PACIFIC GAS AND ELECTRIC COMPANY

SAFETY CULTURE AND GOVERNANCE QUARTERLY REPORT

NO. 12-2021

IN COMPLIANCE WITH CPUC DECISION 18-11-050

SUBMITTED NOVEMBER 1, 2021

PUBLIC VERSION

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I. Introduction

Effective October 8, Chief Safety Officer (CSO), Francisco Benavides resigned from PG&E to join a multinational company as the CSO. As the company completes a search to fill the role, Andy Williams was appointed as the interim CSO. Andy has previous experience leading the Enterprise Health and Safety organization at PG&E.

II. Q3 SIF Actual Review

PG&E did not experience a Serious Injury or Fatality-actual (SIFa) incident during Q3 2021.

III. Conclusion

Consistent with PG&E's previous quarterly Reports, the Appendix has a progress update on the Workforce Safety Strategy, including third quarter 2021 safety performance. PG&E also certifies the ongoing execution of NorthStar's recommendations.

Attachment 1 to this Report includes approved Board of Directors (BOD) and Safety and Nuclear Oversight (SNO) Committee meeting minutes.

PG&E recognizes and remains committed to improving its safety culture and safety performance. The focus is building an accountable, transparent organization that embraces raising issues and ideas, and acts upon resolving them. PG&E is moving quickly to sustain the progress we have made with the company's 5 -year safety strategy.

APPENDIX

IV. Sustainability Update

A. Ongoing Execution and Sustainability

PG&E continues to execute on NorthStar's recommendations and has verified the sustainability of its Safety OII plans for the period of July 1, 2021, through September 30, 2021.

Compliance certifications for the third quarter of 2021 are shown in Table 1 below, and the status of the additional NorthStar recommendations is provided in Table 2.

TABLE 1
MATRIX OF SUSTAINABILITY PLANS

Line No.	PG&E Implementation Plan	Certification Due Date	Certification Status(a)	Approver	Initial Implementation
1	Safety Culture and Governance OII - F-2 _Supv in the Field_includes V-4	10/01/2021	Certified	Jan Nimick	Report No. 04-2019
2	Safety Culture and Governance OII - F-3 SLD includes VIII-1	10/01/2021	Certified	[redacted]	Report No. 03-2019 Report No. 03-2019
3	Safety Culture and Governance OII - F-4 _Comprehensive Safety Strategy_includes III-2_III-3_V-3	10/01/2021	Certified	Francisco Benavides	Report No. 01-2018
4	Safety Culture and Governance OII - F-5 _Best Practice Coordination_includes IV-5_IV-6_IV-7_V-1_V-2_V-5	10/01/2021	Certified	[redacted]	Report No. 01-2018
5	Safety Culture and Governance OII - III-1 Board Qualifications	10/01/2021	Certified	Brian Wong	Report No. 01-2018
6	Safety Culture and Governance OII - IV-2 _CSO_Org_Position	10/01/2021	Certified	Brian Wong	Report No. 01-2018
7	Safety Culture and Governance OII - F-1 OII Implementation Plan	10/01/2021	Certified	Francisco Benavides	Report No. 01-2018
8	Safety Culture and Governance OII - IX-1 _Safety Communication	10/01/2021	Certified	[redacted]	Report No. 01-2018
9	Safety Culture and Governance OII - IX-2 Safety Culture Metrics	10/01/2021	Certified	[redacted]	Report No. 01-2018
10	Safety Culture and Governance OII - IX-3 _Reach Every Employee	10/01/2021	Certified	[redacted]	Report No. 01-2018
11	Safety Culture and Governance OII - III-5 IA Safety Role	10/01/2021	Certified	Stephen Cairns	Report No. 01-2018
12	Safety Culture and Governance OII - IV-3 _Safety Dept Roles and Responsibilities_includes IV-4	10/01/2021	Certified	Francisco Benavides	Report No. 01-2018

TABLE 1
MATRIX OF SUSTAINABILITY PLANS
(CONTINUED)

Line No.	PG&E Implementation Plan	Certification Due Date	Certification Status(a)	Approver	Initial Implementation
13	Safety Culture and Governance OII - IV-1 _CSO Experience	10/01/2021	Certified	Francisco Benavides	Report No. 01-2018
14	Safety Culture and Governance OII - VI -1 _Separate Safety Expenditures-RAMP	10/01/2021	Certified	Stephanie Williams	Report No. 01-2018
15	Safety Culture and Governance OII - VI – 2 _Safety IPP_includes III-4	10/01/2021	Certified	[redacted]	Report No. 02-2019
16	Safety Culture and Governance OII - VI -3 _Risk and Bus Case Planning	10/01/2021	Certified	[redacted]	Report No. 02-2019
17	Safety Culture and Governance OII - VI -4 _PPM for Power Gen	10/01/2021	Certified	[redacted]	Report No. 03-2019
18	Safety Culture and Governance OII - VI -5 _Session D Link to Sessions 1 and 2	10/01/2021	Certified	[redacted]	Report No. 02-2019
19	Safety Culture and Governance OII - VII-1 _STIP and LTIP Metrics_includes VII-4_VII-5	10/01/2021	Certified	[redacted]	Report No. 02-2019
20	Safety Culture and Governance OII - VII-2 _Former STIP metric tracking	10/01/2021	Certified	Stephanie Williams	Report No. 01-2018
21	Safety Culture and Governance OII - VII-3 _LTIP Safety Weight	10/01/2021	Certified	[redacted]	Report No. 02-2019
22	Safety Culture and Governance OII - VII-6 _BPR Metrics	10/01/2021	Certified	Stephanie Williams	Report No. 01-2018
23	Safety Culture and Governance OII - VII-7 _Expanded Best Practice Sharing	10/01/2021	Certified	Francisco Benavides	Report No. 02-2019
24	Safety Culture and Governance OII - VIII-10 _PwrGen Training Completion	10/01/2021	Certified	[redacted]	Report No. 01-2018
25	Safety Culture and Governance OII - VIII-11 _PwrGen Refresher Training	10/01/2021	Certified	[redacted]	Report No. 03-2019
26	Safety Culture and Governance OII - VIII-2 _Field-first Training Profiles	10/01/2021	Certified	[redacted]	Report No. 03-2019
27	Safety Culture and Governance OII - VIII-3 _SLD 360	10/01/2021	Certified	Francisco Benavides	Report No. 01-2018
28	Safety Culture and Governance OII - VIII-4 _Mandatory Refresher Training	10/01/2021	Certified	[redacted]	Report No. 03-2019

