

**BEFORE THE PUBLIC UTILITIES COMMISSION
OF THE STATE OF CALIFORNIA**



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Order Instituting Investigation on the
Commission's Own Motion to Determine
Whether Southern California Gas Company's
and Sempra Energy's Organizational Culture
and Governance Prioritize Safety (U904G).

I.19-06-014
(Filed June 27, 2019)

**SOUTHERN CALIFORNIA GAS COMPANY (U 904 G)
SAFETY CULTURE IMPROVEMENT PLAN QUARTERLY REPORT 2025 Q4**

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Date: January 12, 2026

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**SOUTHERN CALIFORNIA GAS COMPANY (U 904 G)
SAFETY CULTURE IMPROVEMENT PLAN QUARTERLY REPORT 2025 Q4**

Consistent with guidance from Safety Policy Division (SPD), SoCalGas submits the attached Quarterly Report.

Ordering Paragraph 3 of Decision (D.) 23-12-034 provides "Within 90 days of issuance of this decision and beginning the first quarter of 2024, Southern California Gas Company shall file quarterly status reports in this proceeding on its work revising the Safety Culture Improvement Plan and serve on the Commission's Safety Policy Division and the service list for this proceeding."

SPD advised SoCalGas that the intent of the quarterly reports is to support Commission engagement and transparency in the implementation of SoCalGas's safety culture efforts in response to I.19-06-014. Safety Policy Division provided guidance for Quarterly Reporting.

Attached is the SoCalGas Safety Culture Improvement Plan Quarterly Report for the fourth quarter of 2025.

Respectfully submitted on behalf of
Southern California Gas Company,

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SoCalGas Safety Culture Improvement Plan Quarterly Report 2025 Q4

For the Period October 1, 2025, through December 31, 2025

SoCalGas Safety Culture Improvement Plan Quarterly Report 2025 Q4

I. INTRODUCTION

Decision (D.) 23-12-034 (Decision) approved Initiatives 1A and Initiative 1B, as modified, from Southern California Gas Company's (SoCalGas) initially filed Safety Culture Improvement Plan and instructed SoCalGas to develop a revised Safety Culture Improvement Plan (Plan or Revised Plan). The Decision further directed SoCalGas to provide quarterly status reports to the Commission's Safety Policy Division (SPD) on its work revising the Safety Culture Improvement Plan.¹ SoCalGas submitted its Revised Plan on September 20, 2024.

II. INSTRUCTIONS FROM SAFETY POLICY DIVISION

Safety Policy Division (SPD) has advised that the intent of the quarterly reports is to support Commission engagement and transparency in the implementation of SoCalGas's safety culture efforts in response to I.19-06-014 and as required by Ordering Paragraph 2 of the Decision.

SPD has further advised that reports should be developed in two stages: 1) prior to submission of the Revised Plan, and 2) after submission of the Revised Plan, at which time the reporting content will be revised to fit the need or may change per guidance from SPD.

SPD identified an updated format for the quarterly reports for the second stage – after the submission of the Revised Plan and SoCalGas worked with SPD to develop the following format:

Implementation in the Reporting Quarter

- A. List and describe the activities implemented in the reporting quarter, discuss the activities' outcome if applicable, and identify deviations in implementation from their planned implementation in the previous quarter.
- B. Report on the measures used to assess the initiatives and improvement plan and their corresponding definitions; describe the data collection and assessment process and identify any changes to that process from the previous quarter. Discuss notable insights gathered since the last reporting period.

Implementation review and monitoring

- C. Summarize the outcomes from monitoring and reviewing implementation in the previous quarter; discuss whether the outcomes resulted or will result in adjustments to the improvement plan, identify the potential changes and the basis for the change.
- D. Identify and describe any other changes proposed to the Revised Plan since the last reporting period (or submittal/approval of Revised Plan) not identified under

¹ D.23-12-034 at 38 and 62 (Ordering Paragraph (OP) 2).

C above; explain the basis for the change.

- E. Describe any new insights gained into the safety culture gained during the reporting quarter.
- F. Discuss any noteworthy lessons learned and challenges encountered from the implementation of activities in the reporting quarter. Discuss whether the lessons learned, and challenges encountered are being addressed, and what steps have been taken or are planned to address them.

Implementation review and monitoring

- G. List and describe the activities planned for the next six months and provide implementation details for the activities. Highlight any changes from the previous reporting period.
- H. Provide a status of planned activities for the upcoming 12 months. Highlight any changes from the previous reporting period.

Finally, reports will be filed in the proceeding and served on the Commission's Safety Policy Division (spdadminunit1@cpuc.ca.gov) and the Service List for I.19-06-014.

III. IMPLEMENTATION IN THE REPORTING QUARTER

- A. List and describe the activities implemented in the reporting quarter, discuss the activities' outcome if applicable, and identify deviations in implementation from their planned implementation in the previous quarter.**

Plan-Do-Check-Act (PDCA)

The Plan-Do-Check-Act (PDCA) cycle serves as the foundation for a systemic and proactive approach to enhancing safety. As part of the PDCA cycle, SoCalGas has utilized a structured framework of practices and processes that includes focused meetings, clear ownership of team and individual responsibilities, documented goals and timelines, and strong leadership sponsorship and oversight. In Q4 of this year, SoCalGas has focused on the "check" phase by reviewing and assessing our measures for each of the Revised Plan Elements and Actions. SoCalGas will update these measures accordingly in 2026.

Communications, Change Management, and Engagement

In Q4, SoCalGas advanced communications and discussions around the enablers of our safety culture North Star, Safer Together, which empowers the four safety culture enablers of communication, curiosity, commitment, and collaboration. These principles guided expanded efforts beyond Safety Management System (SMS) elements to strengthen alignment and common understanding of our shared safety culture with employees. Key initiatives included Chief Safety Officer (CSO) messages and updated SMS posters with safety culture language and guidance. Multi-channel engagement through SMS outreach, dialogues, and the new Safety SharePoint hub provided transparency and dialogue. Leadership-driven videos, podcasts, and digital tools such as InfoStreams introduced updated resources for integration. The various communication and change management efforts have helped build awareness, reduce resistance, and lay the foundation for sustainable cultural and behavioral change while embodying our North Star values.

Element 1

The objective of Element 1 Actions is to integrate a more comprehensive approach to safety into our goals, communications, and performance management practices. SoCalGas intends to change what is rewarded, or what “good looks like,” to recognize broader thinking, advance psychological safety and collaboration, and promote a more comprehensive view of safety (e.g., impacts to the public and our infrastructure).² This Element serves as a foundation that connects and amplifies people and culture initiatives so that safety is not just a priority but a shared value.

- In Q4 2025, SoCalGas engaged in the following activities related to Element 1:
 - **Leadership coaching and education**

SoCalGas conducted a leadership coaching session focused on safety culture and the critical role leaders play in driving change. Led by Propulo Consulting, a recognized industry expert in safety culture, the session engaged 68 leaders in total, 18 executives and 49 directors, in both large-group and breakout sessions centered on the four safety culture enablers. Leaders dedicated time to exchange ideas, strengthen connections, and engage in dialogue to better understand how to advance a culture of safety.
 - **Change executive engagement to model listening and learning**

SoCalGas leadership, including directors and executives, successfully completed 23 WE Lead visits and 87 Live a Day visits across our service territory. See Section IV for more information on outcomes of these activities.
 - **Revise training and development**

As part of the Leadership Excellence & Accelerated Development (LEAD) program enhancements, SoCalGas successfully launched the New Supervisor Orientation (NSO) in October, welcoming 15 participants to the inaugural two-day session, held one week apart to allow for application of learning. This milestone marks the transition of the New Supervisor Onboarding Program (NSOP) from planning to full implementation.

SoCalGas continued offering the enhanced Safety Essentials for Leaders course as part of the New Supervisor Onboarding Program (NSOP), following its April launch. From September to December, two sessions were completed with 39 participants. Feedback on the in-person course remains highly positive, and highlights the opportunity to collaborate with peers, cross-functional engagement, and exposure to diverse perspectives. To sustain safety excellence and leadership development, the course will continue every-other-month in 2026.

SoCalGas continued delivering the revised Leadership Catalyst program to leaders across the company, originally launched in Q2 as part of our commitment to leadership development. Designed to strengthen leadership

² SoCalGas’s Revised Safety Culture Improvement Plan, p. 19.

capabilities and demonstrate how leadership impacts culture, safety, and performance, the program has been offered monthly since April, resulting in seven sessions and 129 total registrations through October.

- **Change onboarding for contractors**

SoCalGas has completed onboarding the Activity Lead for this Revised Plan deliverable. Meetings have focused on reviewing the Revised Plan, assessing the current contractor onboarding process, and planning key deliverables for 2026. Those deliverables will be detailed in our Q1 2026 report.

- **Enhance discipline process**

SoCalGas has completed onboarding the Activity Lead for this Revised Plan deliverable. Meetings have focused on reviewing the Revised Plan, assessing the current discipline process, and planning key deliverables for 2026. As part of this work, Human and Organizational Performance (HOP) and Just Culture principles will be integrated to balance accountability with learning and continuous improvement.

Element 2

Element 2 Actions aim to foster a deeper understanding of the “why” of what we do, enhance systems for tracking and responding to employee suggestions, ideas, and concerns, and to engage employees to formalize new risk and safety concepts in policy.³

- In Q4 2025, SoCalGas engaged in the following activities related to Element 2:

- **Improve Tailgate Safety Briefings (TSB)**

SoCalGas has launched and implemented a Tailgate Safety Briefing (TSB) pilot program across the Transmission, Storage, and Distribution departments. This process establishes a structured approach to conducting safety meetings at job sites so that everyone involved in the scope of work understands their roles and responsibilities, including the power and authority to ask questions. A TSB focuses on identifying potential hazards, implementing controls for those hazards, clarifying the tasks to be completed, and confirming that the necessary tools, resources, and personal protective equipment are available. As part of this initiative, employees participating in this pilot received training from SoCalGas’s Hazard Recognition Program. This training emphasizes identifying High Energy Hazards and preventing exposure through both Direct Controls and Alternative Controls.

- **Safety Manual for Employees**

SoCalGas developed the Safety Manual for employees through a series of workshops and cocreation meetings with stakeholders, including local Safety Committees, the Safety Champions Network, and the Safer Together team. Feedback from these groups was incorporated into the

³ SoCalGas’s Revised Safety Culture Improvement Plan, p. 23.

manual and informed the creation of a communication and engagement plan to support deployment. The manual not only provides employees with a clear, accessible resource, but also strengthens the SMS by embedding consistent practices and reinforcing the Safer Together culture. By involving diverse stakeholders, the process enhances collaboration and ownership, so that the manual is a practical tool that drives accountability, learning, and continuous improvement across the company.

The manual is in the final stages of approval by SoCalGas Executive Safety Council and will be published in Q1 of 2026. In Q1 2026, a communications campaign will launch to promote adoption and consistent use of the Safety Manual across the organization.

- **Continuous Improvement Tracker (CIT)**

During Q4 2025, the Continuous Improvement Tracker (CIT) project team completed several milestones in the ongoing support and expansion of the CIT. SoCalGas conducted a co-creation session with the Safer Together team to identify meaningful metrics for measuring engagement with and the impact of the CIT on safety culture. As part of the communication plan, the CIT was presented at the Monthly Gas Operations Safety & Compliance meeting and the Southeast Field Operations Managers meeting. A baseline survey was completed to assess current awareness of the CIT, and a communication plan was developed to enhance understanding of issue resolution and how users can track safety-related issues from identification through resolution.

Element 3

The proposed Learning Teams as part of Element 3 are a tool to help SoCalGas explore resource issues and promote greater organizational understanding of disconnects between expectations and resources to avoid challenges and issues in the future.⁴

- In Q4 2025, SoCalGas engaged in the following activities related to Element 3:

- **Learning teams to explore resource issues:**

In Q4, SoCalGas's Human Resources Research & Analysis (HRRA) team analyzed feedback from this year's Employee Safety Congress workshops, "From Ideas to Actions." Insights revealed unique themes that informed the development of Learning Teams on Resources in 2026. The most frequent comments centered on training, with employees emphasizing modality and accessibility, knowledge sharing, applicability, and job-specific content. Other themes included tools and equipment (e.g., vehicle improvements and tools availability), staffing (e.g., workload, headcount, skill gaps, and knowledge transfer), and documentation (e.g., complexity, inconsistency, lack of training, and technology issues). Knowledge sharing emerged across multiple topics, while decluttering focused on streamlining workspaces, processes, and technology. Change overload

⁴ SoCalGas's Revised Safety Culture Improvement Plan, p. 27.

comments highlighted a lack of awareness and applicability of changes. Based on these findings, six Learning Teams on Resources have been scheduled for Q1 2026 to address these priorities and drive actionable improvements.

