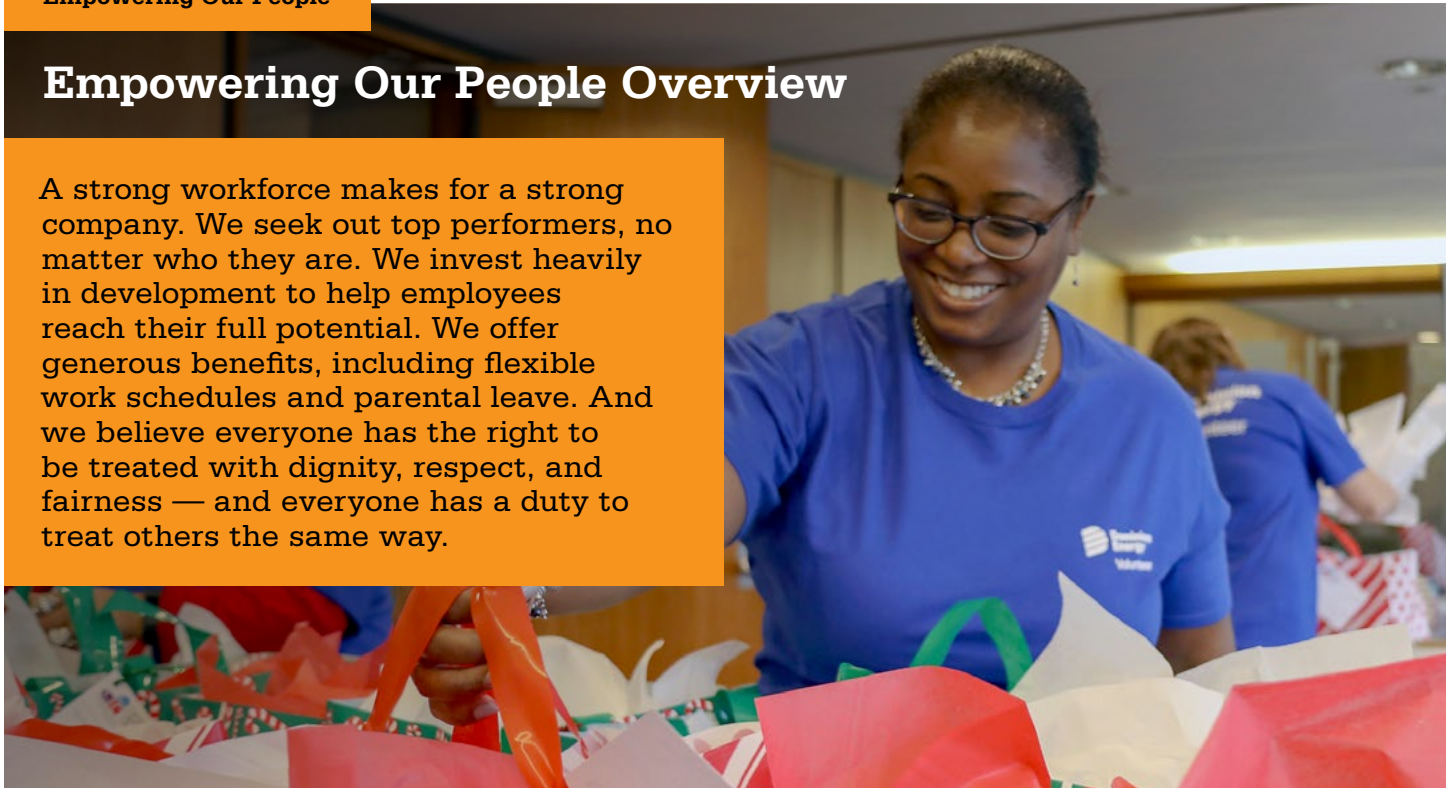


Empowering Our People

# Empowering Our People Overview

A strong workforce makes for a strong company. We seek out top performers, no matter who they are. We invest heavily in development to help employees reach their full potential. We offer generous benefits, including flexible work schedules and parental leave. And we believe everyone has the right to be treated with dignity, respect, and fairness — and everyone has a duty to treat others the same way.



