

workplace performance

The businesses of Pinnacle West are built upon a foundation of skilled, diverse and dedicated employees. We consider our employees a competitive advantage, and in order to retain and attract this talented workforce, we offer competitive compensation, strong benefits and a variety of career opportunities.

Our workforce is an area of core emphasis in our 2005-2010 Business Plan, and PNW recognizes that our employees are the critical factor in making our business successful.

Over the next five years, we face the challenge of planning for and supporting significant workforce transition. Core skills and capabilities, including leadership, must be developed as long tenured employees retire and new employees are integrated into the workforce. Also, new skills and capabilities will be required to implement improved processes, new infrastructure and new technology. Success in this area depends on planning and executing knowledge transfer, workforce planning and development, and human performance improvement

Labor Practices & Work Environment

Pinnacle West's number one asset is its employees. The company offers a wide array of career opportunities in leadership, professional, technical, administrative and internship positions, as well as union and non-union positions. At Pinnacle West, our goal is to treat every employee equitably, professionally and with respect. We have a highly-skilled human resources group dedicated to ensure that labor and employment issues are addressed. We also have internal policies that spell out employees' rights, and an established code of conduct that all employees are expected to follow (See our ethics policy in the Governance Section of this report). The company also offers an Employee Concerns Program (ECP) through which employees can anonymously report any suspected wrongdoing.

Attracting Employees

Our company's Web site connects potential job seekers with employment opportunities as well as information about our family of companies.

The company's School-To-Work (STW) internship program and scholarships introduce students to virtually every part of

our business from engineering to trades and crafts to information systems. Students are recruited for positions throughout the Pinnacle West family of companies. STW targets students who are attending community colleges or universities, or who are enrolled in vocational programs tailored for the utility industry.

Total Rewards

Our company offers competitive compensation and rewards for outstanding performance. APS offers competitive salaries, comprehensive benefits and a sound work environment. All of our full-time employees are covered by a defined benefit plan and approximately 80 percent of our employees participate in our defined contribution pension. As of January 1, 2006, our projected benefit obligation for the defined benefit plan is at a funded percentage of 71 percent.

About 3.5 percent of the outstanding shares of Pinnacle West stock are held by employees. Pinnacle West's compensation and benefits plan are discussed in more detail on the Pinnacle West Web site.

Family-Friendly Benefits

- The company offers unpaid sabbaticals to employees who have been employed for five years. General leaves of absence are also available
- Time off for mothers after giving birth falls under the company's Short-Term Disability policy. No additional paid maternity leave is available
- We have a listing of child care centers that provide a discount to Pinnacle West employees
- We have a Healthcare flexible spending account and a dependent care flexible spending account for our employees
- Where appropriate, flextime/job share schedules are used in the company
- Based on business needs, part-time work is available upon return in certain circumstances
- The company provides adoption aid reimbursement up to certain limits of qualified adoption expenses

Union Representation

The Company has Collective Bargaining Agreements (CBAs) with three Unions: The International Brotherhood of Electrical Workers Local #387 (IBEW 387), the Security, Police, Fire Professionals of America (SPFPA), and the United Brotherhood of Carpenters and Affiliated Local Union #408 International. Nearly 30 percent of the company's employees are represented by one of these Unions.

In each case there is a negotiated Labor agreement that establishes the working rules and other terms and conditions of employment. The company's philosophy is to work cooperatively with unions where they are in effect and to honor the agreements we have made in our negotiations.

Pinnacle West and APS enjoy a healthy mutual respect with IBEW Local 387, the largest union representing employees within the company. Through this partnership with IBEW, several initiatives have been implemented, including a multi-skill-training program, a process to hire supplemental workers, a drug-free workplace program, an apprenticeship program, a driver qualification program and numerous safety projects. The union and the company often join in community-minded causes such as the Valley of the Sun United Way's Community Service Fund campaign and a baseball field building program with Major League Baseball's Arizona Diamondbacks.