TABLE 1
MATRIX OF SUSTAINABILITY PLANS
(CONTINUED)

Line No.	PG&E Implementation Plan	Certification Due Date	Certification Status(a)	Approver	Initial Implementation
29	Safety Culture and Governance OII - VIII-5 _Human Performance Training	10/01/2021	Certified	[redacted]	Report No. 03-2019
30	Safety Culture and Governance OII - VIII-6 _OQ Status Reporting	10/01/2021	Certified	[redacted]	Report No. 01-2018
31	Safety Culture and Governance OII - VIII-7 _2014 OQ Review	10/01/2021	Certified	[redacted]	Report No. 03-2019
32	Safety Culture and Governance OII - VIII-9 _PwrGen Apprentice Program	10/01/2021	Certified	[redacted]	Report No. 03-2019
33	Safety Culture and Governance OII - X-1 _SEMS-CAP Integration	10/01/2021	Certified	[redacted]	Report No. 01-2018
34	Safety Culture and Governance OII - X-2 _CAP-NH Costs and Benefits	10/01/2021	Certified	[redacted]	Report No. 01-2018
35	Safety Culture and Governance OII - X-3 _CAP-NH Reporting Benefits	10/01/2021	Certified	[redacted]	Report No. 01-2018
36	Safety Culture and Governance OII - X-4 _IA Review of Serious Incident Investigations	10/01/2021	Certified	[redacted]	Report No. 01-2018
37	Safety Culture and Governance OII - X-5 _WGE Documentation Improvement	10/01/2021	Certified	[redacted]	Report No. 01-2018
38	Safety Culture and Governance OII - X-6 _Central Repository for Investigation info	10/01/2021	Certified	[redacted]	Report No. 01-2018
39	Safety Culture and Governance OII - X-7 _ Safety Communication Protocol	10/01/2021	Certified	[redacted]	Report No. 01-2018
40	Safety Culture and Governance OII - X-8 _Cause Evaluation Process includes X-9	10/01/2021	Certified	[redacted]	Report No. 02-2019
41	Safety Culture and Governance OII - XI-1 _Surprise Inspections for Cont Safety	10/01/2021	Certified	[redacted]	Report No. 01-2018
42	Safety Culture and Governance OII - XI-2 _Solely Responsible Cont Language	10/01/2021	Certified	Jamie Martin	Report No. 01-2018
43	Safety Culture and Governance OII - XI-3 _Cont Incident Closure Criteria	10/01/2021	Certified	[redacted]	Report No. 01-2018

TABLE 1
MATRIX OF SUSTAINABILITY PLANS
(CONTINUED)

Line No.	PG&E Implementation Plan	Certification Due Date	Certification Status(a)	Approver	Initial Implementation
44	Safety Culture and Governance OII - XI-4 _Cont Safety best Practice Sharing	10/01/2021	Certified	[redacted]	Report No. 02-2019
45	Safety Culture and Governance OII - XI-5 _LOB Guidelines for Cont Safety	10/01/2021	Certified	[redacted]	Report No. 02-2019
46	Safety Culture and Governance OII - XI-6 _PwrGen Contractor On-boarding	10/01/2021	Certified	Jan Nimick	Report No. 01-2018
47	Safety Culture and Governance OII - V-6 Reduce Overall Mileage	10/01/2021	Certified	[redacted]	Report No. 02-2019

(a) MetricStream compliance certification status.

Note: Additional recommendations from NorthStar's Report – First Update (March 29, 2019) are certified in MetricStream under the plans in scope for the assessment (F-1, F-2, F-3, F-4, III-1, and IX-1). The table excludes "IX-4 Speak-up Effectiveness" and "VIII-8 OQ Feasibility Study", which do not require ongoing actions.

B. Additional NorthStar Recommendations

At the request of Safety Enforcement Division (SED), NorthStar performed a secondary assessment of six PG&E Safety OII plans, established in response to recommendations from NorthStar's original report,[1] and included a set of additional recommendations in the NorthStar Report First Update.[2] PG&E agreed with the additional recommendations and embraced the opportunity to further improve its safety culture and governance. The status of PG&E's implementation of these additional recommendations is provided in Table 2 below.

PG&E is currently awaiting the Northstar Final Report. PG&E responded to NorthStar's data and interview requests during Q3.

The work in support of the NorthStar Final Report included significant exchange on the Leader in the Field recommendations and status. That status will be further addressed in the Q4 2020 update report.

