HOLTEC
PALISADES

27780 Blue Star Highway, Covert, MI 49043

PNP 2026-063

November 11, 2026

U.S. Nuclear Regulatory Commission
Attn: Document Control Desk
Washington, DC 20555-0001

Palisades Nuclear Plant
NRC Docket No. 50-255
Renewed Facility Operating License No. DPR-20

Subject: Response to NRC Letter Concerning a Chilled Work Environment for Raising and Addressing Safety Concerns at Palisades Nuclear Plant

Reference: NRC letter to Fadi Diya dated October 13, 2026, EAF-RIII-2026-0081, Inspection Report 05000255/2026010, ADAMS Accession No. ML26286A257.

Dear Mr. Groom:

We are submitting the enclosed Evaluation Plan in response to the referenced NRC letter regarding a chilled work environment within the Supply Chain and Quality Assurance departments at Palisades Nuclear Plant.

We fully recognize the significance of the NRC's conclusion that employees within these departments may be reluctant to raise safety concerns through available avenues due to a perceived fear of retaliation. A strong safety-conscious work environment and a healthy nuclear safety culture are fundamental to our mission, our values, and our commitment to nuclear safety. Any condition that discourages employees from raising concerns is unacceptable and inconsistent with our expectations.

We are committed to thoroughly evaluating the concerns identified by the NRC, understanding the organizational and leadership factors that may have contributed to these conditions, and implementing effective corrective actions that result in sustainable improvement. Our objective is not only to address the specific concerns identified, but also to strengthen employee confidence that concerns will be raised, heard, evaluated, and resolved promptly and appropriately.

The Palisades leadership team and I expect every employee and supplemental worker to raise safety, regulatory, quality, and compliance concerns without hesitation, including directly to the NRC if they choose, and without fear of retaliation. We have an equally important responsibility to foster an environment where questioning attitudes are encouraged, conservative decision-making is supported, differing views are respected, and concerns are addressed with urgency, professionalism, and transparency.

We also recognize that restoring trust requires more than leadership messages, organizational changes, or corrective action plans. Employees must consistently experience behaviors that demonstrate openness, accountability, respect, and responsiveness. Recovery will ultimately be measured by employee confidence in the process and by leadership behaviors that reinforce a healthy nuclear safety culture every day.

I joined the Holtec Palisades team on July 27, 2026, and immediately initiated actions to strengthen our nuclear safety culture because it is the right thing to do and essential to our long-term success, independent of any regulatory inspection or enforcement activity. From the outset, I prioritized leadership alignment, increased management visibility in the field, direct engagement with employees, all-hands meetings, and clear communication of expectations to establish and reinforce the foundation of a strong nuclear safety culture.

Together with the Palisades leadership team, we have continued these efforts and implemented additional initiatives focused on strengthening accountability, trust, transparency, leadership effectiveness, and nuclear professionalism throughout the organization. These actions are contributing to positive cultural improvements across the site; however, we recognize that sustainable cultural change requires persistent focus, continuous reinforcement, and demonstrated leadership commitment over time.

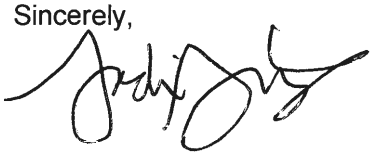
While meaningful progress has been made, we acknowledge that much important work remains ahead of us. Building and sustaining a strong nuclear safety culture is a continuous journey that demands vigilance, humility, personal accountability, and unwavering leadership attention. Nuclear safety culture will remain a foundational element of how we conduct business. It must be evident in every decision we make, every action we take, and every task we perform.

Our commitment is clear and unwavering: safety will remain our overriding priority, and we will continue taking the actions necessary to ensure every employee and supplemental worker feels empowered and responsible to raise concerns, challenge assumptions, and contribute to the safe and successful operation of Palisades Nuclear Plant.

The enclosed plan addresses the five elements requested by the NRC: immediate and short-term measures; evaluator independence; extent of condition beyond Supply Chain and Quality Assurance; corrective actions and their effectiveness; and the effectiveness of the Corrective Action Program (CAP) and Employee Concerns Program (ECP). Attachment 1 incorporates the supplied Palisades Action List, including accountable owners, schedules, and reported status. The independent assessment is currently scheduled for December 7-11, 2026.