As far as the company's relationship with its union employees, Human Resources Manager Kevin Salcido outlines the company's philosophy as follows: "We respect the rights of our union employees to bargain collectively. We strive to retain positive labor relations and we always try to resolve issues internally and at the lowest level possible to ensure positive outcomes for the employee and for the company."

The company also has a positive discipline program in which leaders work in conjunction with employees and human resources representatives to achieve positive resolution.

Workforce Succession Planning

As our workforce gets older, the company faces the daunting task of replacing many years of experience as employees plan their retirements. The company has taken steps to ensure that not only are key positions filled when experienced employees leave; but also they are filled with employees who are ready and well trained.

"It's been said there's no substitute for experience," Ray Gonzales, Vice President Human Resources, said. "The difficulty lies in the transferring of the nuances of a particular job or discipline. It's that type of detail and familiarity and experience that has to be passed down to the employees who are stepping into positions."

Gonzales added that although our workforce is aging, our turnover rate including retirements remains low, which gives the company the time needed to accelerate our training, development and recruitment efforts.

"It is a positive affirmation that APS is a good place to work, with low turnover and where employees feel like they have a stake in the company. Working for a company with an aging workforce is a sign of stability," he said. "The challenge is in filling the pipeline and making sure that new people are trained and that knowledge gets transferred," Gonzales said.

Pinnacle West has had a formal succession planning processes for years, which includes all key leaders throughout the enterprise. This means the company has identified potential successors for key positions and has a strong focus on their development.

So while the company stands to lose half of its current employee population to retirement in the next ten years, Gonzales said "we're putting together tools to look at the entire organization to ensure we fill those positions and maintain a transfer of that knowledge."

One of the tools is the "dashboard," a matrix (resembling the layout of a car's dashboard) that can be tailored for any business unit in the company. It provides a snapshot of an individual business unit's workforce, taking into account turnover statistics and more. The dashboard allows each unit to better plan which positions require backup and knowledge transfer.

Another key way to help business units understand their potential staffing and training needs is the "Knowledge Management Tool," which ensures that business units plan for positions that are either "critical" or "unique."

Gonzales said succession planning really is a multi-pronged approach which includes:

- Developing and preparing current employees with a focus placed on succession planning
- Transferring knowledge
- Attracting new talent
- Process improvement for succession planning

“We have to look at the work to see what it is we need,” said Gonzales. “We not only have to look ten years out but we also have to focus on the next three to five years. By taking a short- and long-term approach to filling positions that are either critical or unique, we can be proactive in making sure we train people to ascend into open positions by training or hiring them ahead of time, before retirements occur.”

And, APS’ succession-planning efforts aren’t confined to the company. For many years APS has recruited interns and employees from the community as well.

The company sponsors several apprentice programs through local high schools and colleges aimed at recruiting, training and retaining talented students into the workforce.

Employment Profile and Diversity

At Pinnacle West and APS, we share a strong diversity commitment in our workplaces, in our procurement practices and in our community activities.

In 2006, Pinnacle West had 6,556 employees, compared to 6,430 in 2005.