1 NorthStar Report, issued on May 8, 2017.

2 NorthStar Report – First Update, issued on March 29, 2019.

TABLE 2
MATRIX OF ADDITIONAL NORTHSTAR RECOMMENDATIONS AND PG&E'S IMPLEMENTATION STATUS

Line No.	PG&E Implementation Plan	NorthStar Recommendation	Status
1	F-1_OII Implementation Plan	Institute version control over, and include dates for the implementation plans, completion narratives, sustainability plans and for the IA sign-off process.	Implemented Under Existing Plan
2	F-1_OII Implementation Plan	Increase the rigor and formality over target completion date changes, status changes and scope changes associated with the implementation of NorthStar's recommendations. Review the implementation status of all recommendations to ensure all elements of the recommendations have been addressed or PG&E's modifications have been documented and justified.	Implemented Under Existing Plan
3	F-1_OII Implementation Plan	Develop processes to ensure the sustainability of the implementation of NorthStar's recommendations.	Implemented Under Existing Plan
4	F-1_OII Implementation Plan	In addition to the status of the implementation of NorthStar's recommendations, continue to report to the Commission on any significant changes that might affect the sustainability of the recommendations.	Implemented Under Existing Plan
5	F-1_OII Implementation Plan	Report to the Commission on a quarterly basis the status of the One PG&E Operational Health & Safety (OH&S) Plan and associated metrics (in process).	Implemented Under Existing Plan
6	F-4 Comprehensive Safety Strategy _includes III-2_III-3_V-3	Increase CSO oversight and governance over public and other aspects of safety to mitigate potential silos and ensure risks are adequately addressed.	Implemented Under Existing Plan
7	F-4 Comprehensive Safety Strategy _includes III-2_III-3_V-3	Communicate results of Internal Audit (IA) safety-related audits and LOB management response to Safety, Health and Enterprise CAP (reporting to the CSO).	IA Review Complete
8	F-4 Comprehensive Safety Strategy _includes III-2_III-3_V-3	Include the Generation Safety Lead in routine meetings between Electric Operations and Gas Operations and Safety & Health regarding the implementation of OH&S plan.	Implemented Under Existing Plan

TABLE 2
MATRIX OF ADDITIONAL NORTHSTAR RECOMMENDATIONS AND PG&E'S IMPLEMENTATION STATUS
(CONTINUED)

Line No.	PG&E Implementation Plan	NorthStar Recommendation	Status
9	F-4 Comprehensive Safety Strategy _includes III-2_III-3_V-3	Conduct an annual (or biennial) blue sky strategic safety planning exercise to concentrate on the changing environment, potential risks and threats. The exercise should force a comprehensive analysis of all safety-related opportunities and threats and a formal, proactive action plan. The planning exercise should: • Consider the environmental, financial, political, technological, infrastructure, public, workforce and other risks and safety advancements. • Include executives, management and potentially the BODs. • Be facilitated by an outside expert. • Cover ALL potential contributors to safety.	Implemented Under Existing Plan
10	F-2_Supv in the Field_includes V-4	Increase the number of Supervisors in Electric Operations, Gas Operations and Power Generation field operations to comply with Corporate Procedure HR-2010-P01 thereby limiting the span of direct reports to a maximum of 1:20.	Implemented Under Existing Plan
11	F-2_Supv in the Field_includes V-4	Commit to a target level of dedicated time in supervisors calendars each week for time in the field; guidance will remain flexible for each LOB to take into consideration the different job functions and geographic work considerations.	Implemented Under Existing Plan
12	F-2_Supv in the Field_includes V-4	Transfer administrative tasks such as scheduling of work, training and paperwork review, from the Supervisor to the office-based staff.	Implemented Under Existing Plan
13	F-2_Supv in the Field_includes V-4	Formalize Gas, Electric, and Power Generation management expectations for supervisors spending time in the field and communicate techniques for how to reduce impediments in each LOB thereby increasing time in the field.	Implemented Under Existing Plan
14	F-2_Supv in the Field_includes V-4	Move completed work review to the jobsite, allowing for immediate feedback before electronic records and paperwork are finalized.	Plan in Progress
15	F-2_Supv in the Field_includes V-4	Reduce travel requirements for field personnel and supervisors who are frequently assigned to work or attend meetings outside their normal work locations.	Implemented Under Existing Plan
16	F-3_SLD_includes VIII-1	Continue to provide Crew Lead Safety Leadership training courses for employees that move into Crew Lead positions. Automatically include Crew Lead Safety Leadership training in the training profiles for new crew leads.	Implemented Under Existing Plan

TABLE 2
MATRIX OF ADDITIONAL NORTHSTAR RECOMMENDATIONS AND PG&E'S IMPLEMENTATION STATUS
(CONTINUED)

Line No.	PG&E Implementation Plan	NorthStar Recommendation	Status
17	F-3_SLD_includes VIII-1	On an annual basis, revise Safety Leadership Development (SLD) training to address any areas of concern identified in the review of SafetyNet observation data.	IA Review Complete
18	III-1_Board Qualifications	Report any changes in the Board of Director (BOD) skills matrix, and any changes to the composition of the BOD to the CPUC.	Implemented Under Existing Plan
19	III-1_Board Qualifications	Continue to update the BOD on safety and other significant industry issues.	Implemented Under Existing Plan
20	III-1_Board Qualifications	Encourage BOD members to inquire and challenge PG&E executives to ensure a robust governance process. Revise PG&E Corp.'s Governance Guidelines to include expectations for Directors. As an example, see the Sempra Energy Corporate Governance Guidelines. Among other items, the Sempra Energy Guidelines include the following: • Maintain an attitude of constructive skepticism, ask relevant, incisive, probing questions and engage in direct and forthright discussions with the Board and management. • Develop and maintain a broad understanding of the corporation's business and risk profile, its strategic, financial and operating opportunities and plans, and its internal control systems and disclosure controls and procedures, including environmental, and health and safety systems and procedures • Balance prompt action with thorough deliberations, prioritize matter requiring attention, gather sufficient information, engage in open discussion, invite differing views, evaluate the benefits and risks of various courses of action and support the acceptance of prudent business risks to permit informed and timely decision making.	IA Review Complete
21	IX-1_Safety Communication	Implement the recommendations identified in the outside vendor's communications audit.	IA Review Complete
22	IX-1_Safety Communication	Revise the communications plan as necessary to address any safety and health issues that are identified in recent and on-going Premier surveys and associated analyses	Implemented Under Existing Plan

C. Changes to PG&E Execution of Plans

As recommended by NorthStar, PG&E will continue to report to the Commission on any significant changes that might affect the sustainability of the recommendations.

- PG&E certifies on-going compliance with recommendation F-4, Comprehensive Safety Strategy noting that our safety strategy is in place

and the Safety Technical Council bi-weekly meetings continues to provide the forum for interaction with all lines of business. 2022 Safety Planning is underway and includes the lines of business.

