

**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 2026 Q1**

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Date: April 15, 2026

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SAFETY CULTURE IMPROVEMENT PLAN QUARTERLY REPORT 2026 Q1**

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 first quarter of 2026.

Respectfully submitted on behalf of
Southern California Gas Company,

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SoCalGas Safety Culture Improvement Plan Quarterly Report 2026 Q1

For the Period January 1, 2026, through March 31, 2026

SoCalGas Safety Culture Improvement Plan Quarterly Report 2026 Q1

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

SPD 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 the Safety Culture Order Instituting Investigation, Investigation (I.) 19-06-014, and as required by Ordering Paragraph 2 of the Decision.

SPD 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.

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

- 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 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 I.19-06-014 service list.

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 provides the foundation for a systemic and proactive approach to enhancing safety culture at SoCalGas. Through the PDCA cycle, SoCalGas has utilized a structured framework of practices and processes that include focused governance and meetings, clear ownership of team and individual responsibilities, documented goals and timelines, and active leadership sponsorship and oversight. In Q1 of this year, SoCalGas has focused on the "Act" phase by strengthening organizational change management to reinforce our safety culture North Star, Safer Together. Additionally, two Revised Plan activities, Enhance² and Updated Discipline Practices, were formally launched. These initiatives are intended to improve alignment, reinforce consistent safety expectations, and strengthen shared understanding of roles and responsibilities across both internal teams and external stakeholders.

Communications, Change Management, and Engagement

In Q1, SoCalGas focused its communication, change management, and engagement efforts on strengthening visibility, consistency, and two-way engagement across the organization. These efforts are designed to share information, reinforce shared understanding, encourage dialogue, and support continuous learning as part of a proactive safety culture.

² Note, the Revised Plan indicated various opportunities to influence contractor safety culture; the activities related to this effort have been consolidated. SoCalGas's comprehensive efforts related to influencing contractor safety culture are captured under "Enhance Contractor Engagement".

A key advancement this quarter was the continued rollout of InfoStream, SoCalGas's internal digital signage platform. InfoStream enables real-time communication across facilities by delivering timely safety updates, employee spotlights, wellness resources, and other critical content. By making information more accessible and visually engaging, the platform helps reinforce safety expectations and elevate employee voices and experiences which contribute to a stronger sense of inclusion and shared ownership for safety.

To further engagement and learning, SoCalGas expanded the use of video-based communications. This included production of a Safer Together podcast-style video focused on Safety on Customer Premises, featuring two employees working different shifts who share day and night perspectives. Their dialogue highlights real-world challenges, practical risk control strategies, and lessons learned, while reinforcing the shared responsibility for safety in field operations. This approach supports more authentic connection, improves relevance to employees' day-to-day work, and strengthens understanding through lived experience rather than one-way messaging.

SoCalGas also developed a dedicated Stop the Job video to reinforce expectations related to speaking up and taking action when conditions are unsafe. Rather than focusing solely on the act of stopping work, the message emphasizes psychological safety and visible leader support, clearly reinforcing leadership's responsibility to respond constructively and consistently when employees raise concerns. By making leadership commitment and employee expectations clear, the video reinforces that Stop the Job decisions are not only permitted, but anticipated and needed which helps reduce hesitation, strengthen trust, and normalize speaking up as part of everyday work. This approach reinforces safety as a shared value and empowers employees to protect themselves, their co-workers, and the public.

Together, these communication efforts move beyond information sharing to strengthen workforce connections, learning, and follow-through. By using varied formats that reflect real work conditions and lived experiences, SoCalGas is improving access to critical safety information while reinforcing consistent expectations and creating opportunities for dialogue. These efforts support continuous improvement by aligning what is communicated across the organization.

SoCalGas is continuing stakeholder dialogues as a primary learning mechanism to assess cultural progress and inform adjustments to safety culture initiatives. These dialogues are intentionally designed to surface cultural drivers, leadership signals, and gaps between expectations and experience, rather than to validate completion of activities. In 2026, pilot dialogues are planned to evaluate the cultural effectiveness of the updated New Supervisor Onboarding Program (NSOP) with leaders who completed the revised experience, as well as dialogues with represented employees to better understand sentiments and shared understanding of the Gas Safety Plan. Feedback from these conversations will support both continuous improvement of the Revised Plan and other employee-driven recommendations beyond the plan. In addition, SoCalGas will continue dialogues with external contractors to better understand how safety expectations are interpreted and experienced beyond the organization. These conversations will inform updates to contractor onboarding and engagement approaches while providing insight into how SoCalGas's safety culture is perceived across its broader operating environment. Collectively, these dialogues support the Revised Plan by prioritizing learning, local context, and leadership follow through as the primary drivers of sustained safety culture improvement.

Element 1

The objective of Element 1 Actions is to integrate a more comprehensive approach to safety into SoCalGas's goals, communications, and performance management practices – one that reflects our shift away from defining safety solely by the absence of accidents. This Element focuses on reshaping what is recognized, reinforced, and rewarded, clarifying what “good looks like” in practice to encourage broader thinking, strengthen psychological safety, support collaboration, and promote a more comprehensive view of safety (e.g., impacts to the public and our infrastructure).³ Element 1 serves as a foundational enabler for people and culture-related initiatives by reinforcing consistent leadership expectations and helping embed safety as a shared value, not solely a stated priority.

- In Q1 2026, SoCalGas engaged in the following activities related to Element 1:
 - **Change executive engagement to model listening and learning**

In Q1, planning for the WE Lead and Live a Day programs focused on strengthening the quality and impact of executive engagement. Lessons learned from prior program cycles are being incorporated to improve design, logistics, facilitation, with particular emphasis on participant learning and insight. For Live a Day, planned updates include refreshing leadership assignments, so participants are not matched to the same location or job role as in previous years. This approach is intended to obtain a broader range of employee perspectives, deepen understanding of varied operational conditions, and support more authentic learning across different organizational contexts. To further strengthen learning, a voluntary survey will be introduced for employees participating in Live a Day to capture and incorporate their perspectives. Live a Day visits are scheduled to begin in late March and continue throughout the year, with a total of 87 visits expected. Planning for WE Lead 2026 includes visits to approximately 38 locations across the territory, beginning in Q2. Where feasible, visits will align with Safety Stand Downs to support operational efficiency and increase participation. More importantly, the program continues to emphasize visible leader presence, listening, and follow-through. Reinforcing executive and employee engagement is intended to surface insight, inform decision, and demonstrate leadership accountability, rather than serve a standalone activity.

- **Revise training and development**

In Q1 2026, SoCalGas advanced several key components of the Leadership Excellence & Accelerated Development (LEAD) strategy, with a deliberate focus on strengthening leadership capability across all levels. These efforts prioritized validating content, strengthening facilitation, and supporting learning transfer to reinforce safety culture objectives. The year began with a successful beta pilot of the New Supervisor Orientation (NSO) course in January, representing an important step in validating content flow, facilitation approach, and alignment with intended leadership behaviors under the refreshed New Supervisor Onboarding Program (NSOP).⁴ Participant feedback from the pilot is being reviewed to inform refinements ahead of a broader rollout. In March, SoCalGas also conducted the alpha pilot of the Leading Performance course within NSOP. Preliminary employee feedback is being assessed to strengthen relevance, clarity,

³ SoCalGas's Revised Safety Culture Improvement Plan at 19.

