reducing employees fear of reporting safety problems	-2.00 Strongly Negative	0	0.0%	1	6.7%	5	4.4%	12	7.2%	3	7.7%	1	3.0%	1	5.6%	0	0.0%	1	3.3%	5	2.6%									
	-1.00 Negative	2	2.0%	0	0.0%	19	16.8%	17	10.2%	2	5.1%	0	0.0%	0	0.0%	2	6.7%	0	0.0%	14	7.1%									
	.00 Neutral	20	20.2%	2	13.3%	27	23.9%	48	28.7%	4	10.3%	2	6.1%	3	16.7%	4	13.3%	1	4.5%	31	15.8%									
	1.00 Positive	46	46.5%	7	46.7%	45	39.8%	66	39.5%	22	56.4%	16	48.5%	9	50.0%	14	46.7%	13	59.1%	82	41.8%									
	2.00 Strongly Positive	31	31.3%	5	33.3%	16	14.2%	24	14.4%	7	17.9%	14	42.4%	4	22.2%	9	30.0%	8	36.4%	61	31.1%									
	99.00 No Response	0	0%	0	0.0%	1	0.9%	0	0%	1	2.6%	0	0%	1	5.6%	0	0%	0	0%	3	1.5%									
	Total	99		1.071	15		1.000	113		0.429	167		0.437	39		0.737	33		1.273	18		0.882	30		0.933	22		1.318	196	
44. Supervisors investigating lost workday cases	-2.00 Strongly Negative	3	3.0%	0	0.0%	3	2.7%	5	3.0%	0	0.0%	0	0.0%	0	0.0%	2	6.7%	0	0.0%	1	0.5%									
	-1.00 Negative	6	6.1%	2	13.3%	2	1.8%	4	2.4%	0	0.0%	0	0.0%	0	0.0%	2	6.7%	0	0.0%	4	2.0%									
	.00 Neutral	51	51.5%	5	33.3%	60	53.1%	94	56.3%	20	51.3%	14	42.4%	8	44.4%	16	53.3%	15	68.2%	109	55.8%									
	1.00 Positive	23	23.2%	8	53.3%	33	29.2%	47	28.1%	11	28.2%	9	27.3%	5	27.8%	7	23.3%	4	18.2%	47	24.0%									
	2.00 Strongly Positive	14	14.1%	0	0.0%	14	12.4%	15	9.0%	7	17.9%	10	30.3%	4	22.2%	3	10.0%	3	13.6%	31	15.8%									
	99.00 No Response	2	2.0%	0	0.0%	1	0.9%	2	1.2%	1	2.6%	0	0%	1	5.6%	0	0%	0	0%	4	2.0%									
	Total	99		0.402	15		0.400	113		0.473	167		0.382	39		0.658	33		0.879	18		0.765	30		0.233	22		0.455	196	
45. Perception that good environmental conditions are kept	-2.00 Strongly Negative	9	9.1%	0	0.0%	2	1.8%	11	6.6%	1	2.6%	3	9.1%	0	0.0%	1	3.3%	1	4.5%	9	4.6%									
	-1.00 Negative	14	14.1%	3	20.0%	9	8.0%	19	11.4%	4	10.3%	0	0.0%	2	11.1%	3	10.0%	1	4.5%	13	6.6%									
	.00 Neutral	13	13.1%	2	13.3%	38	33.6%	56	33.5%	6	15.4%	3	9.1%	5	27.8%	5	16.7%	1	4.5%	42	21.4%									
	1.00 Positive	46	46.5%	8	53.3%	48	42.5%	69	41.3%	21	53.8%	17	51.5%	6	33.3%	13	43.3%	9	40.9%	86	43.9%									
	2.00 Strongly Positive	17	17.2%	2	13.3%	14	12.4%	12	7.2%	6	15.4%	10	30.3%	4	22.2%	8	26.7%	10	45.5%	44	22.4%									
	99.00 No Response	0	0.0%	0	0.0%	2	1.8%	0	0%	1	2.6%	0	0%	1	5.6%	0	0%	0	0%	2	1.0%									
	Total	99		0.485	15		0.600	113		0.568	167		0.311	39		0.711	33		0.939	18		0.706	30		0.800	22		1.182	196	

		Location																													
		Mission			Mountain Empire			North Coast C&O			Northeast C&O			Orange County			Palomar EC			Ramona			Rancho Bernardo			Sempra HQ			Other		
		Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
46. Employees using necessary personal protective equipment	-2.00 Strongly Negative	3	3.0%		0	0.0%		3	2.7%		7	4.2%		0	0.0%		1	3.0%		1	5.6%		1	3.3%		1	4.5%		1	0.5%	
