



Actions Speak Louder

# Power Through People



Our Journey

**As Society Evolves Around Us,  
We're Evolving Too**



Our People

**We've Grown More Diverse –  
And Will Continue To**



Our Communities

**Our Values Guide Us To Give Back  
To The Places We Live And Work**



Our Partners

**Expanding The Supplier Pool  
Benefits Everyone**



“The principles of diversity, equity, and inclusion have become a sustaining part of who we are. They make us a better company, fostering an inclusive work environment that recognizes and appreciates each of our employees. The change is real; you can see it in the numbers and feel our culture becoming even more equitable and inclusive. When I think about how far we’ve come in the past couple of decades, I look to the future with confidence and excitement.”

**Carter Reid**  
Executive Vice President,  
Chief of Staff and President—Dominion Energy Services



Our Mission: Message from Leadership

## Letter from the CEO

**This is more than a report to us.**

While it celebrates our progress, it also reflects the lessons we have learned and ultimately, the promises we must keep.

Thank you for your interest in this report on diversity, equity, and inclusion (DE&I). Along with past reporting, this report outlines our commitments – and progress made – toward these important goals. Sharing this information is part of how we hold ourselves accountable. We believe in making progress, not just promises.

When your vision is to be the most sustainable energy company in America, accountability must reach beyond environmental impact. This is about our wider role in society. We want everyone – our employees, our customers, and those who live in the many communities we serve – to thrive, today and in the future. That is why we strive to lead on diversity, equity, and inclusion.

To succeed, we know we must attract, develop, and retain the best talent, casting a wide net to achieve the best result. Diversity is a strength. Diverse teams are more creative, thoughtful, and resilient. They also create better business outcomes. These are the attributes our customers and shareholders need us to have. This is our competitive advantage.

In this report, you will see our progress toward building a more diverse and inclusive workforce. We have been [recognized](#) as a national leader on this front. This is the result of a sharpened focus on these issues across the company: efforts grounded in our values, which call upon us to act with integrity and to pursue excellence as a team. We want a workplace that allows everyone to feel included, appreciated, and encouraged to grow. All have the right to be treated with dignity, fairness, and respect.

This report is the story of our progress, but we know we do not live that story alone. Our communities must also thrive. It is an honor to be trusted to deliver critical energy reliably to families, businesses, and all who work to keep us safe and healthy. Listening enables us to know how to serve our customers best. We have learned to reach out extensively in communities when our work requires more collaboration. From turbines off the shore, to electric buses in our cities, to renewable natural gas from our farms, innovating together with communities is when we are at our best. That power of innovation, found in togetherness, is evident across this report.

As you explore the data, stories, and people, what we stand for should be clear. Whether you are a colleague, customer, or shareholder, I hope you will stand with me and the many allies of diversity, equity, and inclusion within the extended Dominion Energy family. Stand up and get involved. Stand up and help us make progress. Stand up and celebrate with us. Most of all, I hope this report inspires you to keep standing up for each other.

Thank you,  
**Robert M. Blue**





Our Mission: Message from Leadership

## Our Report

**A culture of diversity, equity, and inclusion does not happen by chance.**

We have taken a deliberate approach to building ours.

This is Dominion Energy's first external report devoted exclusively to diversity, equity, and inclusion (DE&I). Our company has a long history of pursuing those objectives. We have previously covered some of our DE&I efforts in our annual Sustainability and Corporate Responsibility Report. As we look to the future, DE&I will play an increasingly important role as we position the company for success. Today, it is a core element of who we are. We are motivated by a sense of what is right, but also by competitive advantage. Our focus on DE&I ensures we are attracting and developing the best talent possible, promoting key initiatives to enhance our communities in an inclusive manner and engaging with diverse suppliers, while we pursue our fundamental reason for being: providing great service to our customers. Issuing this focused report is one way we can hold ourselves accountable for the commitments we have made. We are measuring progress while identifying opportunities to grow.



## Executive Summary

Our company’s core values of Safety, Ethics, Excellence, Embrace Change, and One Dominion Energy (our term for teamwork) drive everything we do. Ethics — doing what’s right — means treating people as they should be treated and requires faithfulness to diversity, equity, and inclusion. An intentional focus on DE&I can create a competitive advantage, by deepening our understanding of all customers’ perspectives, allowing us to reflect the values and contributions of our communities, and making us more responsive and innovative. With the approval and oversight of our Board of Directors, together with the support of leadership across the company, we are building a culture of DE&I for both our employees and the communities we serve. Importantly, we are building that culture in partnership with them. DE&I is integrated into all aspects of our corporate strategy.

## Our Journey

We understand growing in DE&I is a journey — a marathon, not a sprint. At the same time, in recent years we have picked up the pace. The mileposts along our way include:

### Early 2000s

Executive Diversity Council formed.

### 2009

Student Intern Diversity Scholarship program established.

### 2015

Employee Resource Groups (ERGs) created; DE&I requirement added to annual incentive program.

### 2018

Formal Environmental Justice policy adopted.

### 2019

Annual Careers in Energy Diversity Student Conference launched.

### 2020

Diverse workforce representation goal and the HBCU Promise<sup>SM</sup> both announced.

## By the Numbers

Dominion Energy reports workforce representation numbers to comply with federal requirements, to track our progress, and to find opportunities for growth.

- From 2016 through 2020, we increased diverse hiring 13.4 percentage points, from 36.2% to 49.6%, and increased diverse workforce representation 2.7 percentage points, from 31.9% to 34.6%.
- During the same period, we increased diversity at the leadership level and at the executive level (our CEO’s direct reports are 71% diverse, for example).
- We are committed to increasing diverse workforce representation 1 percentage point each year with a goal of reaching at least 40% by year-end 2026.
- We achieved the 1 percentage point goal in 2020.
- Diverse hiring from 2016 through 2020 has grown:
  - 10.4% for Women
  - 3.4% for Blacks
  - 2.8% for Hispanics
  - 1.4% for Other
  - 0.1% for Asians

## Our Report



African American Resource Group



Asian Pacific Islander Resource Group



DiverseAbility Resource Group



Latino Resource Group



LGBTQ+ Resource Group



Veterans Resource Group



Women's Resource Group



Young Professionals Resource Group

## Our People

The company's employees are its most valuable assets. Nothing happens without them. We have programs and policies in place to increase diverse hiring and strengthen our culture of equity and inclusion. Our strategy takes a multi-faceted approach to build a stronger DE&I culture at every level, so employees can bring their whole selves to work each day.

- We have eight ERGs focused on employees, communities, business, and recruiting:
  - African American
  - Asian Pacific Islander
  - DiverseAbility
  - LGBTQ+
  - Hispanic
  - Veterans
  - Women
  - Young Professionals
- The DE&I requirement for our annual incentive program (AIP) has included sexual-harassment training, leader-led training on discrimination in the workplace, supplier-diversity goals, and unconscious-bias training. Since we established the DE&I AIP goal in 2015, at least 95% of leaders and employees have completed it each year.
- Beginning in 2020, we added a personal holiday for all employees to commemorate Juneteenth.
- Our Careers in Energy Diversity Student Conference provides a unique path for us to identify diverse students to compete for internships (72 of the 125 students who attended the conference in 2020 earned internships).

## Our Communities

We are committed to supporting and respecting all communities within our service areas — whether those communities are distinguished by geography, economics, race/ethnicity, or some other attribute.

### 2020 highlights:

- Launched and contributed \$2 million toward a two-year, \$5 million Social Justice and Community Rebuilding Grant Initiative to help address the fundamental causes of systemic racism. Recipients included Urban League affiliate offices in Hampton Roads, Virginia; Cleveland, Ohio; Charleston, South Carolina; and Columbia, South Carolina.
- Contributed an additional \$2.2 million from the Dominion Energy Charitable Foundation to organizations that directly support DE&I.
- Announced a six-year, \$25 million commitment to support Historically Black Colleges and Universities and \$10 million to provide scholarships to students from underrepresented communities.

## Our Partners

Real commitment to DE&I involves making sure we conduct our core business in a way that is inclusive. We're working hard to expand the number of small, local, and diverse companies we look to for the goods and services we rely on.

- Over the past five years, we have averaged 10.4 percent growth in supplier diversity spending.
- We ask our prime, non-diverse suppliers to award a minimum of 20 percent of their subcontracts to diverse suppliers.

## Our Culture

Dominion Energy is a values-driven company. Our core values of Safety, Ethics, Excellence, Embrace Change, and One Dominion Energy, our term for teamwork, guide us in everything we do. They are not just words on a wall. We know that actions speak louder, and we live out our values in the way we work together every day, around the clock, to serve more than 7 million customers across 16 states.

Each of those values aligns with DE&I. We count on employees to coach and hold one another accountable on safety, which is much more likely to happen when teams are inclusive and respectful. Ethics involves treating people as they ought to be treated, which cannot happen without fidelity to the principles of DE&I. Excellence is more likely when we welcome the best ideas from all – promoting innovation and improving how we understand and serve our communities. Advancing DE&I requires individual and cultural growth, which requires embracing change. True teamwork happens only where genuine inclusiveness is present.



**Safety**



**Ethics**



**Excellence**



**Embrace Change**



**One Dominion Energy**

Dominion Energy Five Core Values

A profound transformation is taking place in how we meet the nation’s energy needs, and Dominion Energy is leading the way. We are cutting greenhouse gas emissions, expanding our renewable-energy portfolio, modernizing the grid, and exploring innovations, from hydrogen to small modular nuclear reactors. We are getting as clean as we can as fast as we can, without sacrificing safety, reliability, and affordability.

We have undergone transformations before. Our corporate forebears were involved in many businesses, from developing canals to operating electric streetcars. But our commitment to our core values never changes.

Foremost among our values is safety. Since 2006, we have cut our injury rate 75%. Safety has been at the heart of our response to the coronavirus. We acted swiftly to protect our employees and customers. At the same time, we focused on keeping the lights on and gas flowing safely, reliably, and affordably. And we stayed mindful of the stress many were experiencing, suspending disconnections for nonpayment, increasing funding for our energy-assistance programs, and forgiving customer accounts in arrears where we could, among other things.