As requested in the Chilled Work Environment Letter, Palisades is prepared to meet with the NRC to establish a common understanding of the approach. We will coordinate the meeting date and the relationship of that discussion to the scheduled assessment with the NRC staff.

Sincerely,



Fadi Diya
Senior Vice President and Chief Nuclear Officer
Holtec Palisades

Enclosure:	Palisades SCWE Evaluation Plan
Enclosure Attachment 1:	Palisades Action List
Enclosure Attachment 2:	Palisades Communication Plan

cc: NRC Region III Regional Administrator
NRC Senior Resident Inspector – Palisades Nuclear Plant
NRC Project Manager – Palisades Nuclear Plant

Enclosure

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Palisades SCWE Evaluation Plan

Palisades SCWE Evaluation Plan

1.0 Purpose and response scope

This plan describes how Palisades will evaluate the environment for raising concerns, determine why the chilled work environment developed and persisted, and implement and verify corrective actions. The evaluation will focus on Supply Chain and Quality Assurance while determining whether similar conditions or causes exist elsewhere at the site or in supporting corporate and contractor interfaces. The assessment will address employee confidence in all reporting avenues, including management, CAP, ECP, and the NRC.

The NRC identified opportunities in CAP, ECP, and other information that had not led to effective resolution of the SCWE challenges. The evaluation will therefore examine both current conditions and missed opportunities to detect and correct deterioration. It will specifically address concerns about QA independence, procurement and equipment qualification, work control and execution, management responsiveness, and perceived retaliation.

2.0 Actions taken and interim assurance

The action plan notes that leadership changes, including appointment of the CNO on July 27, 2026, preceded receipt of the NRC letter. Weekly CNO alignment meetings began August 3, 2026. These actions are identified as context and are not presented as evidence that the chilled work environment has been resolved. The concern was entered into CAP as CR 26021972, and the station has been notified.

Additional actions that have been taken are development of a SCWE communications campaign, and initial short-term measures to reinforce non-retaliation expectations, publicize reporting avenues, and monitor for indications of retaliation. The communication campaign has reinforced that a strong safety-conscious work environment is fundamental to nuclear safety and Palisades culture. Senior leaders conducted 19 all-associate, in-person, meetings with over 500 Holtec Employees and contractors in attendance with opportunities for questions and open dialogue. Weekly State-of-the-Outage calls have continued since March 31, 2026, which also provides an avenue to ask questions, and raise concerns.

During the evaluation, the CNO, ECP Manager, and Human Resources will maintain direct access for personnel who wish to raise concerns. Communications will explain that management approval is not required before initiating a concern or contacting the NRC. Small-group and individual discussions will supplement all-associate meetings. ECP will provide private opportunities to discuss concerns, including for supplemental workers and personnel on non-day shifts.

Proposed additional interim controls are to extend the weekly ECP observation activity to both Supply Chain and QA; record observations of management response to concerns; promptly evaluate allegations of retaliation; and provide a route to an executive outside the implicated management chain. Human Resources, ECP, and an independent executive will review proposed adverse personnel actions affecting concern raisers for potential retaliation or chilling effects before implementation, using existing controls where adequate. The review will include contractor actions and legitimate actions that could nevertheless be perceived as retaliatory.

Any urgent safety issue identified through these activities will be routed promptly for plant evaluation through established processes. Additional teaching and learning discussions will be scheduled to improve leaders' awareness of how to foster a Safety Conscious Work Environment in their respective functional areas.

3.0 Independent assessment team

The Independent Assessment Team has been developed and biographies that include work history, and independence from Palisades have been documented.

The assessment charter will document current and prior relationships with Holtec, Palisades, Supply Chain, QA, and involved managers; potential financial or other conflicts; and their disposition. Evaluators will be independent of the affected departments and of decisions under review. Any conflict will be resolved by replacement, recusal, or another documented control that preserves the independence of the work. Site personnel may provide coordination and records but will not control interview selection, participate in confidential employee interviews, or alter the team's findings.

The team will control its methods, selection of participants, analysis, and conclusions. It will have direct access to needed records and a reporting route to [executive sponsor outside the affected chain of command]. It will promptly report emergent safety issues and material indications of retaliation through protected channels. Management may check factual accuracy, but the final assessment will retain the team's independent conclusions and identify unresolved differences.