⁴ Generally, a beta pilot evaluates delivery and learner experience before broader implementation whereas an alpha pilot focuses on refining course content and structure.

and practical application before full implementation.

Building on these pilots, SoCalGas conducted structured brainstorming and discovery sessions with key stakeholders to shape the design of the NSOP Bridge course, focused on “Leading Performance Beyond the Status Quo.” These collaborative discussions explored leadership expectations, common performance challenges, and practical strategies to help connect initial onboarding of supervisors with the deeper capability management provided through Leadership Training Camp (LTC). This approach is intended to reinforce continuity, reduce fragmentation, and support sustained behavior change rather than relying on stand-alone learning activities.

In parallel, the discovery phase for both Leadership Training Camp (LTC) and The Leadership Challenge (TLC) began in Q1 this year, with emphasis on aligning program outcomes to enterprise leadership expectations and strengthening the end-to-end learner journey across the LEAD series. Insights from these early phases will inform updates to content, delivery methods, and participant experience as development continues through 2026.

Leadership Catalyst was offered in February and remains available through SoCalGas University for ongoing enrollment. The program supports leaders in building foundational communication, collaboration, and influencing skills that are important to effective safety leadership and culture development. In addition, a revised version of Leadership Catalyst tailored specifically for individual contributors is currently in development. This course is designed to expand access to leadership skill-building beyond formal leadership roles and reinforce shared responsibility for safety, collaboration, and open sharing across the organization. The revised course is on track for a Q2 pilot and will further support a consistent leadership mindset and safety culture.

- **Enhance contractor engagement**

In Q1 2026, SoCalGas established a cross-functional project team composed of various departments involved in contractor management to assess the current state of contractor engagement from a safety culture perspective. This assessment included a review of documents, platforms, and processes used to communicate SoCalGas’s safety expectations and requirements. The review identified gaps in consistency: while contractors participating in the Contractor Safety Program receive dedicated safety expectation materials, those providing IT or administrative support and not required to participate in ISNetworkworld may not receive the same information. As planning for this initiative continues, SoCalGas is evaluating opportunities to strengthen consistency and clarity in how safety expectations and culture are communicated across all contractor groups.

In parallel, SoCalGas conducted benchmarking with other California utility Contractor Safety Programs to better understand common onboarding practices and effective approaches. Benchmarking indicated that peer utilities provide a contractor safety handbook or manual outlining expectations and typically require contractor employees to complete safety orientation or training before starting work. This training includes client-specific safety expectations, introduction into our Safety Management System (SMS) and organizational safety culture principles. Many utilities use ISNetworkworld to assign and track completion of this orientation/training at the individual contractor's employee level. By comparison, SoCalGas currently relies on contractor leadership to disseminate safety expectations to their front-line employees. These insights identified potential opportunities to enhance SoCalGas’s onboarding

approach, including improved tracking and reinforcement. Potential enhancements under evaluation include redesigning the Contractor Safety Manual, developing a contractor safety orientation in ISNetwork, and creating tailored safety content for contractors not in ISNetwork.

Recognizing the importance of contractor input in shaping effective onboarding improvements, SoCalGas is leveraging existing contractor engagement forums, including pipeline construction quarterly meetings, contractor dialogues, and the annual contractor safety congress to gather input. These forums allow SoCalGas to share its comprehensive view of safety while incorporating contractor perspectives on practical and effective methods for communicating safety expectations to front-line employees. These engagement efforts began at the end of Q1 and will continue into Q2 2026.

- **Update safety metrics (and reports and communications)**

SoCalGas plans to leverage InfoStream's live broadcast capability to introduce a new Field Focus Town Hall. This format provides a consistent, real-time channel for leadership to connect directly with field employees and engage in safety topics aligned with current work conditions. The Field Focus Town Hall highlights key safety expectations, including the updated Safety Manual for Employees, and reinforces the importance of Good Catches, Near Miss reporting, and Stop the Job actions. By creating space for dialogue and timely information sharing, these conversations support early identification of potential risks and strengthen shared accountability for safe work, protecting the public, our infrastructure, contractors and employees.

- **Enhance discipline process**

During the first quarter of 2026, SoCalGas advanced the Discipline Practices initiative as part of the Safer Together Program, supporting the SMS Leadership and Management Commitment Element. The initiative is intended to strengthen safety culture by modernizing discipline practices and shifting from a primarily punitive approach toward one that emphasizes learning, accountability, and systemic improvement, consistent with Human and Organizational Performance (HOP) and Just Culture principles.

In Q1 2026, SoCalGas completed the foundational planning and governance activities necessary to support disciplined and consistent implementation. An activity lead and core project team were established, and the project charter, work plan, and Organizational Change Management assessment were finalized and approved by Safety Leadership, including the Chief Safety Officer and Safety Excellence and Safety Strategy & Culture Directors. These actions formally launched the initiative and clarified scope, roles, decision-making authority, and oversight expectations.

The primary focus of the first quarter was initiating a comprehensive current-state assessment. This work includes a review of existing discipline and performance management practices related to safety incidents, along with an analysis of insights from the 2025 employee dialogues on performance dialogues to identify cultural themes, behavioral patterns, and opportunities for improvement. This assessment is intended to ground future changes in both operational realities and employee experience, supporting consistent application and reinforcing leadership credibility as discipline practices evolve.

As of the end of Q1, the initiative remains on track, with completion of the current-state

assessment anticipated by the end of the quarter. Findings will be reviewed with the core project team and executive sponsor and used to inform development of the future-state approach.

To support oversight and continuous improvement, SoCalGas has defined implementation and cultural effectiveness measures to be used as the initiative progresses. These include tracking training completion and communication reach, monitoring management adherence to updated processes once implemented, and reviewing trends in discipline actions and learning outcomes related to safety incidents to identify both intended and unintended cultural impacts.

Cultural insights emerging during the first quarter suggest that the initiative represents a meaningful shift from long-standing discipline-focused norms toward a learning-oriented model of accountability. The Organizational Change Management assessment reinforces the importance of leadership alignment, clear expectations, and consistent application to support adoption over time and to strengthen trust, transparency, and fairness across the organization.

Element 2

Element 2 Actions are intended to deepen understanding of the “why” behind safety expectations, strengthen systems for capturing, tracking, and responding to employee suggestions, ideas, and concerns, and to engage employees in translating emerging risk and safety insights into formal procedures and practices. policy.⁵

- In Q1 2026, SoCalGas engaged in the following activities related to Element 2:
 - **Improve Tailgate Safety Briefings (TSB)**

In Q1 2026, SoCalGas continued and now concluded the Tailgate Safety Briefing (TSB) pilot with the Transmission, Storage and Distribution departments. During the pilot period, participating teams conducted more than 150 Tailgate Safety Briefings. In parallel, the Safety department completed over 25 Tailgate Safety Briefing observations to assess how the briefings were facilitated and to evaluate the quality of pre-job safety discussions among frontline employees.

Throughout the quarter, the Safety department worked closely with frontline employees participating in the pilot to refine both the paper and electronic versions of the Tailgate Safety Briefing form. Through multiple iterations and cross-department collaboration, a standardized document is used across all operational departments to facilitate TSBs and capture key safety data. While differing operational needs and preferences presented challenges, employee input played a key role in shaping the outcome. For example, employees shared concerns that the TSBs were too lengthy and time-consuming. Through collaboration across the pilot departments, this feedback was incorporated into the development of a streamlined, single document that balances operational requirements, enables consistent data capture, and reinforces the value of considering safety impacts before work begins.