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“Dominion Energy’s five core values of Safety, Ethics, Excellence, Embrace Change, and One Dominion Energy are the fundamental forces that shape our company’s DNA. They determine what matters, guide our decisions, and govern the work we do each day to provide clean, reliable, and affordable energy to our customers around the clock.”

**Robert M. Blue,**  
Chair, President, and Chief Executive Officer

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As a public-service company that is part of the broader social fabric, we have supported our communities for many decades. In 2020, we supported nonprofits doing the work of social justice and community rebuilding, including the We Care Rebuild Project in Richmond and Hampton Roads, Virginia, and My Brother's Keeper in Durham, North Carolina. We established new grants for Historically Black Colleges and Universities, as well as a scholarship program for minority students. We also found ways to continue our tradition of direct action. In a typical year, our employees volunteer more than 100,000 hours for activities such as improving playgrounds, cleaning up riverbanks, planting trees, and assembling hygiene kits for the unhoused.

One in five new hires has served in the military. Veterans are team-oriented, civic-minded, and mission-focused. They are a sustaining part of who we are.

So is the work we do to promote diversity, equity, and inclusion.

Beginning in 2020 we committed to increasing diverse workforce representation 1 percentage point each year, from a baseline of 33.2%, with a goal of reaching at least 40% by year-end 2026. In the context of this goal the company defines "diverse" as non-minority female, minority male, minority female, and undeclared female.

The company is committed to providing employees with what they need to bring their whole selves to work. This is why we have leader-led training sessions on inclusion and respect in the workplace. It's why our Employee Resource Groups (ERGs) create small communities within our larger community, and help employees educate one another through activities such as "Lunch and Learn" events on inclusion.

It's why we pursue public projects through the lens of our Environmental Justice policy and why we work to create just transitions for our employees as we adapt to a clean-energy economy. These subjects are discussed at greater length below and in our latest [Sustainability and Corporate Responsibility Report](#)

None of these efforts happen by chance. Building a culture that fosters DE&I takes leadership, with oversight from the Board of Directors, and clear direction and goals from our CEO. It also takes leadership among colleagues across the entire company. At the end of the day, our culture is the sum of all we do, the words we use, the choices we make, and the tone we set. It is those actions that matter most, as we build a culture and a company that values DE&I.



## Strategy

Dominion Energy's vision is to become the most sustainable energy company in the country. Environmental stewardship — such as our commitment to achieving net zero carbon and methane emissions across our operations by 2050 — makes up an important part of that. But we view sustainability more broadly. To us, it includes community vitality, social justice, workforce safety and development, and DE&I. These are the areas in which we must excel, and the stakeholder needs we must satisfy, in order to support the company's long-term viability.

As we pursue that vision, we carry out our core mission, which consists of work taking place across five pillars:

1. Delivering clean, reliable, affordable energy;
2. Protecting the environment;
3. Serving customers and communities;
4. Empowering our people; and
5. Creating shareholder value.

For reasons explained below, we consider DE&I essential to strategic execution in all of those pillars.

## The Business Case

Abiding by the principles of DE&I is good for business. It enables us to better serve our customers, communities, and stakeholders. Drawing on the broadest possible candidate pool to find top-tier talent sets us up for long-term success by making us a stronger, more agile company — and a more innovative one, too.

The Boston Consulting Group [found](#) that companies with more diverse management report higher innovation-driven revenue. Other studies (such as that by [McKinsey & Company](#)) show that more diverse companies tend to outperform those that are less diverse.

In an era of rapid change, that matters immensely. Our company has benefitted from the creative energy of a diverse base of employees such as Pushpita Pawar, the technical lead for our Dominion Energy customer-service app; Sreeni Guntupalli, whose team won the 2020 Innovation Spark Tank competition for the idea to offer smart voice assistant skills for our customer service needs; Dean Combs, an engineering technical specialist in distribution reliability at Dominion Energy Virginia who won our 2019 Innovation Spark Tank competition for developing a device that measures wire gauges digitally (an approach that is safer, more reliable, and more accurate); and LaShay Isaac, Devin Norris, and others who developed a virtual platform to keep our internship program — a significant source of new employees — running smoothly during the pandemic.

In addition to innovation and performance, diverse companies have an edge in recruiting. One reason is obvious: Companies committed to diversity will cast the widest possible net. A second reason can be seen in a survey that found Millennials are substantially more interested in diversity and inclusion when considering potential employers than past generations. In other words, more diverse companies are more likely to attract deeper and more diverse applicant pools.

Finally, a strong culture of DE&I helps companies better manage risk. Diverse teams bring deeper understanding of customers and communities. They see around corners and are better positioned to identify challenges and opportunities. They have improved rates of morale, which is crucial to long-term success. And they bolster retention, as employees who feel like they are an essential part of the organization are less likely to leave the company when a competitor comes calling.

In short, DE&I is a core part of our long-term strategy for success.





Our Journey

# Overview

## How we got here.

These are the moments that have marked our progress and that guide our direction as we move forward.

## Moments That Guided Our Direction

Dominion Energy’s culture of diversity and inclusion goes back many years. While structural elements have evolved, our beliefs have remained steadfast. As we put it in our 2010-2011 Citizenship & Sustainability report, “We value diversity and inclusion as a strategic asset and an important expression of our core values. We think it is vital to our future as a sustainable business enterprise.”

At each step along our journey, we’ve reaffirmed those values and — equally important — put them into action. From the formation of our Executive Diversity Council nearly two decades ago to the inclusion of a DE&I training goal in our annual compensation plan to the release of this report, we constantly look for ways to do better today than we did yesterday.



Our Journey / Diversity, Equity, & Inclusion



“We know that actions speak louder. We’ve raised our diverse hiring rate from 28 percent in 2013 to nearly 50 percent in 2020. And we have set goals to increase diverse representation within our workforce, which brings into consideration our on-going ability to retain talent.”

**Darius Johnson,**  
Vice President - Employee Engagement and Development



Our Journey

# Timeline

Milestones that mark our progress.

## 2020

- Executive Diversity**  
Racial minority representation in the executive team increased by 14.3 percentage points since 2016
- Transition**  
to “Diversity, Equity, & Inclusion” and first DE&I report
- DEEESP**  
Dominion Energy Educational Equity Scholarship Program (DEEESP) launched with a \$10 million commitment
- HBCU Promise<sup>SM</sup>**  
\$25 million commitment announced
- Workforce Representation**  
Diverse workforce representation goal announced
- Social Justice and Community Rebuilding Grant**  
\$5 million Social Justice and Community Rebuilding Grant Initiative announced to help address the fundamental causes of systemic racism



**Timeline**

2019

- **Diversity Student Conference**  
Careers in Energy Diversity Student Conference (annual conference)

2018

- **Learning & Development**  
Expansion of Learning & Development group and resources, with a focus on equity in career development
- **Environmental Justice**  
Formal Environmental Justice policy adopted
- **Employee Engagement & Development**  
VP Employee Engagement & Development role created, in part, to focus on DE&I
- **DE&I Engagement Survey Questions**  
Since 2018, the company has included DE&I questions in its biannual employee engagement survey. Performance on those questions exceeded the U.S. company benchmark in 2020

2017

- **Affirmative Action**  
Voluntary Affirmative Action Plan adopted
- **Leadership Diversity**  
Increased minority representation in company's executive ranks

2015

- **DE&I Training**  
Annual incentive program (AIP) Goal
- **Employee Resource Groups**  
Employee Resource Groups formed, followed by subsequent growth

2011

- **AABE**  
American Association of Blacks in Energy Virginia Chapter formation



**Timeline**

➤ **2009**

● **Diversity Scholarship Program**

Student Intern Diversity Scholarship Program established

➤ **2000s**

● **Diversity Council**

Formation of the Executive Diversity Council, early 2000s

➤ **1990s**

● **Strong Men and Women**

Inaugural Strong Men and Women Program sponsored by Dominion Energy (annual program)

➤ **1980s**

● **VUU Contribution**

Dominion Energy first contribution to Virginia Union University, late 1980s

➤ **1970s**

● **Community Leaders Breakfast**

Dominion Energy has sponsored the Community Leaders Breakfast to honor Martin Luther King, Jr. since 1978





Our Journey

## By the Numbers/Metrics

**Tracking our progress holds us accountable.**

Our goal is to make sure we're not only on the right track, but keeping a proper pace.

## Overview

Dominion Energy reports workforce representation numbers to comply with federal requirements. But our view of diversity extends beyond federal reporting categories, and we define success more broadly.

From 2016 through the end of 2020, we increased diverse representation companywide, at the leadership level, and at the executive level (our CEO's direct reports are 71% diverse, for example). The company's Board of Directors is 33% diverse — up from 20% in 2016. Across the enterprise, diverse hiring grew 13.4 percentage points, from 36.2% to 49.6%, from 2016 through 2020, and diverse representation grew 2.7 percentage points, from 31.9% to 34.6%, over the same period.

In 2020, we embraced a companywide goal: 1 percentage point growth per year in diverse representation with a goal of reaching 40% throughout our workforce by the end of 2026, subject to labor market availability. We achieved the 1% goal in 2020.

