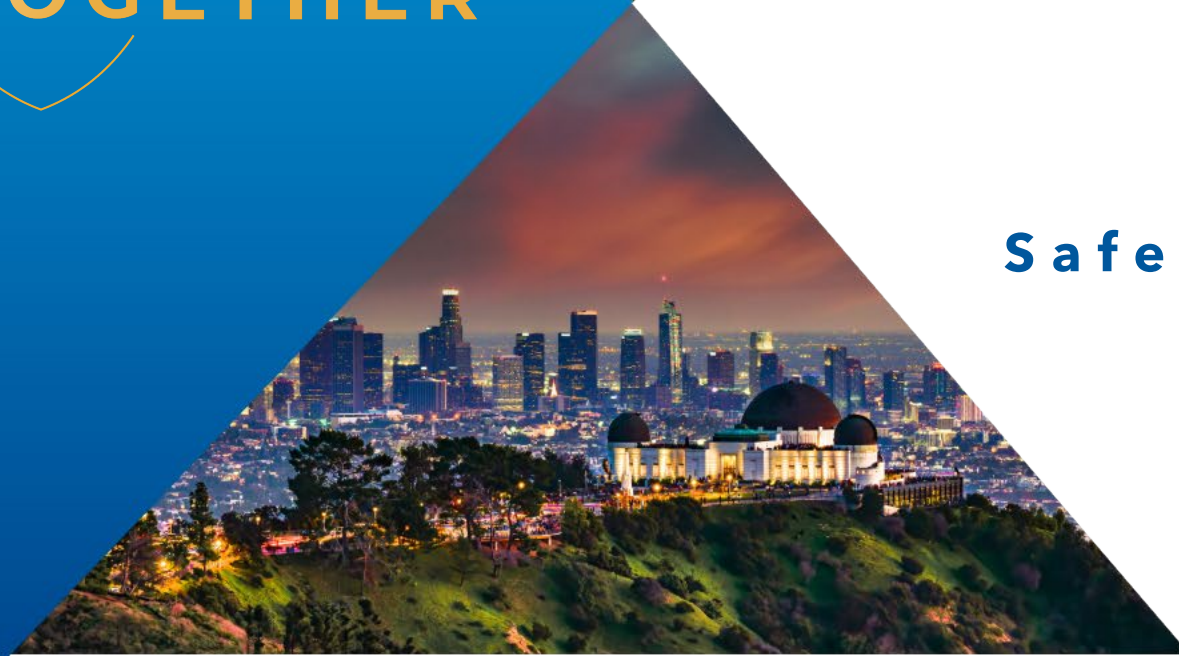




**SAFER
TOGETHER**

Safety Culture OII (I.19-06-014) Briefing

December 1, 2025



Agenda



RODGER SCHWECKE

Chief Operating Officer,
SoCalGas



CEDRIC WILLIAMS

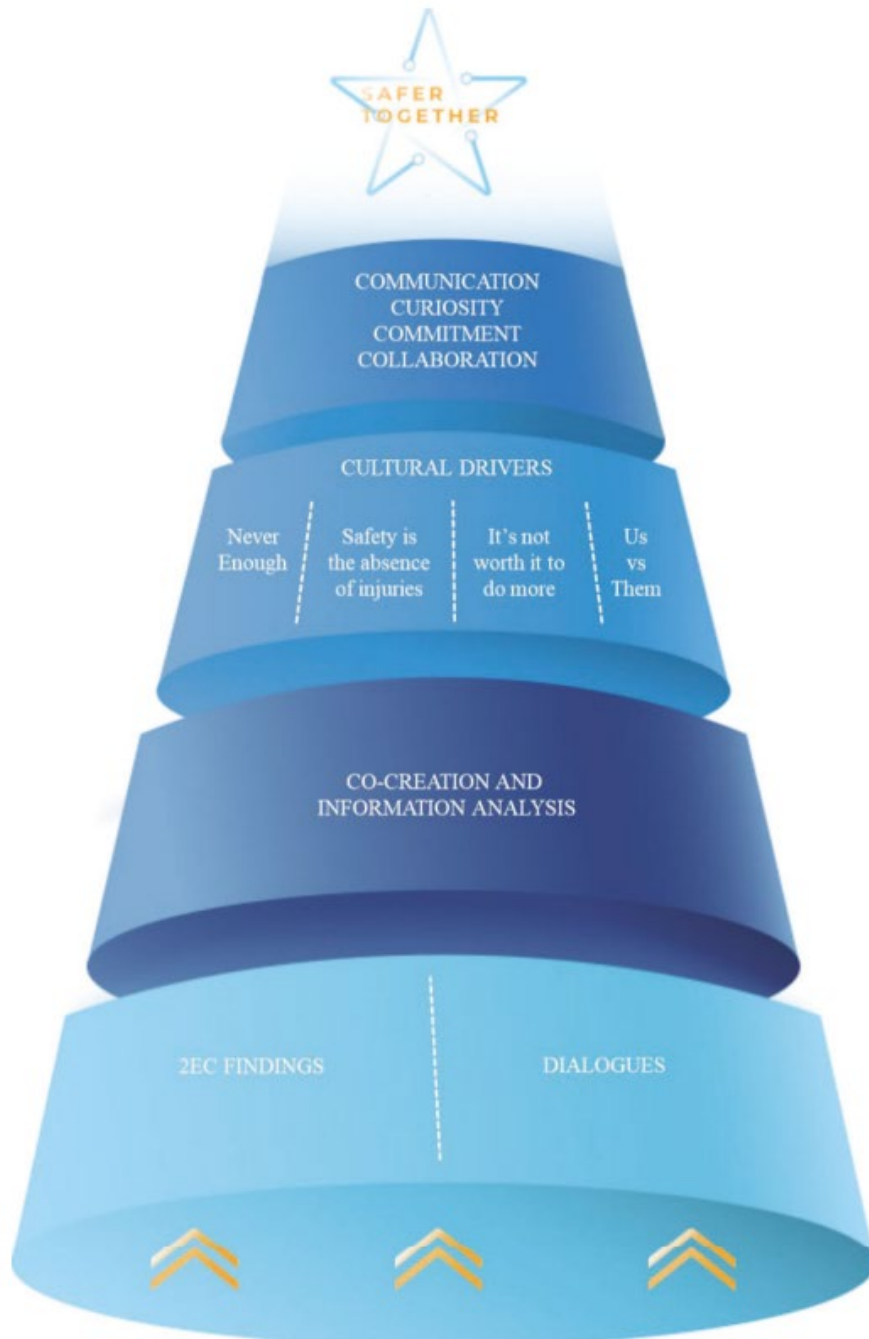
Chief Safety Officer,
SoCalGas

SAFER TOGETHER.

Advancing a culture that empowers curiosity, communication,
commitment, and collaboration.



Safety Culture Evolution



Throughout the process of developing and implementing the Revised Plan, we sought feedback, shared progress, and affirmed learnings and the path forward through engagements with employees, contractors, Commission staff, parties to this proceeding and other stakeholders.

Leadership Commitment

As part of the Plan Do Check Act (PDCA) cycle, SoCalGas has developed a formalized framework of practices and processes, which includes:

Project management;
documentation of
clear team and
individual ownership

Employee and
contractor
engagement through
dialogues, Safety
Champion Network,
Safety Committees

Information sharing
with CPUC, Parties,
and Safety Culture
Expert (2EC) through
open discussions and
quarterly reporting

Leadership
engagement,
sponsorship and
oversight

Measuring Impact

SoCalGas is measuring culture progress through quantitative and qualitative measures.

Quantitative

- Progress metrics to provide transparency into our actions to change visual and tangible representations of culture
 - Examples: Measuring completion of an activity, tracking number of inputs into a new safety system, or changes in scores on a numeric survey.

Qualitative