In addition, SoCalGas developed an Operational Standard for Tailgate Safety Briefings that establishes a consistent framework for a pre-job safety meeting. The standard emphasizes psychological safety, effective hazard identification and mitigation, clear communication, and alignment of all workers at the job site prior to beginning work. It also outlines expectations for

⁵ SoCalGas’s Revised Safety Culture Improvement Plan at 23.

conducting TSBs and defines the criteria associated with effective and meaningful safety discussions.

- **The Safety Manual for Employees**

The Safety Manual for Employees was published and released in Q1 and is available to all employees through the Document Library. Prior to release, the Manual was reviewed by the SoCalGas Executive Safety Council and Advisory Safety Council and was presented to Union leadership during the Q1 joint meeting with SoCalGas leadership.

The Safety Excellence team developed and initiated an implementation and communication plan to support awareness, understanding, and uptake of the Manual. The plan included multiple communication channels, such as Chief Safety Officer (CSO) safety message, internal communications via e-mail and the internal website, the InfoStream messaging platform, Safety Committee forums, and the Safety Champions Microsoft Teams channels. During Q1, the Manual was introduced through the CSO's message, internal communications via-email, and the InfoStream system.

In addition, Safety partnered with the Communications team to integrate the Safety Manual into ongoing engagement efforts, including "We Hear You" videos. The first video focuses on Stop-the-Job, reinforcing key topics addressed in the Safety Manual and supporting consistent messaging through practical, experience-based format.

- **Continuous Improvement Tracker (CIT)**

In Q1, SoCalGas launched a focused communication and change management effort to position the Continuous Improvement Tracker (CIT) as a core mechanism for learning, prioritization, and leadership follow-through on safety improvement actions, not simply deployment as a tracking tool. These efforts emphasized building shared understanding of how the CIT supports learning, prioritization, and follow-through on safety-related actions. To support engagement and practical use, the project team began presenting the CIT during safety technology roadshows, providing employees and leaders with opportunities to understand the tool's purpose, functionality, and role in continuous improvement. In addition, AGA recommendations were added as a new workstream within the CIT, and API assessment action items are planned as a subsequent workstream. These additions reinforce the CIT as a centralized mechanism for tracking enterprise safety and culture improvement commitments rather than a standalone reporting tool.

Enhancements were also made to improve usability and leadership oversight. CIT items are now categorized by SMS elements, enabling more effective use during SMS element committee meetings and supporting clearer accountability for action ownership. To further promote follow-through, a report was introduced to increase visibility into open items and support timely closure. Early feedback indicates that transparency into priorities and status supports more focused discussions and reinforces shared responsibility for addressing improvement actions.

Element 3

Learning Teams, as part of Element 3, are intended to help SoCalGas examine resource-related challenges and develop a clearer organizational understanding of gaps between expectations and available resources through listening to employee perspectives and experiences. These insights

support more informed decision-making and proactive adjustments aimed at reducing future operational challenges and safety risks.⁶

- In Q1 2026, SoCalGas engaged in the following activities related to Element 3:
 - **Learning teams to explore resource issues:**

In Q1 2026, SoCalGas conducted seven Learning Teams to develop a deeper understanding of organizational challenges that influence how work is performed and how resources are prioritized. The Learning Teams addressed the following focus areas: Training, Change Overload, Documentation, Tools and Equipment, Vehicles, Decluttering, and Staffing. Each Learning Team included both Represented and Management employees, providing space for candid dialogue across roles and enabling insight into how expectations and resource availability are experienced in practice. These Learning Teams were designed to prioritize quality of engagement and insight generation, rather than volume of sessions. Through facilitated conversations grounded in real work conditions, the Learning Teams surfaced system-level constraints and opportunities that inform more effective decision-making. This approach reinforces a learning-oriented culture by valuing employee experience as a critical input to organizational decisions.

During the quarter, SoCalGas also formalized the analytical framework used to determine whether sufficient information has been collected through Learning Teams to inform action.⁷ SoCalGas adopted the information power analysis⁸ instead of relying on the concept of saturation and a point of diminishing returns. The information power analysis approach aligns more closely with continuous improvement principles by emphasizing purposeful data collection tied to the strength and relevance of insight, rather than the repetition of sessions. Information power analysis is an assessment of whether a qualitative sample is sufficient based on the study's intention, participant specificity, use of theory, quality, and analysis strategy.

Information power analysis evaluates whether a qualitative sample is sufficient based on factors such as clarity of the purpose, participant relevance and experience, quality of dialogue, and analysis strategy. Under this framework, fewer sessions may be appropriate when participants have direct, specialized knowledge of the topic being examined. Unlike saturation, which is assessed reactively after data collection, Information power is applied proactively during

⁶ SoCalGas's Revised Safety Culture Improvement Plan at 27.

⁷ SPD's Evaluation of SoCalGas' Revised Safety Culture Improvement Plan noted the following recommendation, and in line with that recommendation, SoCalGas is now using an alternative analysis.

SPD Recommendation: Using the concept of saturation, SoCalGas must continue to perform Learning Team events beyond those currently planned until no new insights, themes, or information is gained relevant to the resource allocation issues that are to be explored. Alternatively, SoCalGas must demonstrate using a data collection effort that is sufficient to yield a thorough and comprehensive data set based on other accepted and valid qualitative assessment method/s.

⁸ Malterud, K., Siersma, V. D., & Guassora, A. D. (2016). Sample Size in Qualitative Interview Studies: Guided by Information Power.

Qualitative Health Research, 26(13), 1753–1760.

<https://doi.org/10.1177/1049732315617444> [journals.sagepub.com]

planning to determine whether the information gathered has adequate strength to answer the study's aim.

Based on application of the Information power analysis framework by the People Research & Analytics (formerly Human Resources Research & Analysis (HRRA)) team, one Learning Team per topic was determined to be appropriate for the initial phase across the seven focus areas. The aim of the learning teams is to identify problems and recommendations on resources. This may seem broad, but the focus was on 7 specific resource topics based on previous employee listening opportunities, such as employee dialogues and the 2EC report in 2021. This indicates a narrow focus and the use of established theory. Participation is on a voluntary basis; however, most participants are selected and asked to participate based on their team, job, knowledge, and experience (sample specificity). Historically, participants have been open to sharing honest opinions and helpful in developing a problem statement and recommendations resulting in high quality dialogue. And lastly, each of the recommendations is reviewed, addressed, and evaluated on an individual basis rather than being addressed in a cross-case methodology. This application of Information Power theory indicates that learning teams have high information power and fewer sessions are needed to collect sufficient data with an additional set of Learning Teams planned for Q2 or Q3. Determination of how many more Learning Teams will be revisited following review of insights from the completed Learning Teams to assess whether additional sessions are warranted to deepen understanding or support subsequent action.

Element 4

SoCalGas continued to identify opportunities to further integrate a comprehensive, learning-oriented approach to safety and to embed cultural expectations and contractor management more explicitly within the Safety Management System (SMS) as discussed below. This work reinforces the role of leadership behavior, shared accountability, and consistent follow-through in shaping how safety is understood, prioritized, and practiced across both internal operations and contractor relationships.⁹

- In Q1 2026, SoCalGas engaged in the following activities related to Element 4:
 - **New governance structure for SMS**

SoCalGas's SMS governance structure is fully established and operating as planned. Element committees and, where appropriate, subcommittees have been formed and are functioning within the Plan-Do-Check-Act cycle, supporting continuous improvement across each SMS element. This governance model reinforces consistent expectations while enabling focused oversight and learning within each functional area.