4.0 Scope methodology and participation

The independent team will approve a written assessment protocol before fieldwork. The protocol will use confidential individual interviews, focus groups where appropriate, surveys or pulse data, workplace observations, and document reviews. It will distinguish employees' willingness to use each reporting avenue from their general willingness to report a concern somewhere. It will separately evaluate fear of retaliation, management response, confidentiality, feedback, production pressure, QA independence, and the effectiveness of concern resolution.

All available Supply Chain and QA personnel will be offered a confidential individual interview. The team will seek participation across non-supervisory staff, supervisors, managers, employment types, tenure, and shifts. It will document the population, invitations, participation, declined or unavailable interviews, and any limits on conclusions. Broader site sampling will include Operations, Maintenance, Engineering, Work Management and Planning, Radiation Protection, Chemistry, Security, Training, Performance Improvement, and relevant corporate and contractor interfaces. Survey invitations will extend to the site workforce, including supplemental workers, if a survey is used.

Before fieldwork, the team will establish sampling targets by organization and workforce category and document why the number and cross-section are sufficient. Low participation, inconsistent results, evidence of retaliation, or indications of concern outside the initially affected groups will trigger expanded interviews or additional methods. Sitewide averages will not substitute for separate Supply Chain and QA conclusions. Small-group results will be managed to reduce the risk of identifying individuals.

Participants will be told the purpose of the assessment, available private contact methods, the voluntary nature of participation, and the limits of confidentiality. Supervisors will not select

interviewees or attend interviews with their staff. Interview scheduling and work coverage will permit access without avoidable disclosure of who raised a concern. The team will provide a private follow-up route and will evaluate whether fear or nonresponse may bias the results.

5.0 Extent of condition and causal evaluation

The assessment will evaluate whether conditions seen in Supply Chain and QA occur in other site departments or originate in common corporate, contractor, or management interfaces. It will examine whether schedule pressure, organizational turnover, uncertainty about escalation routes, or management behavior has inhibited reporting. The scope will also examine whether QA personnel can independently identify issues, initiate condition reports, document findings, and escalate unresolved matters without inappropriate influence.

Palisades will use CR 26021972 to document the results of the independent assessment, including causes that created and sustained the chilled work environment; leadership behaviors; adequacy of earlier corrective actions; missed indications in CAP, ECP, surveys, and oversight forums; reporting barriers; perceived or actual retaliation; staffing and workload; organizational change; QA independence; and procurement and work-control interfaces.

6.0 Effectiveness of CAP and ECP

The independent team will assess both the design and implementation of CAP and ECP, including whether their interfaces with management and oversight bodies supported early recognition of the chilled work environment. A proposed lookback period is August 25, 2025, through completion of fieldwork, extending earlier where needed to understand causes or prior actions. This date aligns with site implementation of Technical Specifications, Site Emergency Plan, and Palisades Security Plan, which resulted in substantial changes to site processes. The team will document the final period, sample selection, and records reviewed.

CAP review will include SCWE and safety-culture concerns, anonymous reports, repeat concerns, externally identified issues, concerns withdrawn or not entered, overdue actions, and prior effectiveness reviews. Sampling will examine low-threshold access, screening and evaluation quality, escalation, timeliness, closure evidence, recurrence, and feedback to initiators. The team will determine whether management approval or other informal barriers inhibited reporting, including independent QA reporting.

ECP review will examine access, independence, staffing and qualifications, confidentiality practices, investigation quality, timeliness, corrective-action follow-through, trend analysis, employee feedback, and management response. A risk-based sample will include closed and open cases, anonymous concerns, repeated concerns, and cases involving alleged retaliation. Personnel-action records will be reviewed through appropriate protected access to assess whether concern raising was followed by adverse treatment or whether review controls missed potential chilling effects.

The team will integrate CAP and ECP information with prior surveys, assessments, employee forums, turnover and staffing information, and Nuclear Safety Culture Monitoring Panel (NSCMP) and NSRB records. It will identify what information was available, who received it, what decisions followed, and why earlier measures did not correct the concern. Findings will be entered into CAP with appropriate handling of sensitive information. The public response will describe methods and conclusions without disclosing individual identities or confidential case details.

7.0 Corrective actions and oversight

The CNO will sponsor the recovery effort. Regulatory Assurance will maintain the consolidated action inventory and cross-reference assessment findings, causal conclusions, corrective actions, owners, dates, deliverables, and effectiveness measures in CAP. The independent team will provide findings and recommendations; responsible line and program managers will own implementation. The plan will identify a single accountable recovery manager and an executive escalation route outside an implicated chain of command.