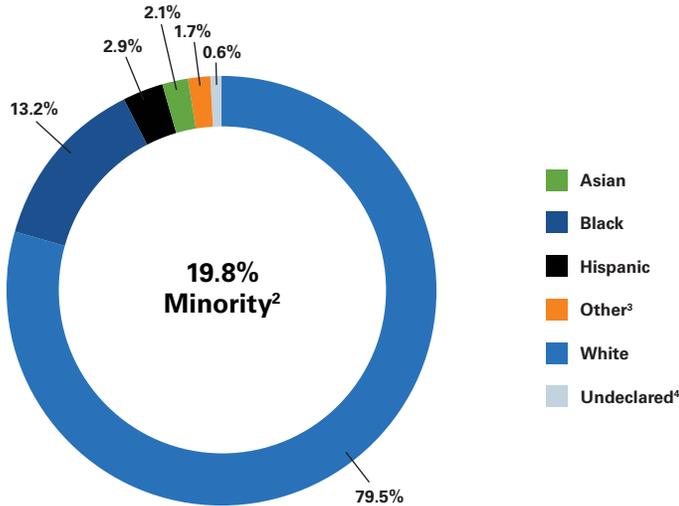
**Some business decisions and developments can have unintended, collateral effects on workplace diversity. Changes over time might result from company policies and activities directly affecting our workforce, the effects of company mergers, acquisitions, and divestitures, as well as external factors such as demographic changes in the areas in which we operate.**

By the Numbers/Metrics

# Workforce Representation

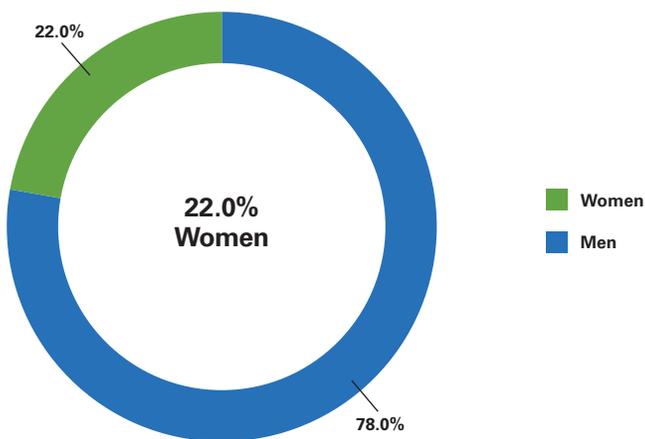
## Total Workforce Representation<sup>1</sup> by Race/Ethnicity

Percent



## Total Workforce Representation<sup>1</sup> by Gender

Percent



Headcount data as of 12/30/2020

Source: SAP

### EMPLOYEE SPOTLIGHT

#### Lloyd Eley

Manager – Generation Site Construction



Lloyd Eley had been with Dominion Energy for only a few years when he was given a huge responsibility: overseeing construction of the Coastal Virginia Offshore Wind Project – the first such project for the company, the first in federal waters, and the largest offshore wind farm in development on this side of the Atlantic Ocean. A graduate of Howard University and The George Washington University, Lloyd developed an interest in energy from his father, who retired after 28 years of service at an electric cooperative. “The best part about my job,” he says, “is being able to serve my community by providing clean power with a project that is both challenging and the first of its kind in the United States.”



**By the Numbers/Metrics**

**Workforce Representation<sup>1</sup>**

All Workforce	2016 Headcount (14,499 Employees)	2020 Headcount (17,331 Employees)	Labor Market Availability <sup>5</sup> (Local)	People Living in our Communities <sup>6</sup> (24 Million People)
Asian	1.9%	2.1%	2.5%	4.5%
Black	12.1%	13.2%	15.2%	19.8%
Hispanic	1.6%	2.9%	3.6%	8.6%
Other <sup>3</sup>	2.0%	1.7%	1.4%	3.7%
White	82.4%	79.5%	77.3%	63.4%
Undeclared <sup>4</sup>	0.0%	0.6%	0.0%	0.0%
Women	20.0%	22.0%	28.1%	50.9%
Men	80.0%	78.0%	71.9%	49.1%

**Leadership Representation**

Managers & Supervisors	2016 Headcount (1,719 Leaders)	2020 Headcount (2,255 Leaders)	Labor Market Availability <sup>5</sup> (Local)	People Living in our Communities <sup>6</sup> (24 Million People)
Asian	0.8%	1.5%	2.1%	4.5%
Black	7.2%	9.2%	12.7%	19.8%
Hispanic	1.6%	2.0%	2.2%	8.6%
Other <sup>3</sup>	1.9%	1.3%	1.7%	3.7%
White	88.5%	85.9%	81.3%	63.4%
Undeclared <sup>4</sup>	0.0%	0.1%	0.0%	0.0%
Women	14.3%	15.6%	30.8%	50.9%
Men	85.7%	84.4%	69.2%	49.1%

Data as of 12/31 of specified year

Source: Headcount – SAP; Labor Market Availability – Biddle; People Living in Our Communities – Census.gov

**By the Numbers/Metrics**

**Executive Representation**

Executives & Directors	2016 Headcount (254 Leaders)	2020 Headcount (321 Leaders)	Labor Market Availability <sup>5</sup> (National)	People Living in our Communities <sup>6</sup> (24 Million People)
Asian	2.0%	2.5%	5.1%	4.5%
Black	5.1%	9.0%	6.1%	19.8%
Hispanic	0.0%	0.3%	6.7%	8.6%
Other <sup>3</sup>	2.0%	0.6%	1.7%	3.7%
White	90.9%	87.6%	80.4%	63.4%
Undeclared <sup>4</sup>	0.0%	0.0%	0.0%	0.0%
Women	22.0%	27.7%	33.4%	50.9%
Men	78.0%	72.3%	66.6%	49.1%

Data as of 12/31 of specified year

Source: Headcount – SAP; Labor Market Availability – Biddle; People Living in Our Communities – Census.gov

**The Data**

Since 2016, Dominion Energy has increased workforce representation in every diverse demographic category and, while we are proud of our efforts that led us to where we are today, we recognize we have more work to do.

**Workforce Representation: What we are doing about it**

**Hiring**

We recruit prospective employees from all walks of life to fill a variety of roles that our company offers. To do so, we employ a range of outreach efforts, and rely on a strong intern-to-employee pipeline that provides a rich source of top diverse talent.

As a large organization governed by Office of Federal Contract Compliance Programs (OFCCP) regulations, Dominion Energy is required to annually submit an EEO-1 Form. This year the company is publicly disclosing the EEO-1 data and reporting on our workforce demographics by race/ethnicity and gender. Here is the link to our most recent [EEO-1 Form](#).

**By the Numbers/Metrics**

**The Data**

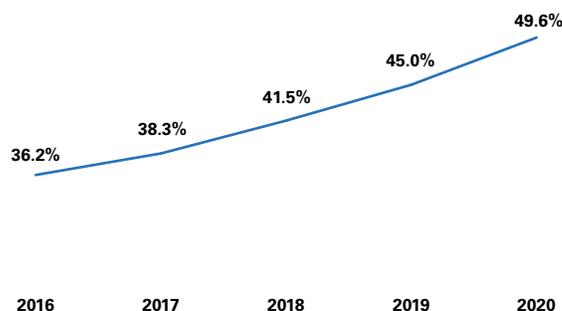
Since 2016, we have increased diverse external hiring by 13.4 percentage points, to 49.6%. We have not only increased external diverse hiring in the aggregate; we have increased external hiring for almost every demographic group. Although not broken out in this data, the company also has a strong history of support for veterans. Hiring former and current military service members has been a top priority. Veterans are skilled leaders trained with a safety-first mindset and are rooted in core values similar to those of our company. Over the past five years, veterans have accounted for 19% of all new hires.

**What's Next**

As we continue to look at areas to improve, we've taken steps to review job descriptions for unconscious bias such as gendered titles or gender-coded words and to target sourcing strategies to increase awareness of our job opportunities among diverse communities.

**Diverse Hiring<sup>9</sup>**

Percent



Data as of 1/1 - 12/31 of specified year

Source: SAP

**Diverse Hiring Trends by Race/Ethnicity & Gender**

Total Hires<sup>9</sup>

Race	Gender	2016 (849 Total)	2020 (744 Total)	% Change (2016-2020)
Asian	Women	1.4%	1.6%	+0.2%
	Men	3.1%	3.0%	-0.1%
Black	Women	3.8%	6.3%	+2.5%
	Men	8.8%	9.7%	+0.9%
Hispanic	Women	0.8%	2.2%	+1.4%
	Men	2.9%	4.3%	+1.4%
Other <sup>3</sup>	Women	0.5%	1.1%	+0.6%
	Men	1.3%	2.1%	+0.8%
White	Women	13.6%	17.7%	+4.2%
	Men	63.8%	46.1%	-17.7%
Undeclared <sup>4</sup>	Women	0.0%	1.6%	+1.6%
	Men	0.0%	4.3%	+4.3%
<b>Diverse Total</b>		<b>36.2%</b>	<b>49.6%</b>	<b>+13.4%</b>
<b>Non-Diverse Total</b>		<b>63.8%</b>	<b>50.4%</b>	<b>-13.4%</b>

Data as of 1/1 – 12/31 of specified year

Source: SAP

## By the Numbers/Metrics

We continue to leverage our industry-leading Careers in Energy Diversity Student Conference and intern program to identify diverse talent for our future workforce pipeline and we are targeting our sourcing strategies to optimize diverse communities' awareness of, and interest in, job opportunities across our various business segments.

In continued support of our veteran recruiting, the careers page on the Dominion Energy website features a Military Skills Translator, or MST. This tool allows transitioning service members and veterans to map their military occupations to Dominion Energy job postings. This makes it easier for them to navigate careers at the company and find positions that align with jobs they held in the military. The MST complements the direct connections and relationships Talent Acquisition employees build with prospective military and veteran candidates.

### Promotions

We invest in our employees to help them develop and move up the career ladder. As we pursue improvements along our DE&I journey, we are taking steps to look at new ways to identify, train, and advance diverse talent.

### The Data

While we have significantly improved our promotion of Black employees in leadership ranks, our improvement in other areas has increased to a lesser degree, and promotion of Asians and women has decreased slightly since 2016.

### What We're Doing About It

To ensure that we continue to have a diverse leadership team, we are focusing more on identifying, preparing, and promoting women and minorities. To that end, we have developed a new internal HR software module to improve talent identification, management, and development across the company, rather than within specific business groups only. Leaders are encouraged to proactively create stretch projects, job rotations, temporary assignments, and mentoring opportunities to help develop skills and increase exposure for our underrepresented workforce. We routinely engage our ERG leaders to provide support and advise on key company initiatives, which offers them development and mentorship through exposure to executive leadership. And an executive-led directors' rotation committee focuses on strategic rotation and recruitment of high-potential talent for director-level and certain manager-level leadership roles, with an emphasis on consideration of diverse representation.



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“With Nuclear Regulatory Commission approval of our license renewal applications, we will be operating our nuclear power stations into the second half of this century and continuing to provide the safe, reliable, carbon-free energy upon which our customers and our economy depend. To do that effectively we need to draw upon the broadest possible pool of talent and have a workforce that is broadly representative of the communities we serve — where every one of our colleagues is valued, respected, and energized by the important work we do.”