SoCalGas developed a dedicated SMS leadership site to support collaboration across the governance structure to further strengthen alignment, transparency, and accountability. The site provides clear visibility into governance roles and committee membership, meeting materials and schedules, upcoming SMS element discussions, and results from prior external SMS assessments. It also includes tools to support planning, tracking, and reporting on SMS goals and progress, as well as quick access to relevant resources and formal SMS documentation.

⁹ SoCalGas's Revised Safety Culture Improvement Plan, p. 30.

The SMS governance structure and supporting tools promote consistent understanding, informed decision-making, and leadership follow-through by centralizing information and creating shared visibility. This approach helps embed SMS expectations into routine governance processes and reinforces safety as a leader-led, enterprise-wide responsibility.

- **SMS Manual and Policies Supporting the SMS Framework**

The SMS Manual was published in December 2025. Following publication, SoCalGas has continued to work with SMS element stakeholders to review and refine supporting standards and policies as part of ongoing continuous improvement efforts. This collaborative approach supports alignment between documented expectations and how safety is planned, governed, and executed in practice. Additional details on outcomes, lessons learned, and how identified challenges have been addressed are provided in Sections J and K below.

- 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 part of its continuous improvement efforts, SoCalGas is exploring the use of focus groups to capture insight into the impact of its safety culture actions, enabling a holistic assessment across initiatives in lieu of separate, activity-specific surveys.

Quarterly reporting will continue to be used as a mechanism to share these learnings and any resulting refinements to measurement approaches associated with the Revised Plan. Details on current measures for initiatives that are in development or underway are provided in Attachment 1 – Proposed Measures Summaries.

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 Q1 2026, the following outcomes were observed from monitoring and reviewing implementation of Element 1 activities:
 - **Revise training and development**

In Q1 2026, SoCalGas made continued progress in strengthening leadership development across the enterprise, with an intentional focus on how learning translates into day-to-day leadership behaviors that shape safety culture. Enhancements to the New Supervisor Onboarding Program (NSOP) were informed by a combination of participant feedback and 2EC evaluation data, reflecting a deliberate effort to ground program refinement in both experience and evidence.

Following the New Supervisor Orientation (NSO) pilot sessions earlier in the year, feedback and evaluation data were reviewed to identify opportunities to refine content, facilitation, and relevance to real work conditions. These insights informed targeted adjustments aimed at

improving clarity, increasing contextual relevance, and strengthening practical application as supervisors transition into their leadership roles.

Participant feedback highlighted value in modules addressing priority and time management, shaping team and organizational culture, and using communication and curiosity as foundational leadership behaviors. Leaders noted how these concepts influenced their approach to daily interactions, including commitments to engage more openly with their teams, involve employees in goal-setting, and examine underlying assumptions and norms that influence work practices. These reflections continue to inform ongoing refinement of NSOP as the program evolves.

To reinforce learning and support sustained application, structured NSOP dialogue sessions are planned to begin in Q3 2026 following completion of the onboarding experience for the current cohort. These facilitated conversations will provide space for reflection, peer learning, and discussion of how leadership concepts are being applied in practice, supporting continuity beyond initial training.

Leadership development efforts extended beyond NSOP during the quarter. The revised Leadership Catalyst program launched its first session of 2026 in January, with additional sessions scheduled to support continued demand. In parallel, development of a Leadership Catalyst offering tailored for individual contributors is nearing completion, with a pilot planned for April. This expansion reflects a broader cultural emphasis on shared leadership responsibility, reinforcing that behaviors related to communication, accountability, and speaking up are not limited to formal leadership roles and are fundamental to a strong safety culture.

Element 2

- In Q1 2026, the following outcomes were observed from monitoring and reviewing implementation of Element 2 activities:
 - **Safety Manual for Employees**

The release of the Safety Manual for Employees represents an important step in strengthening safety culture by clarifying and reinforcing shared expectations for how safety is understood and practiced across all work environments. By providing a single, accessible reference point, the Manual supports consistent understanding while reinforcing that safety expectations are an integral part of everyday work and not situational or role-dependent.

The Safety Manual complements the Injury and Illness Prevention Program (IIPP), which remains a foundational Cal/OSHA-required program and is currently being updated to avoid duplication. As part of this alignment, many key safety expectations, practices, and guidance that were previously distributed across the IIPP have been consolidated into the Safety Manual. This consolidation improves usability and coherence while allowing the IIPP to continue serving its regulatory purpose.

By improving clarity, accessibility, and alignment across safety programs, the Safety Manual is intended to serve as employees' primary day-to-day resource for safety information, requirements, and expectations. This approach supports consistent application, reinforces leadership accountability for reinforcing expectations, and strengthens shared understanding as a foundation for trust, learning, and continuous improvement.

Ongoing communication channels, reinforcement through SoCalGas safety committees, and continued field engagement will provide opportunities to reinforce expectations, listen to

employee experiences, and demonstrate follow-through in practice. Cultural progress is reflected not only in the use of the manual, but in how safety is discussed, experienced, and acted upon during everyday work across the organization.

Element 3

As stated in Section III.A., Learning Teams began during the previous quarter, and results are being evaluated; therefore, there are no outcomes to report at this time. Monitoring will continue, and results will be reviewed to determine if changes to the Revised Plan are needed.

Element 4

- In Q1 2026, the following outcomes were observed from monitoring and reviewing implementation of Element 4 activities:
 - **New governance structure for SMS**

The SMS governance structure continues to support ongoing improvement across the organization by providing a consistent framework for alignment, oversight, and learning. With the structure in place, departments whose functions align with specific SMS elements are identifying targeted opportunities to refine processes and procedures consistent with recommended practices.

This approach has strengthened shared awareness and understanding of SMS priorities while reinforcing common themes across elements. By clarifying roles and expectations and enabling focused cross-functional engagement, the governance structure supports greater consistency and coordination in how improvement efforts are identified, discussed, and advanced across the system.

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

As an opportunity to strengthen effectiveness and alignment, the Operational Controls element subcommittee will revise the SMS Manual to include a matrix mapping how existing Management of Change (MOC) standards align with API RP 1173 recommended practices. This update reflects a lesson learned from the 2025 API SMS Assessment and is intended to improve transparency and usability of the SMS documentation.

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.

- Element 1 of the Revised Plan originally committed SoCalGas to developing updated onboarding materials for contractors to promote a shared understanding of safety expectations and what success looks like in practice. Through implementation experience across other Element 1 actions and ongoing engagement with internal stakeholders, SoCalGas identified an opportunity to strengthen cultural impact by expanding the scope of this effort to include existing contractors, not solely those newly onboarded.

This change reflects learning that safety culture is shaped not only at the point of entry, but through consistent reinforcement, dialogue, and leadership follow-through over time. While this activity remains focused on strengthening safety onboarding, SoCalGas recognizes that effective

contractor engagement requires ongoing communication, learning, and reinforcement throughout the full contractor relationship. Broadening the scope of this initiative supports a more consistent and credible approach to safety expectations across contractor populations and aligns with the Revised Plan’s emphasis on sustained learning, shared accountability, and continuous improvement.