2006 PNW EEO Employer Information Report						
Job Categories	Overall Totals	White (not of Hispanic origin)	Black (not of Hispanic origin)	Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native
Officials/Managers	803	564 (M) 114 (F)	9 (M) 4 (F)	44 (M) 14 (F)	13 (M) 1 (F)	36 (M) 4 (F)
Professionals	1834	1091 (M) 379 (F)	30 (M) 17 (F)	108 (M) 59 (F)	80 (M) 19 (F)	27 (M) 24 (F)
Technicians	475	327 (M) 62 (F)	15 (M) 3 (F)	40 (M) 9 (F)	6 (M) 0 (F)	10 (M) 3 (F)
Sales Workers	13	8 (M) 3 (F)	0 (M) 0 (F)	1 (M) 1 (F)	0 (M) 0 (F)	0 (M) 0 (F)
Office /Clerical	907	225 (M) 393 (F)	12 (M) 26 (F)	56 (M) 140 (F)	4 (M) 6 (F)	10 (M) 35 (F)
Craft Workers (skilled)	2020	1325 (M) 33 (F)	37 (M) 3 (F)	194 (M) 8 (F)	4 (M) 0 (F)	361 (M) 55 (F)
Operatives (semi-skilled)	239	168 (M) 14 (F)	8 (M) 1 (F)	30 (M) 6 (F)	2 (M) 0 (F)	10 (M) 0 (F)
Laborers	57	35 (M) 2 (F)	0 (M) 0 (F)	19 (M) 1 (F)	0 (M) 0 (F)	0 (M) 0 (F)
Service Workers	208	131 (M) 27 (F)	12 (M) 2 (F)	26 (M) 5 (F)	3 (M) 0 (F)	2 (M) 0 (F)
Total	6556	3874	123	518	112	456
Previous Report Total	6430	3803	119	483	105	457
*(M)Male, (F)Female						

Employee Development and Training

On-going employee training and development is critical to the success of our company. Pinnacle West offers employees excellent opportunities for career and employee development training. This includes numerous internal training opportunities as well as external training and tuition reimbursement for formal college and university training.

The company has created an internal training organization called Pinnacle West University, which offers more than 1,100 online courses covering business topics relevant to our industry and specific disciplines. Courses range in topic from safety to ethics to diversity and are available to employees with Internet access from the office or home.

Full-time Staff Dedicated to Providing Training, Development and Consulting Services

The company has more than 124 full-time professional staff members dedicated to providing engineering, craft, trade, technical, customer service, professional, business practices, environmental, health and safety training and individual and team development. The ratio is one full-time professional for every 50 employees.

Dedicated Training Facilities and Resources

The company has six dedicated training facilities which include a plant-specific nuclear control room training simulator; other power plant operations simulators; maintenance, electrical, instrumentation, chemistry, customer service, line worker and other technical training laboratories and equipment mock-ups. Employees have access to fully-equipped classrooms for instructor-led as well as computer-based training. The company also provides online business and information technology "referenceware" and courses that are accessible to employees at work or at home, 24-hours-a-day.

Significant Dollar Investment

The company spends more than \$30 million annually for facilities, staff, materials, supplies, tuition, fees and travel to provide training and development for its employees. This is an average of more than \$4,800 per employee. This figure does not include cost of the participants' time spent in training and development activities.

Employee/Management Count					
	2002	2003	2004	2005	2006
Employee Count					
Total Employees	6300	6368	6416	6430	6556
Total Female	24%	23%	23%	22%	22.5%
Total Minorities	24%	25%	25%	26%	25.3%
Management					
Total Management	640	766	740	785	803
Total Female	19%	15%	15%	17%	17.6%
Total Minorities	16%	13%	13%	15%	15.6%

We are committed to being an equal-employment and affirmative-action employer. We understand the value of diversity in our workforce and actively seek opportunities for incorporating diversity within our company. Pinnacle West strives to provide every employee an equal opportunity to succeed professionally. Our work environment is one wherein every employee is treated with dignity and respect. Decisions about employment, training, compensation and promotion are based on job-related qualifications. Not only does our company prohibit discrimination, our policy explicitly prohibits sexual harassment or harassment of any nature in the workplace. Annual affirmative-action training is required of all leaders.

APS has a dedicated corporate Affirmative Action/Diversity Team, headed by the manager of Workforce Services, that focuses on workforce analysis, compliance, affirmative action, diversity, maintaining a harassment-free workplace, and training and education.

APS also sponsors many cultural events in the Phoenix community such as The Black History Heritage Festival, and the "Diversity Among Nations" Native American celebration.