**Daniel G. Stoddard,**  
Senior Vice President, Chief Nuclear Officer, and  
President-Contracted Assets

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**By the Numbers/Metrics**

**Promotions Trends by Race/Ethnicity & Gender**

Total Promotions<sup>10</sup>

Promotions	2016 (1,092 Total)	2020 (2,061 Total)	% Change (2016-2020)
Asian	1.6%	1.5%	-0.1%
Black	11.5%	13.1%	+1.6%
Hispanic	2.0%	3.2%	+1.2%
Other <sup>3</sup>	1.9%	1.9%	0.0%
White	83.0%	79.4%	-3.6%
Undeclared <sup>4</sup>	0.0%	0.9%	+0.9%
Women	19.3%	18.6%	-0.7%
Men	80.7%	81.4%	+0.7%

Data as of 12/31 of specified year

Source: SAP

**Separations**

Our company, like our industry generally, has a substantially lower employee turnover rate<sup>15</sup> than other industries. Moreover, our company’s turnover rate has decreased by 2.1 percentage points since 2016 – from 7.7% to 5.6% in 2020. However, resignations across all demographics increased from 2016 through 2020, with the exception of Asian and Other<sup>3</sup> employees. The highest resignation rate increase was among Black employees while the highest overall resignation rate was among Hispanic employees.

**The Data**

The turnover rate among female and minority employees is higher than the rate for the workforce as a whole. The resignation rate has increased for all employees since 2016. However, the resignation rate for Blacks has increased 1.5 percentage points while the rate for women has increased 0.8 percentage points and for Hispanics by 0.7 percentage points. Among diverse employees who resign, those with less than five years’ length of service with the company make up a disproportionate share.

**By the Numbers/Metrics**

**Attrition Trends by Race/Ethnicity & Gender**

Resignation Rates<sup>12 13</sup>

<b>Resignation Rates</b>	<b>2016</b> (237 Total)	<b>2020</b> (402 Total)	<b>% Change</b> (2016-2020)
<b>Asian</b>	4.0%	3.9%	<b>-0.1%</b>
<b>Black</b>	1.7%	3.2%	<b>+1.5%</b>
<b>Hispanic</b>	3.8%	4.5%	<b>+0.7%</b>
<b>Other<sup>3</sup></b>	3.1%	2.7%	<b>-0.4%</b>
<b>White</b>	1.5%	2.0%	<b>+0.5%</b>
<b>Undeclared<sup>4</sup></b>	0.0%	9.2%	<b>+9.2%</b>
<b>Women</b>	2.1%	2.9%	<b>+0.8%</b>
<b>Men</b>	1.5%	2.2%	<b>+0.6%</b>
<b>TOTAL</b>	1.6%	2.3%	<b>+0.7%</b>

Data as of 1/1 - 12/31 of specified year

Source: SAP

**What We're Doing About It**

As reported in various news sources, in 2020 many women nationwide left the workforce. We saw a slight increase in resignations in our workforce during the pandemic as well. To improve in that area, we are revamping our exit survey process to gain a deeper understanding of why employees leave. We are mining focus groups and conducting “stay” interviews for additional insights that we can translate into action. And we are adding benefits, such as increased remote-work flexibility, to accommodate employee expectations for work/life balance.



Our People

## Our Culture of Inclusion

**We're committed to taking good care of what we value most: our people.**

We want everyone to feel comfortable bringing their whole, authentic selves to work so they can stretch their talents and abilities and grow into their full potential.

## Promoting Inclusion

Dominion Energy's strategy takes a multi-faceted approach to build a stronger DE&I culture at every level of the company. That begins with an Executive Diversity Council established in the early 2000s. Members appointed by the CEO set DE&I strategy and objectives; establish and review company-wide diversity programs, policies, and initiatives; monitor company performance; and serve as Executive Sponsors for Diversity Councils and ERGs. Diversity councils at the business-unit level review alignment with the corporate DE&I strategy and advise and make recommendations to enhance the company's efforts.

The company's Board of Directors oversees all these efforts, and its Sustainability and Corporate Responsibility Committee and Compensation, Talent and Development Committee provide additional scrutiny to ensure that diversity, equity, and inclusion efforts align with overall strategy.

EMPLOYEE SPOTLIGHT

Latoya Asia, Le-Ha Anderson, and Maria Pia Tamburri



Latoya Asia  
Director-Talent Acquisition  
and Workforce Planning



Le-Ha Anderson  
Director-Learning Development  
and Communications



Maria Pia Tamburri  
Director-Diversity & Inclusion  
and Employee Engagement

Latoya Asia (Director of Talent Acquisition and Workforce Planning), Le-Ha Anderson (Director of Learning and Development), and Maria Pia Tamburri (Director of Diversity and Inclusion and Employee Engagement) are just three of many women enriching the employee experience. They are members of the African American, Asian, and Hispanic communities, respectively, and are bringing those perspectives to the workplace every day. They are on the front lines of building and executing strategy for engaging the next generation of our workforce, while promoting equitable actions for the benefit of employees, customers, and communities alike.

In 2015, we started forming ERGs for employees who shared demographic similarities or other affinities. The ERGs maintain a strategic focus on four key areas:

1. Employees, through talent development, leadership training, networking opportunities, mentoring, and skill enhancement;
2. Communities, through engagement with underrepresented communities, partnership with the Dominion Energy Charitable Foundation, and volunteer outreach efforts;
3. Business, through liaison efforts between the company’s business segments, innovation group, and ERG members; and
4. Recruiting, through partnership with Human Resources to support strategic talent acquisition efforts.

Every ERG is open to all employees. The groups work to improve DE&I within the company; encourage employee professional development, education, and networking; engage with communities in partnership with our charitable foundation and volunteers; and conduct recruiting and outreach in underrepresented communities. In the process, they improve employee engagement and raise awareness of potential barriers to creating a diverse and inclusive workplace. In recent years the ERGs have led company initiatives such as a series of “Candid Conversations” on race, equity, and social justice; a “parenting during a pandemic” learning event; a Virtual Spanish 101 series; and training on How to Be an Ally 101 for the LGBTQ+ community, among others.

**Our Culture of Inclusion**

To raise our performance even further, we incorporated DE&I goals in our Annual Incentive Plan, or AIP, for both leaders and individual contributors. In recent years, the DE&I requirement for the AIP has included sexual-harassment training, leader-led training on discrimination in the workplace, supplier-diversity goals, and unconscious-bias training. Since we established the DE&I AIP goal in 2015, at least 95% of leaders and employees have completed it each year.

Furthermore, the company distributes an annual ethics and compliance survey. Employees are asked to disclose whether they are aware of any possible legal violations, including violations of anti-discrimination laws. All allegations of discrimination are investigated to determine whether violations occurred, and how any violations should be addressed.

Finally, we take other steps to foster DE&I, such as reviewing personnel policies to ensure gender-neutral language; encouraging engagement with DE&I through town halls, podcasts, and team meetings; and looking for other opportunities to proactively and creatively promote DE&I.



**HIGHLIGHT**

**Our ERGs**



**African American Resource Group**



**Asian Pacific Islander Resource Group**



**Young Professionals Resource Group**



**Hola! Hispanic Resource Group**



**DiverseAbility Resource Group**



**PRIDE (LGBTQ+ and allies) Resource Group**



**Veterans Resource Group**



**We3 Women Resource Group**



Our People

## Talent

**A workforce that represents the communities we serve is essential both to our company and to those communities.**

In recent years, strategic focus has made recruitment in diverse populations more abundant, yet the war for talent has made the market more competitive than ever.

## Attracting Talent

We use a variety of methods to attract candidates from those populations, such as:

- **Diversity Recruitment and Workforce Development.** We support and source talent through minority- and women-focused organizations and attend their events – such as the Black Engineer of the Year STEM Conference and the national conferences of the National Society of Black Engineers, the Society of Hispanic Professional Engineers, and the Society of Women Engineers. We've teamed up with the Columbia Urban League in South Carolina, sponsored the National Society of Black Engineers (NSBE) Summer Engineering Experience for Kids (SEEK) program in Richmond, Virginia; Raleigh, North Carolina; Columbia, South Carolina; and Cleveland, Ohio and supported community events such as the Metropolitan Business League's Remarkable Girls Luncheon in Virginia to cultivate a greater awareness of potential careers in energy for the next generation of our workforce.



**EMPLOYEE SPOTLIGHT**



**Gloria Bull**  
**Renewable Energy Project Manager – Merchant Operations Support**

Gloria Bull got a taste of military life through the ROTC program at the University of South Florida. While on active duty in the Air Force, she went to war in Saudi Arabia as part of Operation Desert Storm handling logistics. “When people look at me, they can’t believe the things I’ve experienced,” she says. “I’ve had bombs come at my head. I’ve had to run for my life. I value life as a gift every day. I don’t take one day for granted.” She joined Dominion Energy as an electrical engineer in 2008 before moving on to manage renewable-energy projects in Operations. She was part of the original group of women who started the We3 ERG and is a member of the company’s seven other ERGs, as well. When it comes to DE&I “the company is making great strides,” she says. “I still feel that we have work to do, but we’re going in the right direction and we’re putting the right things in place.”

- **DiverseAbility Employment Initiative.** We seek to increase our employment of individuals with disabilities. In Richmond, we are working with the Rehabilitation Research and Training Center at Virginia Commonwealth University to match our talent needs with the skills of individuals with disabilities. Since the program’s inception, the company has hired seven interns and converted two to employee status.
- **Military recruitment.** Those who serve their country have held a special place at Dominion Energy since employees put together care packages for soldiers in WWI. Members of the armed forces are disciplined, agile, and mission-focused. Thanks to the military’s strong record on diversity and inclusion, veterans work and lead well in diverse groups, thereby setting a high standard for their colleagues to follow. Our company’s recruitment of, and benefits for, members of the armed forces routinely win recognition from national organizations — and while we don’t do any of it to earn kudos, we are grateful for the validation of our efforts. Roughly one in five new hires at our company is a veteran.