Corrective actions will be commensurate with the significance and causes of the findings. January 15, 2026, milestone in the supplied action plan will be used to approve the initial corrective-action package, implement near-term actions, and establish justified dates for any longer-term actions. Personnel experiencing immediate safety or retaliation concerns will receive prompt attention without awaiting the final report.

The NSCMP will review the assessment results, recommendations, and emerging indicators. Proposed additional oversight consists of monthly recovery reviews during the initial six months and NSRB review of causal adequacy, implementation, and sustained effectiveness. Actions that fail an effectiveness review will be reopened or replaced, with escalation to the CNO. Changes to the plan will retain their technical basis, approval, and traceability to the original concern.

8.0 Effectiveness measures and sustained recovery

The independent assessment will establish the baseline. February 1, 2027, activities in the action plan will provide an early independent follow-up and a survey of progress. They will not by themselves establish sustained recovery. Proposed later reviews at approximately six and twelve months after corrective-action implementation will evaluate whether improvements persist. The assessment team will recommend the final acceptance criteria before fieldwork and the CNO will approve them before implementation results are evaluated.

Measure	Proposed review and acceptance basis
Willingness to raise concerns	Trend consistent questions by organization and reporting avenue. Supply Chain and QA must each show improvement from baseline, supported by confidential interviews. Establish numerical targets and participation criteria before the baseline is evaluated.
Retaliation and management response	Promptly evaluate every indication of retaliation. Review adverse-action controls and interviews for unresolved chilling concerns. An unresolved material indication prevents a positive recovery conclusion.
CAP and ECP resolution	Risk-based case reviews assess completeness, timeliness, recurrence, and feedback against approved program standards. Repeated failures or material barriers trigger corrective action and renewed review.
Observed behavior and QA independence	Document examples of respectful response, independent issue initiation, escalation, and support for conservative decisions. Resolve observed barriers and validate changes with affected personnel.

Measure	Proposed review and acceptance basis
Participation and evidence quality	Document coverage by organization, shift, and employment type; evaluate nonresponse and inconsistent results. Expand sampling when evidence is insufficient.
Sustainability	Compare early, six-month, and twelve-month results; retain oversight until independent evidence supports sustained improvement. Action completion alone is insufficient.

Reporting volumes and anonymity will be interpreted with interview and case-quality evidence. Increased reporting can reflect improved trust, and decreased reporting can reflect either improvement or reluctance. Neither a low concern count nor the absence of substantiated retaliation alone demonstrates a healthy SCWE. Employee feedback will be acknowledged, and the workforce will receive periodic summaries of concerns addressed, actions taken, and remaining work, while protecting sensitive information.

9.0 Schedule and NRC coordination

Milestone	Schedule and qualification
Assessment scope and methodology	November 11, 2026. Complete independence documentation and implementing details before plan submission.
Submit evaluation plan	On or before November 12, 2026 as directed in the CWEL
NRC common understanding meeting	On or before November 26, 2026- approximately two weeks after NRC receipt of the plan.
Independent fieldwork and conclusions	On-site December 7-11, 2026, report complete by 1/7/2027
Initial corrective actions and NSCMP review	January 15, 2027
Early effectiveness review and survey	February 1, 2027. NRC PI&R/SCWE follow-up is scheduled for March 12, 2027.

Enclosure Attachment 1

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Palisades Action List

(4 Pages Follow)

Action	Owner	Due Date	Status	Notes
Implemented New Hire Orientation meetings to provide an avenue for newly hired employees to understand site standards and expectations, including presentations from the ECP Manager on available avenues for raising concerns, and from the PI Manager on the purpose of the Corrective Action Program and anonymous condition reports.	Human Resources	8/28/24	Ongoing	
Implemented a tiered communication process to ensure all employees receive the information they need, while providing clear expectations for action.	Senior Leadership Team	1/28/26	Complete	
Weekly State-of-the-Outage calls to provide an avenue for employees to raise questions.	Senior Leadership Team	3/31/26	Ongoing	
Site Leadership Changes, including the change in CNO	President & CEO	7/27/26	Complete	
CNO began weekly meetings with the Senior Leadership Team and station managers to improve alignment and promote active leadership.	CNO	8/3/26	Complete	Scheduled weekly and provides an avenue to ensure managers are aligned and engaged in site initiatives.
Internal evaluation performed by Employee Concerns Manager to investigate concerns in Supply Chain.	ECP Manager	8/10/26	Complete	Reference PAL-2026-027 report.
Site leaders conduct in-person All-Associate meetings to provide current perspective on site events and allow employees to raise concerns and ask questions.	CNO / SVP	8/12/26	Ongoing	
Developed Individual Development Plans and assigned mentors for each senior leader based on interview feedback from INPO.	CNO / Director, Org Effectiveness	9/30/2026	Complete	The INPO interviews provided strengths and areas for improvement for each leader
Develop Individual Development Plans and assigned mentors (as appropriate) for each Functional Area Manager based on interview feedback from INPO.	CNO / Director, Org Effectiveness	12/15/2026	In-progress	