- PG&E certifies on-going compliance with recommendation VII-7, Expanded Best Practice Sharing, noting that the Safety Technical Council meetings continue to provide the forum to share ideas and raise/resolve issues. The safety lead organization provides the input to this critical process.
- PG&E certifies on-going compliance with recommendation VIII-3, SLD 360, noting that PG&E conducted a safety survey in 11/2020 which informs the safety plan and strategy. Safety Leadership is part of the strategy and the course is being revised/updates to provide support to and train coworkers.
- PG&E certifies on-going compliance with recommendations VI-4, PPM for Power Generation, noting that although the tools may change and RIBA is being retired, we are still pursuing prioritization by Risk and working to create an even more robust planning process.
- PG&E certifies on-going compliance with recommendation F-2, Leader in the Field, noting that recommendation U14 – "Move completed work review to the jobsite, allowing for immediate feedback before electronic records and paperwork are finalized." PG&E does not plan at this time to invest in the IT technology that would be necessary to fully move work review to the job site.
- PG&E certifies on-going compliance with recommendation F-5, Best Practice Coordination, noting that Internal Audit reviewed processes and compliance during Quarter 3, 2021, but results have not yet been received. As of 7/1/2021, all Gas Field Safety Specialists and their immediate leadership were moved into the EH&S organization. All LOB Enterprise Health and Safety Specialists will continue to provide day to day safety support for supervisors, forepersons and their crews. Effective Q4 2021, a formal review of training needs will be implemented and used to determine what training to profile for Field Safety Specialists in 2022.
- PG&E certifies on-going compliance with recommendation VI-4, Session D link to Session 1 and Session 2, noting that guidance documents continue to be updated to align with RAMP and SMAP recommendations and directives. Continued certification is dependent on continued progress in integrating risk into the LEAN Management System operating rhythm processes.

V. Board of Directors Reporting

In D.19-06-008, the Commission directed PG&E to provide the following information in the quarterly reports submitted to SED pursuant to D.18-11-050:

1) Non-confidential versions of the minutes of all BOD and safety committee meetings.
2) All training, education, or other support on safety that PG&E and PG&E Corporation are providing to Board members so that they can adequately perform their duties on safety issues.[3]

[3] D.19-06-008, *mimeo*, p. 4

A. BOD and SNO Committee Meeting Minutes

In the third quarter of 2021, the Boards had no formal meetings. The SNO Committees held a meeting on July 27 and a joint meeting with the Audit Committees on the same day.

Attachment 3 to this Report includes non-confidential versions of approved minutes for the following BOD and SNO Committee meetings that were held on or after June 13, 2019,[4] and for which approved minutes have not been provided in connection with a prior quarterly report.

- Meetings of the SNO Committees of the BODs of PG&E and PG&E Corporation that were held concurrently on the following dates:

February 10, 2021 – concurrent with People and Compensation Committee
February 10, 2021

Meeting minutes for the BODs and the SNO Committees must be formally reviewed and approved by the relevant governance body prior to finalization. The timing for this process varies, and in many cases the minutes will be finalized in a different quarter than the quarter in which the meeting was held.

B. BOD Safety-Related Training

PG&E is submitting information regarding "all training, education or other support on safety that PG&E and PG&E Corp." provided "to board members to ensure that they can adequately perform their duties on safety issues."

- During the third quarter of 2021, members of the Boards attended two field visits: one visit to the Applied Technology Services lab in San Ramon and a Locate and Mark site visit to the Concord yard.
- In July 2021, the SNO Committees received a safety performance update, including discussion of Serious Injuries or Fatalities (SIF) actual and potential events as well as Days Away, Restricted, or Transferred (DART) rates. Additionally, the Committees discussed the Enhanced Vegetation Management program. Lastly, the Committees reviewed the second quarter Internal Audit report and enterprise risks related to loss of containment and consumer data privacy.

- In July 2021, the SNO Committees and the Audit Committees received an update on the enterprise and operational risk management program and reviewed Board-level oversight activities. Additionally, the joined Committees reviewed the Internal Audit report for the second quarter of

[4] Effective date of D.19-06-008.

2022. The SNO Committees' primary focus is reports related to operational audits.

VI. Safety Strategy and Performance Update

A. Safety Strategy Update

PG&E continues to execute against and make improvements in its 2025 Workforce Safety Strategy. The safety updates included in this report align with the major components of the 2025 Workforce Safety Strategy. The strategy has been reviewed by senior leadership and the Board of Directors and has driven our execution since mid-2020.

TABLE 3
STRATEGY UPDATE

Strategy Component	Workstream	Q3 2021 Progress
Critical Risk	Hazard identification and risk assessment workshops	• Piloted access road risk assessment process within Generation. Assigned a new process owner for all LOBs within Engineering. • Reviewed a Process Hazards Analysis (PHA) of drone operations and agree with Aviation that the PHA will be revalidated.
	Technical standards	• Continued work to develop six new Enterprise Safety Standards that include: Ergonomics, Excavation, Job Hazard Analysis, Lone Worker, Motor Vehicle Safety and Permit to Work. • Finalized process for conducting LOB gap analysis for new Enterprise Health and Safety requirements. Initiated the new gap analysis process for the new Health and Safety Management System and Contractor Safety Management Standard. • Developed gap analysis templates for five standards including Confined Space, Hazardous Energy Control, Electrical Safety, Fall Protection and Lifting Operations.
Transportation Safety	Motor Vehicle Safety	• Driver Scorecard launched on 9/1/2021. This scorecard provides leaders with driver history to coach drivers that may have opportunities to improve driving safety. • Smith Driver Training relaunch was expanded employees who are in the highest risk job classifications. • 360 Walk Around App was formally launched into production in June and available for voluntary LOB adoption. ~6,000 walkarounds have been documented since 6/1/2021.
	Safety Technology	• Backup sensor pilot: 79 units installed. Pilot results showed no improvement in reducing backing PMVI's and project was cancelled. • Completed Vehicle Safety Technology installation. (~9,000 vehicles) • In-cab, camera based coaching system pilot, was launched on in August with ~500 users. Pilot will test the effectiveness to reduce risk associated with fatigue driving and distracted driving. • Cell phone blocking system pilot launch for~ 500 users. Currently at 80% utilization rate
	Contractor Transportation Risk	• A vendor is under contract to support the initial review of compliance to motor vehicle carrier regulations. 35% of the 2,000 vendor reviews were completed. 72% were satisfactory, 25% require further review, 3% were unsatisfactory and action was taken.