	-1.00 Negative	4	4.0%		1	6.7%		4	3.5%		9	5.4%		1	2.6%		2	6.1%		1	5.6%		0	0.0%		0	0.0%		10	5.1%	
	.00 Neutral	33	33.3%		0	0.0%		20	17.7%		40	24.0%		5	12.8%		2	6.1%		0	0.0%		10	33.3%		5	22.7%		60	30.6%	
	1.00 Positive	35	35.4%		11	73.3%		52	46.0%		72	43.1%		16	41.0%		14	42.4%		11	61.1%		14	46.7%		11	50.0%		75	38.3%	
	2.00 Strongly Positive	24	24.2%		3	20.0%		33	29.2%		39	23.4%		16	41.0%		14	42.4%		4	22.2%		5	16.7%		5	22.7%		48	24.5%	
	99.00 No Response	0	0.0%		0	0.0%		1	.9%		0	0.0%		1	2.6%		0	0.0%		1	5.6%		0	0.0%		0	0.0%		2	1.0%	
Total	99		.737	15		1.067	113		0.964	167		0.760	39		1.237	33		1.152	18		0.941	30		0.733	22		0.864	196		0.820	
47. Significance of job stress for employees	-2.00 Strongly Negative	14	14.1%		2	13.3%		23	20.4%		56	33.5%		2	5.1%		5	15.2%		3	16.7%		6	20.0%		1	4.5%		23	11.7%	
	-1.00 Negative	35	35.4%		4	26.7%		27	23.9%		52	31.1%		10	25.6%		8	24.2%		2	11.1%		7	23.3%		4	18.2%		55	28.1%	
	.00 Neutral	18	18.2%		3	20.0%		28	24.8%		31	18.6%		9	23.1%		5	15.2%		3	16.7%		8	26.7%		11	50.0%		58	29.8%	
	1.00 Positive	24	24.2%		6	40.0%		25	22.1%		23	13.8%		15	38.5%		11	33.3%		7	38.9%		7	23.3%		4	18.2%		43	21.9%	
	2.00 Strongly Positive	8	8.1%		0	0.0%		9	8.0%		5	3.0%		1	2.6%		4	12.1%		2	11.1%		2	6.7%		2	9.1%		13	6.6%	
	99.00 No Response	0	0%		0	0.0%		1	.9%		0	0.0%		2	5.1%		0	0.0%		1	5.6%		0	0.0%		0	0.0%		4	2.0%	
Total	99		-.232	15		-.133	113		-.268	167		-.784	39		.081	33		.030	18		.176	30		-.267	22		.091	196		-.167	
48. Belief that management insists supervisors think about safety	-2.00 Strongly Negative	0	0.0%		0	0.0%		3	2.7%		5	3.0%		0	0.0%		0	0.0%		0	0.0%		0	0.0%		0	0.0%		1	0.5%	
	-1.00 Negative	2	2.0%		1	6.7%		7	6.2%		13	7.8%		1	2.6%		0	0.0%		0	0.0%		1	3.3%		0	0.0%		1	.5%	
	.00 Neutral	25	25.3%		2	13.3%		37	32.7%		47	28.1%		11	28.2%		8	24.2%		3	16.7%		6	20.0%		3	13.6%		48	24.5%	
	1.00 Positive	48	48.5%		10	66.7%		45	39.8%		79	47.3%		16	41.0%		13	39.4%		10	55.6%		14	46.7%		12	54.5%		87	44.4%	
	2.00 Strongly Positive	24	24.2%		2	13.3%		20	17.7%		23	13.8%		10	25.6%		12	36.4%		4	22.2%		8	26.7%		7	31.8%		57	29.1%	
	99.00 No Response	0	0.0%		0	0.0%		1	.9%		0	0.0%		1	2.6%		0	0.0%		1	5.6%		0	0.0%		0	0.0%		2	1.0%	
Total	99		0.949	15		0.867	113		0.643	167		0.611	39		0.921	33		1.121	18		1.059	30		0.900	22		1.182	196		1.021	
49. Management setting annual safety goals	-2.00 Strongly Negative	1	1.0%		0	0.0%		4	3.5%		4	2.4%		1	2.6%		0	0.0%		0	0.0%		1	3.3%		0	0.0%		5	2.6%	
	-1.00 Negative	13	13.1%		4	26.7%		7	6.2%		14	8.4%		2	5.1%		1	3.0%		1	5.6%		4	13.3%		0	0.0%		6	3.1%	
	.00 Neutral	20	20.2%		6	40.0%		41	36.3%		55	32.9%		8	20.5%		15	45.5%		6	33.3%		6	20.0%		4	18.2%		49	25.0%	
	1.00 Positive	42	42.4%		4	26.7%		44	38.9%		72	43.1%		17	43.6%		10	30.3%		5	27.8%		13	43.3%		12	54.5%		72	36.7%	
