

From: Bruno, Kenneth
Sent: 8/2/2013 6:12:12 PM
To: Allen, Meredith (/O=PG&E/OU=Corporate/cn=Recipients/cn=MEAe)
Cc:
Bcc:
Subject: RE: Trust is the Key to a New Safety Climate

Great - thanks Meredith.

Ken

-----Original Message-----

From: Allen, Meredith [mailto:MEAe@pge.com]
Sent: Thursday, August 01, 2013 9:25 AM
To: Fugere, Raymond G.; Bruno, Kenneth
Cc: Cuaresma, Sally
Subject: Fwd: Trust is the Key to a New Safety Climate

Ray, Ken,

Below is some information following up on the Safety Leadership Workshops. Please let us know if you would like the attachments. Sally will send. I'm out of the office and don't have access to attach.

Thanks,
Meredith

Begin forwarded message:

From: A Safety Message from Des Bell
<ASafetyMessagefromDe@pge.com<mailto:ASafetyMessagefromDe@pge.com>>
Date: August 1, 2013, 10:50:55 AM EDT
To: All PGE Extended Leadership
<AllPGEExtendedLeadership@exchange.pge.com<mailto:AllPGEExtendedLeadership@exchange.pge.com>>
Subject: Trust is the Key to a New Safety Climate

[cid:image001.jpg@01CE8D01.98210E70]

Safety Leaders:

Imagine a company where every employee feels confident raising safety-related issues without peer pressure or fear of reprisal. Where open and honest conversations help to expose unsafe situations. And where leaders and team members work to eliminate risks, support one other and reward safe behaviors and practices rather than look to find blame.

Does a company like this sound too good to be true?

PG&E can become a company known for its unwavering commitment to safety only if we build trust within our teams and across the company, and act to prevent public and employee incidents. We know that we need to make a fundamental change in our approach to safety. We heard your feedback in the Safety Leadership Workshops and through many other conversations we've had. You've told us that there are serious obstacles to reaching our goal of becoming the safest utility in the country-including lack of trust, measuring the wrong things, and poor (and sometimes conflicting) communication.

The only way to get where we want to go is by addressing these issues head on, with your help. The only way to become the company we want to be is by getting the day-to-day interactions right. To get there, we need to have constructive conversations about safety, and support each other every time we courageously share near hits and ideas for improvement. This approach to safety is new for many and will take some time to become "the way we do things at PG&E."

We know we can do it. We're not there yet, but we're making progress every day. The safety initiatives we've launched, and the daily safety conversations you have with your teams, will help us get there.

Nearly every leader throughout our company has participated in a Safety Leadership Workshop. The expectation is that you are now meeting with your teams to share how our Safety Principles, Safety Commitments, Keys to Life and taking a different approach to discipline will support our efforts. But these workshops are just the beginning. We need to make sure we build on that momentum and sustain an ongoing safety dialogue.

To that end, I'm including an update on some of the key safety initiatives currently under way. You'll also find a discussion guide to help you have safety conversations with employees. It's important that we're all on the same page about what the real obstacles are and what we're doing to address them. Trust is the key to a new safety climate, and the best way to establish trust is to share what we know and actively respond to what we hear.

Thank you for your support,

Des

Resources:

Safety Principles, Safety Commitments, Keys to Life<<http://wssascon/SEandHS/Shared%20Documents/Web%20Docs/SAFETY%20PRINCIPLES.pdf>>

Strengthening PG&E's Safety Climate - Update on Key Safety Initiatives<http://wssascon/pgeatwork/Shared%20Documents/HR%20COMMS/Safety%20at%20PGE_Update_8_1>

Team Conversation

Guide<http://wssascon/pgeatwork/Shared%20Documents/HR%20COMMS/Safety%20at%20PGE_Team%20Convi>

PG&E is committed to protecting our customers' privacy.

To learn more, please visit <http://www.pge.com/about/company/privacy/customer/>