- Element 3 of the Revised Plan included a metric to track the number of learning teams completed and saturation analysis of ideas and insights identified over time. As described above, SoCalGas refined its approach for determining whether sufficient information has been gathered through learning teams. Rather than relying on saturation analysis, which looks for repetition and diminishing returns after data collection, SoCalGas adopted the information power analysis framework. This approach focuses on the strength, relevance, and quality of insights collected, considering factors such as the clarity of the learning objective, participant expertise, and quality of discussion. Information power analysis applied proactively during planning to assess whether the information collected is adequate to inform action. Using this framework, the People Research & Analytics team determined that one Learning Team per topic was appropriate for the initial phase across the seven focus areas. The need for additional Learning Teams will be reassessed after reviewing the insights generated, based on whether further learning is needed to deepen understanding or support the next steps.
- 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 Costs	~ \$756,000
2026 Cost Estimates	~ \$600,000
2026 Costs to Date	~\$53,000
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, SoCalGas and Sempra have worked and will continue to work together to provide additional updates and information on Sempra’s safety culture activities in future quarterly reports, including a more detailed update 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:
 - Leaders have increasingly sought guidance on how to sustain and apply Leadership Catalyst concepts within their teams beyond the formal training experience. In response, leaders are encouraged to reinforce learning through continued dialogue with employees, application of team culture plans, and establishment of clear goals that reflect expected behaviors. This emphasis on ongoing application, rather than one-time learning, reinforces leadership accountability and strengthens the link between daily leadership actions and desired cultural outcomes.
 - In Q1, SoCalGas administered a survey in collaboration with the People Research & Analytics (PRA) team to frontline employees participating in the TSB pilot at the six-month milestone. The survey is designed to gather cultural insights and assess how the TSB program is being experienced in practice, including its influence on dialogue, risk awareness, and employee engagement. Results and accompanying analysis are expected in Q2 and will be used to inform understanding of the program's cultural impact and any opportunities for refinement.
 - Integrating the CIT into existing SMS committee workflows, along with enhancements to SMS element-based and aging views, is strengthening transparency, accountability, and visibility into priorities and timelines. Feedback indicates that engagement improves when employees have opportunities to inform the prioritization of action items, supporting oversight discussions that focus on issues most relevant for day-to-day work. Providing visibility into action status and communicating when items are addressed or closed is an important part of reinforcing trust and demonstrating that employee input leads to follow-through, supporting shared responsibility for continuous improvement.

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:
 - A notable challenge has been recognizing that meaningful safety culture change requires sustained effort and time to fully mature. An important lesson learned is the value of attending to subtle but meaningful indicators of progress, such as increasing consistency in the language leaders and employees use to discuss safety, accountability, and expectations. While significant preparatory work and investment have been made to strengthen leadership capability and establish shared cultural principles, early signals suggest these concepts are beginning to be understood and applied across

the organization. Continued focus, reinforcement, and leadership engagement will be necessary to support long-term, durable cultural change.

- Cultural change requires sustained effort and time, and progress is emerging gradually as cross-collaboration, leadership capability and shared understanding continue to develop. Significant preparation and investment have been made to strengthen leadership skills and introduce common cultural concepts, and early signals indicate these ideas are beginning to take hold across the organization.

In particular, there is growing evidence that employees are becoming more comfortable using a shared safety language. Concepts such as psychological safety, as well as terms like “near miss” and “close call,” are increasingly referenced in everyday conversations—terms that were rarely used several years ago. This shift suggests increasing familiarity and openness in how safety is discussed among employees.

- Conducting dialogue sessions with external contractors has presented distinct challenges compared to employee dialogues. Contractor participation has often been limited to a sample of convenience, based on availability at specific locations and times, and participants have been more reserved in sharing negative experiences or constructive feedback related to SoCalGas’s safety culture. These limitations highlighted the need for alternative and complementary approaches to gathering contractor perspectives. While a single solution has not been identified, the ongoing contractor onboarding and engagement initiatives are expected to provide additional opportunities to gather feedback through varied methods and over longer timeframes, supporting more candid input and learning.
- Q1 also provided insight into how timing and format influence the effectiveness of communication efforts, particularly for field-based employees. While traditional Town Halls are intended to provide consistent updates, holding them during mid-day hours, limited participation for field crews actively responding to work assignments. This reduced reach and constrained opportunities for dialogue.

In response and through listening to our employees, SoCalGas identified a need for communication formats that better align with field schedules and work environments. Leveraging InfoStream’s live broadcast capability, SoCalGas is introducing a shorter, more focused Field Focus Live session. This approach is designed to deliver essential information in a format accessible to field employees, while also creating more inclusive opportunities for engagement, listening, and participation, reinforcing the importance of meeting employees where they are to support trust, learning, and shared understanding.

- As SoCalGas continues to advance its leadership development efforts, a key challenge has emerged related to integrating aspirational culture

behaviors, particularly those associated with safety, performance, and organizational culture, into everyday work practices. While these behaviors are being introduced and reinforced through training and development programs, they can encounter the persistence of legacy norms embedded in daily workflows and routines.

This dynamic can create friction and slow progress toward the desired culture shift. Sustaining consistent and visible leadership messaging, coupled with ongoing reinforcement of expectations and goals, remains essential to maintaining momentum. Continued alignment and modeling at all levels of leadership is important in translating aspirational behaviors into durable leadership practices and day-to-day decision-making, supporting long-term cultural change.

- SMS engagement efforts have increased awareness of how employees' day-to-day work connects to SMS. To support this connection and reinforce consistent cultural expectations, posters displaying the message "your daily mindset and behavior shape our culture" have been installed at all SoCalGas facilities. These reminders are intended to prompt reflection, encourage ongoing conversation, and reinforce the role of everyday choices and behaviors in shaping a strong and learning-oriented safety culture.

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 Plan-Do-Check-Act (PDCA) cycle, SoCalGas will continue to align both the intent ("what") and execution ("how") of activities under the Revised Plan to support the safety culture North Star, Safer Together. These efforts are focused on advancing a culture that reinforces open communication, curiosity, shared commitment, and collaboration in everyday work.

Element 1

- Over the next six months, SoCalGas plans to engage in the following activities related to Element 1:
 - Over the next six months, we will continue advancing our leadership development strategy through a combination of piloting enhanced offerings, sustaining established programs, and further expanding our curriculum to strengthen cultural alignment across the organization. We will pilot the revised *Leadership Catalyst for Individual Contributors*, so that employees at all levels are equipped with the foundational capabilities that support our aspirational culture. In parallel, we will continue to offer the established *Leadership Catalyst for Leaders* program to maintain continuity in leader development and expectations.

We will also design and introduce a new course to bridge the developmental gap between the *New Supervisor Onboarding Program* and

Leadership Training Camp. This offering—focused on **Leading Beyond the Status Quo**—will deepen leaders’ understanding of the critical connection between performance, safety, and culture, reinforcing how these elements work together through effective performance management.

Additionally, once the first cohort completes the *New Supervisor Onboarding Program*, we will begin hosting dialogue sessions to gather qualitative and quantitative data on participant experiences, learning application, and early indicators of behavioral impact. These insights will help inform program refinements, measure alignment with our cultural goals, and make sure development efforts continue to drive meaningful progress across the organization.