Element 4

Through the work described below, SoCalGas is creating formal and relational integration, alignment, and collaboration through people and process enhancements to its Safety Management System (SMS).⁵

- In Q4 2025, SoCalGas engaged in the following activities related to Element 4:

- **New governance structure for SMS**

All 10 SMS element committees convened their scheduled quarterly meetings as part of the PDCA continuous improvement cycle. These meetings focused on reviewing and sharing the results of the recent American Petroleum Institute (API) 1173 Assessment, identifying opportunities to enhance effectiveness, and establishing goals and objectives for 2026. The Executive Safety Council conducted a Management Review of the Emergency Preparedness & Response and Incident Investigation, Evaluation, and Lessons Learned elements.

In alignment with SMS and to integrate Revised Plan activities, SoCalGas completed key preparatory steps for engagement initiatives scheduled for Q1 2026. This included finalizing the design of a new SMS engagement poster and an accompanying video to reinforce cultural alignment efforts. Additionally, the cultural phrase, “Your daily mindset and behavior shape our culture,” will appear on a supplemental poster paired with the SMS poster, “Know the System, Know your Role, and Know when to Act,” to strengthen the connections between SMS principles and safety culture. These actions demonstrate how Revised Plan activities are embedded within SMS governance and engagement strategies, driving consistency, accountability, and cultural transformation.

- **Policies (manual) to support SMS framework**

The SMS Policy was completed on August 1, 2025.⁶ Additionally, the SMS Manual was completed December 11, 2025, and provides a management of change process that was published in the SoCalGas Document Library. Prior to publication, the SMS Manual was extensively reviewed by SMS element committees, internal subject matter experts and leadership, who collaborated to refine content specific to their areas of expertise. Additionally, employees in the safety department contributed to enhancing the messaging and relevance of the manual to make sure it

⁵ SoCalGas’s Revised Safety Culture Improvement Plan, p. 30.

⁶ SoCalGas inadvertently omitted an update on the completion of our SMS policy in the Q3 2025 Quarterly Report.

clearly demonstrates how each employee and their role fit within the SMS framework.

B. Report on the measures used to assess the initiatives and improvement plan and their corresponding definitions; describe the data collection and assessment process and identify any changes to that process from the previous quarter. Discuss notable insights gathered since the last reporting period.

As mentioned in the Q3 Report, SoCalGas has been learning, evolving, and updating our approach to measuring safety culture improvement. We will continue to leverage quarterly reporting to share these learnings and changes, if any, from the Revised Plan. Please see Attachment 1 – Proposed Measures Summaries table for details on the measures for initiatives currently in development and in progress.

During the past quarter, SoCalGas held two additional co-creation sessions focused on identifying effective measures of safety culture progress. One session centered on the CIT, while the other focused on SMS, to support alignment with our SMS and integration of Revised Plan activities.

IV. IMPLEMENTATION REVIEW AND MONITORING

A. Summarize the outcomes from monitoring and reviewing implementation in the previous quarter; discuss whether the outcomes resulted or will result in adjustments to the improvement plan, identify the potential changes and the basis for the change.

Element 1

- In Q4 2025, the following outcomes were observed from monitoring and reviewing implementation of Element 1 activities:
 - **Leadership coaching session focused on Safety and Culture**

The leadership coaching session was well attended by 68 Executive and Director leaders with strong engagement in both large-group discussions and smaller breakout sessions. Leaders actively exchanged perspectives, sharing common approaches and innovative ideas for driving change with their organizations, fostering collaboration and mutual learning. Workshop insights emphasized strengthening leadership behaviors aligned with our safety culture enablers. For communication, leaders highlighted the continued importance of storytelling and supporting middle management and discussed expanding the Live-a-Day program to include field leadership in addition to frontline employees. To show commitment, leaders reinforced that words matter and emphasized modeling the way, including actions to advance our culture in leadership goals. For support collaboration, leaders were encouraged to have 2026 goals include engagement with key stakeholders beyond their immediate sphere of influence. Finally, curiosity was identified as critical to advancing safety culture, with suggestions to create space in meetings for asking “Why?,”

being intentional about inclusivity, and ensuring follow-up on action items. These insights will inform leadership development strategies and cultural initiatives moving forward.

- **Change executive engagement to model listening and learning**

Through the Live-a-Day visits, leaders emphasized the importance of positive customer interactions and engagement, noting that front-line employees serve as the face of SoCalGas to the public and consistently embody the company's values and mission. Looking ahead to 2026, as Live-a-Day visits continue, we plan to explore surveying both leaders and employee participants. This feedback will help identify opportunities to enhance cultural behaviors and reinforce them through these immersive interactions, ensuring continuous improvement and alignment with our Safer Together culture.

- **Revise training and development**

The team finalized the New Supervisor Onboarding Program (NSOP) Bridge course topic, "Leading Performance," through stakeholder engagement, positioning it as a critical link between NSOP and the Leadership Training Camp (LTC) program. This course was the final course to be enhanced in the NSOP program. Continued development will occur in 2026 to enhance the remaining LEAD series programs.

Feedback from New Supervisor Onboarding (NSO) course participants was overwhelmingly positive – 100% reported they can apply leadership skills learned, with high ratings for managing priorities, communication, and fostering team culture. Evaluation efforts are underway to guide future enhancements.

Leadership Catalyst continues to deliver strategic impact by emphasizing psychological safety, peer coaching, and cross-functional collaboration. Ongoing sessions planned for 2026 will further strengthen leadership excellence and sustain a safety-focused culture. Qualitative and quantitative measures will continue to be tracked as participants complete their Leadership Catalyst post-course work.

Element 2

- In Q4 2025, the following outcomes were observed from monitoring and reviewing implementation of Element 2 activities:

- **Safety Manual for Employees**

As noted in prior reports, SoCalGas transitioned from an "employee safety manual" to a "safety manual for employees," a deliberate shift shaped by employee feedback and insights from safety culture experts. What was once a compliance-driven document is now a practical, user-focused guide offering proactive resources to support employees address on-the-job safety needs. This evolution underscores our commitment to making

safety guidance more accessible, user-friendly, actionable, and aligned with best practices.

Element 3

- There are no outcomes to report on Element 3 as the associated activities are in progress.

Element 4

- In Q4 2025, the following outcomes were observed from monitoring and reviewing implementation of Element 4 activities:

- **New governance structure for SMS**

As described above, the PDCA cycle remains a foundational element of SoCalGas's SMS governance framework. This structured approach has established a clear pathway for leader and employee accountability and fosters a shared understanding of safety priorities across all employee levels. Building on this framework, the integrated SMS and Revised Plan introduce enhanced alignment between strategic objectives and operational practices. Key activities include integration of SMS principles into daily activities for proactive hazard identification and risk mitigation. Updated element governance, documentation, and reporting mechanisms to strengthen transparency and enable data-driven decision-making. Expanded employee engagement initiatives, leveraging dialogue sessions and feedback loops to continuously improve safety processes and culture. These enhancements reinforce our commitment to a learning-oriented safety management system continuously improving to advance our culture.

- **Policies (manual) to support SMS framework**

The SMS Manual serves as the foundational reference for the SMS framework, outlining governance structures, principles, and expectations. The manual establishes the overarching framework that guides leadership accountability, policy alignment, and continuous improvement processes. It is not intended for routine employee use or to provide step-by-step instructions; rather, it seeks to increase consistency, clarity, and integration across all SMS elements, supporting alignment with the Revised Plan and strategic objectives. By embedding the PDCA cycle, the manual reinforces a systematic approach to continuous improvement and standardization of safety practices. It consolidates SMS governance and requirements into a single reference point emphasizing activities from the Revised Safety Plan, such as enhanced hazard identification protocols, performance metrics, and feedback loops. This alignment strengthens the connection between strategic objectives and operational practices, underscoring SoCalGas's commitment to a proactive, learning-oriented safety culture.

B. Identify and describe any other changes proposed to the Revised Plan since the last reporting period (or submittal/approval of Revised Plan) not identified under C above; explain the basis for the change.

- SoCalGas provided prior and forecast cost information in comments in I.19-06-014. SoCalGas also offered to provide additional cost information in ongoing quarterly reports. SoCalGas will continue to update on tracked costs as follows:

Category	Costs
Pre-2025 Costs	~ \$5.1 million
2025 Cost Estimates	~ \$700,000
2025 Cost to Date	~ \$756,000
2026 Cost Estimates	~ \$700,000
Total Costs to Date	~\$5.9 million

- Based on requests for additional information from Sempra, and to promote ongoing transparency into change and improvement efforts, an update on Sempra's safety culture activities is included as Attachment 2 to this Quarterly Update.

C. Describe any new insights gained into the safety culture gained during the reporting quarter.

- SoCalGas has identified the following insights during the last quarter:
 - Peer-to-Peer Learning Enhances Leadership Impact: Leaders reported through the NSOP program and the Leadership Catalyst course that dedicated time for peer-to-peer learning during the coaching session was highly valuable. The opportunity to exchange experiences across departments strengthened collaboration and reinforced leadership capabilities, particularly skills critical for driving organizational change.
 - Employee Voice Drives Adoption of Safety Initiatives: The process of updating the Safety Manual and engaging front-line committees revealed that employees are more willing to support and adopt new safety initiatives when they have a voice in shaping them. Incorporating their feedback into the manual and communication plan reinforced the value of collaboration and demonstrated that inclusion drives engagement and ownership in safety practices.
 - Experiential Learning Strengthens Safety Culture: Feedback highlighted the critical role of in-field, on-site application of learning in building a strong safety culture. Employees are more receptive to hands-on learning in real work environments, which is significantly more effective than classroom-based instruction for reinforcing safe behaviors and building confidence in applying procedures. This approach cultivates practical

problem-solving, sharpens situational awareness, and encourages peer collaboration, essential cultural drivers that are challenging to replicate in a traditional classroom environment. These insights underscore the importance of experiential learning as a driver of engagement and sustained safety performance.

D. Discuss any noteworthy lessons learned and challenges encountered from the implementation of activities in the reporting quarter. Discuss whether the lessons learned, and challenges encountered are being addressed, and what steps have been taken or are planned to address them.

- SoCalGas identified key lessons learned and challenges experienced during the last quarter:
 - Capturing Employee Feedback in Live-a-Day Experiences: While reviewing leadership feedback from the Live-a-Day experiences, we recognized a gap: feedback was not collected from the employees who were shadowed. Although the initiative focuses on the leader's experience, understanding the employee's perspective is equally important. Beginning in 2026, we will implement an anonymous survey for participating employees to capture a more holistic view of the program's impact.
 - Driving Consistent Leadership Buy-in for NSOP: A current challenge for NSOP is achieving consistent leadership commitment. To address this, we are leveraging multiple communication channels to reinforce the importance of leader support. Actions have included speaking at Safety Stand Down events, engagement in leadership meetings, and updated the email notifications leaders receive when their employees enroll in the program. These efforts aim to ensure leaders understand that their engagement is critical to the success of their team members.
 - Clarifying Continuous Improvement Tracker (CIT) Role and Value Proposition: For the CIT, there is a need to clarify its distinct role compared to individual workstream portals (e.g., Learning Teams and We Lead Tours). CIT consolidates information across multiple workstreams, providing a broader view of progress and opportunities. This distinction will be addressed in the CIT communication plan.
 - Improving Workshop Engagement at the Employee Safety Congress: Learning Team workshops at the Employee Safety Congress highlighted the importance of clear verbal instructions even in spaces intended for open dialogue. While the workshops were intended as open forums for employee feedback, participation was lower than expected. Approximately 350 participants attended four workshops, yet only 425 comments were collected across all six stations, far below anticipated levels. To improve future sessions, we will provide clearer instructions to participants and train facilitators to actively probe and document feedback throughout the workshop session for more complete and actionable data collection.