## ATTRACTING TALENT



We strive to create workspaces that meet the needs of our current employees and help attract new ones.

We have a multipronged strategy to make our workforce even more diverse.

We make a special effort to recruit veterans.

Best year on record for safety performance in 2019.

**50**

scholarships worth \$5,000 each to diverse student interns each year.

## DEVELOPING TALENT



Our Career Center offers goal setting, interview coaching, personal branding, and more.

We have an evolving development program for leaders.

We have increased our reimbursement for education expenses.

**\$5,250–\$7,500**

annual reimbursement for employees participating in our Education Assistance Program.

## RETAINING TALENT



Our employee resource groups promote a welcoming culture and a diversity of perspectives.

We offer generous benefits, including parental leave and flexible work schedules.

We seek out employee feedback, and put it to use.

**99%**

of employees participated in direct-engagement sessions regarding diversity and inclusion.

## Attracting Talent

A company that hopes to have a successful future needs to attract strong candidates and retain talented employees. The roughly 19,000 Dominion Energy workers who provide energy to our customers and communities make up one of our greatest strengths. To ensure that we sustain that excellent workforce, we continue to improve how we attract new talent, develop employees and future leaders, and ensure that the work environment is diverse and inclusive.

## Developing Talent

We seek to continually craft a vibrant, forward-looking company that attracts the best people for the job no matter who they are, that welcomes diverse candidates, and that is inclusive of everyone.

## Retaining Talent

We want our employees to stay and grow with us, so we offer a wide range of opportunities for personal development and career advancement. We know that individual growth and success improve the odds of corporate growth and success.



## Empowering Our People

# Attracting Talent

We recruit potential employees from all walks of life, and we focus on recruiting and retaining top diverse talent through a variety of outreach efforts and a robust intern-to-employee pipeline.

### WHAT YOU SHOULD KNOW

We seek out top performers, no matter who they are.

We want our workforce to reflect the communities we serve.

We strive to create workspaces that meet the needs of our current employees and help attract new ones.



## Our Focus

Dominion Energy has always sought out top performers. But while excellence is a necessary condition, it is not sufficient. A workforce that reflects the communities we serve is critical to the future of our company and in the best interest of those communities.

As the demographics of the general population and those of working age change, the makeup of our workforce also must change. So we strive to be intentional with our hiring and retention strategies, and to focus on recruiting and retaining top diverse talent.

Our recruitment efforts focus on four key areas:

- **Educational institutions**, including high schools, community colleges, junior colleges, and career/technical education, as well as four-year colleges and universities;
- **Military resources**, including armed forces transition offices, veterans' representatives, and military-specific events;
- **Talent-pipeline resources** such as the Center for Energy Workforce Development, Troops to Energy Jobs, and community organizations; and
- **Employment branding** through social media, employee-resource groups, and other grassroots efforts.



**Empowering Our People**

**Attracting Talent**

We also maintain the Dominion Energy Ambassador Program, which allows participants from our Employee Resource Groups and other top performers and leaders to represent the company at recruiting events such as career fairs, panel discussions, and information sessions.

## Diversity Recruitment

At Dominion Energy, diversity is a strength that allows us to better serve our customers, foster innovation, and position the company for long-term success. We provide energy for everyone. To do that well, we must have a workforce that represents the diversity of the customers and communities we serve.

Here is a snapshot of diversity across our workforce as of December 31, 2019:

	<b>% of workforce</b>	<b>% of management</b>
Minorities	19%	13%
Women	21%	17%

From 2013 through 2019, we raised our diverse hiring rate from 27 percent to 45 percent — an increase of 18 percentage points. While we value the diversity we currently have, we seek to build on that progress by making our workforce even more representative. For that reason, we are stepping up our recruitment of women, minorities, people with disabilities, and other diverse candidates. Here are the main elements of our multipronged strategy to do that:

- **Participating** as a major sponsor of several national diversity-focused recruiting events as well as local events featuring large numbers of diverse candidates;
- **Revising** hiring protocols to feature on-the-spot interviews and accelerated job offers at large recruiting events, allowing the company to be even more competitive in securing the best talent;
- **Employing** a diversity recruiting specialist to inform, facilitate, and execute a diversity sourcing strategy for the company that capitalizes on national, regional, and local partnerships with organizations that have access to diverse talent pools;
- **Requiring** unconscious bias training for all hiring managers;



- **Offering** up to 50 scholarships worth \$5,000 each to diverse student interns each year;
- **Providing** tools for senior leaders to monitor progress on our diversity goals including throughput reports that show the percentage of diversity at every stage of the hiring process, from application through offer acceptance;
- **Implementing** a two-in-pool goal to interview at least two diverse candidates in every interview pool; and
- **Hosting** our first Diversity Student Conference (in 2019) with 125 diverse college students from 26 states or territories, including Washington, D.C. and Puerto Rico, with a goal of hiring diverse summer interns to fill our future workforce pipeline.

Diversity is not sustainable without an inclusive work environment that provides meaningful development opportunities. For that reason, the company is focused on training and mentoring for all employees, including women and minority employees. Emerging leaders will naturally be identified through these efforts, and these individuals will ultimately add to the diversity of our management team.

In addition to the systematic approach outlined above, Dominion Energy is constantly looking for other ways to bring more diversity into our organization and our thinking. For example, we are seeking candidates with the strongest work ethic, drive, and determination and broadening our views about the kinds of experience that will bring value to our company. That approach recently led to the hiring of an

## Empowering Our People

### Attracting Talent

outstanding diverse candidate in our law department who might have previously been passed over.

In 2019, we held a “Careers in Energy” Diversity Student Conference in partnership with the Virginia Chapter of the American Association of Blacks in Energy (AABE) and Dominion Energy’s employee resource groups. We hosted 125 students from 74 colleges and universities across 26 states (including Washington, D.C., and Puerto Rico).

## New Branding Campaign

Dominion Energy’s goal to be an employer of choice depends on having an empowered and connected workforce. In 2019, we also launched a new employee branding and recruiting campaign, “The energy to love your life and your career,” meant to signal that we want our employees to fulfill their dreams and plans for both their careers and their lives — and we have plenty of opportunities for them to do so.



Students attending Dominion Energy’s “Careers in Energy” Diversity Student Conference in October 2019 had the chance to meet Tom Farrell, executive chairman. Asia Shell, a student at Virginia Commonwealth University, took the opportunity to snap a selfie with him.

## Technical Recruitment

More than half the positions we need to fill do not require college degrees. So we work with career and technical education high schools to create a pipeline for many of those jobs. In 2018, we launched a Teacher Externship pilot program, bringing in three teachers for the summer to learn about our positions and the day-to-day roles of our employees. In 2019 we pivoted to a more enhanced skilled-worker recruitment strategy that is geographically tailored to our footprint.

We also are working with community colleges, and community organizations such as Goodwill Industries, to help develop trained individuals from the communities we serve. The main objective is to ensure that high school students understand they have alternative paths to rewarding careers in the energy industry. In 2019, for instance, employees mentored students at the Chesterfield, Va., Career and Technical Center, meeting with them each week and working with them on innovative energy projects to provide them with exposure to the industry and help them with career development.



## Empowering Our People

### Attracting Talent

## Military Recruitment

We make a special effort to recruit veterans. The objective of Dominion Energy's Military Program is to strengthen our network within the communities we serve and support military servicemen and -women while developing our talent pipeline. The program's key focus areas include recruiting and hiring top military talent; providing transition services and resources; offering training and resources for employees and leaders; participating in community improvement and charitable giving; and connecting servicemen and women to federal services.

Dominion Energy has established relationships with state departments of veterans' affairs, military installations, representatives of the National Guard and Reserves, and other veteran-service organizations. We offer \$5,000 scholarships to college interns and co-op students who are in the military, or who have honorably separated from it. In 2019, we introduced the Military Fellowship Program, which enables transitioning servicemen and -women to work at the company for up to 12 weeks before separating from the military. We have more than 50 in-house, G.I. Bill-approved on-the-job training and apprenticeship programs. Since 2012, we have hired more than 100 veterans per year.