- Over the next six months, SoCalGas will review and analyze contractor feedback gathered through pipeline construction quarterly meetings, contractor dialogues, and the annual Contractor Safety Congress. SoCalGas will also explore opportunities to engage SoCalGas employees who manage contractors, in order to obtain their perspectives on the current state of contractor safety onboarding. In addition, SoCalGas will review contractor platform capabilities to evaluate options for hosting a safety orientation. Feedback and platform information will inform the redesign of the Contractor Safety Manual, development of a safety orientation or training module in ISNetwork, and creation of safety content for contractors who do not utilize ISNetwork. Internal documents that communicate SoCalGas’s comprehensive view of safety will be reviewed to support the development of this content. SoCalGas will establish a dedicated team to lead the redesign of the Contractor Safety Manual, develop a contractor safety orientation, and create content for contractors who are not in ISNetwork.
- Over the next three to six months, the Discipline Practices initiative will transition from assessment into design and early implementation activities. The primary focus will be completing and validating the current-state assessment and using those findings to inform development of a future-state discipline framework that reinforces learning, fairness, and consistency while maintaining accountability for safety-related behaviors.

During the second quarter of 2026, SoCalGas plans to finalize analysis of existing discipline and performance management practices related to safety incidents and review findings with the core project team and executive sponsor. This work directly informs the design of a standardized culpability matrix intended to improve transparency and consistency in decision-making. Concurrently, SoCalGas expects to begin defining supporting process changes and governance expectations so the framework can be applied consistently across the organization.

As the initiative progresses into the third quarter of 2026, focus will shift to preparing for implementation. This includes development of communication and training strategies to support leadership and

management adoption of the new approach, as well as planning for pilot or phased rollout activities. Oversight mechanisms and performance indicators will be refined to enable monitoring of management adherence and to evaluate early cultural and behavioral impacts once implementation begins.

Throughout this period, leadership alignment and change readiness will remain a priority, recognizing that successful adoption requires reinforcement of learning-focused behaviors and consistent modeling by leaders. Progress will continue to be monitored through established governance channels to align with SMS principles and regulatory commitments.

Element 2

- Over the next six months, SoCalGas plans to engage in the following activities related to Element 2:
 - SoCalGas plans to continue to encourage engagement and utilization of the CIT. The communication plan includes companywide messages, roadshow presentations, and integration in SMS element committee meetings. New workstreams will continue to be integrated for a comprehensive view on improvement activities.
 - Over the next six months, SoCalGas will continue strengthening the TSB program by finalizing the training materials, the hazard recognition training, the hazard recognition field guide, and publishing the TSB Operating Standard. To support a smooth transition into full implementation, SoCalGas will also conduct a Management of Change review so no additional risks are introduced in implementation and sustainment phases. Additionally, the Safety department will continue performing TSB observations to verify that high-quality safety meetings are being conducted by frontline employees before work begins.

Element 3

- Over the next six months, SoCalGas plans to engage in the following activities related to Element 3:
 - Continue Learning Teams based on information power analysis to measure effectiveness and reach of learning team activities, confirming insights are adequately captured. Time permitting, SoCalGas may begin to develop a comprehensive resource allocation strategy based on Learning Team findings.

Element 4

- Over the next six months, SoCalGas plans to engage in the following activities related to Element 4:
 - Element committees will continue to hold quarterly meetings aligned with the Plan-Do-Check-Act continuous improvement cycle and work toward

achieving newly established 2026 goals.

- 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.

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:
 - Over the next twelve months, we will continue to strengthen and refine our leadership development portfolio to reinforce the connection between performance, safety, and culture across all levels of the organization. During this period, we will complete the development of the **“Leading Beyond the Status Quo”** bridge course, to provide a seamless transition between the *New Supervisor Onboarding Program* and *Leadership Training Camp*. In parallel, we will finalize the redesign of *Leadership Training Camp* to better align with our aspirational culture behaviors, and implement targeted enhancements to *Leadership Challenge* to further elevate leader capability and consistency. We will also continue evaluating the effectiveness of the *New Supervisor Onboarding Program*, gathering data on participant outcomes, behavioral application, and operational impact to guide future improvements. In addition, we will begin assessing the leadership programs completed in 2026 to understand their influence on cultural progress, identify areas of strength, and determine where additional support or refinement may be needed. These efforts will help our leadership development strategy remain responsive, integrated, and aligned with organizational priorities.
 - Over the next 12 months, the first draft of the contractor safety manual, contractor safety orientation, and safety content for those not in ISNetwork will be available for previews to contractors and SoCalGas for review and input. Once content is approved, it will then be integrated into contractor platforms, and an implementation plan will be developed.
 - Over the next 12 months, the Discipline Practices initiative will move from design into implementation, stabilization, and evaluation. Following completion of the current-state assessment, SoCalGas plans to finalize and implement a standardized culpability matrix and associated discipline framework, supported by targeted communications and training for leaders and managers. Phased rollout and pilot activities will be used to reinforce consistent application and leadership alignment. Throughout this period, SoCalGas will monitor training completion, management adherence, and trends in discipline actions and learning opportunities to assess cultural and behavioral impacts, identify unintended consequences, and inform

continuous improvement. By the end of the 12-month period, the initiative is expected to be embedded into standard management practices, reinforcing a learning-focused, transparent, and consistent approach to accountability aligned with SMS principles and regulatory commitments.

Element 2

- Over the next 12 months, SoCalGas plans to engage in the following activities related to Element 2:
 - Over the next 12 months, SoCalGas will move into the implementation and sustainment phase by training operational departments on the TSB process. The Safety department will continue to conduct TSB observations to support the appropriate integration of TSB safety meetings prior to the start of work.

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 continue to address resource issues and advance optimization efforts through a structured learning and analysis approach. An Information power analysis will be implemented to evaluate resource effectiveness and identify gaps. Findings from these Learning Teams efforts 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:
 - Element committees will continue to hold quarterly meetings aligned with the Plan-Do-Check-Act continuous improvement cycle and work toward achieving newly established 2026 goals.
 - SoCalGas plans to initiate a safety culture self-evaluation, in partnership with its safety culture consultant, Evolving Energy Consortium (2EC).
 - In line with Safety Assurance recommendations, SoCalGas plans to complete an internal SMS assessment on four of the ten elements, with the Semptra audit team performing an assessment on either Leadership & Management Commitment or Management Review & Continuous Improvement.
 - 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 Energy Update

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.	- Executive coaching and education sessions - Change executive engagement to model listening and learning - Revise training and development (embed ten traits and other concepts) - Enhance contractor engagement	- Progress Metrics - Track % of executive leaders engaged in safety and culture coaching - Track % of LEAD programs reviewed and updated - Outcome Indicators - 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.	- Update safety metrics (and reports and communications) - Update recognition policies - Change performance management - Update discipline and related practices	- Progress Metrics - Track % of SoCalGas locations with visible measures of leading indicators and comprehensive safety - Outcome Indicators - 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.	- 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	- Progress Metrics - Track completion of updated Safety Manual for Employee - Outcome Indicators - 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	Continuous Improvement Tracker (CIT)	- Progress Metrics - Track continuous improvement processes consolidated - Outcome Indicators - Survey to measure changes in perceptions on transparency and focus on learning

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.	- Implement Learning Teams to explore issues - Create reports on Learning Teams	- Progress Metrics - 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 - 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.	Cross-functional team to address issues identified by the Learning Teams	- Progress Metrics - Track number of improvements implemented from identified the learning teams - Outcome Indicators - 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	New governance structure for SMS.	- Progress Metrics - Track completion of SMS governance framework - Outcome Indicators - Track meeting minutes to measure change to integration, alignment, and collaboration
				Action 2: Develop new SMS policies to provide a clearer safety management framework	Policies to support SMS framework (each of the tenets).	- Progress Metrics - 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 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 equipped new supervisors with 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.