V. IMPLEMENTATION REVIEW AND MONITORING

A. List and describe the activities planned for the next six months and provide implementation details for the activities. Highlight any changes from the previous reporting period

As part of the PDCA cycle, SoCalGas will continue alignment efforts on “what” and “how” the activities in the Revised Plan enable the North Star: Safer Together. Advancing a culture that empowers communication, curiosity, commitment, and collaboration.

Element 1

- Over the next six months, SoCalGas plans to engage in the following activities related to Element 1:
- We will continue evaluating the effectiveness of the NSOP program through participant feedback and performance metrics to measure the program’s impact. Insights from these evaluations will inform future iterations and enhancements. Dialogues with stakeholders will begin after the first cohort completes NSOP in Q2 2026.
 - As part of SoCalGas University open enrollment offerings, Leadership Catalyst remains available to leaders across the company. With two additional sessions scheduled through the end of 2025, the course continues to serve as a key driver in strengthening leadership capabilities and advancing a sustainable safety culture. Beginning in Q2 2026, we will expand access by offering a tailored version of Leadership Catalyst to individual contributors. This revised curriculum will reflect the unique perspectives and responsibilities of individual contributors while maintaining a strong focus on cultivating cultural behaviors that support safety, performance, accountability and collaboration.
 - Design and develop the “Leading Performance” bridge course, creating a critical link between NSOP and Leadership Training Camp.
 - Next steps for contractor onboarding focus on strengthening communication of SoCalGas’ safety expectations. The team will review existing onboarding materials and processes with internal stakeholders, research best practices from peer California utilities, and hold collaborative meetings to refine methods for conveying safety requirements. Defined safety expectations will be incorporated into updated onboarding documents, supported by a communication plan and a potential tracking mechanism for consistent understanding and application.
 - To advance SoCalGas discipline practices and related training, the focus is shifting toward learning from incidents (aligning with Human and Organizational Performance (HOP) and Just Culture concepts) and implementing systemic improvements to enhance transparency and consistency. The next phase includes reviewing current processes, conducting a gap analysis, and identifying areas where punitive measures

may overshadow learning functions. Stakeholder engagement will involve a partnership with Human Resources, Safety, and Operations leaders, as well as input from frontline employees, to define success metrics such as reducing repeat incidents and improving trust. From months three to six, efforts will focus on drafting a revised discipline policy that emphasizes transparency and consistency, embedding HOP and Just Culture language, and developing interactive training modules featuring case studies and role-play scenarios to reinforce learning and psychological safety.

Element 2

- Over the next six months, SoCalGas plans to engage in the following activities related to Element 2:
 - SoCalGas will focus on strengthening Task Safety Briefing (TSB) practices. Activities include conducting TSB observations to assess current performance, defining clear standards for effective TSBs, and delivering targeted training sessions for teams at Aliso Canyon/Storage and Distribution sites. These efforts aim to improve consistency, quality, and understanding of TSBs across the organization.
 - After publishing the final Safety Manual, SoCalGas will focus on finalizing a comprehensive communication and engagement plan for 2026. This plan will include executive messaging, announcement emails, and ongoing engagement strategies supported by feedback mechanisms to measure awareness, adoption, and support for the Safety Manual. Additional deliverables include a detailed Summary Narrative and a Sustainment Plan for long-term effectiveness and continuity.
 - SoCalGas will strengthen the Continuous Improvement Tracker (CIT) process by assigning a dedicated business owner responsible for ongoing data collection, analysis, engagement, and expansion of the tool, with technical support provided by the Value Creation and Decision Analytics team. In Q1 2026, the CIT project team will execute the communication plan to increase awareness, usage, and understanding of the tool across the organization.

Element 3

- Over the next six months, SoCalGas plans to engage in the following activities related to Element 3:
 - SoCalGas will conduct the initial six learning teams focused on resource-related topics. Concurrently, define and implement a saturation analysis process to measure the effectiveness and reach of learning team activities, ensuring insights are captured and applied to strengthen safety practices across the organization.

Element 4

- Over the next six months, SoCalGas plans to engage in the following activities related to Element 4:
 - Element committees will continue meeting quarterly to advance SMS maturity using the PDCA continuous improvement cycle. Committees will set 2026 goals informed by the recent API SMS Assessment and work toward refining processes and practices.
 - Employee engagement efforts highlighting every employee's role within SoCalGas's SMS is underway. This initial wave is expected to conclude at the end of Q1 2026. Messaging focuses on three key actions: "Know the System," "Know Your Role," and "Know When to Act," reinforcing all 10 SMS elements. These efforts were delayed in Q4 2025 due to revisions to the video and the development of an additional poster highlighting the integration of SMS continuous improvement and its role in driving culture.
- B. Provide a status of planned activities for the upcoming 12 months. Highlight any changes from the previous reporting period.**

Element 1

- Over the next 12 months, SoCalGas plans to engage in the following activities related to Element 1:
 - Efforts will focus on enhancing the LEAD program through safety culture behavior improvements. Key priorities for 2026 include developing the "Leading Performance" bridge course to connect the NSOP program with Leadership Training Camp, as well as continued development through Leadership Training Camp and Leadership Challenge.
 - Update and enhance contractor onboarding materials to be rolled out in alignment with an established communication plan, ensuring all relevant internal teams are informed of changes and expectations related to contractor engagement.
 - Updates to SoCalGas' discipline practices will be implemented to reflect identified insights and improvements, emphasizing transparency, consistency, and alignment with HOP and Just Culture principles.

Element 2

- Over the next 12 months, SoCalGas plans to engage in the following activities related to Element 2:
 - A comprehensive communication and engagement plan for 2026 will be finalized and launched. This plan includes executive messaging, announcement emails, and ongoing engagement strategies supported by feedback mechanisms to measure awareness, adoption, and support for the Safety Manual. Project closeout deliverables, such as a detailed Summary

Narrative and a Sustainment Plan, will also be completed to support long-term continuity and effectiveness.

- SoCalGas will focus on improving the effectiveness and sustainability of TSB practices. Key activities include continuing TSB observations, conducting follow-up assessments to evaluate progress, and identifying improvement opportunities. Additional training and engagement sessions with field personnel will reinforce desired behaviors and deepen understanding. Project closeout deliverables, including a comprehensive Summary Narrative and Sustainment Plan, will outline strategies for ongoing performance and continuous improvement.
- In 2026, the focus will be on embedding ownership, driving adoption, and long-term sustainability of the CIT process. A designated business owner will oversee ongoing data collection, analysis, and engagement, supported by technical expertise from the Value Creation and Decision Analytics team. The communication plan will continue to be implemented to expand awareness and deepen understanding of the CIT tool across the organization. Additional workstreams are under consideration to align with industry best practices from AGA and API. To maintain continuity, a comprehensive Summary Narrative and Sustainment Plan will be developed, outlining strategies for continued growth and impact.

Element 3

- Over the next 12 months, SoCalGas plans to engage in the following activities related to Element 3:
 - Over the next 12 months, SoCalGas will advance resource optimization through a structured learning and analysis approach. Multiple learning teams will be convened to explore each of the six priority topics, generating actionable insights to guide decision-making. Within the next six months, a Saturation Analysis process will be implemented to evaluate resource effectiveness and identify gaps. Findings from these learning teams will inform the development of a comprehensive resource allocation strategy designed to enhance efficiency, support critical operations, and drive continuous improvement.

Element 4

- Over the next 12 months, SoCalGas plans to engage in the following activities related to Element 4:
 - SoCalGas plans to continue maturing its SMS governance framework. SMS element committees will maintain a quarterly meeting cadence aligned with the Plan-Do-Check-Act continuous improvement cycle and work toward achieving new established 2026 goals informed by the recent API SMS Assessment.
 - The Executive Safety Council will continue management reviews of SMS elements in accordance with API RP 1173 recommendations and the SMS

Manual for alignment with governance standards and continuous improvement objectives.

VI. ATTACHMENTS

Please see Attachment 1 – Proposed Measures Summaries

Please see Attachment 2 – Sempra Update

ATTACHMENT 1

PROPOSED MEASURES SUMMARIES

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

	Overarching Themes	Cultural Drivers	Element	Action	Activities / Interventions	Measures (Progress Metrics and Outcome Metrics and Indicators)
1	Safety is most often perceived as personnel safety	"Safety is the absence of injuries"	Element 1: Communicate and implement a comprehensive approach to safety.	Action 1: Transform leadership goals by incorporating new safety and safety culture principles into development activities.	<ul style="list-style-type: none"> Executive coaching and education sessions Change executive engagement to model listening and learning Revise training and development (embed ten traits and other concepts) Change onboarding for contractors 	<ul style="list-style-type: none"> Progress Metrics <ul style="list-style-type: none"> Track % of executive leaders engaged in safety and culture coaching Track % of LEAD programs reviewed and updated Outcome Indicators <ul style="list-style-type: none"> Assess leadership site visits Track and assess weekly leadership safety messages to measure change in communications Observe meetings and job sites to assess changes in conversations related to comprehensive safety
				Action 2: Change how safety is communicated by updating Reporting, Recognition, and Performance management tools.	<ul style="list-style-type: none"> Update safety metrics (and reports and communications) Update recognition policies Change performance management Update discipline and related practices 	<ul style="list-style-type: none"> Progress Metrics <ul style="list-style-type: none"> Track % of SoCalGas locations with visible measures of leading indicators and comprehensive safety Outcome Indicators <ul style="list-style-type: none"> Track annual safety awards to assess change in recognition practices
2	Safety and risk are most often perceived as compliance	"It's not worth it to do more"	Element 2: Foster and celebrate curiosity and empower employees and contractors to speak up, question and share their ideas.	Action 1: Enhance practices to empower employees to question, challenge, and identify potential improvements.	<ul style="list-style-type: none"> Improve tailgates Job Hazard analysis (JHA) library Dynamic risk assessment Hazard focused Job Safety Observations Safety manual for Employees and inclusion of office staff Update contractor safety manual 	<ul style="list-style-type: none"> Progress Metrics <ul style="list-style-type: none"> Track completion of updated Safety Manual for Employee Outcome Indicators <ul style="list-style-type: none"> Observe meetings and job sites to assess whether changes in practices increased curiosity
				Action 2: Create improved processes for receiving, tracking, and responding to employee challenges, suggestions, and ideas	<ul style="list-style-type: none"> Continuous Improvement Tracker (CIT) 	<ul style="list-style-type: none"> Progress Metrics <ul style="list-style-type: none"> Track continuous improvement processes consolidated Outcome Indicators <ul style="list-style-type: none"> Survey to measure changes in perceptions on transparency and focus on learning

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

3	Resources are needed to shape a healthy safety culture	"Never enough"	Element 3: Commitment to engage in collective efforts to understand organizational challenges and better prioritize resources.	Action 1: Leverage Learning Teams to collaboratively explore resource issues identified in dialogues.	<ul style="list-style-type: none">• Implement Learning Teams to explore issues• Create reports on Learning Teams	<ul style="list-style-type: none">• Progress Metrics<ul style="list-style-type: none">○ Track number of learning teams completed and saturation analysis of ideas and insights identified over time○ Track number of learning teams completed and saturation analysis of ideas and insights identified over time• Outcome Indicators<ul style="list-style-type: none">○ Track learning teams outputs to assess changes in engagement, collaboration, alignment, and improvement.○ Survey to measure perceived quality of learning teams
				Action 2: Implement improvements to resource allocation and goal-setting processes.	<ul style="list-style-type: none">• Cross-functional team to address issues identified by the Learning Teams	<ul style="list-style-type: none">• Progress Metrics<ul style="list-style-type: none">○ Track number of improvements implemented from identified the learning teams• Outcome Indicators<ul style="list-style-type: none">○ Survey to measure perceived impact of learning teams
4	Learning and safety improvement requires an integrated management system	"Us vs Them"	Element 4: Advance collaboration and an integrated management system through enhancements to our safety management system	Action 1: Engage leaders to establish organizational alignment on safety management roles, responsibilities, shared goals, and governance	<ul style="list-style-type: none">• New governance structure for SMS.	<ul style="list-style-type: none">• Progress Metrics<ul style="list-style-type: none">○ Track completion of SMS governance framework• Outcome Indicators<ul style="list-style-type: none">○ Track meeting minutes to measure change to integration, alignment, and collaboration
				Action 2: Develop new SMS policies to provide a clearer safety management framework	<ul style="list-style-type: none">• Policies to support SMS framework (each of the tenets).	<ul style="list-style-type: none">• Progress Metrics<ul style="list-style-type: none">○ Track number of policies developed
Dialogue Results						

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

ELEMENT 1 - COMMUNICATE AND IMPLEMENT A COMPREHENSIVE APPROACH TO SAFETY	
ACTION 1 – TRANSFORM LEADERSHIP NORMS BY INCORPORATING NEW SAFETY AND SAFETY CULTURE PRINCIPLES INTO DEVELOPMENT ACTIVITIES	
% OF EXECUTIVE LEADERS ENGAGED IN SAFETY AND CULTURE COACHING	
Description	Progress Metric: % of executive leaders engaged in safety and culture coaching.
Data Collection	Track executive leaders engaged in safety and culture coaching and divide by executive leader population.
Purpose/Objective	Purpose of this metric is to measure progress as executive leaders take part in safety and culture coaching. Higher percentage of leaders engaged shows increased leadership commitment towards the Safer Together North Star.
Baseline	Since this is a newly proposed activity, the baseline is 0% for this coaching.
Measure Status	Completed
Measure Results	18 out of 22 executives attended the coaching session, resulting in 82%.
Learnings and Insights	Key insights included the continued need to model accountability and foster psychological safety to drive cultural transformation; create space for dialogue by reducing packed agendas; and sustain progress through annual culture workshops for continuous enhancement.

