



Glad to be of service®

Annual Safety Culture Briefing

August 20, 2026

WE ARE Safer Together

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



Presenters



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SoCalGas Safety Governance Model



SoCalGas Board Safety Committee

advise and assist the Company's board of directors in the oversight of employee, contractor, public, and infrastructure safety matters



Leadership Commitment



SoCalGas Executive Safety Council

- Aligns leadership with “Safer Together” and Safety Management System (SMS) governance
- Drives executive ownership of Revised Plan implementation and sustainment
- Shifts from compliance-based safety to learning and continuous improvement
- Incorporates workforce feedback, emerging risks, and performance indicators into leadership review and decision-making

SoCalGas Leadership (Executive Safety Council)

SMS Element Oversight
(Executive & Director)

Connecting Culture to Performance



**Safety
Management
System**

SMS translates safety culture into risk management, operational controls, data-informed decision-making, and continuous improvement.

Through the SMS, safety is reflected in:

- Identifying and assessing risks before work begins
- Applying controls to protect employees, contractors, the public, and infrastructure
- Use of data, reporting, and feedback to strengthen decisions
- Learning from field conditions, near misses, good catches, and outcomes



SMS in Action: Public & Infrastructure Safety



Incident Investigation, Evaluation & Lessons Learned

Use field signals, reporting, and learning teams to improve over time.

2,029

Near Miss, Stop the Job & Good Catch submissions (YTD)

Emergency Preparedness & Response

Maintain readiness to respond, control conditions, and protect the public.

~500

Employees and stakeholders participated in functional & tabletop drills (YTD)

Risk Management

Identify hazards, assess risk, apply controls, and reassess as conditions change.

>15

Critical risks prioritized through the annual Enterprise Risk Registry (ERR) refresh

Operational Controls: Integrity Management

Use procedures, work planning, job-site reviews, and field verification for safe execution.

1,127

Miles of High Consequence Area transmission pipeline subject to risk assessment and prioritized inspections

SMS, Safety Culture & Integrity Management

SoCalGas uses its SMS to connect safety culture behaviors – risk awareness, disciplined execution, questioning attitude, and learning – to integrity management programs that reduce infrastructure risk.

INFRASTRUCTURE RISK	INTEGRITY / RISK PROGRAM	HOW SMS STRENGTHENS EXECUTION
Excavation damage to gas pipelines	Damage Prevention Programs, education, advocacy, outreach, and enforcement	Strengthens hazard awareness, third-party engagement, locate-and-mark practices, public outreach, and compliance with notification requirements.
High-pressure pipeline event	Transmission Integrity Management Program (TIMP), Pipeline Safety Enhancement Plan (PSEP), Gas Safety Enhancement Programs (GSEP)	Supports risk identification, threat assessment, prioritization, remediation, modernization, and verification of controls across transmission assets.
Medium-pressure pipeline event	Distribution Integrity Management Program (DIMP)	Uses risk assessment and performance data to guide measures that reduce distribution system failure risk.
Underground gas storage event	Storage Integrity Management Program (SIMP)	Applies threat identification, assessment, and remediation to reduce natural gas storage well risk.
Gas facility event	Facilities Integrity Management	Extends risk-based thinking to facilities outside mandated integrity management programs, including compressor stations, natural gas vehicle fueling stations, and aboveground storage facilities.

Accountability & Transparency



Grounded in PDCA:

accountability, visibility, and sustained improvements.

Plan

The Revised Safety Culture Improvement Plan highlights safety culture enablers, targeted initiatives, and key performance indicators.

Do

Quarterly Reports (QR) detail implementation through program deployment, leadership engagement, workforce outreach, and training under SoCalGas's SMS.

Check

QRs describe ongoing monitoring through baselines, progress metrics and outcome indicators. Baselines are a reference point for measuring change and improvement over time.

Act

Executive leadership and Board oversight support continuous improvement by revisiting commitments, evaluating outcomes, and refining actions within the PDCA framework.

Outcomes by Improvement Element

Element 1: Communication

Activity: Employee & Contractor Dialogues

Insights: Safety culture is now a common thread across employee conversations at all levels, reflecting its deep integration into our workforce. Building greater trust with contractors can unlock deeper insights.

53

Contractor
Dialogue
Participants

61

Employee
Dialogue
Participants

Element 4: Collaboration

Activity: Enhancing our SMS

Insights: Shared executive governance has strengthened company-wide ownership of safety, breaking down silos and accelerating collaboration, learning, and risk management across the organization.

10

Executive
& Director
Pairings

across

10

SMS Elements

Element 2: Curiosity

Activity: Enhance Tailgate Safety Briefings

Insights: Based on survey feedback, tailgates are shifting from telling to listening, fostering open dialogue that strengthens risk awareness, improves coordination, and helps identify concerns and hazards before incidents occur.

75

Employees in
Tailgate Safety
Briefing Pilot

Element 3: Commitment

Activity: Learning Teams on Resources

Insights: Learning Teams revealed that employees are less concerned about adding staff and more focused on having the right skills, experience, and expertise to perform work safely and effectively.

109

Management &

32

Represented
Employees in
Learning Teams

These activities demonstrate how safety culture is being integrated into workforce engagement, leadership oversight, and SMS-enabled continuous improvement.



Learning & Continuous Improvement

SoCalGas has embedded learning, measurement, and continuous improvement into its Revised Plan and SMS to evaluate effectiveness, strengthen decision-making, and guide sustained safety culture improvement.

Through the PDCA, learning & continuous improvement is reflected in:

- Using dialogue insights as a baseline measure to distinguish activity completion from meaningful culture change
- Leveraging Learning Teams, dialogues, and workforce feedback to surface systemic insights
- Incorporating security into a broader, more comprehensive approach to safety

Lessons Learned & Areas of Continued Focus

What Worked

- Executive ownership through SMS governance
- Workforce participation in improvement efforts
- Integration of culture into operational decision-making

Challenges

- Culture change takes sustained effort
- Activity completion does not equal effectiveness; Baselines are essential to measuring progress
- Contractor and field engagement require continued focus

Areas of Continued Focus

- Deepening contractor and field workforce engagement
- Measuring culture outcomes, not just activity completion
- Strengthening organizational learning and speak-up behaviors

Next Steps

- Continue implementing Revised Plan initiatives through the PDCA framework, informed by Commission guidance, workforce feedback, and stakeholder engagement.
- Sustain measurement, oversight, and continuous improvement efforts to better understand safety culture performance and effectiveness over time.
- Prepare for SoCalGas's Safety Culture Self-Evaluation consistent with the OIR framework and lessons learned throughout this process.
- Intentional collaboration with the CPUC, Safety Policy Division, employees, labor partners, peer utilities, and other stakeholders.