In 2006, we received the following awards in recognition of our workplace diversity efforts:

- The 2006 Freedom to Compete award to APS by the U.S. Equal Opportunity Commission in recognition of excellence in equal employment opportunity practices that promote access and inclusion that can be emulated by other employers or organizations
- APS was identified as a 2006 National Industry Liaison Group "Best Practices Winner"
- APS was awarded the first American Corporate Leadership Award by the National Center for American Indian Enterprise Development for its leadership on behalf of Native American businesses and economic development with Native American communities

Accredited, Certified Training Programs

- Eleven nuclear training programs are accredited by the Institute of Nuclear Power Operations (INPO)
- Six craft apprenticeship programs meet state certification requirements
- Environmental, health and safety training programs meet and exceed requirements of the Occupational, Safety and Health Administration (OSHA), Environmental Protection Agency (EPA), Department of Transportation (DOT) and Nuclear Regulatory Commission (NRC)

Formal Training Requirements

- All employees are required to complete annual ethics, safety, environmental and business practices training, averaging four hours per employee. Training completion is tracked and reported
- Approximately 70 percent of the company's employees work in highly specialized craft, operations, technical, engineering, and customer service positions and have annual job specific training requirements. These training requirements range in duration from 16 to 400 hours annually, for an average of 46 hours of annual continuing training per employee in these job groups. Training completion is tracked and reported

Formal Development Processes

- The company has a formal succession planning processes. Succession planning development plans are directed by a panel comprised of the CEO and the executive vice-presidents for officers and candidates to officer positions. Succession planning development plans for senior managers and candidates to senior management positions are directed by panels comprised of executive vice-presidents, vice-presidents and appropriate senior managers.

The company has formal leadership development processes:

- Employees have access to an e-Learning system which can assist them in identifying their aptitude and/or interest in becoming a leader
- Once an employee is identified to fill a leadership role he or she is provided with additional e-Learning and in person training opportunities. First-time leaders are provided with courses covering leadership, communication, performance management, and business skills which prepares them for their formal leadership role. Leaders receive ongoing communications on leadership development topics and business relevant materials throughout the year
- All company leaders at the manager level and above participate in three to four Leadership Forums per year, to stay focused on the company's business direction, results and challenges
- Each business unit executive directs an annual program for his or her leaders to address changes in management, culture, and human-performance improvement issues unique to the business unit

The company has formal employee development processes:

- The company provides an educational assistance program for employees seeking college credit or degrees. Employees are reimbursed 80 percent of tuition upon successful completion of a course. Within the annual limit of \$5,000, employees may also be reimbursed the remaining 20 percent of tuition costs upon successful completion of a degree
- Performance Review (non-union) employees receive an annual performance plan, which includes identification of learning and development objectives. Approximately 70 percent of the company's employees are performance review

Employee Health and Productivity

Pinnacle West provides a variety of programs that encourage healthy lifestyles and informed decision making to better manage health costs and positively impact individual health and productivity.

We view health management as a corporate business strategy that focuses upon prevention and health promotion to control escalating health benefit costs while improving the success and health of our employees and the company as a whole. We know that disability costs and the effects of an aging workforce can be minimized through effective implementation of processes and programs designed to promote healthy behaviors and lifestyle practices.

We continue to invest in comprehensive programs that improve the health, productivity and well being of our employees by promoting healthy behaviors, disease management and healthy lifestyles. Through these efforts we have been able to control escalating health-benefit costs while improving the success of our employees and our company and will continue our medical strategy focus to:

- Reduce health risks and improve long-term health status
- Reduce medical claims costs
- Motivate positive change in modifiable health risk behaviors
- Integrate health promotion, preventive services and care management for employees along the health care continuum

The company offers a variety of programs to employees to assist with, and support individual personal health management, including:

Healthquest is a voluntary, company-paid health screening conducted by an outside worksite wellness vendor at more than 28 site locations throughout the company. Healthquest offers a convenient way for employees to help identify and support healthy lifestyle behaviors. Participants receive a health evaluation and comprehensive lab screening. After the screening, a confidential report is sent to the participant's home, along with information and resources to help interpret results and take action in managing personal health