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

ELEMENT 1 - COMMUNICATE AND IMPLEMENT A COMPREHENSIVE APPROACH TO SAFETY	
ACTION 1 – TRANSFORM LEADERSHIP NORMS BY INCORPORATING NEW SAFETY AND SAFETY CULTURE PRINCIPLES INTO DEVELOPMENT ACTIVITIES	
% OF LEADERSHIP EXCELLENCE & ACCELERATED DEVELOPMENT (LEAD) PROGRAMS REVIEWED AND UPDATED (OUT OF 3 LEAD PROGRAMS IDENTIFIED)	
Description	Progress Metric: % of LEAD programs reviewed and updated.
Data Collection	Track number of LEAD programs reviewed and updated and divided by three.
Purpose/Objective	Purpose of this metric is to measure progress in reviewing and updating LEAD programs. Higher percentage of updated or created development activities shows changes to SoCalGas development practices.
Baseline	Since this is a newly proposed activity, the baseline is 0%.
Measure Status	Action is in progress. As part of the ongoing enhancements to the New Supervisor Onboarding Program (NSOP), the first program in the LEAD series, Safety Essentials for Leaders, has been completed and is currently offered to new leaders. Additional components are in development, including a comprehensive revision of the New Supervisor Orientation (NSO) course, now in the Discovery, Mapping, and Outline Creation phases. Concurrently, updates are underway for several eLearning modules: Reasonable Accommodations, Workers' Compensation, Labor Relations, and DiSC (a behavioral style assessment tool). These efforts support our goal of strengthening leadership readiness and embedding INPO traits and attributes throughout the program.
Measure Results	Safety Essentials for Leaders is the first and only NSOP course to be fully enhanced and implemented to date. It includes an embedded post-course survey that measures the extent to which participants have gained the intended knowledge and skills from the training.
Learnings and Insights	Prioritizing high-impact content like Safety Essentials for Leaders ensured new supervisors received essential training early, reinforcing a strong foundation in comprehensive safety. The phased design of NSOP aligns with organizational goals and embeds INPO traits and attributes to build leadership readiness. A key challenge in enhancing NSOP is the complexity and duration of the process. Developing multiple embedded modules requires significant time, coordination, and resources from initial design through full implementation.

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

ELEMENT 1 - COMMUNICATE AND IMPLEMENT A COMPREHENSIVE APPROACH TO SAFETY	
ACTION 1 – TRANSFORM LEADERSHIP NORMS BY INCORPORATING NEW SAFETY AND SAFETY CULTURE PRINCIPLES INTO DEVELOPMENT ACTIVITIES	
TRACKING AND ASSESSMENT OF LEADERSHIP SITE VISITS	
Description	Outcome Indicator: Track leadership site visits and assess learning and engagement
Data Collection	Create a survey form with open text questions to gather information from the leadership site visits. Executives and directors will be asked to share learnings and activities as part of a post-visit debrief and reflection. Data gathered will then be analyzed from a cultural perspective.
Purpose/Objective	<p>Measure change from “safety is the absence of injuries” towards viewing safety as more than the absence of injuries and ultimately toward our Safer Together North Star.</p> <p>SoCalGas plans to measure change by assessing changes in leadership engagement, listening, learning, and understanding of comprehensive safety.¹ Indicators of change include:</p> <ul style="list-style-type: none"> • Increased focus on all aspects of comprehensive safety and expanded focus on non-occupational safety aspects (e.g., security, actions impacting public safety, etc.) • Increased humility, listening, curiosity to understand employees concerns and ideas • Discussion of potential “what if” scenarios • Efforts to understand systemic impacts and opportunities to improve • Effort to build trust, empower, and collaboratively improve
Baseline	<p>SoCalGas proposes using qualitative findings in the 2EC Report as a baseline. The 2EC Report finds the following regarding leadership presence in the field, coaching, listening, and comprehensive safety:</p> <ul style="list-style-type: none"> • “Significant differences still exist between managers and directors and frontline employees at SoCalGas on their perceptions around safety. Managers and Directors had significantly more positive perceptions of safety overall than frontline employees.” 2EC Report at 27.

¹ While this measure focuses on leadership’s understandings and perception, SoCalGas also plans to gather perceptions and understandings of a wider range of employees through dialogues, with some dialogues asking questions on engagement changes and impacts on behaviors and understanding of safety.

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

	<ul style="list-style-type: none"> • “Some SoCalGas interviewees indicated that managers do not have time to come out to the field and those that do often do not have the right PPE.” 2EC Report at 28. • “Interviewees indicated that an open dialogue with the upper management is missing.” 2EC Report at 32. • “Senior management interviewees perceive good upward communication in the organization which they attribute to psychological safety, listening, acting on reports; middle managers indicated a lack of dialogue with upper management, and few interviewees in lower levels of the organization knew anything about this assessment.” 2EC Report at 38. • 2EC Report recommended “Establish methods for managers to enhance the understanding, skills and enactment on how their leadership can influence the safety culture positively e.g. empowerment, listening rather than telling, learner mind-set.” 2EC Report at 49. • “SoCalGas management is visibly present in the workplace” scored a 4.2.” 2EC Report at 58. • “During this assessment employees and managers talked almost exclusively about personnel safety. This indicates that people in the organization understand safety in a very narrow sense.” 2EC Report at 7. <p>Additionally, SoCalGas proposes supplementing this baseline with notes from SoCalGas WE Lead tours in 2022, which involved SoCalGas executives visiting every SoCalGas location. Thematic feedback and topics for discussion included:</p> <ul style="list-style-type: none"> • Concerns related to feeling overworked or understaffed. • Desire for a more uniform approach to safety. • Questions related to clean fuel transitions (e.g., job impacts, training, impacts to infrastructure and fleet, and safety) • Questions about how we are planning to change safety culture and the extent of the change. • Questions about aging equipment. <p>Although they occurred in 2024, SoCalGas also further plans to further augment this baseline with information from the executive and director's dialogues. Specifically, SoCalGas plans to analyze and compare the themes from the 2024 dialogues to the themes identified in this effort.</p>
Measure Status	In progress. 87 Live a Day visits were completed as of Q4 and the survey form analysis is in progress.

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

Measure Results	SoCalGas is still in the process of reviewing data collected from these visits as it is standard to review data once it is all received. We will report a summary of the results once all data has been collected.
Learnings and Insights	See Q4 2025 Quarterly Report Section IV.A. Additional learnings and insights to be shared in Q1 2026 report once analysis is completed.

ELEMENT 1 - COMMUNICATE AND IMPLEMENT A COMPREHENSIVE APPROACH TO SAFETY	
ACTION 1 – TRANSFORM LEADERSHIP NORMS BY INCORPORATING NEW SAFETY AND SAFETY CULTURE PRINCIPLES INTO DEVELOPMENT ACTIVITIES	
QUALITATIVE ASSESSMENT OF WEEKLY LEADERSHIP SAFETY MESSAGES	
Description	Outcome Indicator: Track and assess weekly leadership safety messages to assess change in communications
Data Collection	<p>SoCalGas circulates a weekly leadership safety message – executives and directors choose their own safety topic to communicate to the company. SoCalGas proposes to collect and assess these messages as they are circulated. The messages would be coded by identifying whether the message communicates information about:</p> <ul style="list-style-type: none"> • Employee safety • Public safety • Contractor safety • Infrastructure safety • Is framed as a personal story • Includes safety and culture concepts like Human and Organizational Performance (HOP), High Reliability Organizations (HRO), Learning Organizations, Psychological Safety, Safety Management System (SMS). <p>In coding the messages, one message could address multiple topics. The intent of this coding is to understand how executives and directors are choosing to communicate about safety when given an open forum to communicate to the company.</p>

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

Purpose/Objective	<p>Measure change from “safety is the absence of injuries” towards viewing safety as more than the absence of injuries and ultimately toward our Safer Together North Star.</p> <p>SoCalGas plans to measure this change by assessing whether leader communications are communicating comprehensive safety topics and advancing our Safer Together North Star. Indicators of change include:</p> <ul style="list-style-type: none">• Including employee, public, infrastructure, and/or contractor safety (specifically, changes to increased focus on public and infrastructure safety)• Including personal aspects and opportunities to connect and build psychological safety (e.g., show openness, transparency, and humility)• Including safety and culture concepts (HOP, psychological safety, safety management system)																																																															
Baseline	To establish a baseline for comparison, SoCalGas will use safety messages at the time of the 2EC Report (2021/2022 – see below).																																																															
Measure Status	In progress.																																																															
Measure Results																																																																
	<table><tr><th></th><th colspan="7">Percent of Safety Messages Containing This Category</th><th></th></tr><tr><th>Year</th><th>Total Messages Reviewed</th><th>Personnel Safety</th><th>Personal Story - Story Driven</th><th>Public Safety</th><th>Contractor Safety</th><th>Infrastructure Safety</th><th>Safety and Culture Concepts (HOP/HRO, Learning Org, Psychological Safety, SMS)</th><th>Average Score</th></tr><tr><td>2021</td><td>43</td><td>60%</td><td>30%</td><td>5%</td><td>2%</td><td>5%</td><td>12%</td><td>1.15</td></tr><tr><td>2022</td><td>42</td><td>71%</td><td>38%</td><td>24%</td><td>12%</td><td>14%</td><td>36%</td><td>1.98</td></tr><tr><td>2023</td><td>44</td><td>70%</td><td>43%</td><td>25%</td><td>9%</td><td>27%</td><td>64%</td><td>2.39</td></tr><tr><td>2024</td><td>53</td><td>45%</td><td>49%</td><td>26%</td><td>8%</td><td>21%</td><td>70%</td><td>2.23</td></tr><tr><td>2025</td><td>39</td><td>46%</td><td>26%</td><td>21%</td><td>13%</td><td>26%</td><td>59%</td><td>2.18</td></tr></table>		Percent of Safety Messages Containing This Category								Year	Total Messages Reviewed	Personnel Safety	Personal Story - Story Driven	Public Safety	Contractor Safety	Infrastructure Safety	Safety and Culture Concepts (HOP/HRO, Learning Org, Psychological Safety, SMS)	Average Score	2021	43	60%	30%	5%	2%	5%	12%	1.15	2022	42	71%	38%	24%	12%	14%	36%	1.98	2023	44	70%	43%	25%	9%	27%	64%	2.39	2024	53	45%	49%	26%	8%	21%	70%	2.23	2025	39	46%	26%	21%	13%	26%	59%	2.18
	Percent of Safety Messages Containing This Category																																																															
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2025	39	46%	26%	21%	13%	26%	59%	2.18																																																								
Learnings and Insights	<ul style="list-style-type: none">• Majority of messages involve personnel safety but there is an expanded focus on public safety, contractor safety and Infrastructure safety.																																																															

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

	<ul style="list-style-type: none"> Each year has seen an increase in discussion of safety and culture concepts, potentially indicating that new safety and culture concepts have become embedded in how safety is being communicated.
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ELEMENT 1 - COMMUNICATE AND IMPLEMENT A COMPREHENSIVE APPROACH TO SAFETY	
ACTION 2 – CHANGE HOW SAFETY IS COMMUNICATED BY UPDATING REPORTING, RECOGNITION, AND PERFORMANCE MANAGEMENT TOOLS	
% OF SOCALGAS LOCATIONS WITH VISIBLE MEASURES OF LEADING INDICATORS AND COMPREHENSIVE SAFETY	
Description	Progress Metric: % of SoCalGas locations with visible measures of leading indicators and comprehensive safety.
Data Collection	Track number of SoCalGas locations with visible measures of leading indicators and comprehensive safety divided by total number of SoCalGas locations ² .
Purpose/Objective	Track percentage of SoCalGas locations with visible measures of leading indicators and comprehensive safety. Higher percentage of locations shows a change in how safety success is being communicated.
Baseline	SoCalGas is proposing to track new installations and will use 0% as a baseline.
Measure Status	In progress
Measure Results	SoCalGas has completed 59 InfoStream installations and is on target for 67 InfoStream installations.
Learnings and Insights	SoCalGas has communicated this change to visible measures as part of safety culture improvement efforts. There has been education to bases on the importance of the transition from lagging indicators of safety to leading indicators and the meaning of comprehensive safety.