Strategy Component	Workstream	Q3 2021 Progress
Contractor Safety Management	Contractor management	• Revised the Enterprise Contractor Safety Management Standard to address gaps. • Implemented process to ensure expelled contractors do not return to PG&E through an alternate contractor. • Created in-field assessments of high-risk contractor's completion of PG&E and required OSHA training compliance and revised safety plan requirements. • Developed a process to evaluate the organizational structure, span of control, EHS processes, etc., for those contractors that are new in business, or have experienced rapid growth in headcount. • Drafted a detailed Safety and Health Contractor Addendum consistent with leading industry practices. • Developed Governance which requires ISNetworld as PG&E's safety plan repository and ensures that only approved and qualified PG&E workers accept or reject the safety plan, prior to beginning work.
	On-boarding	• Enhanced prequalification criteria to support improvement in quality of contractors used by PG&E. • Developed an Enterprise Variance Request Procedure, which requires utility CEO approval of contractors that do not have an A or B grade within ISNetworld. • Developed an Enterprise Emergent Work Procedure, that requires SVP approval. • Drafted a contractor orientation strategy to ensure contract individuals acknowledge PG&E requirements, prior to starting work. • Drafted a course for PG&E workers that manage contracts and oversee the work of contractors to ensure that those workers that lead contractors understand contract management requirements

Strategy Component	Workstream	Q3 2021 Progress
Serious Injury and Fatality Management	Analyze SIF investigations and share key learnings	• YTD, opened a total of 45 SIF investigations, including 27 contractor SIF potential and 14 employee SIF potential cases. The 4 SIF actual cases each occurred with contractors and include three incidents involving contractor fatalities. • YTD, the counts of incidents include 26 in Electric Operations, 13 in Wildfire Risk, 2 in Gas Operations, 2 in Shared Services and 2 in IT/Supply Chain. • YTD, across the lines of business, 11 incidents involve motor vehicle incidents
	Improve timeliness and clarity of SIF-related communications	• YTD, 39 of the 45 investigations opened in 2021 have been closed. • Six are currently open, with 97.4% completed within 30 calendar days. • Following each SIF incident, the team convenes discussions with executive leadership, publishes initial communications for the involved line of business and full enterprise, meets weekly with each investigation sponsor, then convenes a discussion on findings and corrective actions with leadership, and issues final communications to the involved line of business and enterprise.
Enterprise Corrective Action Program	Near Hit Program	• Near Hit Dashboard being utilized for enterprise and LOB specific trends (by workgroups, locations, and categories) • In Q3, three Near Hit feature stories in the Daily Digest highlighting employee-shared Near Hits, lessons learned, and resources • Near Hit chapter in new 'Working Safely from Home' handbook featured twice in Daily Digest • Anonymous rate 2021 YTD is 0.72% • 90.2% of submitted Near Hits have included valid lessons learned
Assurance	Auditing	• The Corporate Safety Audit Implementation Standard was published. Audit protocols, training program and tools were established
	Independent Safety Oversight Committee (ISOC)	• Conducted the Gas ISOC Assessment in September. Draft report reviewed by LOB leadership and final report was received. • PGEN ISOC sessions conducted October 3 & 4. Exit conference with LOB leadership and final report expected in Q4.

Strategy Component	Workstream	Q3 2021 Progress
Occupational Health	Health and Wellness	• Launched Mental Health Awareness and Suicide Prevention for Leaders training • Presented PG&E's psychological safety initiative at Western Energy Institute Safety Summit. • Health & Wellness portal: 5,943 (23.3%) employees enrolled as of 9/30/2021. • Webinars: Relationships, Alcohol Awareness, Stress Management, Practicing Gratitude for Well-Being, Workplace Mindfulness and Mindfulness for COVID Stress. • Completed Scale the Summits team step challenge with 217 participants and 25,750 total miles tracked. • Monthly healthy habit challenges: Time for Friends, Stress Less in 10 Minutes, Device-Free Zone • 2021 Health Screening participation of 75% for campaign year. Annual goal of 80% not met because of limited number of onsite workplace screening events due to COVID-19 policies. • Live Health Online telehealth for YTD 8/31/2021 = 490 registrations and 726 medical visits • Condition management: total enrollment 853 employees and dependents with high health risks
	Ergonomics	• Office Ergonomics: Conducted 1,856 new ergonomic evaluations and 2,367 follow-ups in Q3; 18,000+ virtual evaluations since Mar 2020. • Launched and completed first phase of the predictive model initiative, targeting 933 coworkers identified as high-risk for early-intervention coaching, requiring their supervisors to take ergonomic training and engage their high-risk employees • Industrial Ergonomics (IE): Two high-risk tasks identified and analyzed in Q3. 9 projects completed pilots and 6 projects were implemented • Completed and deployed materials and training on Lifting Safely and the top 5 most common ergonomics issues. 1,102 Supervisors completed tailboards, reaching 11,010 coworkers. • Industrial Athlete: 160 Focus in the Field biomechanical observations completed in Q3. • Vehicle Ergonomics: 43 Vehicle Ergonomic Assessments were performed in Q3.

Strategy Component	Workstream	Q3 2021 Progress
Occupational Health	Injury Management	• Return-to-Work Task program: saved 507 lost workdays and placed 14 employees into temporary task assignments in Q3 • Telephonic Nurse Case Management (TCM) program: provided early nurse intervention on 245 new Workers' Compensation claims; resulting in 220 lost workdays saved in Q3. • San Francisco clinic moved to PG&E's Concord Gateway onsite location (temporary). Project planning began for 2022 Oakland clinic • Onsite clinic medical vendor change in Fresno and San Carlos, which will include non-occupational treatment and services.
Culture	Safety Culture assessment	• Safety Barometer action plans in progress; tracking progress. • Completed a video for New Employee Orientation, which includes PG&E's commitment to safety, our safety stand, and coworker responsibilities.
	Safety in Talent Management	• Updated example goals in performance management system and interview guides completed in Q2.
	Safety Leadership Development (SLD)	• Selected partner (vendor) for the development of the SLD course. Course development is in progress with EHS and the lines of business.
	Safety Connections	• Implemented, tracking progress. • Based on feedback, improving ease of use to document completions.
	Communications	• Held Enterprise Safety Communications Network meeting (quarterly cadence). • Executed heat illness campaign and finalized the Health & Wellness corner.