	2.00 Strongly Positive	23	23.2%		1	6.7%		16	14.2%		22	13.2%		10	25.6%		7	21.2%		5	27.8%		6	20.0%		6	27.3%		63	32.1%	
	99.00 No Response	0	0.0%		0	0.0%		1	.9%		0	0.0%		1	2.6%		0	0.0%		1	5.6%		0	0.0%		0	0.0%		1	0.5%	
Total	99		0.737	15		0.133	113		0.545	167		0.563	39		0.868	33		0.697	18		0.824	30		0.633	22		1.091	196		0.933	
50. Employees taking part in the development of safety requirements	-2.00 Strongly Negative	2	2.0%		0	0.0%		4	3.5%		6	3.6%		0	0.0%		1	3.0%		2	11.1%		3	10.0%		1	4.5%		6	3.1%	
	-1.00 Negative	12	12.1%		2	13.3%		14	12.4%		28	16.8%		7	17.9%		2	6.1%		1	5.6%		3	10.0%		2	9.1%		23	11.7%	
	.00 Neutral	26	26.3%		3	20.0%		38	33.6%		57	34.1%		9	23.1%		4	12.1%		4	22.2%		10	33.3%		4	18.2%		57	29.1%	
	1.00 Positive	44	44.4%		8	53.3%		40	35.4%		59	35.3%		16	41.0%		14	42.4%		8	44.4%		12	40.0%		10	45.5%		75	38.3%	
	2.00 Strongly Positive	13	13.1%		2	13.3%		16	14.2%		15	9.0%		6	15.4%		12	36.4%		2	11.1%		2	6.7%		5	22.7%		33	16.8%	
	99.00 No Response	2	2.0%		0	0.0%		1	.9%		2	1.2%		1	2.6%		0	0.0%		1	5.6%		0	0.0%		0	0.0%		2	1.0%	
Total	99		.557	15		.667	113		.446	167		.297	39		.553	33		1.030	18		.412	30		.233	22		.727	196		.546	

	Location																													
	Mission			Mountain Empire			North Coast C&O			Northeast C&O			Orange County			Palomar EC			Ramona			Rancho Bernardo			Sempra HQ			Other		
	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score	Count	%	Average Response Score			
51. Belief that supervisors support stopping unsafe jobs	-2.00 Strongly Negative	0	0.0%	0	0.0%		4	3.5%		11	6.6%		1	2.6%		0	0.0%		0	0.0%		1	3.3%		0	0.0%		4	2.0%	
	-1.00 Negative	5	5.1%		1	6.7%		6	5.3%		6	3.6%		1	2.6%		0	0.0%		2	11.1%		2	6.7%		0	0.0%		4	2.0%
	.00 Neutral	8	8.1%		1	6.7%		21	18.6%		15	9.0%		3	7.7%		1	3.0%		1	5.6%		2	6.7%		2	9.1%		32	16.3%
	1.00 Positive	37	37.4%		8	53.3%		40	35.4%		72	43.1%		18	46.2%		6	18.2%		8	44.4%		11	36.7%		8	36.4%		64	32.7%
	2.00 Strongly Positive	49	49.5%		5	33.3%		41	36.3%		62	37.1%		15	38.5%		26	78.8%		6	33.3%		14	46.7%		12	54.5%		89	45.4%
	99.00 No Response	0	0.0%		0	0.0%		1	.9%		1	0.6%		1	2.6%		0	0.0%		1	5.6%		0	0.0%		0	0.0%		3	1.5%
	Total	99		1,313	15		1,133	113		0,964	167		1,012	39		1,184	33		1,758	18		1,059	30		1,167	22		1,455	196	1,192
52. Employees feel comfortable reporting near-miss/close-call incidents	-2.00 Strongly Negative	1	1.0%		0	0.0%		7	6.2%		10	6.0%		0	0.0%		1	3.0%		0	0.0%		2	6.7%		0	0.0%		6	3.1%
	-1.00 Negative	8	8.1%		1	6.7%		16	14.2%		14	8.4%		5	12.8%		1	3.0%		4	22.2%		3	10.0%		2	9.1%		11	5.6%
	.00 Neutral	13	13.1%		1	6.7%		22	19.5%		38	22.8%		4	10.3%		2	6.1%		3	16.7%		2	6.7%		1	4.5%		32	16.3%
	1.00 Positive	41	41.4%		9	60.0%		41	36.3%		68	40.7%		20	51.3%		9	27.3%		4	22.2%		13	43.3%		10	45.5%		74	37.8%