² Note this measure is intended to measure progress. The number of SoCalGas locations currently targeted is 67. This target number is subject to change.

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

ELEMENT 1 - COMMUNICATE AND IMPLEMENT A COMPREHENSIVE APPROACH TO SAFETY	
ACTION 2: CHANGE HOW SAFETY IS COMMUNICATED BY UPDATING REPORTING, RECOGNITION, AND PERFORMANCE MANAGEMENT TOOLS	
QUALITATIVE ASSESSMENT OF INDIVIDUAL AND TEAM SAFETY AWARDS	
Description	Outcome Indicator: Assess safety awards given by SoCalGas to employees
Data Collection	<p>SoCalGas recognizes and rewards safety through its recognition policies and awards at its annual Safety Congress. SoCalGas proposes to identify and analyze what was and is rewarded to measure change. SoCalGas will review past awards at the SoCalGas Safety Congresses and review Safety Recognition policies and programs.</p> <p>For the awards, SoCalGas plans to assess them by identifying whether the awarded:</p> <ul style="list-style-type: none"> • Recognized leading or lagging indicators. • Recognized a team or individual for their impact on employee/occupational/personnel safety, public safety, contractor safety, infrastructure safety, or safety culture. • Recognize behaviors and actions in line with our Safer Together North Star
Purpose/Objective	<p>Measure change from “safety is the absence of injuries” towards viewing safety as more than the absence of injuries and ultimately toward our Safer Together North Star.</p> <p>SoCalGas plans to measure this change by assessing how safety rewards communicate safety success. Indicators of change include:</p> <ul style="list-style-type: none"> • More rewarding leading efforts and indicators (as opposed to outcome focused) • Additional recognition of a comprehensive approach to safety (as opposed to a more narrowly focused on personnel safety) • Considerations of our Safer Together North Star
Baseline	<p>To establish a baseline for comparison, SoCalGas has identified and assessed individual and team safety rewards at the time of the 2EC Report (2021/2022) and Safety Recognition policies and programs in place at the time of the 2EC Report (2021/2022).</p> <p><u>Safety Awards</u></p>

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

	<p>At the 2021 Employee Safety Congress, SoCalGas gave the following safety awards:</p> <ul style="list-style-type: none">• Award for contributing to facility going more than 900 days without an accident.• Award for taking pride in their safety record and communicating safety messages to their work group.• Award for creating safety tips and speaking at a city council meeting to help customers understand SoCalGas safety culture.• Award for continuing to train new employees in the employee Care Services Department and encouraging ongoing safety measures and scheduled training while the team is working remotely.• Two safety resilience awards: (1) digital engagement team for blocking intrusions and minimizing the impact of cyber-attacks; and (2) field instruction and training team for creating a plan to continue conducting training in the field, allowing us to continue to serve customers.• Two safety innovation awards: (1) developing a medium pressure risk model; and (2) designing a steering wheel cover to keep safe driving practices front of mind. <p>At the 2022 Employee Safety Congress, SoCalGas gave the following safety awards:</p> <ul style="list-style-type: none">• Award for demonstrating improved safety culture, shown by employee activities, discussion of near misses, developing safety programs that involve employees, and fostering positive acts.• Safety Innovation award for collaborating in building new technology to better assess threats to the pipeline.• Safety continuous improvement award for working collaboratively to create new tools and processes to enhance employee safety and efficiency.• Award for spearheading a safety committee's efforts to educate on safety, producing short films, creating presentations, as well as demonstrations on tool use and maintenance.• Award for actively participates in the Safety Congress, safety committees, and other events and has using Stop the Job multiple times for safety concerns. <p>Safety Recognition Policy example statements from the policy in effect at the time of the 2EC Report:</p>
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ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

	<ul style="list-style-type: none"> • Performing a job safely and going home without injury is the best safety “reward.” • When deciding whether milestone performance (e.g., reduction in OSHA recordables over a period of time) or behavior/project achievements (e.g., demonstrated behaviors that are consistent with the SoCalGas Vision) should be selected as the goal for recognition, it is important to consider that behavior/project achievements are more positive and carry more meaning. • Demonstrating safety leadership by action and ongoing commitment to the Safety Vision (e.g., safety issues are addressed with a sense of urgency; safety is taken seriously by the entire workgroup; safety issues are addressed before any job or activity, evidence of team or personal ownership of “safety”; consistently exhibiting, observing and recognizing safe behaviors; demonstrating courage to seek and provide meaningful coaching and feedback to change unsafe behaviors; encouraging self and others to make safety commitments that will decrease the risk of injury - and contribute to a safer and healthier lifestyle). • Achieving program goals (e.g., reporting “close calls;” utilizing “Stop The Job” authority when unsafe conditions, behaviors or uncertainty are observed or encountered; conducting quality job observations/behavior based safety observations; completing high-quality incident investigations; conducting high-quality workplace inspections; completing specific safety training by a certain date, achieving compliance of a new standard practice or rule).
Measure Status	<p>SoCalGas awarded one of our bases the Safer Together award for the greatest percentage of Good Catch, Near Miss, and Stop the Job incident submissions based on the number of employees at that location in a calendar quarter.</p> <p>In August and September SoCalGas hosted two Employee Safety Congresses. See below Measure Results for list of awards.</p>
Measure Results	First 2025 Employee Safety Congress (Burbank)

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

	<p>Safety Committee Excellence was awarded to the Bakersfield Safety Committee – They identified and addressed inconsistencies in how damage incidents were being reported and documented which led to delays in response time, follow-ups, and gaps in accountability. Working with all stakeholders, the Bakersfield Safety Committee facilitated workshops to address challenges, towards a final unified reporting tool that improved communication and sped up response times.</p> <p>Individual Safety Excellence was awarded to an employee for his quick thinking and decisive actions likely saved a life while investigating continuous gas usage.</p> <p>Team Safety Excellence Award was awarded to the Telecom/Field Services Team – Whether safely climbing towers, navigating off-road terrain, or installing cutting-edge communications in fleet vehicles, this team brings passion and precision to every task.</p> <p>The Doug Schneider Safety Leadership Award (presented at congresses) was established to honor our former Vice President of Enterprise Asset Management and was awarded to Director of Integrity Management who has demonstrated extraordinary leadership, technical expertise, and an unwavering commitment to safety during his long tenure with our company.</p> <p>The Display Table Award was awarded to the North Valley Safety Committee their table was designed to showcase electric hazards at the meter.</p> <p>This year we also added a new award for Near Miss/Stop-the-Job Excellence – a transmission pipeline specialist, took home this award. He was performing his Circle of Safety around his new welding truck when he discovered the truck’s compressed gas bottle truck mount was cracked. He alerted his supervisor, prompting Fleet to inspect all new welding trucks, an action that may have prevented a high-energy hazard.</p> <p>First 2025 Employee Safety Congress (Ontario)</p> <p>Safety Committee Excellence was awarded to the Azusa Safety Committee</p>
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ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

	<ul style="list-style-type: none"> • The Azusa Safety Committee played an instrumental role in helping the workgroup earn the Q1 Safer Together award by contributing the highest number of quality Good Catch, Near Miss, and Stop-the-Job reports. • Their persistence in submitting thorough and well-documented reports including supporting photographs enhanced clarity and impact. By underscoring the educational value of each submission, they successfully secured active participation and support from the team. <ul style="list-style-type: none"> ○ Individual Safety Excellence was awarded to a Field Service Assistant • They served over a decade on the local safety committee. Despite facing personal hardship after the Eaton Fires severely damaged their home, they remained fully committed to safety. They championed real-time hazard mitigation such as implementing a temporary vault lid solution. They continue to lead by example, encouraging the “see something, say something” culture, sharing best practices, and staying fully engaged despite the ongoing challenges of rebuilding their home. <ul style="list-style-type: none"> ○ Team Safety Excellence Award was awarded to the Leakage Policy and Field Technologies Team • This Team has demonstrated a strong commitment to safety and operational excellence through extensive research and the implementation of advanced tools and technologies that support employees in performing their work safely and efficiently. They continuously benchmark against other utilities so that field employees are equipped with the most effective and reliable tools. <ul style="list-style-type: none"> ○ The Display Table Award was awarded to the Downey Safety Committee. Their table was designed to showcase Hazard Identification and the Winning 7 using a quiz game. ○ Near Miss/Stop-the- Job Excellence (Our Newest Award). <p>Energy Technician-Residential, was recognized for their “Power Tool Near Hit Line” submission stop-the-job. On July 21, 2025, while monitoring a hit line and securing the area with safety cones, a contractor unrelated to the work arrived at the customer’s home. The customer moved the cones to allow the contractor’s truck access. Our employee noticed power tools, including a table saw, in the truck and identified a potential ignition hazard. Employee advised the contractor to hold off on</p>
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ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

	using the tools until the issue was resolved. Despite initial pushback from the homeowner, our employee explained the risks, and both parties agreed to stop-the-job temporarily.
Learnings and Insights	SoCalGas understands this is a quantitative measure and is working to influence and improve the quality of Good Catch, Near Miss, and Stop the Job incident submissions.

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

ELEMENT 2: FOSTER AND CELEBRATE CURIOSITY AND EMPOWER EMPLOYEES AND CONTRACTORS TO SPEAK UP, QUESTION, AND SHARE THEIR IDEAS	
ACTION 1: ENHANCE PRACTICES TO EMPOWER EMPLOYEES TO QUESTION, CHALLENGE, AND IDENTIFY POTENTIAL IMPROVEMENTS	
REPORT ON COMPLETION OF UPDATED SAFETY MANUAL FOR EMPLOYEES	
Description	Progress Metric: Report on completion of updated Safety Manual for Employees
Data Collection	Track creation of an updated enhanced Safety Manual for Employees
Purpose/Objective	Formalize comprehensive safety practices into a Safety Manual for Employees to document organizational strategies and goals related to hazard identification, questioning, and identifying improvements.
Baseline	Since SoCalGas is proposing to create an enhanced Safety Manual for Employees, the baseline is 0.
Measure Status	The draft of the Safety Manual for Employees has been finalized.
Measure Results	100% completed as the approved version was posted to the SoCalGas document library in December 2025.
Learnings and Insights	See Q4 2025 Quarterly Report Section E.

