

APPENDIX H

Communication and Engagement Summary

Purpose

Developed a structured plan to enhance employee awareness of the 2EC safety culture assessment (2EC Report) and foster a shared understanding of comprehensive safety. This multi-pronged plan outlined strategic activities, communication strategies, and engagement aimed at achieving the objective of increasing employee awareness of the 2EC assessment. Emphasizing the importance of fostering a more comprehensive, integrated approach to safety and supporting SoCalGas's culture change efforts.

SoCalGas Communication & Engagement Strategy

SoCalGas created and deployed a company-wide communication and engagement strategy to promote a shared understanding of the 2EC Report and what comprehensive safety means for each business and organizational unit. The intent of this information sharing was to engage employees, foster local conversations on safety culture, and lay a foundation for why culture change at SoCalGas is important. This promoted widespread understanding of the need for change and what change could look like going forward. In these communications, SoCalGas highlighted the following learnings from the 2EC Report:

- A Comprehensive Understanding of the Ways We All Support Safety
- Building Trust, Collaboration, and a Speak-up Culture
- Investing in a Comprehensive Approach to Safety
- Improving Alignment and Integration Across the Enterprise

The communication and engagement strategy included company-wide communications (e.g., email communications and video) and local conversations related to the 2EC Report and comprehensive safety. By combining company-wide communications and local conversations on the assessment and comprehensive safety, SoCalGas advanced consistent company communications and empowered local conversations that are more open and exploratory. These local conversations empowered company leaders to explore and own the findings in the 2EC Report and engage directly with their teams on safety and culture change, helping to translate the material and engage with employees in navigating improvement.

For the broader communications, SoCalGas sent multiple communications and filmed a short video. First, SoCalGas shared an Email Communication on March 13th, 2024: "The Evolution of SoCalGas Safety Culture and Approach to Comprehensive Safety". The email open rate for this communication was 58% (~5,046 employees). Second, SoCalGas shared A Message from the SoCalGas Chief Safety Officer on March 29th, 2024: "2EC Assessment and Comprehensive Safety". The email open rate for this communication was 49% (~4,263 employees). While these communications reached over half the employee population, we leveraged a more local and departmental oriented local engagement strategy which reached all departments through an information and dialogue cascade.

To help gauge the impact of the local conversations, SoCalGas issued optional surveys alongside these dialogues to gather data on employee understanding. The surveys asked about an employee's knowledge of the 2EC Report and comprehensive safety before the dialogue, their knowledge of the 2EC Report and comprehensive safety after the dialogue, to rate how much the information has improved their understanding of the 2EC Report and comprehensive safety, and provided an option for open text (thoughts, feelings, suggestions).

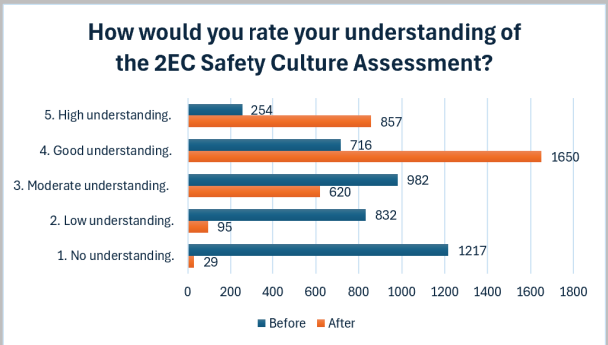
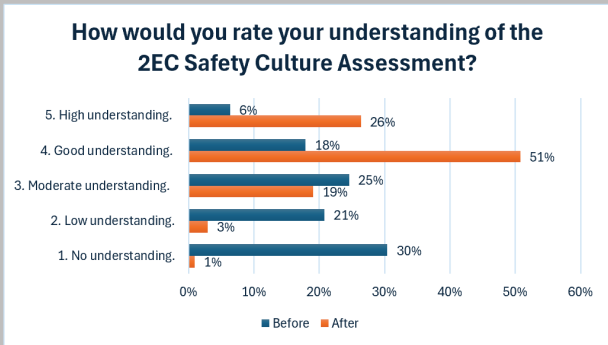
Survey Results

SoCalGas received 4,000+ pre-survey and 3,200+ post survey voluntary submissions. In reviewing these surveys, there was a marked increase in perceived understanding of the 2EC Assessment Report and Comprehensive Safety – in other words, employees indicating having a higher understanding of both the 2EC Report and comprehensive safety. On the pre-survey, 24% of respondents indicated they had a good or high understanding of the 2EC Report, and 32% of respondents indicated they had a good or high understanding of comprehensive safety. These numbers increased to 77% and 75% on the post survey.