Strategy Component	Workstream	Q3 2021 Progress
Field Safety Operations	Field observations	• 18,027 safety observations were completed by EH&S safety personnel and 40,989 total observations were completed system-wide in Q3
	Tailboard redesign	• Start with Six program remains in effect. SME's have been identified, and tailboards have been assigned for completion. .
	Supervisor training	• A total of 720+ LOB Supervisors have completed the supervisor safety leadership training provided by EH&S. In addition, 59 supervisors have completed the CORE-1339 Introduction to Leadership training that was developed by the labor relations group.
Health & Safety Management System	Implementation	• LOB self-assessments and gap action planning initiated in Q3. • HSMS Overview document that provides introduction, summary and leadership messages published
	Management of Change (MOC) software	• Technology vendor onboarded and work began with LOB, IT and EH&S representatives.

B. Safety Metrics

PG&E established Days Away, Restricted or Transferred (DART)[5] targets for 2021 based on the goal of reaching 1st quartile by 2025. The 2021 goal would place PG&E in 3rd quartile.

Table 13 below summarizes key metrics performance and established targets for 2018 - 2021. Figure 1 below provides current performance with respect to employee safety metrics as of September 30, 2021.

5 DART: Injury that results in days away, restricted or transferred duty, rate based on 200,000 hours worked.

Additional Analysis:

TABLE 4
2018-2021 PERFORMANCE AND ESTABLISHED TARGETS

Metric	2018		2019		2020*		2021*		
	Actual	Target	Actual	Target	Actual	Target	YTD Actual	YTD Target	EOY Target
Employee SIF Actual Count	1		0		4		0		
Employee SIF Potential Count	21		33		25		15		
DART Rate	1.81	1.88	2.05	1.34	1.34	0.90	1.10	1.02	0.91

**Number includes count of all injured parties*

2020 forward, rates and targets are based on 12 month rolling rates

Data through 9/30/2021

FIGURE 1
CURRENT PERFORMANCE AS OF SEPTEMBER 30, 2021

SIF Graphs

There were no SIF-a incidents in Q3.

FIGURE 2
SIF ACTUAL
EMPLOYEE VS CONTRACTOR (2018-2021)

Note: Graph below is based on number of injuries

FIGURE 3 AND 4
SIF POTENTIAL
EMPLOYEE VS CONTRACTOR AND SEVERITY (2018-2021)

Note: Graph below is based on number of incidents. Beginning June 2020, contractors were required to report SIF-p incidents.

TABLE 5
2018-2021 PERFORMANCE

Metric***	2018	2019	2020*	2021*		
	Actual	Actual	Actual	YTD Actual	YTD Target	EOY Target
Contractor SIF Actual Count	3	3	8	4		
Contractor SIF Potential Count**	N/A	N/A	14	25		

**Number includes count of all injured parties*

***Contractor SIF Potentials were only tracked starting June 2020*

****Targets are not set for Contractor metrics*

Data through 9/30/2021

Additional Analysis: Specific PMVI[6] Rate Targets were set for each line of business (LOB). If the LOB was already performing in the best decile, their goal is no deterioration in performance. For all other LOBs, the goal is set to achieve a 5% performance improvement.

6 Data includes incidents on public roads only.

TABLE 6
2018–2021 PERFORMANCE AND ESTABLISHED TARGETS

FIGURE 5

Metric	2018		2019		2020		2021*		
	Actual	Target	Actual	Target	Actual	Target	YTD Actual	YTD Target	EOY Target
PMVI Rate	2.79	2.31	2.91	2.45	2.61	2.41	2.62	2.51	2.48

2020 forward, rates and targets are based on 12 month rolling rates

Data through 9/30/2021

CURRENT PERFORMANCE AS OF SEPTEMBER 30, 2021

C. Conclusion

PG&E is committed to improving its safety culture and performance and regaining the public's trust. The areas of opportunity identified by NorthStar in its Final Report and in its First Update are at the core of a strong and proactive safety culture. PG&E looks forward to continuing this important work and providing the Commission with quarterly updates on its progress.

PACIFIC GAS AND ELECTRIC COMPANY

ATTACHMENT 1

BOD AND SNO COMMITTEE MEETING

MINUTES

SAFETY AND NUCLEAR OVERSIGHT COMMITTEES OF
THE BOARD OF DIRECTORS OF PG&E CORPORATION AND PACIFIC GAS AND ELECTRIC COMPANY AND PEOPLE AND COMPENSATION COMMITTEE OF THE BOARD OF DIRECTORS OF PG&E CORPORATION

June 2, 2021

A videoconference meeting of the Safety and Nuclear Oversight (SNO) Committee of the Board of Directors of PG&E Corporation (Corporation) was held at 12:00 p.m. on Wednesday, June 2, 2021. The meeting was held concurrently with a meeting of the Pacific Gas and Electric Company (Utility) and, together with the Corporation, the Companies) and with the People and Compensation Committee of the Board of Directors of the Corporation.

SNO Committee members Cheryl F. Campbell, Jessica L. Denecour, Mark E. Ferguson III, W. Craig Fugate, Michael R. Niggli, and William L. Smith attended by video conference, as permitted by the Companies' Bylaws.

People and Compensation Committee members Kerry W. Cooper, Mark E. Ferguson III, Michael R. Niggli, Oluwadara J. Treseder, and Dean L. Seavers attended by video conference as permitted by the Corporation's Bylaws.

Also participating by video at the beginning of the meeting were Patricia K. Poppe, Julius Cox, Adam L. Wright, Sumeet Singh, Mary K. King, William V. Manheim, Lisa E. Laanisto, Lisa J. Crawford, J. Ellen Conti, and Sujata Pagedar along with Matthew Isakson, Tom McNeill and Rosie Newman of Meridian Compensation Partners LLC (Meridian), Angela Anderson of NorthStar Consulting Group, and Sujit Bhattacharya of Filsinger Energy Partners.