ELEMENT 2: FOSTER AND CELEBRATE CURIOSITY AND EMPOWER EMPLOYEES AND CONTRACTORS TO SPEAK UP, QUESTION, AND SHARE THEIR IDEA	
ACTION 1: ENHANCE PRACTICES TO EMPOWER EMPLOYEES TO QUESTION, CHALLENGE, AND IDENTIFY POTENTIAL IMPROVEMENTS	
ASSESS A RANDOM SAMPLE OF TAILGATES	
Description	Outcome Indicator: measure impact of changes in tailgate practices in advancing curiosity and comprehensive safety (20 each year)
Data Collection	SoCalGas proposes to use a stratified random sample of work activities from departments that engage in tailgates. This way, SoCalGas can capture a snapshot of practices across regions, departments, and bases. SoCalGas personnel who have been engaged in and completed dialogues and dialogue note taking training will observe to promote capturing of data from a cultural perspective.
Purpose/Objective	Measure change from “It’s not worth it to do more” to a feeling that it is worth it to do more and ultimately toward our Safer Together North Star. SoCalGas notes that these observations as a secondary benefit, also will help measure change from “Safety is the absence of injuries” towards viewing safety as more than the

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

	<p>absence of injuries and ultimately toward our Safer Together North Star.</p> <p>SoCalGas plans to measure this change by assessing whether the change in tailgate practices increased understanding of hazards and risks, support a more comprehensive understanding of safety (specifically non-occupational safety aspects), and advanced a questioning and learning environment. Indicators of change include:</p> <ul style="list-style-type: none"> • Increased dialogue on the work, risks, and potential hazards related to comprehensive safety • Increased consideration of comprehensive safety impacts (e.g., potential impacts to the public). • Increased psychological safety / a willingness to challenge and question (e.g., exploring “what if” considerations).
Baseline	<p>SoCalGas proposes using qualitative findings and recommendations in the 2EC Report as a baseline. The 2EC Report finds the following regarding tailgates and areas in need of attention related to focus on hazards, a comprehensive understanding of safety, and a questioning and learning environment:</p> <ul style="list-style-type: none"> • “Observations and interviewees at SoCalGas indicated that a consistent, systematic approach to decision-making where risk insights are incorporated as appropriate is frequently not implemented.” 2EC Report at 30. • “The use of Behavioral Based Safety (BBS) is focused on working with individuals who are perceived to be a risk and may create blind spots for the organization; the blame becomes assigned to an individual.” 2EC Report at 33. • “The consistent focus by interviewees in SoCalGas and Sempra on the very positive perceptions and actions around personnel safety while attributing the job of risk assessment to someone else’s job contribute to the lack of a questioning attitude.” 2EC Report at 31. • “Some SoCalGas interviewees indicated feeling inhibited to raise safety concerns because of fear of embarrassment or harassment by supervision.” 2EC Report at 32. • “The free flow of information, openly and candidly, both up and down and across the organization and with external stakeholders is not perceived at all levels of the SoCalGas organization.” 2EC Report at 38. • “Interviewees describe a need for better and clearer communication between groups so as not to create issues

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

	<p>in work, e.g., job was thought to be an extension of a main line but was really a service job.” 2EC Report at 38.</p> <ul style="list-style-type: none"> • “Incorporate the broader concept of safety e.g. include examples of public safety, security, into safety items on meeting agendas, in tailgates, in job hazard assessments, newsletters, etc.” 2EC Report at 48. <p>Additionally, SoCalGas proposes supplementing this baseline by contrasting this approach with the safety observation scoring practices in place at the time of 2EC Report (for field), which included occupational/personnel safety focus:</p> <ul style="list-style-type: none"> • Body Position • PPE • Equipment/Tools • Environment (e.g., housekeeping, storage, barricades/warnings, and work area hazards) • Procedural (e.g., LOTO, sources of ignition, shoring, confined spaces, grounding/bonding) • Vehicle <p>Although they occurred in 2023 and 2024, SoCalGas also plans to further augment this baseline with information from the management and represented dialogues held before filing the Revised Plan. Specifically, SoCalGas plans to analyze and compare the themes from the earlier dialogues to the themes identified in this effort.</p>
Measure Status	<i>SoCalGas has not begun this activity.</i>
Measure Results	<i>TBD</i>
Learnings and Insights	<i>TBD</i>

ELEMENT 2: FOSTER AND CELEBRATE CURIOSITY AND EMPOWER EMPLOYEES AND CONTRACTORS TO SPEAK UP, QUESTION, AND SHARE THEIR IDEA	
ACTION 1: ENHANCE PRACTICES TO EMPOWER EMPLOYEES TO QUESTION, CHALLENGE, AND IDENTIFY POTENTIAL IMPROVEMENTS	
ASSESS A RANDOM SAMPLE OF MEETINGS	
Description	Outcome Indicator: measure impact of changes in meeting guidance in advancing curiosity and comprehensive safety (20 each year)
Data Collection	SoCalGas proposes to use a random sample of meeting from across SoCalGas. This way, SoCalGas can capture a snapshot of practices across departments. SoCalGas personnel who have

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

	<p>been engaged in and completed dialogues and dialogue note taking training will observe to promote capturing of data from a cultural perspective. As a starting point, for the sampling, SoCalGas plans to use the same universe of meetings provided to 2EC as part of their assessment. This way, SoCalGas is observing a relatively similar baseline set of meetings.</p>
Purpose/Objective	<p>Measure change from “It’s not worth it to do more” to a feeling that it is worth it to do more and ultimately toward our Safer Together North Star. SoCalGas notes that these observations as a secondary benefit, also will help measure change from “Safety is the absence of injuries” towards viewing safety as more than the absence of injuries and ultimately toward our Safer Together North Star.</p> <p>SoCalGas plans to measure this change by assessing whether the change in guidance on meetings increased understanding of hazards and risks, increased adoption and considerations of comprehensive safety (e.g., was public safety discussed during the meeting?), and advanced a questioning and learning environment (e.g., were there discussions of potential safety impacts associated with the meeting topics?).</p> <p>Indicators of change include:</p> <ul style="list-style-type: none"> • Increased dialogue on potential challenges • Increased consideration of comprehensive safety impacts (e.g., potential impacts to the public) • Increased psychological safety / willingness to challenge and question.
Baseline	<p>SoCalGas proposes using qualitative findings and recommendations in the 2EC Report as a baseline. The 2EC Report finds the following regarding meetings/calls and areas in need of attention related to comprehensive safety and a questioning and learning environment.</p> <ul style="list-style-type: none"> • “During System Status calls at SoCalGas, other than an initial Safety Tip, no mention of safety was made around the work processes being discussed.” 2EC Report at 27. • “Observations of Safety Compliance calls at SoCalGas indicated that pipeline safety is presented as beyond “normal safety.” Normal safety is more concerned with driving, personnel and customer safety.” 2EC Report at 27. • “Observations and interviewees at SoCalGas indicated that a consistent, systematic approach to decision-making

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

	<p>where risk insights are incorporated as appropriate is frequently not implemented.” 2EC Report at 30.</p> <ul style="list-style-type: none">• “The consistent focus by interviewees in SoCalGas and Sempra on the very positive perceptions and actions around personnel safety while attributing the job of risk assessment to someone else’s job contribute to the lack of a questioning attitude.” 2EC Report at 31.• “Some SoCalGas interviewees indicated feeling inhibited to raise safety concerns because of fear of embarrassment or harassment by supervision.” 2EC Report at 32.• “The free flow of information, openly and candidly, both up and down and across the organization and with external stakeholders is not perceived at all levels of the SoCalGas organization.” 2EC Report at 38.• “Interviewees describe a need for better and clearer communication between groups so as not to create issues in work, e.g., job was thought to be an extension of a main line but was really a service job.” 2EC Report at 38.• “Both SoCalGas and Sempra Safety Culture Perception Survey respondents had lower positive responses to the statement about the extent to which questioning management decisions is encouraged compared to other questions on the survey. This is consistent with SoCalGas responses to the survey questions identified in the trait labeled Environment for Raising Concerns.” 2EC Report at 31-32.• “Incorporate the broader concept of safety e.g. include examples of public safety, security, into safety items on meeting agendas, in tailgates, in job hazard assessments, newsletters, etc.” 2EC Report at 49 <p>Additionally, SoCalGas proposes supplementing this baseline by contrasting this approach with the safety observation scoring practices in place at the time of 2EC Report (for office), which included occupational/personnel safety focus:</p> <ul style="list-style-type: none">• Body Position• Equipment/Tools• Environment (e.g., housekeeping, storage, drawers, cords)• Procedural (e.g., LOTO, Radios)• Vehicle <p>Although they occurred in 2023 and 2024, SoCalGas also plans to further augment this baseline with information from the</p>
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ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

	management dialogues held before filing the Revised Plan. Specifically, SoCalGas plans to analyze and compare the themes from the earlier dialogues to the themes identified in this effort.
Measure Status	<i>SoCalGas has not begun this activity.</i>
Measure Results	<i>TBD</i>
Learnings and Insights	<i>TBD</i>

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

ELEMENT 2: FOSTER AND CELEBRATE CURIOSITY AND EMPOWER EMPLOYEES AND CONTRACTORS TO SPEAK UP, QUESTION, AND SHARE THEIR IDEA	
ACTION 2: CREATE IMPROVED PROCESSES FOR RECEIVING, TRACKING, AND RESPONDING TO EMPLOYEE CHALLENGES, SUGGESTIONS, AND IDEAS	
# OF LEARNING AND CONTINUOUS IMPROVEMENT PROCESSES CONSOLIDATED	
Description	Progress Metric: number of continuous improvement processes consolidated
Data Collection	<p>SoCalGas proposes to track number of SoCalGas continuous improvement processes consolidated. SoCalGas proposed to consolidate the following activities:</p> <ul style="list-style-type: none"> • Event Learning Process • Learning Teams • Safety Enforcement Division (SED) audits • Quality Management Corrective Actions • Executive Safety Council Follow-Ups • Emergency Management, and After-Action Reports (AAR) • WE Lead Tour Follow-up
Purpose/Objective	Track number of SoCalGas continuous improvement processes consolidated.
Baseline	Since this effort is in progress, the baseline is 0. Higher number of processes consolidated shows increased interconnection and transparency.
Measure Status	SoCalGas has consolidated tracking for six existing continuous improvement processes, including Event Learning Process, Learning Teams, Safety Enforcement Division (SED) audits, Quality Management Corrective Actions, Executive Safety Council Follow-Ups, Emergency Management, and After-Action Reports (AAR).
Measure Results	
SoCalGas has consolidated, in preliminary form, six of the seven identified processes.	
Learnings and Insights	See Q4 2025 Quarterly Report Section E and F.

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

ELEMENT 2: FOSTER AND CELEBRATE CURIOSITY AND EMPOWER EMPLOYEES AND CONTRACTORS TO SPEAK UP, QUESTION, AND SHARE THEIR IDEA	
ACTION 2: CREATE IMPROVED PROCESSES FOR RECEIVING, TRACKING, AND RESPONDING TO EMPLOYEE CHALLENGES, SUGGESTIONS, AND IDEAS	
EMPLOYEE SURVEY	
Description	Outcome Indicator: measure awareness of changes, perceptions on transparency, and focus on learning
Data Collection	Survey data to be collected from Continuous Improvement Tracker users electronically and by paper for analysis
Purpose/Objective	<p>Measure change from “It’s not worth it to do more” to a feeling that it is worth it to do more and ultimately toward our Safer Together North Star.</p> <p>SoCalGas plans to measure this change by assessing awareness of the Continuous Improvement Tracker, perceptions around SoCalGas transparency, and focus on learning and improvement. Survey responses will help us understand whether there has been changes in employee perceptions. SoCalGas plans to have the surveys be non-anonymous so that changes in survey results can be better tracked over time.</p>
Baseline	<p>SoCalGas plans to include survey questions from the 2EC Safety Culture Perception Survey to allow for a baseline, including the following questions:</p> <ul style="list-style-type: none"> • SoCalGas management wants concerns reported and willingly listens to problems (SoCalGas previously scored an average of 4.1) • SoCalGas management ensures any concerns raised are addressed (SoCalGas previously scored an average of 4.0) • There is a high level of trust between management and employees (SoCalGas previously scored an average of 3.8) <p>SoCalGas also plans to include time-barred questions related to improvement:</p> <ul style="list-style-type: none"> • In the last 6 months, it has become easier to openly challenge decisions made by management • In the last 6 months, I have seen increased organizational transparency around challenges and improvements • In the last 6 months, I have seen more focus on learning and improvement over blame or fault finding. <p>SoCalGas also plans to include questions related to the continuous improvement tracker and related communications:</p> <ul style="list-style-type: none"> • The continuous improvement tracker provides increased transparency

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

	<ul style="list-style-type: none">• The continuous improvement tracker encourages me to share ideas• Company communications highlight impactful challenges, changes, and improvements.
Measure Status	<i>SoCalGas has not begun this activity.</i>
Measure Results	<i>TBD</i>
Learnings and Insights	<i>TBD</i>