**EMPLOYEE SPOTLIGHT**



**Jeremy Stout**  
**Operations Services Consultant – System Operations Center**

Jeremy Stout spent more than a decade serving his country as a Marine, specializing in the communications electronics his brothers and sisters in arms needed to carry out their missions. Today he works in systems operations, helping Dominion Energy’s transmission operators maintain grid reliability. As chair of the Veterans Resource Group, he takes pleasure in connecting people to the resources they need. He sees “a pervasive lack of empathy” as the root of many of today’s problems, and views DE&I as a journey in which we “acknowledge that we have work to do as a society, analyze the present, and purposefully chart a course for a better future.” His company is on a journey, too: “Since I started working here, I have observed the organization’s willingness to continually refine its policies and attach resources to efforts that were previously only policy.”

EMPLOYEE SPOTLIGHT

Women in Leadership



**Diane Leopold**  
Executive Vice  
President and Chief  
Operating Officer



**Carter Reid**  
Executive Vice  
President, Chief of  
Staff and President  
Dominion Energy  
Services



**Charlene Whitfield**  
Senior Vice President  
Power Delivery



**Katheryn Curtis**  
Senior Vice President  
Generation



**Corynne Arnett**  
Senior Vice President-  
Regulatory Affairs and  
Customer Experience



**Michele Cardiff**  
Senior Vice President,  
Controller and Chief  
Accounting Officer

While the energy industry is still a male-dominated industry, we have a long track record of female leaders at our company, and we continue to improve. The percentage of women is increasing at Dominion Energy, at the individual-contributor level up to senior leadership positions across the company. Diane Leopold (Executive Vice President and Chief Operating Officer) and Carter Reid (Executive Vice President, Chief of Staff and President-Dominion Energy Services) oversee nearly every aspect of company operations. Corynne Arnett (Senior Vice President-Regulatory Affairs and Customer Experience) and Michele Cardiff (Senior Vice President, Controller and Chief Accounting Officer) provide leadership over some of our most critical corporate functions. And Charlene Whitfield (Senior Vice President-Power Delivery) and Katheryn Curtis (Senior Vice President-Generation) together provide senior executive operational leadership in our Dominion Energy Virginia business segment. These are just a few examples of female leaders at Dominion Energy.

- Internship program.** Interns provide a rich supply of long-term, diverse talent for our company: In 2020, roughly half of our intern cohort represented a minority community. We have provided diversity scholarships to 255 interns since 2016. Historically, we offer full-time employment upon graduation to about three out of four interning seniors. In 2020, we offered full-time jobs to 95 of our 2020 senior student employees — more than 75%. Ninety of them accepted our offer, and 68% were women or minorities.



EMPLOYEE SPOTLIGHT



**Lauren Lopez**  
Supervisor – Nuclear Engineering

As a woman in nuclear engineering, North Anna Power Station projects supervisor Lauren Lopez knows she is carrying a lot on her shoulders besides the electricity needs of hundreds of thousands of customers. But her 15 years at the company have armed her with the knowledge and skills needed to bear the weight. Besides, she says, her gender is an asset: “Women are really able to handle so many things on our plate at once and be really good multitaskers.” It helps that her company is so supportive. “Dominion Energy has really invested in seeking out a diverse workforce,” Lauren adds. “I’ve had male management approach me directly and say, ‘what do we need to do to get women in our department and how do we retain them?’”

- **Careers in Energy Diversity Student Conference.** In 2019, we launched an annual event to attract potential recruits from diverse populations. In each of its first two years, 125 students from 26 states or territories, representing more than 70 colleges or universities and more than 50 majors, attended. For both 2019 and 2020, following a competitive process we offered jobs to more than 70% of the attendees, and more than 80% of the offers were accepted.

**Not even a global pandemic could stop us from hosting our Careers in Energy Diversity Student Conference in 2020. While the event was virtual, the results were concrete: Following a competitive process, we offered 2021 internships to 89 attendees, and 72 of them accepted. Results like these prove what our Dominion Energy motto says: Actions Speak Louder.**





Our People

## Developing and Retaining Talent

**Once talented people have come through the door, we want them to stay, and to optimize their talents and abilities — for their own sake and for ours.**

We've developed an extensive catalog of learning and development opportunities, along with avenues for employees to provide feedback so we know we're on the right track.

It begins with listening to our employees by conducting a biannual engagement survey. Because actions speak louder, we listen *and* act: Feedback from our 2018 survey led to developments such as the Careers in Energy Diversity Student Conference, Spark Tank (an internal innovation contest), town halls where employees can interact with executives, open-registration classes and other self-directed learning opportunities, and much more.

To support our employees' career goals, our career center offers coaching and other resources for employees who want guidance on professional advancement. Open-registration courses — both internal and through partners such as LinkedIn Learning — are available to all to help gain a deeper understanding of our industry, develop new skills, obtain certifications, and master leadership fundamentals.



**Developing and Retaining Talent**

**Dominion Energy Development Continuum**

**Emerging Leader Program**



**Individual Contributors**  
Self-nominated program

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Senior/expert career level

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Cohort-style program

**New Leader Boot Camp**



**New Leaders at Dominion Energy**  
First-time leader at Dominion Energy (Director and below)

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14 hours virtual meetings with assigned pre-work

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Requirements completed within 6 months of being promoted

**Boot Camp Continuum\***



**Leaders that have Completed Boot Camp**  
3 years of ongoing courses and support to equip new leaders with the most critical skills they need to be successful

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Hybrid of LinkedIn Learning, Open Registration, BU Offerings, coaching

**Leader Continuing Education**



**All Leaders**  
LinkedIn Learning, Open Registration, External Course Offerings

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Performance management training and support materials

**DDL Manager Program**



**High Potential Managers**  
Designed for high potential managers (identified on director succession plans)

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Cohort-style development program focused on business acumen, team development, and performance management

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One cohort every 12 months

**DDL Director Program**



**Director Development Initiative**  
Goal to have all Directors complete course

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Cohort-style development focused on leading culture and setting strategy

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Two cohorts every 18 months

\* Mandatory Program

**EMPLOYEE SPOTLIGHT**



**Noel Young** (*Virginian-Pilot profile*)  
**Lineman Trainee**

A Dominion Energy employee since 2016, Noel Young has put in long hours at times to restore power to customers after a storm. In 2020, the *Virginia Pilot* profiled Noel as part of a series on essential workers.

“When we have accidents or outages,” they told the newspaper, “you pull up and you might have the pole deck on fire. There might be a car crashed against the pole. Typically, we’re able to get the car off the pole, but sometimes we have to stabilize the pole before we can get the car off. The first thing at every scene is to make sure the public and our employees are safe.”

## Developing and Retaining Talent

For individuals with high potential, the company provides a graduated leadership program, starting with a self-guided aspiring-leader tutorial. Individual contributors who meet certain criteria can also apply for a six-month emerging leader program that provides them with the foundation they need to move into a leadership role. A new leader bootcamp provides first-time leaders with the skills they need to effectively head up teams. The “Developing the Dominion Energy Leader” program prepares high-potential managers for senior leadership roles and gives directors additional training to cultivate an inclusive culture.

We encourage leaders to mentor aspiring employees who are looking for career advancement in the company. For example, the African American Resource Group has teamed up with the company’s Learning and Development department and McKinsey & Company to offer, at no charge due to McKinsey’s generosity, the Black Leadership Academy, a dedicated McKinsey Academy program. As candidates progress through the program, it presents an opportunity for senior leaders to engage and support the cohorts’ learning with guidance on how to apply leadership fundamentals.

### EMPLOYEE SPOTLIGHT

#### Tin Htut Myint

Engineer and Innovation Guide – Power Delivery



Tin Htut Myint came to the United States from Myanmar after his family won spots in the Diversity Visa Lottery. They were among 55,000 winners out of tens of millions of entries. Although they arrived with limited English and cash, the Myint family worked hard, and Tin was accepted into the engineering program at Virginia Commonwealth University and now serves on the school’s alumni board. At Dominion Energy, he works as an engineer and an innovation guide, helping colleagues develop creative ideas into plans that can move the business forward. He also co-founded the Asian Pacific Islander ERG. “For me, as an Asian American Pacific Islander, I feel part of a global citizenship that is contributing a different perspective,” says Tin. “We’re all human; we just bring a unique point of view that gives a different color to the rainbow.”

## Developing and Retaining Talent

### Pay

Paychecks matter. Employees expect — and fairness dictates — similar pay for similar work. The company regularly conducts both qualitative and quantitative analyses of pay equity based on gender and race/ethnicity for current employees.

When determining the salary to offer employees, the company reviews pay equity for new external hires plus internal transfers and promotions based on knowledge, skills, education, and experience to ensure compensation aligns with that of incumbents in the same job title. We also conduct equity reviews in connection with mergers and acquisitions, along with more involved reviews after the integration of the merged or acquired company is complete. The company uses both qualitative reviews and quantitative tools, such as regression analyses, in its pay equity assessments.

Finally, benefits make up an important part of any employee's compensation package. We provide a competitive suite of offerings, including insurance for medical, vision, and dental care, as well as disability or death. Parental leave and flexible work schedules — made more flexible still in the wake of the coronavirus pandemic — enhance the value proposition. When the pandemic struck, we offered additional paid leave, free telemedicine, extended leave without pay with the ability to retain health coverage, and other benefits.



#### HIGHLIGHT



#### Benefit Changes

We have added numerous benefits to promote diversity, equity, and inclusion, as well as promote retention. These include covering gender reassignment surgery and bariatric surgery; autism therapy for dependent children; expanded free therapy sessions through our Employee Assistance Program to employees and their household members; a retiree medical deferral option; and the extension of 401(k) plan eligibility to all part-time workers. Finally, the company established an Employee Relief Fund, managed by a third party, through which employees and Dominion Energy can provide financial assistance to those facing hardship due to the pandemic or a number of other challenges.



## Supporting Diverse Communities

**Serving the places we live and work is about more than just delivering energy.**

We are committed to supporting and respecting all communities within our service areas – whether those communities are distinguished by geography, economics, race/ethnicity, or some other attribute.

## Commitment to Support Diverse Communities

Dominion Energy’s vision is to become the most sustainable energy company in the country. We firmly believe meaningful sustainability must be inclusive: “Sustainability for some” is an oxymoron. Just as we have a statutory obligation to provide energy to everyone in the areas we serve, we have an ethical obligation to support and respect all corresponding communities — whether those communities are distinguished by geography, economics, race/ethnicity, or some other attribute.