As a result, several publications that serve the military — including *G.I. Jobs* and *Military Times* — repeatedly have recognized our company as one of the nation's leading private employers for veterans. (For more information, see the "[Awards](#)" listings in the "About Us" section of this report.) In 2020, 14 percent of our employees are veterans.

## Interns

We hire hundreds of college students each year to participate in paid internships. In 2019, we welcomed 328 student employees\* for the summer, representing 85 majors at 89 schools in 21 states, territories, and districts (including Puerto Rico and Washington, D.C.).

Our internships involve more than a few weeks on the job and a project or two. Over the course of the summer, interns gain practical experience in their chosen field, test classroom theories in real-world settings, and develop their professional skills. (In response to the coronavirus pandemic, in 2020 Dominion Energy created a virtual internship program



\*These data include the student workers at DESC during the summer of 2019, as well as Dominion Energy legacy interns.

## Empowering Our People

### Attracting Talent

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through which participants could work remotely, honing their digital abilities at the same time.)

The intern program provides a strong pipeline for entry-level professional roles. Historically, more than 70 percent of our interns return for multiple summers, and 75 percent of our seniors receive offers of employment. In 2019, 92 of the senior student employees (interns and student workers) were offered full-time opportunities and 75 of them (81 percent) accepted our offer. Of those, 39 — or 52 percent — were diverse. That is an increase in diversity of 2 percentage points over the previous year.

Dominion Energy also seeks opportunities to expand internship programs throughout the company. For example, Dominion Energy Ohio, in partnership with Gas Workers Union UWUA Local G-555, developed an internship specifically for positions that do not require a bachelor's degree.



600 Canal Place, Richmond, Va.

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## Improving Workspaces

Employee feedback is helping us design new workspaces, which not only improves daily conditions for existing employees but also helps us attract new ones. The Dominion Energy Workplace Plan is a company-wide effort to modernize workspaces to best meet the needs of employees, customers, and communities — now and in the future.

Planning and research for this transformative effort began in 2014. New workplace standards were developed through research, testing, and employee feedback.

In 2019, many of our employees moved into our new office tower at 600 Canal Place in Richmond. In addition to being LEED-certified at the Gold level, the building also includes a host of amenities for employees to enjoy, including a one-acre rooftop garden with walkways and seating areas; a large, well-equipped fitness center, lockers, and showers; ergonomic workstations, including sit/stand desks; focus rooms; rooms for nursing mothers; break rooms with refrigerators, microwaves, coffee makers, and more; and fun spaces holding foosball and pool tables, and a Scrabble wall. And in 2020, the company has made numerous adjustments at its work sites to address health and safety issues presented by the coronavirus pandemic. For more about our workplace sustainability efforts, see the section on "[Workplace Sustainability](#)."

Empowering Our People

## Developing Talent

Dominion Energy offers employees many opportunities for continuous learning, including career guidance and tuition assistance. We promote and offer continuous learning opportunities at every level across the company through online learning platforms and leadership development programs.

### WHAT YOU SHOULD KNOW

**We invest heavily in development to help employees reach their full potential.**

**We have an evolving development program for leaders.**

**We provide personalized coaching for career advancement.**



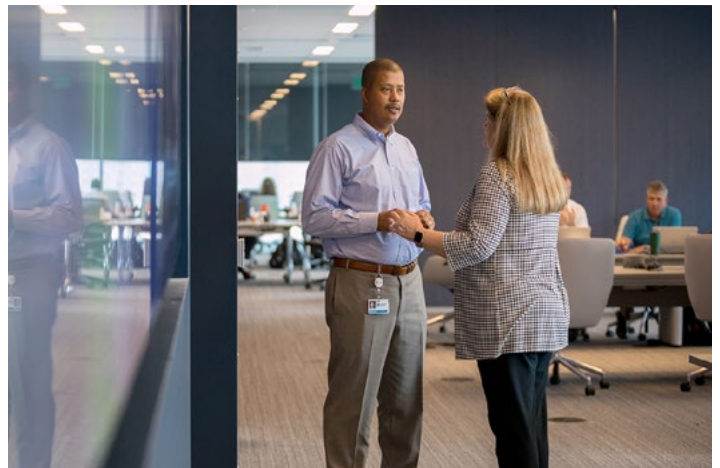
We want to promote a culture of continuous learning so people are empowered and encouraged to achieve and advance at Dominion Energy, so we devote considerable resources to employee and leader development.