	2.00 Strongly Positive	36	36.4%		4	26.7%		26	23.0%		36	21.6%		9	23.1%		20	60.6%		6	33.3%		10	33.3%		9	40.9%		72	36.7%
	99.00 No Response	0	0%		0	0.0%		1	.9%		1	.6%		1	2.6%		0	0.0%		1	5.6%		0	0.0%		0	0.0%		1	.5%
	Total	99		1,040	15		1,067	113		563	167		639	39		868	33		1,394	18		706	30		867	22		1,182	196	1,000
53. Belief that supervisors treat employees with respect	-2.00 Strongly Negative	2	2.0%		0	0.0%		6	5.3%		5	3.0%		0	0.0%		1	3.0%		0	0.0%		2	6.7%		0	0.0%		3	1.5%
	-1.00 Negative	1	1.0%		0	0.0%		4	3.5%		4	2.4%		2	5.1%		0	0.0%		0	0.0%		0	0.0%		0	0.0%		7	3.6%
	.00 Neutral	6	6.1%		1	6.7%		16	14.2%		19	11.4%		2	5.1%		1	3.0%		1	5.6%		4	13.3%		0	0.0%		21	10.7%
	1.00 Positive	36	36.4%		4	26.7%		46	40.7%		70	41.9%		13	33.3%		7	21.2%		9	50.0%		11	36.7%		8	36.4%		58	29.6%
	2.00 Strongly Positive	54	54.5%		10	66.7%		40	35.4%		68	40.7%		19	48.7%		24	72.7%		7	38.9%		13	43.3%		13	59.1%		106	54.1%
	99.00 No Response	0	0.0%		0	0.0%		1	.9%		1	.6%		3	7.7%		0	0.0%		1	5.6%		0	0.0%		1	4.5%		1	.5%
	Total	99		1,404	15		1,600	113		0,982	167		1,157	39		1,361	33		1,606	18		1,353	30		1,100	22		1,619	196	1,318
54. Perception that the company climate values diverse perspectives	-2.00 Strongly Negative	0	0%		0	0.0%		8	7.1%		10	6.0%		1	2.6%		1	3.0%		0	0.0%		0	0.0%		0	0.0%		9	4.6%
	-1.00 Negative	5	5.1%		0	0.0%		10	8.8%		14	8.4%		3	7.7%		1	3.0%		2	11.1%		2	6.7%		0	0.0%		7	3.6%
	.00 Neutral	14	14.1%		3	20.0%		33	29.2%		47	28.1%		6	15.4%		4	12.1%		4	22.2%		5	16.7%		1	4.5%		38	19.4%
	1.00 Positive	51	51.5%		9	60.0%		41	36.3%		63	37.7%		16	41.0%		13	39.4%		6	33.3%		14	46.7%		13	59.1%		79	40.3%
	2.00 Strongly Positive	29	29.3%		3	20.0%		19	16.8%		32	19.2%		12	30.8%		14	42.4%		5	27.8%		9	30.0%		8	36.4%		61	31.1%
	99.00 No Response	0	0.0%		0	0.0%		2	1.8%		1	0.6%		1	2.6%		0	0.0%		1	5.6%		0	0.0%		0	0.0%		2	1.0%
	Total	99		1,051	15		1,000	113		0,477	167		0,560	39		0,921	33		1,152	18		0,824	30		1,000	22		1,318	196	0,907
55. Belief that all people are treated fairly	-2.00 Strongly Negative	2	2.0%		0	0.0%		5	4.4%		7	4.2%		0	0.0%		1	3.0%		1	5.6%		1	3.3%		0	0.0%		11	5.6%
	-1.00 Negative	9	9.1%		0	0.0%		10	8.8%		17	10.2%		2	5.1%		0	0.0%		1	5.6%		0	0.0%		0	0.0%		13	6.6%
	.00 Neutral	10	10.1%		2	13.3%		23	20.4%		39	23.4%		9	23.1%		2	6.1%		2	11.1%		5	16.7%		3	13.6%		24	12.2%
	1.00 Positive	37	37.4%		8	53.3%		41	36.3%		64	38.3%		11	28.2%		12	36.4%		8	44.4%		13	43.3%		11	50.0%		70	35.7%
	2.00 Strongly Positive	41	41.4%		5	33.3%		32	28.3%		40	24.0%		16	41.0%		18	54.5%		5	27.8%		11	36.7%		8	36.4%		77	39.3%
	99.00 No Response	0	0.0%		0	0.0%		2	1.8%		0	0.0%		1	2.6%		0	0.0%		1	5.6%		0	0.0%		0	0.0%		1	.5%
	Total	99		1,071	15		1,200	113		766	167		677	39		1,079	33		1,394	18		882	30		1,100	22		1,227	196	969

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