Quorum present, Mr. Ferguson, Chair, presided over the meeting and Ms. Lisa Crawford served as secretary of the meeting. Ms. Crawford provided a safety briefing before the start of the meeting.

Mr. Wright, Mr. Cox, and Mr. Singh referring to the meeting materials that had been provided to the directors in advance of the meeting and that are included in the records of this meeting, presented for the Committees' approval, managements recommendation of proposed targets for the Fire Reduction Reportable Fires Ignitions (that result in 100 or more acres of damage) metric as part of the 2021 Short-Term Incentive Plan (STIP). The Committees asked questions regarding, among other things, previously approved STIP metrics and the target-setting methodology that supports the fire ignitions metric and a discussion ensued.

Upon motion made and seconded the Committees approved management's recommendation of the proposed targets for the reportable fire ignition metric as part of the STIP for 2021.

Ms. Poppe, Mr. Wright, Mr. Singh, Mr. Manheim, Ms. Anderson and Mr. Bhattacharya left the meeting.

There being no further business presented for action, on motion made and seconded the meeting was adjourned at 12:25 p.m.

LISA J. CRAWFORD
Secretary

SAFETY AND NUCLEAR OVERSIGHT COMMITTEES OF
THE BOARD OF DIRECTORS OF PACIFIC GAS AND ELECTRIC COMPANY AND
PG&E CORPORATION AND PEOPLE AND COMPENSATION COMMITTEE OF THE
BOARD OF DIRECTORS OF PG&E CORPORATION

June 2, 2021

A videoconference meeting of the Safety and Nuclear Oversight (SNO) Committee of the Board of Directors of Pacific Gas and Electric Company (Utility) was held at 12:00 p.m. on Wednesday, June 2, 2021. The meeting was held concurrently with a meeting of the PG&E Corporation (Corporation and, together with the Utility, the Companies) and with the People and Compensation Committee of the Board of Directors of the Corporation.

SNO Committee members Cheryl F. Campbell, Jessica L. Denecour, Mark E. Ferguson III, W. Craig Fugate, Michael R. Niggli, and William L. Smith attended by video conference, as permitted by the Companies' Bylaws.

People and Compensation Committee members Kerry W. Cooper, Mark E. Ferguson III, Michael R. Niggli, Oluwadara J. Treseder, and Dean L. Seavers attended by video conference as permitted by the Corporation's Bylaws.

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Quorum present, Mr. Ferguson, Chair, presided over the meeting and Ms. Lisa Crawford served as secretary of the meeting. Ms. Crawford provided a safety briefing before the start of the meeting.

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Upon motion made and seconded the Committees approved management's recommendation of the proposed targets for the reportable fire ignition metric as part of the STIP for 2021.

Ms. Poppe, Mr. Wright, Mr. Singh, Mr. Manheim, Ms. Anderson and Mr. Bhattacharya left the meeting.

There being no further business presented for action, on motion made and seconded the meeting was adjourned at 12:25 p.m.

LISA J. CRAWFORD
Secretary

SAFETY AND NUCLEAR OVERSIGHT COMMITTEE OF THE
BOARD OF DIRECTORS OF PG&E CORPORATION

June 15, 2021

A videoconference meeting of the Safety and Nuclear Oversight (SNO) Committee of the Board of Directors of PG&E Corporation (Corporation) was held at 9:00 a.m. on Tuesday, June 15, 2021. The meeting was held concurrently with a meeting of the Pacific Gas and Electric Company (Utility and, together with the Corporation, the Companies) SNO Committee.

Committee members Cheryl F. Campbell, Jessica L. Denecour, W. Craig Fugate, Mark E. Ferguson III, Michael R. Niggli, and William L. Smith, attended by video conference, as permitted by the Corporation's Bylaws.

Also participating by video at the beginning of the meeting were directors Kerry W. Cooper, Robert C. Flexon, Dean L. Seavers, and Benjamin F. Wilson, as well as John R. Simon, Adam L. Wright, Francisco Benavides, Sumeet Singh, Ajay Waghray, James M. Welsch, Stephen Cairns, Jenny Kan, and Sujata Pagedar, along with Angela Anderson and Douglas A. Bennett of NorthStar Consulting Group, Todd W. Filsinger of Filsinger Energy Partners, and Christopher Keegan and Charles Kalil of Kirkland & Ellis LLP.

Ms. Pagedar opened the meeting with brief safety reminders. Quorum present, Ms. Campbell, Chair, presided over the meeting. Ms. Pagedar served as secretary of the meeting.

Referring to materials that had been provided to the Committee in advance of the meeting ("Committee Materials"), Mr. Benavides presented a safety tailboard on lightning strikes, describing preventative actions that can be taken to avoid being struck by lightning. Mr. Benavides then presented a report on the Companies' safety performance and metrics, including an update on the investigations into the causes of recent serious safety incidents at PG&E. The Committee members asked questions and discussed various aspects of Mr. Benavides's presentation, including discussing improvements made to the tailboard process and asking questions about training opportunities in job hazard analysis for employees and contractors.

Patricia K. Poppe joined the meeting at this point.

Referring to Committee Materials, Mr. Welsch presented an update on nuclear performance. Among other things, he discussed reliability, safety and performance indicators at Diablo Canyon Power Plant, as well as an update on a completed outage at Unit 2. The Committee members asked questions and discussed various aspects of Mr. Welsch's presentation, including questions about planned outages in the fall and the causes of the outage at Unit 2.

Referring to Committee Materials, Mr. Singh discussed the Utility's performance on its Corrective Action Plan (CAPlan) related to wildfires. The Committee members asked questions about performance against commitments made in the CAPlan.

Roderick Robinson and Angelina Gibson joined the meeting at this point.