- Outcome indicators measure change in what is below the surface (values, beliefs, assumptions)
 - Examples: Behavioral Anchored Rating Scale (BARS) to measure behaviors relative to predefined behaviors associated with the Institute of Nuclear Power Operations (INPO) traits of a healthy safety culture.

Leadership Accountability

Safer Together reflects a leadership approach that values **shared responsibility, inclusive perspectives**, and **collaborative problem-solving**. This includes an enhanced governance structure and active engagement with stakeholders and experts.

- Revised charter of SoCalGas Board Safety Committee that includes Sempra leadership
- Aligned safety-related goals for incentive compensation with safety culture enablers
- Expanded opportunities for senior leaders to interact directly with front line employees and outside experts
- Leadership dialogues and coaching with emphasis on building culture progress



Revised Safety Culture Improvement - Year Review



What we've learned



- Transformation of an organization is an inclusive process, not top-down.
- Creating safe feedback spaces and training leaders in empathy strengthens organizational culture and alignment.
- It is necessary to build capacity within SoCalGas to sustain culture change.
- Integrating a systemic approach to safety beyond the Revised Plan implementation is essential for sustainment.

Next Steps

- Continue alignment and implementation of Revised Plan activities within our Safety Management System (SMS)
- Begin shift from Revised Plan implementation to sustainment
- Begin planning for Safety Culture Self-Evaluation (OIR framework)