Employee Assistance Program provides no-cost, employee-assistance counseling and referral services to all employees and their family members seeking solutions to personal difficulties such as (but not limited to): emotional stress, marital and family discord, drug or alcohol abuse, financial or legal burden, death of a loved one, grief, anxiety, depression or other personal problems which may occur

Weight/Lifestyle Management Classes provides educational instruction and resources to support a healthy lifestyle and promote behavioral change

Flu Shots are provided for free to employees

Mobile Onsite Mammogram (MOM) screening services at company facilities

Healthy Lifestyle loans which are interest-free loan up to \$1,500 toward healthy lifestyle programs and services. These include annual fitness center membership, home use fitness equipment, personal training, nutritional counseling/weight management and programs to help employees quit smoking/tobacco

Ergonomics Program which was created to minimize the potential health impacts to employees from ergonomic stress related injuries and illnesses

Mayo Clinic Web Access provides online health information and resources, including a health risk assessment and interactive lifestyle management tools and programs

Healthy Returns Care Management offers care-management services to assist those in better managing chronic diseases or conditions

Flu pandemic plan

Since APS is a critical part of the local infrastructure, a flu pandemic scenario is one possible crisis being addressed in the company's Business Resumption Plan (BRP). A cross-functional team of employees from Energy Delivery, Generation and Shared Services is developing plans to address the impact of sustaining operations during a flu outbreak. Such an outbreak could affect employees and the company's business operations.

In addition, recognizing that a good defense is a healthy offense, the company's Health Services team is providing employees with information on good health practices. By following this information, employees and their families can minimize their risk of becoming part of the flu pandemic.

Safety Performance

Safety is the overriding value of all aspects of our business. The first job of all employees at APS is to ensure their safety, that of their co-workers and the public at large. While the growth of our service territory dictates greater efficiency and productivity, these added demands cannot come at the expense of the health and safety of our employees.

With the amount of work necessary to meet our rapidly growing service territory, the challenge to work safely will continue into the future. This challenge is increasingly significant as many experienced employees reach retirement age and new members of our team are trained. In the APS 2005-2010 Business Plan, the management team asks each employee to "Own the Challenge." Until APS employees can achieve zero recordable injuries and sustain that performance, there will always be room for improvement.

Specifically, employees have been asked to focus on six fundamental principles of safety:

- Use the right tool for the job
- Get the necessary training
- Wear appropriate personal protective equipment
- Conduct thorough tailboard (pre-job) briefings
- Stop work if there is a safety concern or question
- Report all close calls

Leading Safety Performance

The sustained safety performance of APS employees has resulted in our company being in the top five performers in the past five years (twice listed as number one) as compared to like-sized investor-owned utilities by the Edison Electric Institute. Our management team is responsible and accountable for safety performance. However, leadership recognizes that the expertise in safe work practice design, application and performance resides with frontline employees and their immediate supervision. APS' success in safety is the result of the efforts of labor and management teams. These teams are supported by full-time safety and health professionals working cooperatively, in the various divisions and at each power plant. We believe this approach works best at APS and will continue to drive personal behaviors and safe work practices. The following describes three of the many teams approaches used to drive the safety program at APS:

Safety and Health Advisory Team

The Safety and Health Advisory Team is responsible for providing cross-functional strategic direction and leadership on companywide health and safety issues. The team consists of safety and health professionals and management from each business unit of the company. Each team member represents his or her respective business unit and communicates health and safety issues between the team and the facilities. The team makes recommendations to the EHS vice president on all matters requiring executive oversight.

The Safety and Health Advisory Team is supported by two different issue teams, a Prevention Team and a Compliance Team. The Prevention Team advances programs and practices that promote employee wellness and accident prevention. The Compliance Team addresses regulatory compliance matters and interpretation of best management practices.