One of our longest-standing efforts is Strong Men and Strong Women. In partnership with the Library of Virginia, we annually honor prominent African Americans, past and present, who have made noteworthy and admirable contributions to Virginia, the nation, and their professions. The program, which we have begun expanding into South Carolina, is now in its fourth decade.



HIGHLIGHT



**Helping Others**

Helping others is a part of our company’s core value of ethics. It’s also an integral part of our culture as a public-service company, and a steady drumbeat throughout our history. In a typical year, our colleagues contribute more than 100,000 hours volunteering in the communities we serve.

Sometimes, we feel called to go even further. When Hurricane Harvey hit Texas in 2017, Dominion Energy attorney Teirra Everette began recruiting coworkers to provide pro bono counsel to those affected by the storm. “She put an amazing amount of work into this,” said a colleague. “She sat down in the office of everyone in the floor.” Lawyers across our footprint agreed to help.

The following year, when Hurricane Maria devastated Puerto Rico, 80 Dominion Energy employees volunteered to spend four weeks or more on the island helping restore vital electric service. Joel Rivera left behind a wife and three children — one of them still teething — so he could help. Melissa “Missy” Collins said the chance to help as a runner delivering material to field crews was “an incredible opportunity.”

**Company Giving**

Dominion Energy contributes financially to community well-being through direct corporate giving, energy-assistance programs, and through the Dominion Energy Charitable Foundation.

Our corporate giving, which is underwritten by investors rather than ratepayers, provides financial support across our service area for organizations that lift people up through education, housing assistance, medical care, and other means. The company also supports The Dominion Energy Charity Classic, an annual PGA TOUR Champions golf tournament, which has raised more than \$5 million for charitable causes, with nonprofits serving veterans receiving much of the donations.

In 2020, we launched a two-year, \$5 million Social Justice and Community Rebuilding Grant initiative to help address the fundamental causes of systemic racism. Recipients include My Brother’s Keeper in North Carolina and Urban League affiliate offices in Hampton Roads, Virginia; Cleveland, Ohio; Charleston, South Carolina; and Columbia, South Carolina. The company also launched the HBCU PromiseSM – a six-year commitment of \$25 million to support HBCUs and \$10 million to provide scholarships to students from underrepresented communities.



**SANKOFA FARMS**

A few miles outside of Durham, North Carolina, Sankofa Farms and its CEO, Kamal Bell, are transforming both lives and agriculture. Established as a sustainable food source for minorities in both rural and urban areas, the farm is reintroducing young people to agriculture. Thanks to a \$10,000 grant from My Brother’s Keeper of Durham — which focuses on building a system of support and services that improves the lives of Black men and boys, and itself the recipient of a \$100,000 social-justice grant from Dominion Energy — Sankofa Farms was able to create the Sankofa Center for Agricultural Education, furthering the farm’s mission of expanding young people’s understanding of Black agricultural heritage in America.

**Commitment to Support Diverse Communities**

The Dominion Energy Charitable Foundation makes grants to a wide range of organizations that meet human needs, foster environmental stewardship, promote education, and build community vitality. In 2020, including \$2 million from our social-justice grants commitment, we contributed more than \$4.2 million to organizations that directly support DE&I.

Other recipients include:

- Esperanza, Inc., of Cleveland, Ohio, which helps close the achievement gap among Hispanic students;
- The Trident Literacy Association’s education and workforce development programs in South Carolina, which strive to reverse the cycle of generational illiteracy and poverty through professional instruction;
- The Virginia Asian Foundation, through which we have helped small, Asian-owned businesses overcome obstacles created by the COVID-19 pandemic;
- The Wasatch Adaptive Sports’ Ski & Snowboard Program in Utah, which encourages persons with adaptive needs to stay physically active; and
- The LGBT Community Center of Greater Cleveland’s Queer Youth Initiative, which supports young people’s emotional, mental, social, and academic needs.



Wasatch Adaptive Sports’ Ski & Snowboard Program in Utah, which encourages persons with adaptive needs to stay physically active



**EQUITY IN HIGHER EDUCATION**

In 2020, we launched a six-year, \$25 million commitment to support Historically Black Colleges and Universities and a \$10 million scholarship fund for students from underrepresented minority communities. The \$25 million HBCU Promise<sup>SM</sup> and \$10 million Dominion Energy Educational Equity Scholarship Program followed another 2020 commitment: a two-year \$5 million Social Justice Grants and Community Rebuilding initiative to support projects and programs that address the fundamental causes of systemic racism.



“Benedict College is immensely grateful to Dominion Energy for its leadership, generosity, and commitment to HBCUs.

Their long-term investment is providing the college with essential resources to ensure our students [have] access to the most innovative technology that will help prepare them to become leaders in the area of science, technology, engineering, math, and business.”

**Dr. Roslyn Clark Artis,**  
President and CEO of Benedict College



Our Communities

## Volunteerism

**Our more than 17,000 employees generously give their time and energy to a multitude of volunteer projects throughout the year.**

In 2020, despite the high hurdles brought by the pandemic, our employees volunteered 61,000 hours.

Our core value of Ethics guides us: Helping others is not just one part of doing the right thing. It is an integral part of our culture as a company whose utilities perform a vital public service — one reinforced by our long history of supporting our communities. The company encourages employees to serve on non-profit boards and lead volunteer activities. Each year, the company sponsors one day of paid volunteer time off for each nonunion employee and encourages participation in company-sponsored volunteer events, which contributes to our overall volunteerism goal.



HIGHLIGHT



**Akron Zoo Backpack Safari**

For more than a decade, Dominion Energy has been a premier sponsor of this event, which invites all Akron Public School elementary students and their families or guardians to the Akron Zoo for free admission and free school supplies for the upcoming academic year. Akron METRO offered free ridership to individuals traveling to the event, and school buses are made available for non-English speakers to access the zoo.

This collaborative event brings together local companies, corporations, and a host of volunteers. The goal is to ensure that Akron elementary-school pupils enter the new year with the school supplies they need to succeed. Dominion Energy coordinates at least 20 volunteers per day to pass out backpacks and school supplies in accordance with public health guidance.

Employees also seek out opportunities to serve on their own. Employees in Action is a grassroots effort driven by Dominion Energy volunteers across the many states and communities the company serves. Each year, hundreds of employee volunteers put their talent, time, and efforts into improving their hometowns during a year-long project blitz. Local employee volunteers work with local organizations on projects to improve parks, schools, shelters, and other community resources.

The Dominion Energy Benjamin J. Lambert, III, Volunteer of the Year Awards program was established to recognize Dominion Energy employees and retirees for their individual efforts to improve the communities in which they live. Nominees represent the best in volunteerism excellence and commitment to improving their communities.

In 2020, despite the high hurdles brought by the pandemic, our employees volunteered 61,000 hours. Among other things, they sewed face masks in the early days of the COVID-19 pandemic (including customized masks for the hard of hearing) and planted trees in a neighborhood in Salt Lake City, Utah. Efforts such as collecting food for the hungry, landscaping elementary school grounds, building homes with Habitat for Humanity, and tutoring or mentoring school children are some of the many other ways our employees strive to be helpful.

HIGHLIGHT



Suneetha Guntupalli was one of dozens of volunteers who created no-sew blankets in 2020.

**No-Sew Blankets**

During the height of the pandemic, more than 500 employees rallied to make blankets from the safety of their homes to donate to vulnerable community members throughout our service areas. Community partners in Ohio, South Carolina, Virginia, and Utah serving the elderly, the unhoused, veterans, children, and animals received 800 blankets to bring comfort and warmth to their clients.



**Winter Hygiene Kits**

Employees in North Carolina, Virginia, and Utah assembled and donated 250 winter hygiene kits to community partners helping the unhoused population throughout their communities. The kits contained winter hats, gloves, socks, hand warmers, hand sanitizer, and other items to help recipients during colder months.



Our Communities

## DE&I Efforts Organization-Wide

### **Social and economic justice matter.**

Whether we're providing financial assistance, conducting Environmental Justice assessments, or helping rural communities bridge the digital divide, we strive to increase equity in the diverse communities we serve.

## Other Efforts

We put DE&I into action in other ways, too. For example, we cultivate equity through programs such as EnergyShare — a program in Virginia, Ohio, and the Carolinas that provides those who are struggling financially with the resources they need to meet the costs of heating and cooling their homes. Since 2016, the program has more than doubled, from \$8 million to more than \$18 million. In 2020, Dominion Energy partnered with the Virginia Chamber of Commerce Foundation to expand the EnergyShare program, committing \$1 million to assist small businesses impacted by the COVID-19 pandemic.

## DE&I Efforts Organization-Wide

Through our partnership with the Virginia Department for Aging and Rehabilitative Services, EnergyShare helps low-income senior citizens in Virginia stay cool during the summer months by providing single-room air conditioners at no cost. In addition, EnergyShare contributes to the Operation Fan and Heat Relief program administered by North Carolina's Division of Aging and Adult Services, which provides fans and air conditioners to the elderly and those with chronic medical conditions. We also help customers with much-needed home repairs, making their homes safer, more comfortable, and energy-efficient through numerous residential and commercial programs such as EnergyShare, ThermWise (in our Western-state operations), and Housewarming (in Ohio).

# EnergyShare®



In Utah and Idaho, we work with the Salvation Army to help individuals pay their gas bill through the REACH (Residential Assistance through Community Help) program. In Connecticut, Operation Fuel provides year-round emergency energy assistance to every city and town, aided by our statewide network of local fuel banks.

The Good Neighbor Fund in South Carolina is a non-profit organization funded by South Carolina and North Carolina employees (and the Dominion Energy Charitable Foundation) who are committed to providing financial assistance to needy families facing unexpected tragedies or emergencies.



We also engage with a vast array of stakeholders regularly throughout the year and listen carefully to their concerns during hundreds of public meetings, open houses, special events, and meetings with government officials, nonprofits, and the media. We provide materials in other languages to better serve communities where English is less common, and internalize customer feedback through focus groups, social media, call-center input, and other means.