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

ELEMENT 3 - COMMITMENT TO ENGAGE IN COLLECTIVE EFFORTS TO UNDERSTAND ORGANIZATIONAL CHALLENGES AND BETTER PRIORITIZE RESOURCES	
ACTION 1: LEVERAGE LEARNING TEAMS TO COLLABORATIVELY EXPLORE RESOURCE ISSUES IDENTIFIED IN DIALOGUES	
# OF LEARNING TEAMS COMPLETED	
Description	Progress Metric: number of learning teams completed
Data Collection	Track number of learning teams completed
Purpose/Objective	Track number of learning teams completed as part of Element 3. The more learning teams completed, the more progress in exploring, learning, and identifying improvements.
Baseline	Since this is a newly proposed suite of learning teams, the baseline is 0.
Measure Status	<i>SoCalGas has not begun this activity.</i>
Measure Results	<i>TBD</i>
Learnings and Insights	<i>TBD</i>

ELEMENT 3 - COMMITMENT TO ENGAGE IN COLLECTIVE EFFORTS TO UNDERSTAND ORGANIZATIONAL CHALLENGES AND BETTER PRIORITIZE RESOURCES	
ACTION 1: LEVERAGE LEARNING TEAMS TO COLLABORATIVELY EXPLORE RESOURCE ISSUES IDENTIFIED IN DIALOGUES	
SATURATION ANALYSIS	
Description	Progress Indicator: analysis of ideas and insights identified over time
Data Collection	Measure themes identified through learning teams to determine whether SoCalGas continues to identify new themes and insights or if SoCalGas has reached a saturation point
Purpose/Objective	Analysis helps SoCalGas understand whether sufficient employees have been engaged in learning teams by measuring the insights captured as part of the initiative. Saturation analysis helps measure that learning teams have reached a point of “saturation” – e.g., new themes and insights are no longer emerging in the learning teams. If new themes and insights are not emerging, then it supports a conclusion that an adequate number of employees have been engaged in learning team efforts.
Baseline	Measure of saturation; baseline is 0.
Measure Status	<i>SoCalGas has not begun this activity.</i>
Measure Results	<i>TBD</i>
Learnings and Insights	<i>TBD</i>

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

ELEMENT 3 - COMMITMENT TO ENGAGE IN COLLECTIVE EFFORTS TO UNDERSTAND ORGANIZATIONAL CHALLENGES AND BETTER PRIORITIZE RESOURCES	
ACTION 2: IMPLEMENT IMPROVEMENTS TO RESOURCE ALLOCATION AND GOAL SETTING PROCESSES	
# OF IMPROVEMENTS IMPLEMENTED FROM THE LEARNING TEAMS	
Description	Progress Metric: number of improvements implemented from identified the learning teams
Data Collection	Track number of improvements implemented from identified the learning teams
Purpose/Objective	Track number of improvements implemented from the learning teams identified in Element 3. The more improvements implemented, the more grassroot-based improvements to resource allocation and goal setting practices.
Baseline	Since this is a newly proposed suite of learning teams, the baseline is 0
Measure Status	<i>SoCalGas has not begun this activity.</i>
Measure Results	<i>TBD</i>
Learnings and Insights	<i>TBD</i>

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

ELEMENT 3 - COMMITMENT TO ENGAGE IN COLLECTIVE EFFORTS TO UNDERSTAND ORGANIZATIONAL CHALLENGES AND BETTER PRIORITIZE RESOURCES	
ACTION 1: LEVERAGE LEARNING TEAMS TO COLLABORATIVELY EXPLORE RESOURCE ISSUES IDENTIFIED IN DIALOGUES	
ACTION 2: IMPLEMENT IMPROVEMENTS TO RESOURCE ALLOCATION AND GOAL-SETTING PROCESSES	
REPORT ON RESULTS OF THE LEARNING TEAMS	
Description	Outcome Indicator: measure quality of learning teams
Data Collection	Leverage existing internal processes for documenting the learning team process (the problem statement, recommendations for improvement, and actions taken).
Purpose/Objective	<p>Measure change from “Never enough” to a greater degree of understanding of challenges and ultimately toward our Safer Together North Star.</p> <p>SoCalGas plans to measure change by assessing the quality of learning teams in advancing engagement, collaboration, alignment, and improvement. Indicators of a productive learning team would show signs of sharing, collaboration, and understanding. For example, learning teams that effectively explore a problem statement related to safety resources and collectively problem solve would show progress in understanding safety resource challenges and identifying meaningful and systemic improvement.</p>
Baseline	<p>SoCalGas proposes using the 2EC Report as a baseline which found, for example, “concerns within SoCalGas about whether safety is prioritized through the allocation of resources” and “resources are needed to shape a healthy safety culture” (Theme 3).</p> <p>Although they occurred in 2023 and 2024, SoCalGas also plans to further augment this baseline with information from the management and represented employee dialogues held before filing the Revised Plan. Specifically, SoCalGas plans to analyze and compare the themes from the earlier dialogues to the issues and improvements identified in these learning teams.</p>
Measure Status	<i>SoCalGas has not begun this activity.</i>
Measure Results	<i>TBD</i>
Learnings and Insights	<i>TBD</i>

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

ELEMENT 3 - COMMITMENT TO ENGAGE IN COLLECTIVE EFFORTS TO UNDERSTAND ORGANIZATIONAL CHALLENGES AND BETTER PRIORITIZE RESOURCES	
ACTION 1: LEVERAGE LEARNING TEAMS TO COLLABORATIVELY EXPLORE RESOURCE ISSUES IDENTIFIED IN DIALOGUES	
ACTION 2: IMPLEMENT IMPROVEMENTS TO RESOURCE ALLOCATION AND GOAL-SETTING PROCESSES	
EMPLOYEE SURVEY	
Description	Outcome Indicator: measure perceived quality and impacts of learning teams
Data Collection	Survey data to be collected from learning team participants electronically and by paper for analysis.
Purpose/Objective	Assess perceptions on collaboration and expected impact from the identified recommendations. Employees' scores will indicate if there has been progress in employee perceptions based on changes and continuous improvement.
Baseline	<p>SoCalGas created a survey to collect baseline results from participants of the From Ideas to Actions Workshops at the 2025 Employee Safety Congress events that are scheduled for August and September 2025. This survey includes questions from the 2EC Safety Culture Perception Survey to allow for a current measure of SoCalGas employee perceptions of safety and resources. The survey items include the following items formatted into a question matrix. Participants are asked to rate their level of agreement on a scale of 1-5.</p> <ul style="list-style-type: none"> • The following items reflect safety as the most important focus at SoCalGas: <ul style="list-style-type: none"> ○ SoCalGas's strategic plans (SoCalGas previously scored an average of 4.3) ○ SoCalGas's staffing levels (SoCalGas previously scored an average of 3.8) ○ SoCalGas's decisions (SoCalGas previously scored an average of 4.3) ○ The way resources are allocated (SoCalGas previously scored an average of 4.0) ○ SoCalGas leadership (SoCalGas previously scored an average of 4.3) <p>SoCalGas also included time-barred questions related to improvement also rated on an agreement scale of 1-5:</p> <ul style="list-style-type: none"> • In the last 6 months, SoCalGas has been more committed to allocating resources to... <ul style="list-style-type: none"> ○ Have a greater focus on safety ○ Be more aligned to SoCalGas goals

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

	<ul style="list-style-type: none"> • Once Learning Teams begin in 2026, SoCalGas also plans to include questions related to the learning team process, also rated on an agreement scale of 1-5: <ul style="list-style-type: none"> • The learning team provided an impactful platform for... <ul style="list-style-type: none"> ○ Collaboration ○ Change • I would recommend participating in learning teams to colleagues (this item will be a yes or no question)
Measure Status	<i>SoCalGas has not begun this activity.</i>
Measure Results	<i>TBD</i>
Learnings and Insights	<i>TBD</i>

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

ELEMENT 4: ADVANCE COLLABORATION AND AN INTEGRATED MANAGEMENT SYSTEM THROUGH ENHANCEMENTS TO OUR SAFETY MANAGEMENT SYSTEM	
ACTION 1: ENGAGE LEADERS TO ESTABLISH ORGANIZATIONAL ALIGNMENT ON SAFETY MANAGEMENT ROLES, RESPONSIBILITIES, SHARED GOALS, AND GOVERNANCE	
REPORT ON COMPLETION OF AND PRODUCE SMS GOVERNANCE FRAMEWORK	
Description	Progress Measure: tracking and sharing SMS governance framework
Data Collection	SoCalGas will track the development of a SMS governance framework.
Purpose/Objective	Track development of SMS governance framework to engage leaders to establish clearer roles, responsibilities, shared goals, and relationships for SoCalGas's SMS. Creation of framework indicates leadership commitment and progress toward alignment.
Baseline	Since a governance framework does not currently exist, the baseline is 0.
Measure Status	SMS Governance framework is complete. SoCalGas will continue reporting on outcomes of this activity.
Measure Results	<i>See Quarterly Report Q4 2025 Section III.A. under Element 4 New governance structure for SMS.</i>
Learnings and Insights	Insights: The new governance structure appears to have a strategic advantage for addressing opportunities for improved effectiveness, identified in the recent SMS assessment. Q4 committee meetings were adjusted to be a hybrid Act-Plan meeting. The purpose was to identify areas where improvements will be expected due to the "Check" meetings as well as set goals for the 2026 calendar year. All element committees are now aligned to the Plan-Do-Check-Act cycle starting with Q4 as the new Planning quarter.

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

ELEMENT 4: ADVANCE COLLABORATION AND AN INTEGRATED MANAGEMENT SYSTEM THROUGH ENHANCEMENTS TO OUR SAFETY MANAGEMENT SYSTEM	
ACTION 1: ENGAGE LEADERS TO ESTABLISH ORGANIZATIONAL ALIGNMENT ON SAFETY MANAGEMENT ROLES, RESPONSIBILITIES, SHARED GOALS, AND GOVERNANCE	
QUALITATIVE ASSESSMENT OF SMS MEETING MINUTES	
Description	Outcome Indicator: measure change to integration, alignment, or collaboration
Data Collection	SoCalGas's SMS team will keep and record meeting minutes for the SMS governance process. Minutes will then be analyzed from a cultural perspective.
Purpose/Objective	<p>Measure change from "Us vs them" to a feeling of a one team mentality and ultimately toward our Safer Together North Star.</p> <p>SoCalGas plans to assess whether SMS governance improved integration, alignment, or collaboration (e.g., were all affected departments included with at least one representative? were goals aligned? were opportunities for collaboration identified?). An integrated SMS would show connections in across day-to-day operations, aligned goals and direction, clarified accountability (defining, documenting and promoting understanding of roles and responsibilities), and awareness of work beyond their organization's scope. Indications of maturation would include</p> <ul style="list-style-type: none"> • Employees at all levels taking responsibility for safety within the management framework and/or seeking to improve safety performance • Recognizing potential organizational risks and challenges and proactively taking action to mitigate.
Baseline	<p>SoCalGas proposes using qualitative findings in the 2EC Report as a baseline. The 2EC Report finds the following regarding SoCalGas's SMS and organizational silos.</p> <ul style="list-style-type: none"> • "While SoCalGas management has described having developed and implemented a safety management system (SMS) it is still only partially implemented and does not appear to be integrated into everyday operations." 2EC Report at 9. • "Observations and interviewees at SoCalGas indicated that a consistent, systematic approach to decision-making where risk insights are incorporated as appropriate is frequently not implemented." 2EC Report at 30. • "SoCalGas interviewees indicated that trust is not fostered among many individuals and work groups across the organization." 2EC Report at 33.