## Investing in People

Our Employee Engagement and Development team oversees the company's approach to talent development, along with a Development Council that includes representatives from each business unit's training organization. The goal is to provide a consistent and progressive approach to training that engages the workforce and fosters a culture of learning company-wide.

We offer a variety of voluntary, open-registration courses employees can take to exert greater control over their career development and pursue their own path of continuous learning, as well as online self-paced learning opportunities, Blue Ocean Brain and LinkedIn Learning, that are accessible to all employees at any time.

The company has an evolving development program for leaders. An aspiring-leader guide offers those with a desire to rise in the company a self-directed process to establish the foundations for advancement. Our Emerging Leader Program





**Empowering Our People**

**Developing Talent**

provides employees with the knowledge and foundational skills to assume leadership roles, preparing a bench of future leaders for the transition into first-time leadership. The program consists of a framework of core courses to be integrated into the leadership programs run by the various business units.

Our New Leader Bootcamp has been revamped to make it more comprehensive, fast-paced, and hands-on so that new leaders are able to acclimate more quickly and with a higher success rate in their new roles. Finally, as leaders advance to higher levels in the company, they participate in Developing the Dominion Energy Leader — a multi-month journey focused on even higher levels of learning and exposure to broader Dominion Energy strategies. Outside the formal program offerings, our leadership-effectiveness team uses a variety of evaluation tools, from behavioral and personality assessments to the Korn Ferry 360-degree survey, to provide consultation and guidance to leaders and business units facing organizational development-related challenges.

All parts of the business work to identify and develop candidates for positions of leadership, and leadership training by our business units complements company-wide efforts. For example, Dominion Energy Virginia’s Power Delivery group launched a leadership development series for managers, officers, and directors. The training provides real-life scenarios and covered topics including the key behaviors of an effective leader, building effective teams, foundational coaching skills, and understanding the financial implications of operational decisions.

In 2019, Dominion Energy Virginia’s Transmission group held a series of training events to refresh employees on Human Performance (HP) skills. The HP program focuses not only on work methods but also on designing systems to reduce the likelihood of human error. The group has established a strong reputation as a thought leader in the HP space across our industry and is often called upon to demonstrate and/or present on our HP program and methods.

Our Learning and Development team rolled out additional open-registration courses for employees covering topics that align with the company’s Drivers for Success — the key attributes the company expects its employees and leaders to demonstrate. The team also expanded the Insights Discovery program, a self-assessment tool that employees and leaders can use to build self-awareness and improve their leadership and team effectiveness.



Dominion Energy Employees Mike Chase (behind table) and Eric Dilandro (bottom right corner) discussed Dominion Energy’s HP program and tools at the NERC Human Performance Conference in Atlanta, Ga.

Our IT team worked with Learning and Development to launch the Citizen Data Scientist program, which — along with a specialized citizen data scientist tool — can make advanced analytics accessible to a wider audience. The training teaches employees to develop their own data-driven hypotheses and prototyping, which can lower costs or identify revenue opportunities.

**Offering Guidance**

Employees can make use of the Dominion Energy Career Center, which encourages them to take an active role in planning their careers by assessing their skill sets and interests, while informing them about positions in the company for which they are qualified. The Career Center offers career counseling, interview coaching, goal setting, résumé development, and more. The company also provides workshops on request, covering topics such as interview preparation, résumé building, and personal branding. From April (when we started tracking) through the end of 2019, 393 employees sought consultation with the Career Center.

In 2019, our Innovation group led a series of design thinking workshops for employees to foster greater creativity in the company culture.

Empowering Our People

## Retaining Talent

We want our employees to enjoy long and fruitful careers with Dominion Energy, so we focus on creating working conditions that make employees feel valued, appreciated, and respected.