Joint Health and Safety Committee

The Accident Prevention Manual (APM) Rules/Revision Committee is comprised of a group of company and Local IBEW employees who meet to review the safety rules and any employee requests for revisions to the manual. The committee, which is indicative of the partnership shared between the company and IBEW, in addition to fielding these requests will take individual sections of the manual and review them to determine if updating is necessary. Once a review is completed and change is deemed necessary, the manual is updated and brought to the committee for final discussion and signature. After the committee has signed off on the rule, it goes to the Safety and Health Advisory Team and the IBEW Executive Board for review, acceptance and implementation.

Craft Observation Teams

The Energy Delivery business unit at APS has established four full-time IBEW positions that conduct field observations of membership work practices and work conditions. These employees conduct on-site interventions to improve work practices and environments on a real-time basis. They are not required to report specifics of the observations to local supervision or management. They simply provide a summary of observations on a periodic basis. This technique enhances trust among union membership and creates an environment that is open to immediate corrective or improvement actions.

This same approach is used at several APS Generation facilities during critical overhauls and outages. Just as with the Energy Delivery personnel, generation employees welcome the intervention by peers and collaborate to achieve improved practices and conditions.

Critical Success / Performance Indicators

We recognize the need to track and report safety performance in the form of numbers of injured employees. However, we never lose sight of the fact that these statistics are not just numbers; they are our fellow employees, peers and friends. Their injuries may have been the result of a management system failure, or an individual performance error and may have been non-preventable. Regardless of the cause of the accident, we must learn from the incident in order to prevent similar injuries in the future.

As a corporation, we report on safety statistics in order to measure and improve our performance. In its 2005 - 2010 business Plan, "Owning the Challenge," APS has challenged its entire staff to be "the best of the best" as judged against liked-sized investor-owned utilities. APS' goal is to be ranked number one among its peer utilities by 2010 as measured by:

All Injury Incident Rate - total OSHA Recordable injuries reported;

Lost Work Incident Rate - total number of OSHA Recordable injuries resulting in lost workdays; and,

Severity Incident Rate - total number of workdays lost due to OSHA Recordable injuries.

While APS continues to be a top performer in safety performance in the electric & gas utility industry, our safety performance metrics did decrease a bit in 2006, as shown in the chart below. Safety is a top priority at APS, and we are taking steps to improve that performance in 2007.

(Note: 2006 Edison Electric Institute utility industry safety statistics were not available at the time this report was published.)

Accidents occur for a variety of reasons, preventable and non-preventable. For a number of years, we have used an internal indicator to help assess safety performance, which we call "Preventable Recordable Accidents." This was used to help employees focus on preventing accidents in the workplace, and to provide incentives for successful performance in reducing accidents in which management and/or the employee have control over the events leading to an accident. This indicator was useful in helping APS establish its industry leading safety record. However, we also believe that the use of this indicator has achieved its purpose, and retired its use at the end of 2006. Beginning in 2007, APS will exclusively use the industry standard safety statistics (e.g. OSHA Total Recordable) for both external reporting and internal performance indicators and incentives.

APS Safety Performance					
	2002	2003	2004	2005	2006
Total Recordable Cases					
APS Total	117	130	98	152	156
Target Maximum	0	0	0	0	0
APS Injury Incident Rate (AIIR)^(a)	1.81	2.04	1.52	2.28	2.31
Target Maximum	0	0	0	0	0
Electric & Gas Utility Industry Average^(b)	3.33	3.12	3.7	3.07	N/A
Lost Work Day Cases					
APS Total	15	16	31	43	41
Target Maximum	0	0	0	0	0
APS Injury Incident Rate (LWIR)^(a)	0.23	0.25	0.49	0.64	0.61
Target Maximum	0	0	0	0	0
Electric & Gas Utility Industry Average^(b)	0.8	0.61	0.70	0.73	N/A
Lost Work Days					
APS Total	313	691	1149	1070	1218
Target Maximum	0	0	0	0	0
APS Injury Incident Rate (SIR)^(a)	4.81	10.83	17.81	16.02	18.00
Target Maximum	0	0	0	0	0
Electric & Gas Utility Industry Average^(b)	22.17	18.48	35.7	30.85	N/A
APS Fatalities	1	0	0	0	0

