SDGE

A Sempra Energy utility®

& WILDFIRE SAFETY

2022 Safety Culture Self-Assessment Public Workshop

August 30, 2022



PRIVILEGED AND CONFIDENTIAL

Agenda

SDG&E's Management Self-Assessment

- Section 1 - Results
- Section 2 - Summary Plan
- Section 3 - Safety Culture Objectives, Lessons Learned, Recommendations

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



1. Organizational Sustaining Systems:

SDG&E improved its rating in 2022

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

2. Structure and Governance:

SDG&E maintained the same rating in 2022

- 2021 and 2022: Citizenship (Level 4)

3. Safety Enabling Systems:

SDG&E improved its rating in 2022

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

2021 Assessment Ranking

2022 Assessment Ranking, if different than 2021

2023 Goal, if different than 2022 or 2021

2021, 2022 and 2023 Stats

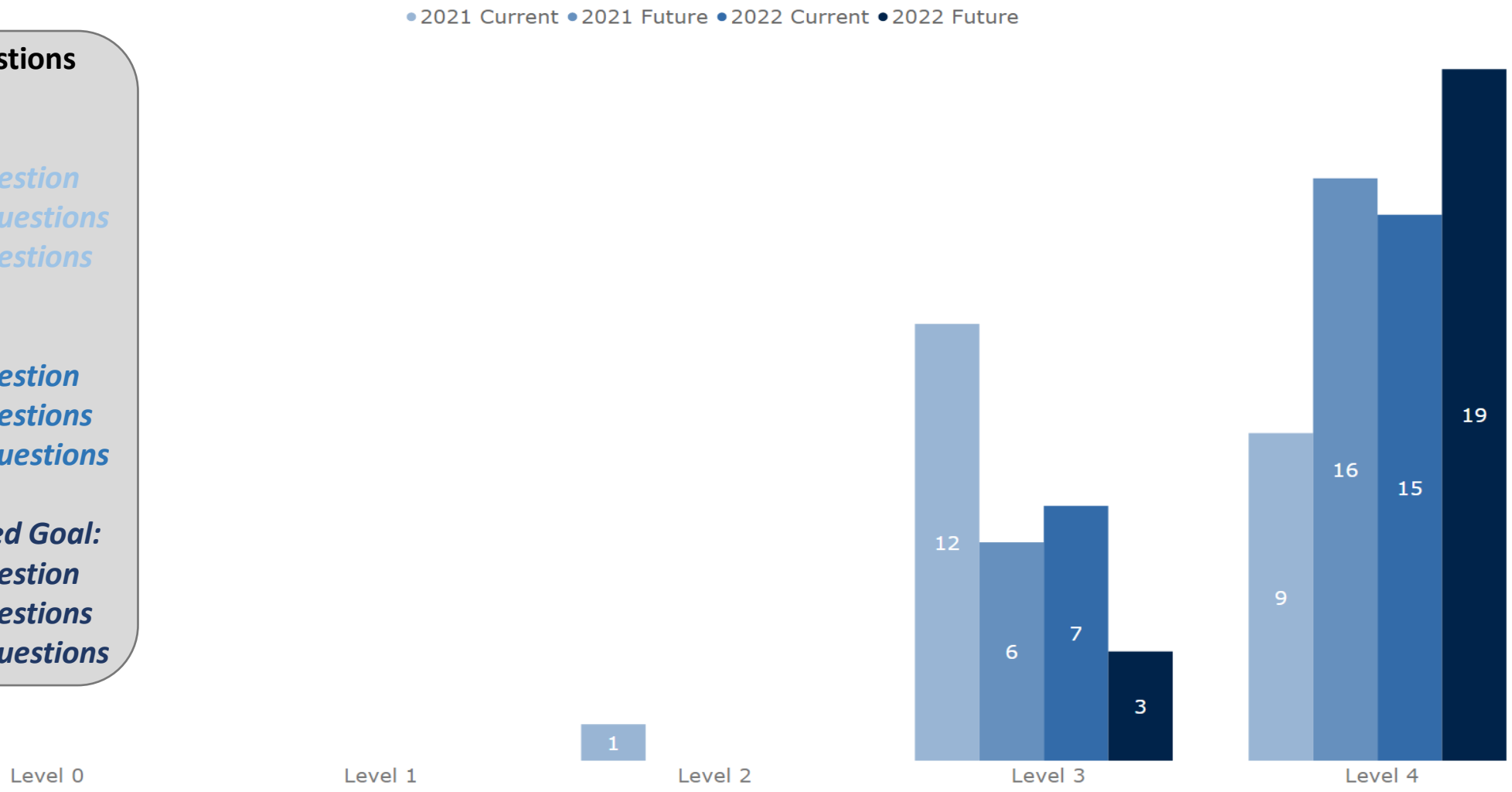
2022 Maturity Questions Rating Levels

Total 22 Questions

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

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

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



Category 1: Organizational Sustaining Systems



Category 1: 7 Questions

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

2021 Self-Assessment Status

2022 Self-Assessment Present Rating if different than 2021

2023 Goal, if different than 2022 or 2021

Category 2: Structure and Governance



Category 2: 6 Questions

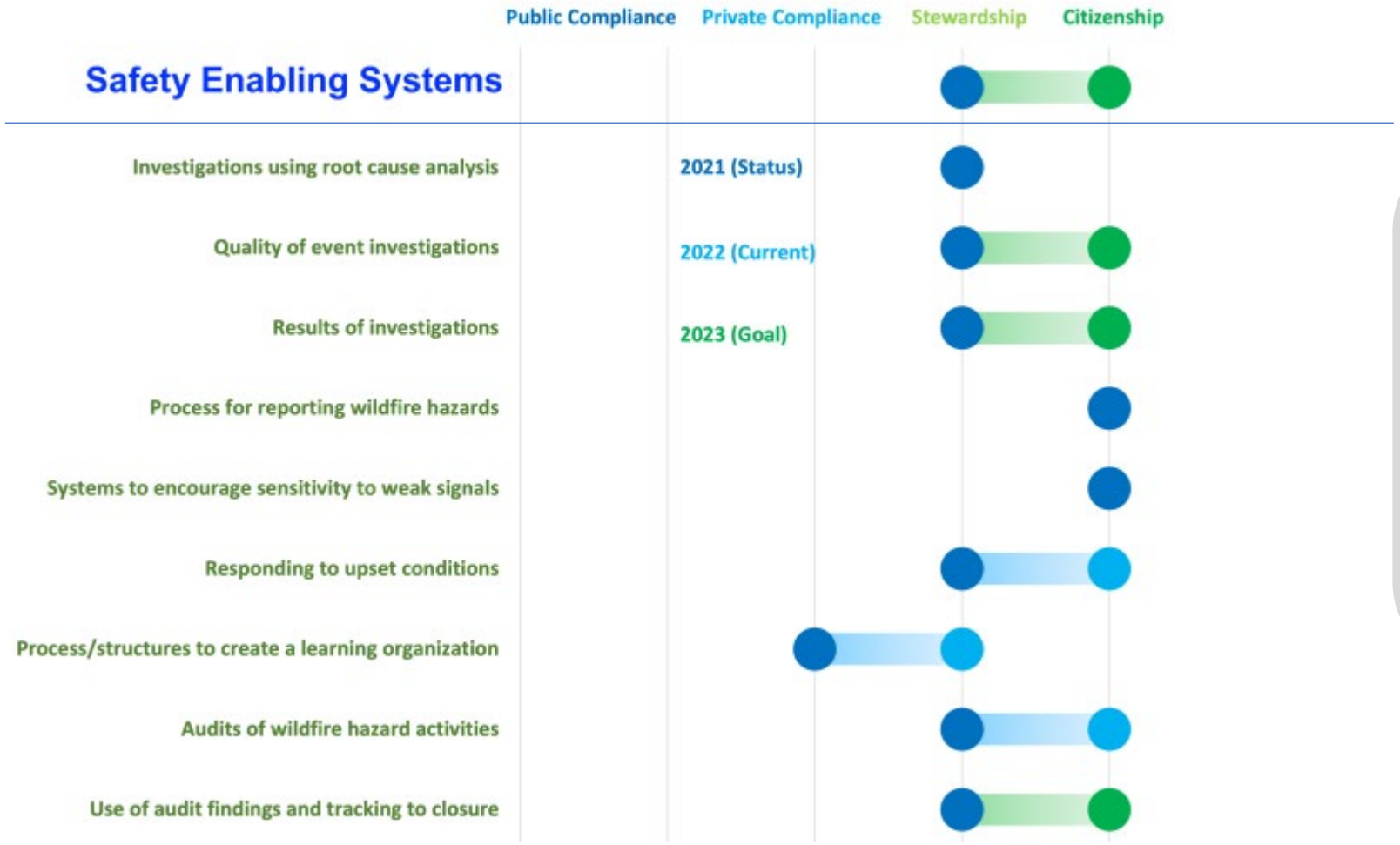
- 5 questions - rating did not change from 2021.
  - Already at highest rating level (Citizenship).
- 1 question expected to mature to Citizenship in 2023.