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

	<ul style="list-style-type: none"> • “Interviewees at all organizational levels in SoCalGas recognize the existence of silos and the need to build better collaboration and interaction between groups.” 2EC Report at 33. • “Interviewees described a competitive atmosphere between departments (silos) that creates barriers to a healthy flow of information.” 2EC Report at 38. • “Many interviewees in lower levels of the SoCalGas organization did not know about SMS or recognize the placard that had been distributed.” 2EC report at 38. • “The free flow of information, openly and candidly, both up and down and across the organization and with external stakeholders is not perceived at all levels of the SoCalGas organization.” 2EC Report at 38. • “Interviewees describe a need for better and clearer communication between groups so as not to create issues in work, e.g., job was thought to be an extension of a main line but was really a service job.” 2EC Report at 38. <p>Additionally, SoCalGas proposes supplementing this baseline with SMS meeting minutes from 2021, which included SMS Value Champions (Subject Matter Experts and Managers from across SoCalGas). Minutes were higher-level, but based on minutes, meetings were focused on continuous improvement opportunities – Management of Change, SMS Plan updates, linking SoCalGas processes, SMS engagement to spread awareness, incident evaluation practices, and documentation development. Attendance was not kept so cross-functional engagement is unclear. Further, based on context of minutes, executive and director involvement in these meetings was limited. Minutes did not identify explicit, tracked goals, which limits ability to understand goal alignment, but based on context, there was an effort to promote consistent strategic direction.</p>
Measure Status	In progress. SoCalGas is establishing the assessment criteria and process for SMS meetings. This will be reported in future quarterly reporting.
Measure Results	<i>TBD</i>
Learnings and Insights	<i>TBD</i>

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

ELEMENT 4: ADVANCE COLLABORATION AND AN INTEGRATED MANAGEMENT SYSTEM THROUGH ENHANCEMENTS TO OUR SAFETY MANAGEMENT SYSTEM	
ACTION 2: DEVELOP NEW SMS POLICIES (MANUAL) TO PROVIDE A CLEARER SAFETY MANAGEMENT FRAMEWORK	
REPORT ON COMPLETION OF SMS POLICY & MANUAL³	
Description	Progress Measure: tracking number of policies developed.
Data Collection	SoCalGas proposes to track creation of an SMS Policy and Manual.
Purpose/Objective	Track development of identified SMS policy and manual documents. Progress on rolling out these documents across the company will indicate efforts to formalize connectedness between organizations.
Baseline	SoCalGas currently has two overarching SMS documents (a plan and standard). Through this effort, SoCalGas is developing a single SMS policy and a manual.
Measure Status	SMS policy and manual have been completed. SoCalGas will continue reporting on outcomes of this activity.
Measure Results	See Quarterly Report Q4 2025 Section III.A. under Element 4 Policies (manual) to support SMS framework.
Learnings and Insights	By publishing the SMS Policy in August 2025, SoCalGas renewed its commitment to maintaining an established integrated management system relating specifically to safety. It further detailed the framework and structure by which it would be bound for the purpose of continuous improvement and collaboration. The SMS Manual expanded the foundation. It offers an in-depth reference for what SoCalGas does within each SMS element. SMEs, managers, directors, and executives worked together to centralize the understanding of the roles of each SMS element. References in the SMS Manual now outline key SMS documents and allow for future backlinks for additional integrations. A critical learning throughout this process was the significant time and importance of stakeholder review and input, engaging

³ Note, as indicated in SoCalGas's Q2 2025 Quarterly Report (p. 8) in the Revised Plan, SoCalGas proposed Element 4 Action 2 to develop new SMS policies to provide a clearer safety management framework. SoCalGas has since amended this approach to focus on one overarching SMS policy that establishes the requirement for implementing an SMS. This policy will be supplemented by an SMS Manual that will include individual chapters for each element.

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

	diverse perspectives early and thoroughly was essential to ensure alignment, clarity, and ownership before publishing the SMS Policy and Manual.
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ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

STAKEHOLDER DIALOGUES TO MEASURE PROGRESS AND ITERATE ON CHANGES TO OUR SAFETY CULTURE IMPROVEMENT EFFORTS	
# OF DIALOGUES COMPLETED	
Description	Progress metric: tracking number of dialogues completed
Data Collection	Identification of dialogues completed
Purpose/Objective	Measure number of dialogues to understand progress made in completing planned dialogues. Higher number of dialogues completed indicates progress made in assessing progress.
Baseline	The baseline for these proposed dialogues is 0.
Measure Status	In progress.
Measure Results	SoCalGas has completed 13 dialogues. Nine dialogues were completed with leaders at SoCalGas on the topic of Performance Management. Four dialogues were completed with external contractors of SoCalGas.
Learnings and Insights	Employee engagement in dialogue sessions remains strong, and a high level of psychological safety is reported. To broaden perspectives and strengthen outcomes, SoCalGas is exploring strategies to increase participation and bring more voices into the conversation.

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

STAKEHOLDER DIALOGUES TO MEASURE PROGRESS AND ITERATE ON CHANGES TO OUR SAFETY CULTURE IMPROVEMENT EFFORTS	
QUALITATIVE ANALYSIS OF INFORMATION GATHERED TO EXPLORE OUR JOURNEY TOWARD A SAFER TOGETHER CULTURE	
Description	Outcome Indicator: analysis of dialogue data to evaluate our journey toward a Safer Together culture.
Data Collection	Data collected by trained notetakers at the dialogues. Data analyzed by SoCalGas team trained to analyze from a cultural perspective
Purpose/Objective	<p>Measure information gathered from dialogues to assess progress toward Safer Together North Star.</p> <p>Indicators of constructive dialogue could include participants sharing information that enhances SoCalGas's understanding of progress toward our North Star (includes successes, challenges, potential changes). For example, if progress is mentioned by participants in SoCalGas advancing a culture that empowers communication, curiosity, commitment, and/or collaboration.</p>
Baseline	<p>Since these are intentionally rather open and exploratory, SoCalGas proposes to use the four themes identified in the 2EC Report as themes gathered from a similar exploration effort.</p> <p>Although they occurred in 2023 and 2024, SoCalGas also plans to further augment this baseline with information from the dialogues held before filing the Revised Plan. Specifically, SoCalGas plans to analyze and compare the themes from the earlier dialogues to the themes identified in this effort. As an example, Appendix A to the Represented Employee Dialogues provides analysis of similarities and differences across dialogue groups. SoCalGas could perform similar analysis to assess changes.</p>
Measure Status	In progress
Measure Results	The analysis of Performance Management Dialogues has been completed, revealing key improvement areas such as accessibility and usefulness. These insights will inform the design of targeted enhancements to the performance management framework, so that planned improvements for 2026 directly address identified gaps and elevate overall effectiveness. SoCalGas is in the process of analyzing the results for the external contractor dialogues.
Learnings and Insights	Inviting employees to share their perspectives on performance management provides invaluable insights into a process that impacts everyone. The next step is demonstrating that feedback

ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

	matters—by acting on what we’ve heard and communicating about the improvements that follow.
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ATTACHMENT 1 - PROPOSED MEASURES SUMMARIES

STAKEHOLDER DIALOGUES TO MEASURE PROGRESS AND ITERATE ON CHANGES TO OUR SAFETY CULTURE IMPROVEMENT EFFORTS																
BEHAVIORAL ANCHORED RATING SCALE (BARS) TO MEASURE BEHAVIORS RELATIVE TO PREDEFINED BEHAVIORS ASSOCIATED WITH THE INPO TRAITS OF A HEALTHY SAFETY CULTURE																
Description	Outcome Metric: quantify behaviors using a 5-point scale															
Data Collection	BARS will be part of a survey to be completed by dialogue participants using a 5-point scale.															
Purpose/Objective	Measure the following BARS: Attention to Safety; Interdepartmental Communication; Resource Allocation; Organizational Learning; and Problem Identification and Resolution. See below for details on each scale.															
Baseline	Rather than trying to perform a retroactive assessment, SoCalGas proposes using the initial BARS as baseline and the journey is measured.															
Measure Status	In progress															
Measure Results	<div><p>Dialogues have begun, and the BARS assessment has been administered to all participants of the 13 dialogue sessions. The Performance Management Dialogues received 28 responses to BARS, which is about 52% participation from dialogue participants.</p><div><h3>Behaviorally Anchored Rating Scale</h3><p>N = 28</p><table><tr><td>Attention to Safety</td><td>Interdepartmental Communication</td><td>Resource Allocation</td><td>Organizational Learning</td><td>Problem Identification</td></tr><tr><td>4.36</td><td>2.54</td><td>3.21</td><td>3.30</td><td>3.93</td></tr><tr><td>50% believe employees see safety as the number one priority at SoCalGas.</td><td>36% indicated departments only communicate when reacting to problems.</td><td>Results were split. Some indicated goals are communicated widely while others indicated they are not.</td><td>37% believe the company attempts to identify solutions to past difficulties and results are communicated.</td><td>Ratings were high. Employees are equipped with identification skills and encouraged to notify management of issues.</td></tr></table></div><p>External contractor dialogues received 22 responses to BARS, which is approximately 76% participation. Analysis of results from external contractors is currently in progress.</p></div>	Attention to Safety	Interdepartmental Communication	Resource Allocation	Organizational Learning	Problem Identification	4.36	2.54	3.21	3.30	3.93	50% believe employees see safety as the number one priority at SoCalGas.	36% indicated departments only communicate when reacting to problems.	Results were split. Some indicated goals are communicated widely while others indicated they are not.	37% believe the company attempts to identify solutions to past difficulties and results are communicated.	Ratings were high. Employees are equipped with identification skills and encouraged to notify management of issues.
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Learnings and Insights	For the Performance Management Dialogues, results of BARS were in alignment with the overall themes discussed throughout the dialogues, indicating that participants were sharing their thoughts openly throughout the dialogue session. Analysis of results from external contractors is currently in progress.															

ATTACHMENT 2

SEMPRA ENERGY UPDATE

SEMPRA QUARTERLY REPORT FOR DECEMBER 2025

The 2025 Sempra Safety Summit – Executive Summary

The 2025 Sempra Safety Summit brought together leaders from across the Sempra family of companies to reinforce the centrality of safety amid significant organizational and industry change. The speakers, who included safety executives and leaders from Sempra companies (including SDG&E and SoCalGas), emphasized that while technology, strategy, and external conditions continue to evolve, the companies' commitment to protecting employees, contractors, customers, and communities must remain constant. The Summit highlighted themes of authentic leadership, psychological safety, proactive risk management, and the responsibility every individual holds in sustaining a safety-first culture.

Key Themes & Messages

1. Safety Is the Core Value—Not Just a Priority

- Safety underpins all work at Sempra companies and reflects the highest expression of the enterprise's values: *do the right thing, champion people, shape the future*.
- No initiative, deadline, or cost consideration outweighs the obligation to protect life and ensure everyone returns home safely.
- Leaders must model this ethos through consistent behavior, decisions, and actions.

2. Leading Through Change Requires Clarity, Presence & Support

- Structural and industry changes can create stress, distraction, and uncertainty—factors that increase risk. Leaders must actively support teams through transitions.
- Employees closely observe leadership tone, consistency, and behavior; leaders must visibly keep safety at the forefront during change.
- Psychological safety is essential: employees should feel empowered—and obligated—to speak up, ask questions, and report concerns without fear of retaliation.

3. A Proactive, Data-Driven Approach to Safety

- Companies are shifting from reactive lagging indicators to proactive analysis focused on serious injury and fatality potential (SIFp).

- Investigating even small incidents as learning opportunities strengthens prevention and organizational learning.
- Leaders are increasing field engagement and observation to better understand operational hazards.

4. Holistic, Enterprise-Wide Safety Models

- Safety now integrates physical, psychological, operational, employee, public, infrastructure, and contractor considerations (EPIC).
- SoCalGas and others are redefining safety beyond “preventing accidents” to a comprehensive model of well-being and risk mitigation.

5. Authentic Leadership, Trust & Accountability

- Authenticity matters more than words—employees watch what leaders do, not what they say.
- Trust-building practices include stop-work authority backed by leadership support, recognition for reporting, and meaningful engagement with frontline teams.
- Leaders emphasized accountability, learning from mistakes, and ensuring employees have the tools and understanding needed to work safely.

6. Workforce Evolution & Maintaining Cultural Continuity

- Rapid workforce turnover means many employees lack firsthand experience with historic safety incidents. Organizations are using storytelling, orientation materials, and varied communication channels to retain institutional memory.
- Newer employees learn differently and may be more digitally savvy; training must evolve to match these changing learning styles.

7. Governance, Systems & Continuous Improvement

- Implementation of structured Safety Management Systems (SMS) with executive ownership improves governance, alignment, and maturity of safety processes.
- Curiosity—questioning procedures and assumptions—is encouraged to drive learning and improvement.

8. Recognition & Celebration of Safety Excellence

- The Summit closed with recognition of employees and teams who exemplify a safety-first mindset, reinforcing the cultural importance of safety leadership across all levels.