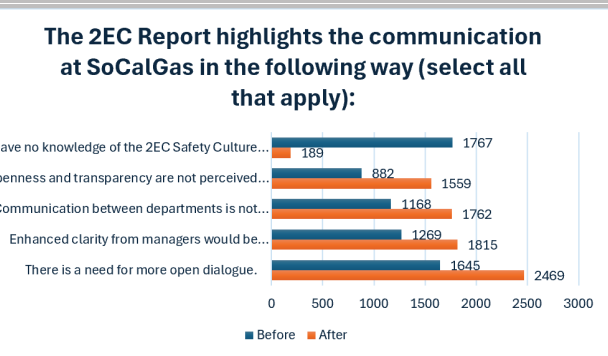
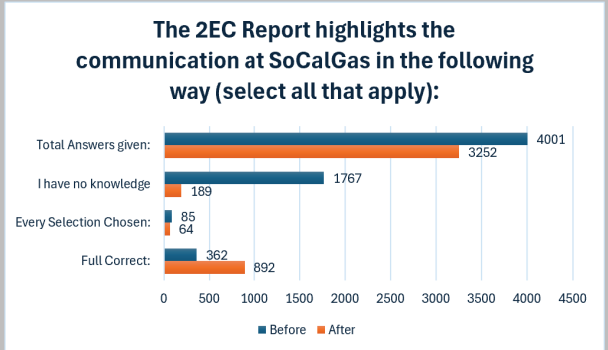
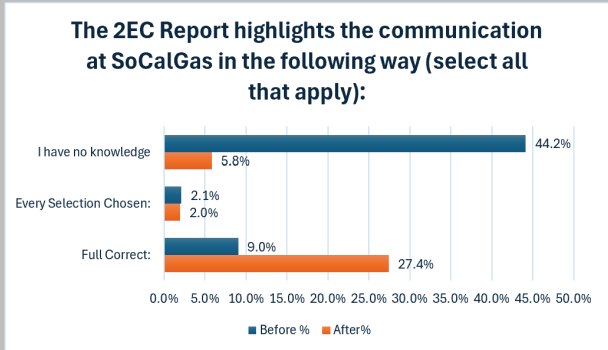
SoCalGas also included a knowledge check component that indicates opportunities for further education and communication. For the knowledge check on the 2EC Report, we included a question with 5 options, 4 of which were correct answers. On the pre-survey, 9% of respondents selected all four correct answers (and not the incorrect answer). On the post survey, this number increased to 27%. In looking at the selections, the correct answer that was not selected most often was that “openness and transparency are not perceived by employees” (882 post survey selections). In contrast the correct answer selected most often was “There is a need for more open dialogue” (1645 post survey selections). A noticeable difference on answers that are related and an opportunity to continue reinforcing the importance of transparency and openness.

For the knowledge check on comprehensive safety, we included a question with 5 options, 4 of which were correct answers. On the pre-survey, 6% of respondents selected all four correct answers (and not the incorrect answer). On the post survey, this number increased to 12%. Here, the one incorrect answer was to “Increase focus on having zero OSHA recordable incidents” (incorrect because of the “increase” focus on a lagging personnel safety metric). However, for this answer, 32% of respondents chose this answer on the pre-survey (1286 respondents), and 34% selected this answer on the post survey (1108 respondents). SoCalGas reflects that this question may have created confusion, but also that it reflects SoCalGas's identified strong focus on personnel safety

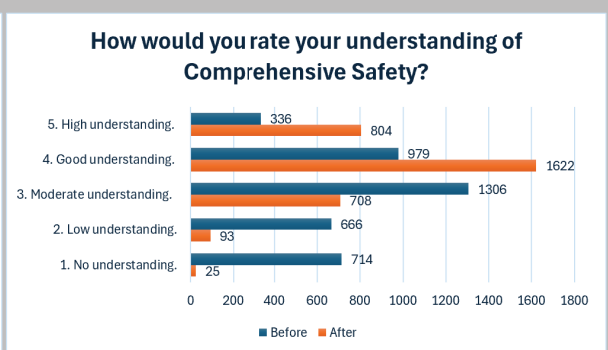
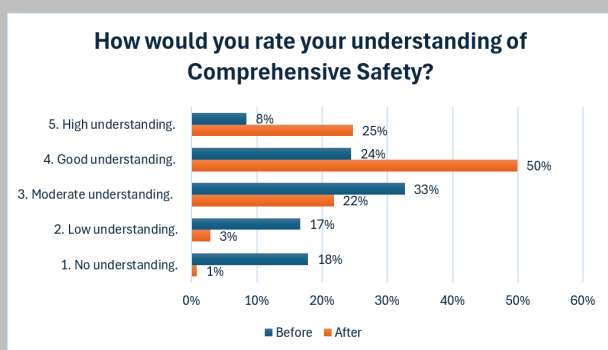
Question 1:



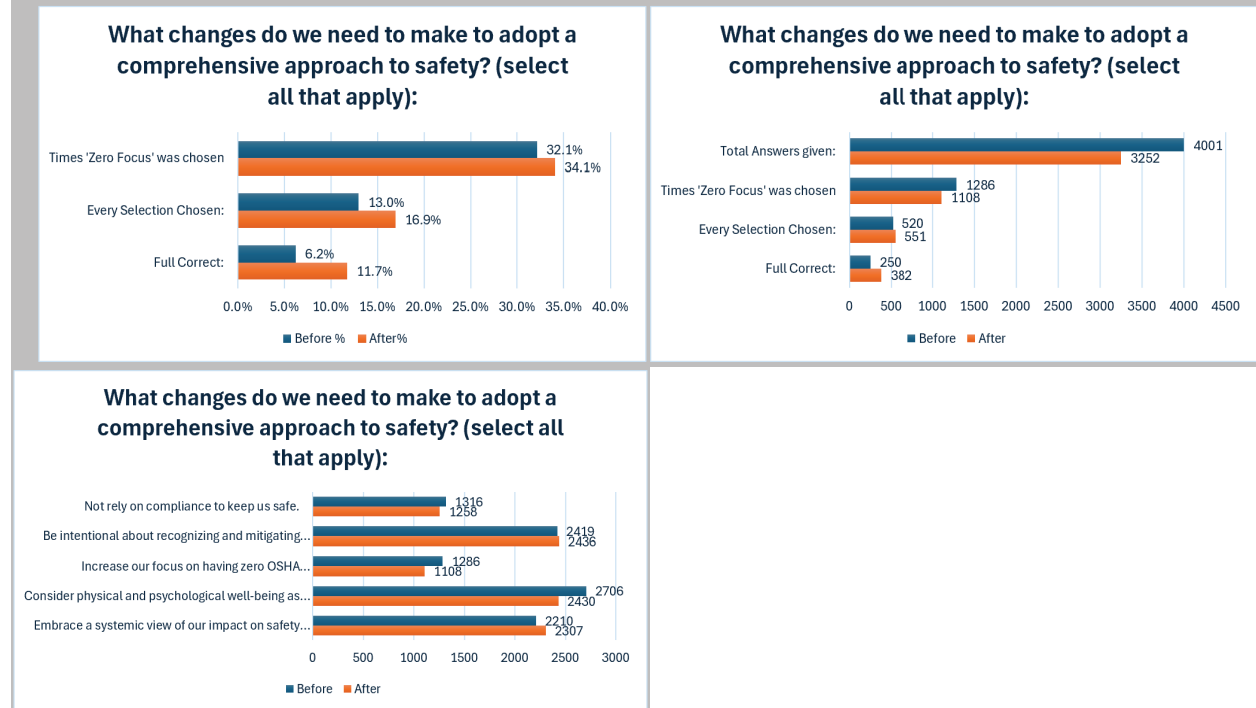
Question 2:



Question 3:



Question 4:



Sample Open Text Responses

In addition to the multiple-choice questions, on the post survey, SoCalGas included an open text question asking employees to share what they learned in the dialogue. SoCalGas received thousands of open text responses that included constructive and positive feedback on learnings through the dialogue. To identify some thematic connections, SoCalGas sorted the open text responses and then isolated responses with positive queues (e.g., love or like) and potentially negative queues (e.g., not, don't, or hate). SoCalGas then reviewed some themes and takeaways

A common theme was employee awareness that SoCalGas is defining safety as the importance of safeguards placed to minimize hazards and risks (and explicitly not the absence of injuries and incidents). Additionally, the importance of comprehensive safety and viewing safety as a whole and how unsafe situations can harm not only ourselves but all employees, contractors, our infrastructure and the public.

Conversely, some negative themes flagged were about the company reverting to past beliefs and customs within team, base, or department cultures. Additionally, themes and concerns were raised regarding employees raising concerns, and the company taking no action, or taking too long to take action. Employees expressed that “closing the loop” and communication on safety topics needs to be of priority.

Sample statements include:

<i>"Comprehensive safety is looking at the whole picture. Making sure we're working safe not only alone, but as a company for the public and each other."</i>
<i>"How important it is to see safety as a whole and how any unsafe situations can harm not only ourselves but all employees, contractors, infrastructure and the public. "</i>
<i>"I always felt like we had a wide view on safety but when it was described in the 2EC assessment I realized that we actually have a narrow view on safety."</i>
<i>"I am pleased to see the direction of the company to achieve comprehensive safety. For someone who works in the office, it is well know that from department to department we do not understand how our jobs/tasks/responsibilities affect other departments. "</i>
<i>"I learned about the Safety Forward program and how the role I play in Regulatory Affairs can contribute directly to the Safety Forward program."</i>
<i>"I'm glad to see the hurdles the rest of the organization is facing and that we'll get through it together. its great to see the support system."</i>
<i>"Increased employee trust around safety will not happen overnight but overtime the change will happen if the Company is intentional about making the shift in prioritizing safety through open discussion and transparency."</i>

Conclusion

Overall, SoCalGas achieved its goal of enhancing employee awareness of the 2EC assessment and fostering a shared understanding of comprehensive safety. While there were positive signs of increased levels of awareness as seen in survey results, there are further education opportunities at SoCalGas to adopt a more comprehensive view to safety.

The approach to have organizational leadership cascade the information to their direct employees emerged as an effective and impactful method. By cascading the message with director level accountability, we were able to reach employees in a relatively streamlined timeframe.

In future engagement opportunities, SoCalGas plans to utilize a similar model, as well has incorporating lessons learned and enhancements from this approach (e.g., enhanced talking points to leaders, making it easier for them to personalize the information for their departments).