2021 Self-Assessment Status

2022 Self-Assessment Present Rating if different than 2021

2023 Goal, if different than 2022 or 2021

Category 3: Safety Enabling Systems



Category 3: 9 Questions

- 3 questions have a higher rating in 2022 than 2021
- 3 additional questions expected to mature to Citizenship in 2023
- 3 questions - rating did not change from 2021.
  - 2 already at Citizenship
  - 1 at Stewardship

2021 Self-Assessment Status

2022 Self-Assessment Present Rating if different than 2021

2023 Goal, if different than 2022 or 2021

Section 2: Summary Plan For the Following Year

Out of 22 Questions:

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

Structure and Governance

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

Actions:

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

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

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

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

Section 2: Summary Plan For the Following Year

- Continue from previous slide
- See actions below

Safety Enabling Systems

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

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

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

Section 3: Safety Culture Objectives Over the Next 12 Months

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

- Communicate and follow-up on reported hazards and incidents, including:
  - Those that pose wildfire risk,
  - Proactively reduce exposure or
  - Prevent future incidents.
- Near miss reports also indicate:
  - Employees' comfort level in raising risks and
  - trusting management

Number of Near Misses



350

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

Environment & safety compliance management program (ESCMP) Findings Mediated



100%

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

Number of Safety Observations



17,000

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

Number of Contractor Safety Observations



15,500

Section 3: Safety Culture Objectives Over the Next 3 Years

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

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

Section 3: Major Lessons Learned Over Past 12 months

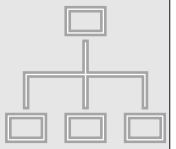
Management Commitment



- Examples of top management demonstrating their leadership and commitment to safety include:
  - Bi-monthly Executive Safety Council
  - Chief Safety Officer and management participation in various safety committees
  - Chief Safety Officer and management participation in monthly Behavior Based Safety (BBS) meetings

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

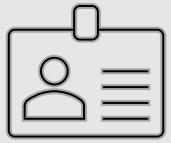
Supervisor Engagement



- Examples of improved Supervisor Engagement include:
  - Increased field safety visits
  - Training curriculum and testing program Employee Safety

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

Employee Involvement



- SDG&E increased measures to promote safety awareness and promoted an active role in incident investigations and in identifying and eliminating hazards. For example:
  - Increased number of near miss events reported by contractors and employees
  - Implemented a specific skills audit team from the Skill Training Center

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

Safety Support Activities



- SDG&E improved the frequency of detailed and regularly scheduled inspections and focused on improving safety training for new employees. For example:
  - SDG&E's Behavioral Accident Prevention Process (BAPP):
  - Provides a structured process for continuous safety improvements
  - Developed hazard and risk assessment checklists; focused on key areas of "critical risk."
  - Conduct on the spot accountability conversations
  - Identify and further act on undiagnosed risk exposure
  - Drive hazard and risk removal and mitigation efforts

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

Safety Support Climate



- Improved the status and value of safety committees and more management focus from supervisors on how they think about safety. For example:
  - SDG&E's Near Miss Reporting program: Report close calls in SDG&E tailgates, safety meetings, through an online process, or by using a newly developed smart device application

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

Section 3: Recommendations from last SCA

Recommendations	Actions	Results

Integrate safe behaviors associated with mitigating hazards from wildfires and hostile interactions with discontented members of the public into the Behavior-Based Safety (BBS) observation program.	• Communication & Awareness
	  • Operational and manager training & focused meetings hosted by safety advisors
	  • Company-wide psychological safety town halls & District safety all-hands meetings
	• Engagement
	  • On-site safety visits by Chief Safety Officer and District leadership
	  • Feedback collected by Executive Safety Council (ESC) from front-line operational employees and supervision
	• Process & Technology
	  • New BBS process for electric distribution system operators to identify safe and at-risk behaviors associated with mitigating hazards from wildfires
	  • Expanding BBS checklist accordingly and enhancing near miss reporting application
		EOY 2021
		• Highest number of safety observations performed
		• Highest number of Near Miss Reports submitted
		
		YTD 2022
		• Highest results so far for near miss reports and safety observations (July 2022)

Clarify, coach, and track the behaviors field leadership needs to adopt to advance the safety culture.	• Company-wide manager training workshops to promote a culture of safety and trust • Increased leadership safety observations and visits • Safety all-hands meetings held by District leadership to clarify safety expectations • Launched company-wide Supervisor Training Academy for frontline leaders, which covers safety, supervisor effectiveness, diversity and inclusion, compliance, employee engagement and culture	2022 YTD progress with near miss reports and safety observations are the highest ever results YTD July.
Recognize and take action to mitigate the serious exposure posed by interactions with certain discontented members of the public.	• Delivered social media communications reminding members of the public that SDG&E employees may be on their property performing work to maintain safety and reliability • Heightened company-wide focus and attention around hostile interactions with discontented members of the public resulting from bill increases and media attention • Company and operational leadership provided all employees with talking points and safety tips for customer interactions and communications around safely interacting with members of the public	Broader sharing of Near Miss reports and proactive safety improvements resulting from submitted reports.

Thank You!

Questions