### WHAT YOU SHOULD KNOW

We seek out employee feedback, and put it to use.

We offer generous benefits, including parental leave and flexible work schedules.

We believe everyone has the right to be treated with dignity, respect, and fairness — and everyone has a duty to treat others that same way.



## Retaining Talent / Employee Engagement

### WHAT YOU SHOULD KNOW

We don't presume to know what our employees want — we ask them. We take action based on their input.

### Seeking Input

#### Employee Engagement Survey

Every two years, Dominion Energy conducts a company-wide employee engagement survey. We use the results to refine our policies and operations. In 2019, for example, we made senior leadership available for more face-to-face interaction with front-line personnel — something employees asked for in the 2018 survey.

That survey's results indicated that employees count leadership's concern for the safety of workers, employees' understanding of the company's core values, and respect and collaboration among colleagues among the company's strengths. Employees also thought the company could do more to promote a culture of innovation and agility. See the "[Innovation](#)" section of this report to see how we are pursuing that objective.

Thanks to employee feedback and input, we have made other improvements as well — such as upgraded meeting-room technology, expanded flex scheduling, and expansion of access to learning and development programs.

We also have an executive who oversees employee engagement and development. That person works with our human-resources department and our business units to improve diversity and inclusion, enhance leadership and talent management, accelerate career development, strengthen employee engagement and performance, and refine how the company attends to employee concerns.

#### Innovation Participation

Our annual Spark Tank is a bottom-up pitch competition in which individuals or teams submit ideas for new products, tools, or process improvements that can advance the



business. Experts and executives judge the entries, but employees also can vote for their favorite ideas as well.

Innovation Guides and Accelerators are employees who work within business units and with their fellow employees to encourage creativity, build collaborative relationships, and shepherd emerging ideas through the development process.

## Retaining Talent / Employee Health and Wellness

### WHAT YOU SHOULD KNOW

The most essential part of any company is its people. Dominion Energy wants to help every employee lead a long and healthy life.

### Promoting Wellness

Healthy employees make for a healthy company, so Dominion Energy offers a robust health-benefits package and promotes a culture of wellness through free health screenings, onsite fitness centers at many locations, and programs such as “Well On Your Way.” We provide employees and their dependents a wide range of wellness offerings and health-management services to encourage preventive care and to support work/life balance. The program provides support for employees with health and work/life issues, including coaching programs offered by StayWell Health Management and The Life Resource Center partner, Beacon Health Options.



### Accommodating Families

#### Parental Leave

At Dominion Energy we understand the value of providing opportunity for new mothers and fathers to bond with their newborn or newly adopted child without worrying about work. The company offers up to three weeks of paid parental leave for eligible full-time employees and up to 60 hours of paid parental leave for eligible part-time employees.

#### Flexible Work Schedules

The company understands the importance of work/life balance; it offers a wide range of flexible work schedules in business areas that can accommodate diverse schedules that are unlike the traditional workweek (five 8-hour days).



## Retaining Talent / Diversity and Inclusion

### WHAT YOU SHOULD KNOW

Diversity and inclusion are important to our company. They not only affect our bottom line, they are an integral part of our core value of One Dominion Energy — our term for teamwork. We want our employees to show up as their authentic selves so they can build a community where differences are celebrated and perspectives are broadened.



### Bringing People Together

Research has repeatedly demonstrated that companies with diverse workforces are more innovative and perform better over time. But while those facts are noteworthy, how we treat people does not depend on dollars and cents. Dominion Energy considers diversity important not only from a business perspective, but also from an ethical perspective: Everyone has the right to be treated with dignity, respect, and fairness — and everyone has a duty to treat others that same way.

A diverse workforce also ensures that business decisions will be filtered through a rich variety of perspectives — raising internal awareness of how Dominion Energy’s activities could affect communities of color, the elderly, veterans, indigenous peoples, low-income individuals, individuals with disabilities, and many others.

The company promotes diversity at every level within the organization through diversity councils at both the executive and business-unit level. It also sponsors Employee Resource Groups (ERGs) to create a better sense of community and provide professional development opportunities for diverse employees. Our annual incentive plan for all leaders and employees includes diversity awareness and training goals.