Watch bill was created to support "Leader in the Field" Observations to improve supervisor/manager field presence and increase employee feedback.	Managers	10/4/26	Ongoing	
Document the SCWE concern in the Corrective Action System.	Regulatory Director	10/15/26	Complete	CR 26021972
Notify the Palisades workforce of the NRC letter's issuance and communicate expectations for raising safety concerns and regulatory issues without fear of retaliation.	CNO / Communications Manager	10/20/26	Complete	
Develop and implement a communications plan specific to SCWE concerns.	Communications Manager	10/20/26	Complete	
Employee Concerns Program Manager to perform weekly observations of Supply Chain to assess current state and provide an opportunity for Supply Chain personnel to discuss any issues or concerns.	ECP Manager	10/26/26	Ongoing	
Developed and implemented the Palisades Management Model to provide a common framework for aligning our people, capabilities, and resources in support of the Palisades Excellence Strategy, including the Traits of a Healthy Nuclear Safety Culture into our daily operations and decision-making.	Senior Leadership Team	10/26/26	Complete	
Implement immediate and short-term measures to reassure employees during the evaluation, including reinforcing non-retaliation expectations, publicizing reporting channels, and monitoring for indications of retaliation.	Site Leadership Team / ECP Manager / Human Resources	10/30/26	Complete	Reference Communications Plan
Select an independent assessment team experienced in nuclear SCWE assessments and document its independence from affected departments.	Regulatory Director	10/30/26	Complete	Team members were selected and biography's were documented to note independence from Palisades.
Develop the assessment plan to include scope and methodology, including sufficient interview and survey participation across workforce groups to support meaningful conclusions. Ensure the plan includes an assessment of extent-of-condition for departments beyond Supply Chain and Quality Assurance.	Independent Assessment Team	11/11/26	In-progress	

Define how the evaluation will assess the effectiveness of the Corrective Action Program and ECP.	Independent Assessment Team	11/11/26	In-progress	
Define the process for developing corrective actions from assessment results, assigning accountability, and measuring effectiveness, including follow-up reviews.	Regulatory Director / ECP Manager	11/11/26	In-progress	
Ensure plan is reviewed and approved by the Nuclear Safety Culture Monitoring Panel and submit the evaluation plan to the NRC, addressing all five requested elements.	CNO / Regulatory Assurance	11/12/26	In-progress	
Meet with the NRC to establish a common understanding of the evaluation plan.	SCWE Team / Independent Assessment Team	11/25/26	Open	
Set up (Town Hall Meetings) Round table small-group meetings to discuss associate concerns and questions with the CNO.	CNO	12/1/26	Ongoing	
Evaluate the effectiveness of how anonymous CRs are addressed. Include benchmarking for improvements.	PI Manager	12/1/26	Open	
Evaluate existing training to reinforce Safey Conscious Work Environment expectations.	SCWE Team / Independent Assessment Team	12/15/26	Open	
Evaluate use and effectiveness of Holtec Ethics Line.	SCWE Team / Independent Assessment Team	12/15/26	Open	
Facilitate Nuclear Safety Culture Monitoring Panel review of the independent assessment results and recommendations.	Regulatory Director	12/20/26	Open	
Conduct an independent evaluation and document conclusions regarding employees' freedom and willingness to raise concerns without fear of retaliation.	Independent Assessment Team	1/7/27	In-progress	Team on site 12/7/2026-12/11/2026
Ensure final independent evaluation is reviewed by NSCMP and corrective actions are issued based on evaluation results.	SCWE Team / Independent Assessment Team	1/15/27	Open	
Verify corrective-action effectiveness and reassess SCWE, CAP, and ECP performance using defined measures. (NRC will perform their follow-up in the PI&R Inspection slated for 3/12/27)	Independent Assessment Team / Regulatory Director	2/1/27	Open	