Our company has a formal Environmental Justice policy, which ensures that historically marginalized communities are neither disproportionately harmed by our infrastructure projects nor excluded from those projects' economic benefits. Since we adopted the policy in 2018, we have trained more than 500 colleagues on Environmental Justice

## DE&I Efforts Organization-Wide

(EJ) concerns. We review all major projects for potential environmental justice considerations; in 2020, that led to more than 50 EJ reviews. We also are committed to going beyond statutory obligations when consulting with federally recognized Native American tribes so we can develop meaningful and long-lasting relationships.

The transition to a clean-energy economy must be a just one in which costs are not borne disproportionately by any one group, least of all the most vulnerable. The “just transition” is a framework to ensure equity for employees and communities as we pivot from a carbon-intensive economy to a more sustainable future. According to the Just Transition Alliance, the principle of just transition is that a healthy economy and a clean environment can and should co-exist. It is important that each colleague has the opportunity, means, and training to obtain energy jobs of the future as we retire some of our generation facilities. We offer extensive learning and development resources so that employees can enhance their knowledge, skills, and abilities, or even explore new career paths. Such resources include internal career counseling services as well as self-directed, online learning platforms. While we are committed to making the energy system as clean as we can, as fast as we can, we recognize the imperative not to sacrifice affordability for the sake of speed. The energy transition cannot be just if the cost of energy does not remain affordable.

We operate a strategic-undergrounding program to improve reliability by placing the most outage-prone tap lines (overhead neighborhood wires) underground. Since we launched the program in 2014, we have buried more than 1,600 miles of line and prevented more than 2,200 outages per year. The program benefits all customers, not just those closest to tap lines, because reducing outages in one area frees up repair crews to restore service elsewhere. We monitor the program for unintentional bias or disparate impact during various stages of the process, and metrics for both income and ethnicity show no pattern of disparate treatment.

For more about our Environmental Justice, tribal relations, rural broadband, and strategic undergrounding efforts, see our latest [Sustainability and Corporate Responsibility Report](#).

### HIGHLIGHT

#### Rural Broadband



In today’s world, reliable high-speed internet access is a necessity. As the pandemic has illustrated, lack of access can cut people off from school and work, curtail the opportunity to apply for jobs, make getting medical care more difficult, and put roadblocks in the way of even ordinary life activities such as paying bills. Unfortunately, internet access remains unavailable to many, particularly in rural areas where low population densities make normal internet service uneconomical for service providers. To ensure equitable access for all, Dominion Energy Virginia has begun a rural-broadband program. As we transform the electric grid, we are installing crucial fiber-optic cable in rural areas to bring high-speed internet to unserved communities.



Our Partners

## Supplier Diversity

Being a good partner with our communities also means forming partnerships with businesses in those communities.

We're working hard to expand the number of small, local, and diverse companies we look to for the goods and services we rely on.

## Why Supplier Diversity Matters

Real commitment to DE&I involves making sure we conduct our core business in a way that is inclusive. Our supply chain should involve businesses from a broad mix of companies, including a healthy percentage owned and operated by diverse members of our communities. Supplier diversity matters to our customers, our communities, and our stakeholders. We know it can be transformational for individuals, families, and communities — and that the benefits can last for generations.

As with other aspects of DE&I, doing the right thing on supplier diversity is also good for business. At the most basic level, it shows our customers and communities that we are committed to their well-being. For procurement purposes, a wider pool of suppliers makes the bidding process more competitive; new bidders often bring greater innovation and ingenuity to the bidding process than entrenched incumbents. That's not just theory: Evidence shows that companies with a strong commitment to supplier diversity earn higher returns on procurement investment.



bFive40 is one of the many diverse, minority, small, or local companies with which we do business.

## Supplier Diversity

Relying on local suppliers makes local economies stronger. The ripple effects can include more jobs, higher investment in infrastructure, more resources for basic services, and more investment in education and worker training — all of which benefit Dominion Energy as well.

## Taking Action

To maximize these benefits, we review and revise our policies and practices to increase supplier diversity.

- In 2018, achieving a diversity spending target was incorporated into the annual incentive plan for all leaders.
- In 2019, we adjusted our procurement policies to require two or more diverse suppliers in competitively bid sourcing events. When two or more diverse businesses are not included, the reason must be documented. We also updated requirements for our prime, non-diverse suppliers to make every attempt to award a minimum of 20% of their subcontracts to diverse suppliers.



“Our company’s core value of ethics calls us to do the right thing. Part of doing the right thing involves supporting the communities we serve. We are supported by diverse populations, and we believe we should reciprocate in kind. One way we do that is by ensuring small, local, and diverse businesses have the opportunity to work with us.”

**Robert M. Blue,**  
Chair, President, and Chief Executive Officer

## Partner Categories

Dominion Energy recognizes nine supplier diversity classifications:

- Minority-owned businesses
- Woman-owned businesses
- Veteran-owned businesses
- Service-disabled-veteran-owned businesses
- HUBZone businesses (those located in Historically Underutilized Business Zones, which are designated by the U.S. Small Business Administration)
- Small businesses
- Small, disadvantaged businesses
- Disability-owned businesses
- LGBT-owned businesses

### UTAH SUPPLIER DIVERSITY EVENT

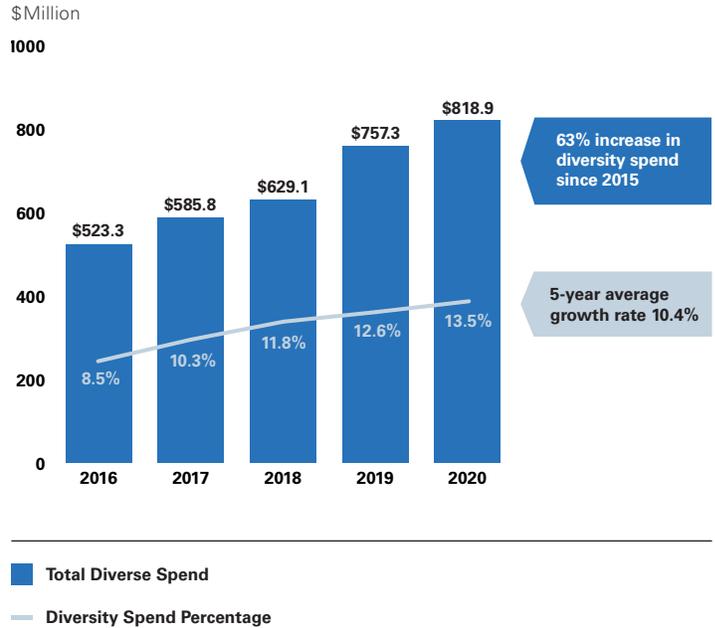
In June 2018, we invited more than 70 diverse suppliers from across Utah to Salt Lake City to meet with company supply-chain and business-unit representatives to discuss upcoming opportunities. We also invited diverse advocacy organizations headquartered in Salt Lake – a measure that led to Dominion Energy joining five diverse Chambers of Commerce (the Utah Black Chamber, the Utah Hispanic Chamber, the Utah Asian Chamber, the Utah LGBTQ+ Chamber, and the Salt Lake City Pacific Business Alliance).

## Outreach

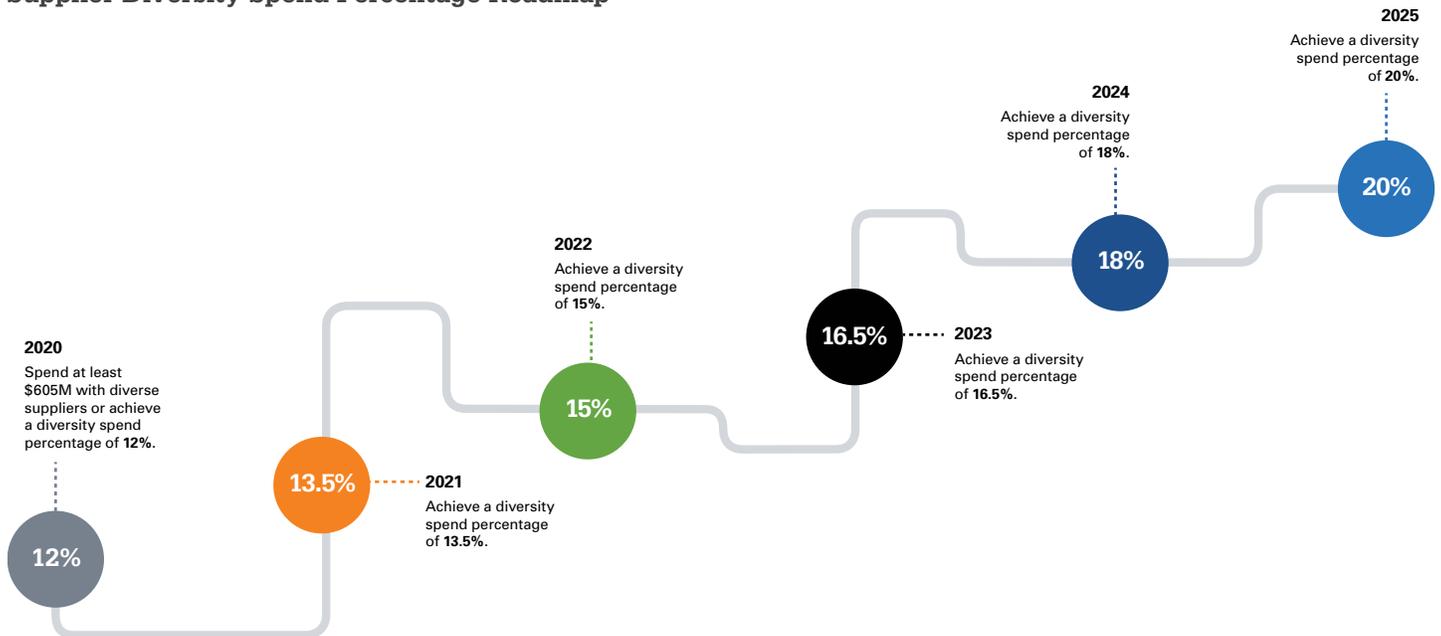
We're eager to join forces with other organizations that promote diverse businesses, and we reach out to them when we're looking for suppliers to include in our bidding process. To date, we have formed partnerships with more than 20 advocacy organizations, from Hampton Roads Business Outreach — Virginia's first LGBT chamber of commerce — to the Salt Lake City Pacific Island Business Alliance to the Women's Business Enterprise Council of the Ohio River Valley. We seek to give back to such organizations by serving on boards or steering committees, including those of the Metropolitan Business League in Richmond, Virginia, the Carolinas-Virginia Minority Supplier Development Council, and the Women's Business Enterprise Council — Greater D.C., Maryland, and Virginia, and New York.