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	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. SoCalGas plans to measure change by assessing changes in leadership engagement, listening, learning, and understanding of comprehensive safety.¹ Indicators of change include: • 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	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: • “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.

	• “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. 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: • 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. 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.
Measure Status	Completed. 87 Live a Day visits were completed in 2026, and the survey form analysis is complete.

Measure Results	Below are results of the survey assessment: • Leaders valued the Live a Day experience because it provided firsthand experiences. They had the opportunity to observe, learn, and think about tasks, challenges, and safety differently than they do in their daily work. • Leaders were asked to reflect on how their Live a Day experience will impact how they plan to better the advancement of SoCalGas's Mission. • Leaders feel they have a better understanding of the work done by employees across the company. Many leaders feel they have a better understanding of how the individuals they shadowed contribute to the company and feel they can better discuss the work done by field employees to different stakeholders. Others feel they better understand how they can support and contribute to the success of those in the field through the work their departments are doing. • This experience also broadened many leaders' perspective of safety. They got to see how safety differs between groups and the different safety considerations employees have every moment of the workday. • Some leaders felt there were opportunities for process improvement that they had not thought of or considered before their Live a Day experience. • Several leaders identified different ways they can form connections across departments now that they have a better understanding of a department they were previously unfamiliar with.
Learnings and Insights	Measure results summarize key learnings and insights from participating leaders. Additional detail on how these results informed 2026 Live a Day planning is provided in Quarterly Report Element 1, Section III.A.

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	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: • 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). 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.
Purpose/Objective	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. 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: • 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								
	Percent of Safety Messages Containing This Category							
Year	Total Messages Reviewed	Employee Safety	Public Safety	Infrastructure Safety	Contractor Safety	Safety and Culture Concepts (HOP/HRO, Learning Org, Psychological Safety, SMS)	Personal Story - Story Driven	Average Score
2021	43	60%	5%	5%	2%	12%	30%	1.15
2022	42	71%	24%	14%	12%	36%	38%	1.98
2023	44	70%	25%	27%	9%	64%	43%	2.39
2024	53	45%	26%	21%	8%	70%	49%	2.23
2025	52	40%	17%	21%	10%	56%	31%	2.07
2026	13	54%	8%	15%	8%	62%	31%	1.77
Learnings and Insights					• The majority of 2026 messages thus far involve employee safety. • Focus on other areas of safety in leadership messages appears to be trending downward, giving leadership an opportunity to renew efforts to raise attention on these other safety perspectives. • Consistent use of safety and culture concepts in leadership communications indicates growing understanding and application of these concepts by leaders.			

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 is continuing education to bases on the importance of the transition from lagging indicators of safety to leading indicators and the meaning of comprehensive safety. As the InfoStreams are utilized more in Q2 2026, SoCalGas will report on additional learnings and insights.

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.

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	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. For the awards, SoCalGas plans to assess them by identifying whether the awarded: • 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	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. SoCalGas plans to measure this change by assessing how safety rewards communicate safety success. Indicators of change include: • 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	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).

Safety Awards

At the 2021 Employee Safety Congress, SoCalGas gave the following safety awards:

- 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.

At the 2022 Employee Safety Congress, SoCalGas gave the following safety awards:

- 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.

	Safety Recognition Policy example statements from the policy in effect at the time of the 2EC Report: • 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	Completed and will continue to measure for future Safety Congresses and related awards. 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.

	In August and September of 2025 SoCalGas hosted two Employee Safety Congresses. See below Measure Results for list of awards.
Measure Results	First 2025 Employee Safety Congress (Burbank) 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. Individual Safety Excellence was awarded to an employee for his quick thinking and decisive actions likely saved a life while investigating continuous gas usage. 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. 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. The Display Table Award was awarded to the North Valley Safety Committee their table was designed to showcase electric hazards at the meter. 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. First 2025 Employee Safety Congress (Ontario)

Safety Committee Excellence was awarded to the Azusa Safety Committee

- 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.
 - 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.
 - 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.
 - 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).

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 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.

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	Completed.
Measure Results	100% completed as the approved version was posted to the SoCalGas document library in December 2025.
Learnings and Insights	Through the creation and implementation of the Safety Manual for Employees, SoCalGas recognized the following learnings: Cocreation Enhances Relevance and Adoption – Involving diverse stakeholder groups, including Safety Committees, the Safety Champions Network, and the Safer Together team, proved essential in creating a Safety Manual that is practical, relevant, and aligned with day-to-day operations. Early and frequent engagement strengthened ownership and increased the likelihood of consistent adoption across the organization. Standardization Strengthens the Safety Management System (SMS) – Developing a single, clear, and accessible Safety Manual helped reduce variability in safety practices and reinforced consistent expectations. Embedding these standardized practices directly supports a stronger, more mature SMS. Collaboration Drives Accountability and Usability – The collaborative development process created a user-friendly and actionable manual. Stakeholder feedback resulted in content that supports accountability at all levels, making the manual a tool that encourages best practices, not just compliance. Effective Deployment Requires Communication and Engagement – The process highlighted that producing the manual is only one part

	of successful implementation. A thoughtful communication and engagement plan is critical to promote awareness, encourage usage, and support behavior change. The team launched the Safety Manual communications campaign in Q1 2026. These efforts have been the key to driving consistent use. Continuous Improvement Is Enabled Through Stakeholder Feedback – Planned employee engagement sessions and feedback loops in 2026 demonstrate the value of continuous learning. This approach not only improved the manual but also modeled how ongoing refinement can strengthen organizational safety culture. Leadership Alignment Is Critical for Success – Final approval by the Executive Safety Council and review by Union Leadership reinforces organizational commitment and elevates the importance of the manual. Leadership endorsement is a vital enabler for companywide implementation and long-term sustainability.
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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	In Q1, SoCalGas administered a survey in collaboration with the People Research & Analytics (PRA) team to frontline employees participating in the Tailgate Safety Briefing (TSB) pilot at the six-month milestone. The survey is designed to gather cultural insights and assess how the TSB program is being experienced in practice, including its influence on dialogue, risk awareness, and employee engagement. Results and accompanying analysis are expected in Q2 and will be used to inform understanding of the program’s cultural impact and any opportunities for refinement.
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

	absence of injuries and ultimately toward our Safer Together North Star. 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: • 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	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: • “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

	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. • “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. 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: • 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 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.
Measure Status	In progress.
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

	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.
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 absence of injuries and ultimately toward our Safer Together North Star. 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?). Indicators of change include: • 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	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. • “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

	where risk insights are incorporated as appropriate is frequently not implemented.” 2EC Report at 30. • “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 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: • Body Position • Equipment/Tools • Environment (e.g., housekeeping, storage, drawers, cords) • Procedural (e.g., LOTO, Radios) • Vehicle Although they occurred in 2023 and 2024, SoCalGas also plans to further augment this baseline with information from the
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	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 measurement 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 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	SoCalGas proposes to track number of SoCalGas continuous improvement processes consolidated. SoCalGas proposed to consolidate the following activities: • 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	Completed.
	The Continuous Improvement Tracker (CIT) is live and available to employees. See Q1 2026 Quarterly Report Section III.A for more details.
Learnings and Insights	SoCalGas has intentionally integrated CIT into existing SMS committee workflows, and this has strengthened transparency, accountability, and visibility into the continuous improvement processes. See Q1 2026 Quarterly Report Section F for more details.