Conduct a follow-up NSC survey and assessment to validate effectiveness of actions taken.	ECP Manager	2/1/27	Open	The NRC will conduct their follow up SCWE inspection as part of the PI&R inspection, currently scheduled 3/12/2027

Enclosure Attachment 2

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Palisades Communication Plan

Palisades Communication Plan

Healthy Safety Culture Communications Campaign

Background

On October 13, 2026, the NRC issued its inspection report regarding its recent review of the safety-conscious work environment at Palisades, identifying concerns within two departments. Palisades takes these findings seriously and is taking action to address the concerns and strengthen its safety-conscious work environment.

Campaign Purpose

Reinforce that a strong safety-conscious work environment is fundamental to nuclear safety and to how we operate Palisades.

Every associate must feel comfortable raising a nuclear safety, quality, security, or other concern without fear of retaliation, harassment, intimidation, or discrimination. Every associate is also expected to speak up when something does not look right, when there is a question or when something deserves additional attention.

This is a shared responsibility. Leaders at every level are expected to listen, encourage a questioning attitude, and ensure concerns are evaluated and addressed appropriately. How we respond when someone raises an issue, matters just as much as encouraging them to raise it.

People come first. Every individual deserves to be treated with dignity and respect.

Key Message

Our standard is clear: Speak up when you have a concern, have a question or believe something deserves additional attention.

Expectations for everyone:

- Stop and speak up when something does not look right.
- Raise concerns through the appropriate process.
- Document issues through the Condition Reporting (CR) system, including the anonymous option.
- Contact the Employee Concerns Program (ECP) when appropriate.
- Expect concerns to be listened to, evaluated and addressed respectfully.
- Maintaining an environment where everyone feels free to raise concerns is essential to nuclear safety and to the organization, we expect Palisades to be.
- Everyone owns nuclear safety.

Communications and Engagement

Planned Actions

- **Internal site letter** from Fadi Diya reinforcing the importance of a strong Safety-Conscious Work Environment.
- **Weekly TV monitor videos** featuring:
  - Chief Nuclear Officer
  - Site Vice President
  - Plant General Manager
  - ECP Manager
  - Select Directors (Projects and Regulatory)
- **Leadership quote slides** from CEO, CNO, and others
- **Audio messaging** at site entry points reinforcing the expectation to raise concerns.
- **Future Town Hall meetings** with opportunities for open discussion and questions.
  - Small group setting to promote open discussion. Approx. 30 people sitting around a table.
  - Subjects: Palisades Excellence Strategy, SCWE, one-page handouts, Q&A
- **Nuclear Talks** focused on safety culture and an Environment for Raising Concerns.
- **Palisades Excellence Strategy rollout**, highlighting Safety as a key focus area.
- **New Standards Guide** content explaining expectations for raising and addressing concerns.
- **New site posters** reinforcing the Palisades Excellence Strategy and Safety focus area.
- **Nuclear Safety Culture Surveys**
  - Continue conducting anonymous nuclear safety culture surveys, encouraging a strong participation rate across the site and all departments.
  - Review and communicate survey results to the site, including strengths, opportunities for improvement, and planned corrective actions.

Actions Already Taken or Continuing

- All-Hands meetings.
- CNO, Site VP and Plant General Manager participation in department meetings, including Operations, Security and Procurement.
- Nuclear Talks.
- ECP, CAP, SCWE information included in New Hire Orientation.
- ECP TV slide.

- ECP posters displayed around the site.
- Continued leadership engagement with employees and department teams.
- Open team discussions and additional opportunities for employees to raise questions and concerns.
- Sitewide communications are coordinated and reviewed by the CNO to reinforce consistent messaging and leadership expectations.

Positive Reinforcement

Performance Improvement amplifies its recognition program for **"Good Catches"** submitted through the Condition Reporting system during Management Review Committee meetings.

Recognition reinforces that:

- Raising concerns is valued.
- Early identification of issues strengthens safety and performance.
- Employees who speak up are contributing to the success of Palisades.
- Leaders are expected to respond constructively and respectfully.

Campaign Outcome

Build and sustain a culture in which employees feel comfortable speaking up, leaders listen and respond appropriately, and concerns are addressed through established processes - with dignity, respect, and a questioning attitude.