These efforts have received national recognition. *Forbes* lists our company among the best in the world for diversity, and we have a perfect score on the Human Rights Campaign’s Corporate Equality Index. For a complete list of diversity-related commendations, see the “Awards” section of this report.



**Empowering Our People**

**Retaining Talent / Diversity and Inclusion**

## Employee Resource Groups

Dominion Energy’s ERGs bring together employees with shared backgrounds, interests, or perspectives to create a sense of community.

In 2019, we added two more ERGs to the existing six (for women, African-Americans, Latinx, LGBTQ+ employees, veterans, and young professionals): DiverseAbility, for employees who have disabilities or who care for someone who does, and the Asian Pacific Islander Resource Group. The company started seven new ERG chapters across the footprint, and it launched a DiverseAbility hiring initiative to increase the hiring of persons with disabilities.

In Virginia, our DiverseAbility ERG has formed a partnership with the Faison Center, a non-profit that helps children and adults on the autism spectrum lead fulfilling lives. In conjunction with Faison’s Adult Day program, Dominion Energy hosted coffee get-togethers where adults with autism could mingle with company employees and practice their social skills. To see news coverage of the “Coffee for a Cause” events, [click here](#).



600 Canal during Pride Month.



Every ERG is open to all employees. The groups focus on community outreach, recruitment, networking, professional development, education, the exchange of ideas, and support. They also improve employee engagement and raise awareness of potential barriers to creating a diverse workplace.

The Executive Diversity Council is a management committee whose members include the Executive Sponsors of our ERGs and business unit diversity councils, in addition to members representing each business unit. All members are appointed by our chief executive officer. It designs and oversees the company’s diversity and inclusion strategy and monitors corporate performance against marketplace benchmarks and best practices.

## Empowering Our People

### Retaining Talent / Diversity and Inclusion

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In addition to the Executive Diversity Council, each of Dominion Energy's business units has established its own diversity council. While each business-unit council takes its own approach, they all share a mission to ensure alignment with the corporate diversity and inclusion strategy.

To further demonstrate and reinforce our commitment to diversity and inclusion, Tom Farrell, executive chairman, is one of 400 CEOs of the world's leading companies to join the CEO Action for Diversity & Inclusion Initiative. Dominion Energy also is a signatory to the Edison Electric Institute's Diversity and Inclusion Commitment, which seeks to improve the industry's diverse representation.

While the company is proud of its work in this area, we are eager to do more. For instance, our ERGs can be a rich source of employment referrals, but we have not yet tapped the full potential of such connections.



## Inclusion Through Technology

In 2019, Dominion Energy found ways to make technology work better for the people who work for us. These include:

- Click With Your Eyes, an eye-tracker tool that replaces a laptop mouse, allowing employees to operate a workstation with their eyes;
- A presentation translator that captions presentations in real time in the language of the viewer's choice;
- Large-print keyboards;
- On-screen keyboards; and
- Enhanced-resolution computer monitors.

## Retaining Talent / Labor Relations

### WHAT YOU SHOULD KNOW

**Dominion Energy respects the right of its employees to bargain collectively. Nearly one-third of our employees are union members, and we are committed to building and maintaining relationships with the local unions that represent them.**

### Bargaining Fairly

Dominion Energy respects and recognizes the right of its employees to bargain collectively through representatives of their own choosing for rates of pay, wages, hours of employment, working conditions and other terms and conditions of employment.

As of August 2020, nearly one-third of our employees are union members, and we are committed to building and maintaining relationships with the local unions that represent them. In 2019, the company bargained collectively and in good faith with the following locals in accordance with the National Labor Relations Act:

- International Brotherhood of Electrical Workers, Local Unions 50, 398, and 772
- Utility Workers Union of America (Gas Workers Union), Local Union G-555, AFL-CIO
- Utility Workers Union of America (United Gas Workers Union), Local Union 69, AFL-CIO
- International Chemical Workers Union Council of the UFCW, Local Unions No. 297-C, 298-C, and 528-C

