Dimension 1: Organizational Sustaining Systems

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

Progress Made

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

Areas Maintained

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

Reassessed Areas

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

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

Internal

Dimension 2: Structure and Governance

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

Progress Made

- **Accountable for personal safety outcomes (4)**
- **Wildfire measures tracked by senior leadership (4)**
  - Outcome indicators and leading indicators
- **Effectiveness of wildfire measures (4)**
- **Monitor and adjust strategies to wildfire safety (4)**
- **Communication of wildfire safety metrics (4)**

Areas Maintained

- **Accountable for wildfire safety outcomes (4)**
  - Our CEO, Chief Risk Officer, Chief Safety Officer, and Executive Officer Team attend the wildfire risk weekly operating review at the wildfire command center and are accountable for driving results.

Reassessed Areas

- **None**

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

Internal

Dimension 3: Safety Enabling Systems

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

Progress Made

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

Areas Maintained

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

Reassessed Areas

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

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

Internal

Appendix

Safety Culture Objectives

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

12 Months | 24 Months | 36 Months

12 Month Objectives

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

3 Year Objectives

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

Internal

Lessons Learned – Wildfire Safety

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

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

Internal

Lessons Learned – Workforce Safety

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

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

Internal

Progress on 2021 Recommendations

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

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

Internal