Referring to Committee Materials, Mr. Robinson presented on the Emergency Preparedness and Response cross-cutting factors. Among other things, Mr. Robinson discussed efforts to mature the Emergency Preparedness and Response program through improved coordination with multiple stakeholders, while facing increased risk exposure due to increased frequency and diversity of events. The members of the Committee asked questions and discussed the various aspects of the presentation, including directing questions to Ms. Gibson about training exercises and integrating external stakeholders into training and planning.

Mr. Robinson and Ms. Gibson left the meeting, and Jerry L. Davis, and Martin Strasburger joined the meeting. Matthew Wilson of PricewaterhouseCoopers also joined the meeting at this point.

Referring to Committee Materials, Mr. Strasburger provided a brief overview of the results of a recent assessment of the Companies' performance against the National Institute of Standards and Technology Cybersecurity Framework. Mr. Wilson, who conducted the assessment, provided a more detailed look at the key findings and risk areas. The Committee members asked questions and discussed various aspects of Mr. Wilson's presentation, including discussing comparisons of results to other industries. Mr. Strasburger and Mr. Waghray provided the Committee with insights into steps taken to address identified weaknesses, as well as to continue to ensure areas found to be strong in the assessment maintain their results.

Mr. Davis, Mr. Strasburger and Mr. Wilson left the meeting, and Loraine M. Giammona and James Murphy joined the meeting at this point. Mr. Seavers left the meeting at this point.

Referring to Committee materials, Mr. Murphy presented an overview of the Insider Threat program. Among other things, Mr. Murphy discussed the steps taken to identify and mitigate security threats including fraud, espionage, and targeted violence. The members of the Committee discussed and asked questions about various aspects of Mr. Murphy's presentation, including asking questions about the resources required to operate the program and the tactics used to identify threats such as fraud.

On motion made and seconded, the minutes of the Committee meetings held on April 20, 2021 were approved.

Mr. Benavides, Mr. Wright, Mr. Simon, Ms. Giammona, Mr. Welsch, Mr. Singh, Mr. Murphy, Ms. Kan, Ms. Pagedar, Ms. Anderson, Mr. Bennett, Mr. Filsinger, Mr. Keegan and

Mr. Kalil were excused, and the meeting continued in executive session with Ms. Cooper, Mr. Flexon, Mr. Wilson, and Ms. Poppe present.

Following a discussion, Ms. Poppe was excused, and the meeting continued in executive session. Mr. Flexon also left the meeting at this point.

Following the executive session, the secretary was informed that the Committee members continued their discussion regarding several of the topics covered earlier in the meeting.

There being no further business presented for action, on motion made, seconded, and carried, the meeting was adjourned at 12:00 p.m.

SUJATA PAGEDAR
Secretary

SAFETY AND NUCLEAR OVERSIGHT COMMITTEE OF THE
BOARD OF DIRECTORS OF PACIFIC GAS AND ELECTRIC COMPANY

June 15, 2021

A videoconference meeting of the Safety and Nuclear Oversight (SNO) Committee of the Board of Directors of Pacific Gas and Electric Company (Utility) was held at 9:00 a.m. on Tuesday, June 15, 2021. The meeting was held concurrently with a meeting of the PG&E Corporation (Corporation and, together with the Utility, the Companies) SNO Committee.

Committee members Cheryl F. Campbell, Jessica L. Denecour, W. Craig Fugate, Mark E. Ferguson III, Michael R. Niggli, and William L. Smith, attended by video conference, as permitted by the Corporation's Bylaws.

Also participating by video at the beginning of the meeting were directors Kerry W. Cooper, Robert C. Flexon, Dean L. Seavers, and Benjamin F. Wilson, as well as John R. Simon, Adam L. Wright, Francisco Benavides, Sumeet Singh, Ajay Waghray, James M. Welsch, Stephen Cairns, Jenny Kan, and Sujata Pagedar, along with Angela Anderson and Douglas A. Bennett of NorthStar Consulting Group, Todd W. Filsinger of Filsinger Energy Partners, and Christopher Keegan and Charles Kalil of Kirkland & Ellis LLP.

Ms. Pagedar opened the meeting with brief safety reminders. Quorum present, Ms. Campbell, Chair, presided over the meeting. Ms. Pagedar served as secretary of the meeting.

Referring to materials that had been provided to the Committee in advance of the meeting ("Committee Materials"), Mr. Benavides presented a safety tailboard on lightning strikes, describing preventative actions that can be taken to avoid being struck by lightning. Mr. Benavides then presented a report on the Companies' safety performance and metrics, including an update on the investigations into the causes of recent serious safety incidents at PG&E. The Committee members asked questions and discussed various aspects of Mr. Benavides's presentation, including discussing improvements made to the tailboard process and asking questions about training opportunities in job hazard analysis for employees and contractors.

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Mr. Davis, Mr. Strasburger and Mr. Wilson left the meeting, and Loraine M. Giammona and James Murphy joined the meeting at this point. Mr. Seavers left the meeting at this point.

Referring to Committee materials, Mr. Murphy presented an overview of the Insider Threat program. Among other things, Mr. Murphy discussed the steps taken to identify and mitigate security threats including fraud, espionage, and targeted violence. The members of the Committee discussed and asked questions about various aspects of Mr. Murphy's presentation, including asking questions about the resources required to operate the program and the tactics used to identify threats such as fraud.

On motion made and seconded, the minutes of the Committee meetings held on April 20, 2021 were approved.

Mr. Benavides, Mr. Wright, Mr. Simon, Ms. Giammona, Mr. Welsch, Mr. Singh, Mr. Murphy, Ms. Kan, Ms. Pagedar, Ms. Anderson, Mr. Bennett, Mr. Filsinger, Mr. Keegan and Mr. Kalil were excused, and the meeting continued in executive session with Ms. Cooper, Mr. Flexon, Mr. Wilson, and Ms. Poppe present.

Following a discussion, Ms. Poppe was excused, and the meeting continued in executive session. Mr. Flexon also left the meeting at this point.

Following the executive session, the secretary was informed that the Committee members continued their discussion regarding several of the topics covered earlier in the meeting.

There being no further business presented for action, on motion made, seconded, and carried, the meeting was adjourned at 12:00 p.m.

SUJATA PAGEDAR
Secretary