(a) All Injury Incident Rate (AIIR) : The total of all recordable cases multiplied by 200,000 and divided by the actual employee exposure hours worked. Lost Work Day Incident Rate (LWIR) : The total of all recordable cases multiplied by 200,000 and divided by the actual employee exposure hours worked. Severity Incident Rate (SIR) : The total of all recordable cases multiplied by 200,000 and divided by the actual employee exposure hours worked.

(b) Source: Edison Electric Institute Safety Survey.

APS Preventable OSHA Recordable History

	2002	2003	2004	2005	2006
Fatalities	1	0	0	0	0
Loss Time Injuries	10	15	22	25	28
Medical Attention Recordable Injuries	84	73	48	66	70
Total	91	88	70	91	98

We have a formal electronic Event Notification and Tracking System, and strongly encourage reporting of all close-call events so that we can evaluate the circumstances behind the close-call in order to further improve our safety program, whether that be by changing procedures, improved training, equipment changes, etc. By evaluating close calls and making corrections when appropriate, we believe we can identify potential problem areas before they result in an accident.

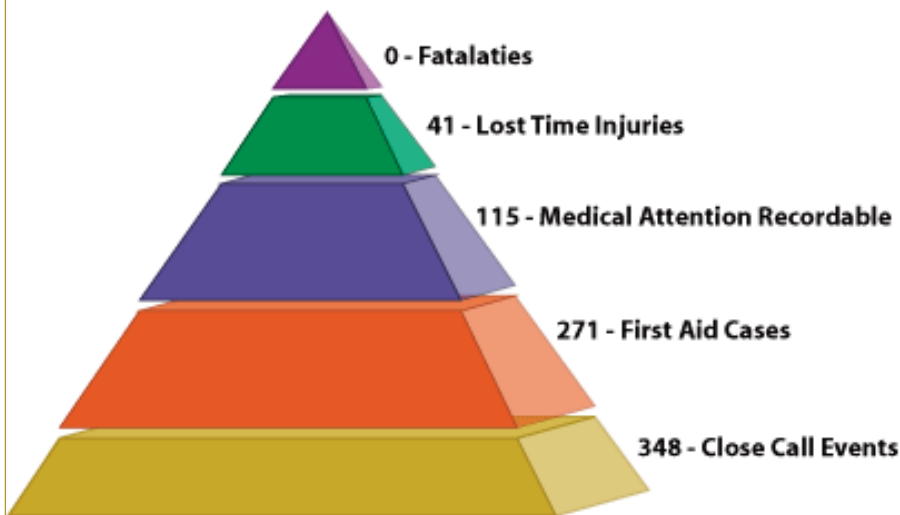
Our close call event numbers have increased over the past several years as we have been successful in improving employee cooperation in this important part of our overall safety effort.

APS Preventable OSHA Recordable History

	2002	2003	2004	2005	2006
Fatalities	1	0	0	0	0
Loss Time Injuries	10	15	22	25	28
Medical Attention Recordable Injuries	84	73	48	66	70
Total	91	88	70	91	98

The Pinnacle West/APS Safety Pyramid shown below helps us visualize the relationship of safety events, as we continue to move our safety efforts to the very front of the accident evaluation process in order to prevent future accidents.

2006 PNW/APS Safety Pyramid



Despite the decrease in our performance in 2006, the fact remains that when compared to the rest of industry, APS is a leader; a benchmark utility with an exceptional safety performance record. We are confident that we will reverse our downward performance of 2006 as we work toward meeting our 2010 goal of being the top utility in our sector for safety performance.