We also organize our own supplier diversity events. In 2018, we held a matchmaking event for natural gas infrastructure suppliers in Clarksburg, West Virginia, where company representatives met one-on-one with two dozen diverse suppliers. In 2019, we held "Meet the Primes," where 20 primary, non-diverse suppliers gathered with 64 diverse suppliers. In 2020, we held "Convergence 2020," a virtual supplier-diversity conference attended by 23 primary, non-diverse suppliers, 70 Dominion Energy employees, and 300 diverse suppliers.

### Supplier Diversity Spend Trend



### Supplier Diversity Spend Percentage Roadmap



## Conclusion

Efforts to advance DE&I are accelerating across Dominion Energy, building on the progress made to date. Our company is on a journey. While we have made progress in recent years, we know the journey continues.

We are embedding a culture of DE&I throughout the company, measuring our progress, and setting goals to help us advance. We are expanding our efforts to recruit, develop, retain, and promote diverse talent. We want Dominion Energy to be a place where all people feel welcome and treated with dignity, fairness, and respect.

As part of the broader social fabric, Dominion Energy recognizes its obligation to help address past wrongs, foster social justice, and promote equity. In 2020 we made substantial contributions and commitments to do so. We are increasing engagement with diverse suppliers, eradicating the potential for disparate impact, and developing programs that increase equity in the areas we serve.

Our understanding of DE&I will continue to grow. As it does, we will expand and refine our policies and programs — making us a better company for our customers, communities, investors, and other stakeholders.

### HIGHLIGHT

#### Success Stories

We're proud and grateful to work with a rich variety of diverse suppliers. Over the years we have developed strong relationships with many of them. Here are examples of our partners.



Neeta Singh operates Tiger Controls Inc., one of our many woman- or minority-owned suppliers.

**Tiger Controls.** In 2002, we began buying electrical components from Tiger Controls, a minority- and woman-owned company. Today, our companies do more than \$5 million worth of business with each other annually – and Tiger Controls services our entire generation fleet.



**bFive40.** Nearly two-thirds of the funds we have spent on personal protective equipment related to the COVID-19 pandemic has gone to small, local, and diverse businesses. One of those is bFive40, a small, woman-owned printing and fabrication company that supplied our company with 60,000 Dominion Energy-branded face masks.



## About This Report

**This report represents Dominion Energy's effort to share our performance on diversity, equity, and inclusion.**

In doing so, we want to transparently illustrate what's working and identify gaps we need to address.

The report focuses on the activities of Dominion Energy and the Dominion Energy Charitable Foundation through 2020. Where relevant or helpful for context, it includes historical information.

The report highlights workforce representation broken down by race/ethnicity and gender. The company also discloses our EEO-1 Form data within the report.

Changes in workforce representation data related to demographics, hiring, and departures reflect both deliberate workforce policies and the results of mergers, acquisitions, and divestitures unconnected to DE&I efforts.

## Definitions

Term	Definition
<b>AIP Bonus Payouts</b>	Available to non-union employees and through most of our union agreements and are distributed when the company meets certain financial, operating, and stewardship targets. Payment levels depend in part on meeting safety, environmental, and DE&I goals, which are equally weighted in AIP calculations
<b>Ally</b>	Any person who actively promotes and aspires to advance the culture of inclusion
<b>Asian</b>	A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
<b>Black or African American</b>	A person having origins in any of the black racial groups of Africa
<b>Disability</b>	A physical or mental impairment that substantially limits one or more major life activities
<b>Disability-owned businesses</b>	A business that is owned, operated, managed, and controlled (51% or more) by a person(s) with a disability
<b>Diverse</b>	Employees who identify their gender as female and/or their race/ethnicity as American Indian or Alaskan Native, Asian, Black or African American, Hispanic, Native Hawaiian or Other Pacific Islander or Two or More Races. Also Undeclared Female
<b>Diversity</b>	The collection of differences and similarities (e.g., race/ethnicity, individual characteristics, values, beliefs, life experiences, culture, preferences, and abilities)
<b>EEOC 1 Component 1</b>	Federal annual data collection and reporting regulation that requires all private-sector employers with 100 or more employees, and federal contractors with 50 or more employees meeting certain criteria, to submit demographic workforce data, including data by race/ethnicity, sex, and job categories. The filing is required under section 709(c) of Title VII of the Civil Rights Act of 1964, as amended, 42 U.S.C. § 2000e-8(c), and 29 CFR 1602.7-.14 and 41 CFR 60-1.7(a). Unlike our workforce representation data, which is a headcount as of December 31, 2020, EEO-1 requires the count of employees paid between 12/1 and December 31 of the reporting year, which may differ
<b>Employee Engagement Survey</b>	A biannual survey that measures employee engagement and experiences across varied workplace dimensions
<b>Equity</b>	The outcome we achieve when we remove barriers and provide the opportunities and resources needed to level the playing field.
<b>Ethnicity</b>	Ethnic background or affiliation
<b>Gender</b>	The socially constructed concepts of masculinity and femininity. For statistical reporting purposes, either male or female
<b>Hispanic or Latino</b>	A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race
<b>HUBZone businesses</b>	A business operating in a historically underutilized business zone where at least 35% of employees reside. Must meet all the necessary HUBZone criteria of the Small Business Administration (SBA)
<b>Inclusion</b>	The intentional action of all employees contributing to the company’s success by supporting and respecting others so that all can bring their full selves to work

## Definitions

Term	Definition
<b>LGBTQ+</b>	Acronym used to signify Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, Gender-Nonconforming, Nonbinary, and Asexual people collectively
<b>LGBT-owned businesses</b>	A business that is owned, operated, managed, and controlled (51% or more) by an LGBT person or persons
<b>Military Veterans</b>	Any employee who had served in the U.S. Armed Forces, whether in active duty, National Guard, or Reserves
<b>Minority-owned businesses</b>	A business, regardless of size, that is owned, managed, and controlled (51% or more) by one or more African Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, and Asian-Indian Americans, or another ethnic minority
<b>Native American or Alaska Native</b>	A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment
<b>Native Hawaiian or Pacific Islander</b>	A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands
<b>Non-Diverse</b>	Employees who identify their gender as male and their race as either white or undeclared
<b>Race</b>	Any one of the groups that humans are often divided into based on physical traits regarded as common among people of shared ancestry
<b>Service-disabled-veteran-owned businesses</b>	A business, regardless of size, that is owned, managed, and controlled (51% or more) by one or more individuals with a service-connected disability
<b>Small disadvantaged businesses</b>	A business that is owned, managed, and controlled (51% or more) by one or more individuals who are both socially and economically disadvantaged
<b>Sustainability</b>	How we ensure the company’s long-term success by excelling today in the areas that matter most to our stakeholders: (1) Delivering clean, reliable, and affordable energy; (2) Protecting the environment; (3) Serving customers and communities; (4) Empowering our employees
<b>Two or More Races</b>	All persons who identify with more than one of the above five races (White, Black or African American, Native Hawaiian or Pacific Islander, Asian, Native American or Alaska Native). For the purposes of this group, identifying as Hispanic or Latino and only one of the listed 5 race groups does NOT qualify
<b>Veteran-owned businesses</b>	A business, regardless of size, that is owned, managed, and controlled (51% or more) by one or more veterans
<b>White</b>	A person having origins in any of the original peoples of Europe, the Middle East, or North Africa
<b>Woman-owned businesses</b>	A business, regardless of size, that is owned, managed, and controlled (51% or more) by one or more women

## Annotations

Annotation	Term	Definition
1	<b>Workforce Representation</b>	The headcount of our workforce as of the end of a year (12/31) with breakdowns by race/ethnicity and gender. Includes all employees, including leaders and executives. Excludes interns
2	<b>Minorities</b>	Employees who identify race/ethnicity as American Indian or Alaskan Native, Asian, Black or African American, Hispanic, Native Hawaiian or Other Pacific Islander or Two or More Races
3	<b>Other</b>	Employees who disclose their race as American Indian or Alaskan Native, Native Hawaiian or Other Pacific Islander, or Two or More Races
4	<b>Undeclared</b>	Employees who chose not to disclose their race/ethnicity. They were given this option starting in 2018
5	<b>Labor Market Availability</b>	Labor market availability is based on the size of the working-age population within a given area (based on the latest census - 2010), with an occupational census code that aligns with the skills of our employee population. Relevant availability is national for executives and local for leaders and individual contributors, based on where we typically source candidates. Data collected by third- party partner Biddle Consulting Group, Inc.
6	<b>People in our Communities</b>	The population the counties in DE's service area. Data is based off the 2019 estimates on BLS' QuickFacts website
7	<b>Leadership</b>	Employees who are supervisors, managers, directors, or executives
8	<b>Hires</b>	External hires only; excludes interns
9	<b>Diverse Hiring Percent</b>	Calculation = # of Diverse Hires / Total Hires
10	<b>Promotion</b>	A title change into a new job with increased responsibility, scope, and/or impact that meets one or more of the following criteria: * Progression to a higher level in an existing job series or within a job family (such as Engineer I to Engineer II or Senior Accountant to Lead Accountant) * Advancement into a higher job category (such as from Supervisor to Manager) * Higher incentive tier and/or * Significant increase in market range (typically at least 10% or greater)
11	<b>Separation</b>	An employee departure by resignation, involuntary termination, or retirement. Excludes interns
12	<b>Resignation</b>	An employee departure by voluntary termination. Does not include retirements or intern terminations
13	<b>Resignation Rate</b>	Calculation = # of Resignations / Year End Headcount
14	<b>Turnover</b>	An employee departure from the company including voluntary terminations (resignations), involuntary terminations and retirements. Excludes interns
15	<b>Turnover Rate</b>	Calculation = # of Resignations, Involuntary Terminations and Retirements / Year End Headcount