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	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 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.
Baseline	SoCalGas plans to include survey questions from the 2EC Safety Culture Perception Survey to allow for a baseline, including the following questions: • 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) SoCalGas also plans to include time-barred questions related to improvement: • 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. SoCalGas also plans to include questions related to the continuous improvement tracker and related communications: • The continuous improvement tracker provides increased transparency

	• 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 measurement 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	
# 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	SoCalGas has completed 7 Learning Teams on Resources.
Measure Results	TBD
Learnings and Insights	TBD

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	
INFORMATION POWER ANALYSIS³	
Description	Progress Indicator: analysis of how many learning teams are needed based on study aim, participant specificity/knowledge, use of theory, quality of sessions, and analysis strategy
Data Collection	Apply Information Power theory to estimate the number of Learning Teams needed on the topic of resources. Information Power assesses if a qualitative sample is sufficient based on study aim, specificity, theory, and data quality to guide design, whereas data saturation determines when to stop collecting data because new themes emerge. Information Power is proactive (planning), while saturation is reactive (during analysis). Information power posits that the more information your sample holds, the fewer sessions, or in this case Learning Teams, are needed to collect sufficient data on a specific topic, in this case resources. High Information Power includes:

³ SoCalGas is changing in approach from the proposed Revised Plan by using an alternative method to collect data from Learning Teams. Information power analysis is further described in Q1 2026 Quarterly Report Section III.A.

	1. Specific study aim/goal 2. Participants with relevant and specific knowledge and experiences 3. Use of established theory 4. High quality dialogues with participants 5. Analysis on an individual level Information power is utilized prior to data collection and re-analyzed after data collection to identify if more data is needed. SoCalGas is utilizing Information power analysis rather than a saturation analysis to identify if enough data has been collected. Please see the quarterly report for more details.
Purpose/Objective	Analysis helps SoCalGas understand whether sufficient employees have been engaged in learning teams by analyzing study aim, participant specificity/knowledge, use of theory, quality of sessions, and analysis strategy and identifying how many sessions are needed of each learning team topic. If the learning teams goal is specific, participants are knowledgeable, topics are selected by use of previous feedback, conversations during the learning teams are high quality, and each recommendation is addressed on an individual level, then fewer learning teams are needed to collect sufficient employee feedback.
Baseline	Baseline is 0.
Measure Status	In progress.
Measure Results	Resource Learning teams are high in information power, so fewer sessions are necessary. 1. Learning teams have specific goals/subtopics within the larger resource topic rather than generally discussing resources as a whole. 2. Participants are selected based on knowledge and experience, indicating that there is high sample specificity. 3. The 7 topics were selected based on previous employee dialogues, so there is use of previous SoCalGas themes. 4. Dialogue quality is expected to be high based on previous learning teams. 5. Each recommendation is addressed on an individual level indicating there is no cross-case analysis. This indicates that only one learning team is needed for each topic resulting in seven total learning teams. This will be re-evaluated in Q2 2026.

Learnings and Insights	<i>TBD</i>
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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 grassroots-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 measurement 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	
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	Measure change from “Never enough” to a greater degree of understanding of challenges and ultimately toward our Safer Together North Star. 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.
Baseline	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). 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.
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	
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	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. • The following items reflect safety as the most important focus at SoCalGas: ○ 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) SoCalGas also included time-barred questions related to improvement also rated on an agreement scale of 1-5: • In the last 6 months, SoCalGas has been more committed to allocating resources to... ○ Have a greater focus on safety ○ Be more aligned to SoCalGas goals

	• 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: • The learning team provided an impactful platform for... ○ 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 measurement activity.</i>
Measure Results	<i>TBD</i>
Learnings and Insights	<i>TBD</i>

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 an 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	Completed.
Measure Results	See 2026 Q1 Quarterly Report Section III.A. under Element 4, New governance structure for SMS.
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.

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	Measure change from "Us vs them" to a feeling of a one team mentality and ultimately toward our Safer Together North Star. 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 • 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	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. • "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.

	• “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. 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.
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>

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 & MANUAL⁴	
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	Completed.
Measure Results	See Quarterly Report Q4 2025 Section III.A. under Element 4 Policies (manual) to support SMS framework.
Learnings and Insights	None to report this quarter.

⁴ 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.

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.

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	Measure information gathered from dialogues to assess progress toward Safer Together North Star. 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.
Baseline	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. 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.
Measure Status	In progress.
Measure Results	The analysis of Performance Management Dialogues has been completed and has been detailed in previous quarterly reporting. SoCalGas has analyzed the results of the external contractor dialogues and results have been detailed in the quarterly report.
Learnings and Insights	External contractors view SoCalGas as an industry leader with a strong safety-first culture built on preparedness, accountability, and teamwork. However, the results were limited in that external contractors were not necessarily open to sharing constructive feedback or negative comments about SoCalGas. Methodology

	for having dialogues with external contractors should be improved for future sessions.
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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	The analysis of Performance Management Dialogues has been completed and has been detailed in previous quarterly reporting. External contractor dialogues received 22 responses to BARS, which is approximately 76% participation. Analysis of results from external contractor dialogues have been detailed in the quarterly report.
Learnings and Insights	See Learnings and Insights in previous metric.

ATTACHMENT 2

SEMPRA ENERGY UPDATE

SEMPRA UPDATE

Sempra Safety Council

The Sempra Safety Council meets quarterly to discuss best practices, current initiatives and present on recent operating company projects and programs. Membership of the council is primarily comprised of the directors, managers and team leaders from Sempra and the operating companies' safety departments.

The council's agenda included a review of compliance certification reminders, safety performance insights, reporting timelines, and ongoing initiatives aimed at improving organizational safety culture and operational risk management. Key compliance and reporting deadlines were reiterated, including the requirement to submit the quarterly safety report by mid-April. The group also discussed ongoing updates to corporate safety report dashboards and the continued incorporation of serious incident and fatality (SIF) data to ensure consistent cross organizational comparisons. It was noted that differing reporting thresholds among industry frameworks may influence baseline data trends.

The Safety Council considered how various technologies could be integrated into ongoing activities to enhance employee, public, infrastructure, and contractor safety. Areas of focus included (i) communication technology and differences in equipment usage across various operational groups, with follow-up needed for further input on challenges and opportunities; and (ii) artificial intelligence (AI) being leveraged to improve safety processes. The AI initiatives included a range of potential benefits including using AI for hazard identification, predictive analytics for incident probability, enhanced workflow automation, safety observations, and AI supported fatigue and driver behavior monitoring. While AI tools are being deployed, human decision-making remains central to all processes.

The Safety Council also addressed regulatory assessments, pilot programs involving telematics and fatigue risk management, contractor safety collaboration efforts, and outcomes from recent safety audits. Common themes included improving hazard identification, refining approval workflows, enhancing contractor standards, and ensuring alignment of regulatory assessments to avoid duplicative work.

2026 Safety Activity Planning

Sempra focused first quarter safety activities on assessing safety performance from 2025; identifying potential improvements and lessons learned; and promoting alignment on goals, activities, and initiatives from key stakeholders at Corporate Center. Based on these efforts, the teams are planning the following activities in 2026:

- First Annual Sempra Safety Awareness Week in June
- Safety Culture Leadership Training for new people leaders at Sempra

- Continuation of senior leadership safety culture executive development sessions and officer site visits to SoCalGas and SDG&E
- Safety pulse survey to be completed by end of June