

FINAL

Gas D AIP 2022 Goals

Financial		Level
Consolidated Financial Goal		Dominion Energy
Consolidated operating earnings per share (EPS)	<p>The target for the Consolidated Financial goal is \$4.10 operating EPS for 2022.</p> <p>The Compensation and Talent Development (CTD) Committee of the Board of Directors has discretion to determine the final goal achievement. The goal will be scored between 0% and 100%.</p>	
Safety		
OSHA Recordable Incident Rate		Dominion Energy
Company-wide goal focused on reducing OSHA recordable injuries and reinforcing our One Dominion Energy core value. Achieve targeted incident rate of 0.48 (this is 3% improvement over the 3-year average)	<p>OSHA Recordable Incident Rate (2 points):</p> <p>OSHA Recordable Incident Rate less than or equal to 0.48 = 2 points</p> <p>OSHA Recordable Incident Rate greater than 0.48 but less than or</p>	
Serious Injury Focus		Dominion Energy
Company-wide goal focused on a reduction in more serious injuries and reinforcing our One Dominion Energy core value.		
<p>- Achieve targeted LD/RD (DART)* incident rate of less than or equal to 0.27 (this is 3% improvement over the 3-year average)</p> <p>OR</p> <p>- Achieve targeted serious injury and fatality (SIF) rate of 0.028 (this represents similar performance to 2021)</p> <p>*DART (Days Away/Restricted or Transfer Rate)- A mathematical calculation that describes the number of recordable injuries and illnesses per 100 full-time employees that resulted in days away from work (LD), restricted work activity and/or job transfer (RD) that a company has experienced in any given time frame.</p>	<p>Serious Injury Focus (2 points):</p> <p>Meet either measure = 2 points</p> <p>Achieve LD/RD (DART)* rate of less than or equal to 0.29 = 1 point</p> <p>Achieve LD/RD (DART) rate greater than 0.29 = 0 points</p>	
Safety Innovation		Dominion Energy
Company-wide goal focused on innovative safety improvements.		
<p>1. Safety - Every Business Segment and Dominion Energy Services (DES) will identify and implement one innovative solution that improves safety in risk areas.</p> <p>2. Enterprise-wide - One additional innovative solution that addresses an enterprise-wide need will be identified and implemented jointly by the Business Segments and DES. Implementation to occur by 9/30/2022.</p>	<p>All required innovative solutions identified and implemented by 9/30/2022 = 6 points</p> <p>All required innovative solutions identified and implemented by 12/31/2022 = 3 points</p> <p>All required innovative solutions not identified and implemented by 12/31/2022 = 0 points</p>	
Bonus Points		
Bonus points earned for exceeding the minimum safety goal can only be used to offset underachievement of goals in the Operating and Stewardship category. The 5 bonus points cannot be used toward any additional Operating and Stewardship goals created around safety, diversity and inclusion, environmental, or regulatory compliance.	<p>Safety Bonus Point Requirements:</p> <p>5 Bonus Points may be earned as follows: Successfully complete Company-wide Safety Innovation goal and achieve Company-wide incident rate of equal to or less than 0.27 for LD/RD (DART) and 0.48 for OSHA. This represents record company performance.</p>	

Total Points Executive	Total Points Director/Leader	Total Points Individual
50.00	35.00	25.00
50.00	35.00	25.00

30.00	30.00	30.00
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Total Points Executive	Total Points Director/Leader	Total Points Individual
10.00	10.00	10.00
2.00	2.00	2.00

2.00	2.00	2.00
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6.00	6.00	6.00
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5.00	5.00	5.00
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Diversity, Equity & Inclusion		Level
Supplier Diversity Spend - All Leaders		Dominion Energy
Dominion Energy will spend \$900M of its overall budget with diverse suppliers, representing 15% of its overall managed spend towards its long-term goal of 20% diverse spend.	<p>Greater than or equal to \$900M or 15% = 2 points</p> <p>\$720M - \$900M or 14% - 15% = Interpolated between 50% - 100% of points</p> <p>Less than \$720M or 14% = 0 points</p> <p>Goal score will be based on either the total diverse spend or the percentage of total spend, whichever produces a higher result.</p>	
Diverse Supplier Showcase Series		Dominion Energy
Every Business Segment and Dominion Energy Services (DES) will participate in a Diverse Supplier Showcase series. Leaders and decision-makers from each Business Segment will virtually meet with at least 8 diverse suppliers during 2022.	<p>Representatives from every Business Segment and DES met with at least 8 diverse suppliers = 2 points</p> <p>Any Business Segment or DES does not meet goal requirement = 0 points</p>	

Total Points Executive	Total Points Director/Leader	Total Points Individual
10.00	10.00	10.00
2.00	2.00	0.00

2.00	2.00	0.00
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Personal DE&I Commitment and Leader-led DE&I

Discussion

I. Personal Diversity, Equity, and Inclusion (DE&I) Commitment*
95% of Leaders* will develop a written commitment with at least three actions they will take to advance DE&I in alignment with our goal to be the most sustainable energy company in America.

II. Leader-led DE&I Discussion

95% of Leaders will conduct a leader-led conversation with their direct reports on: (i) the DE&I Report; and (ii) their Personal DE&I Commitment

All Leaders will certify via HUB Learning after completion of goal requirements.

*Supervisors, Managers, Directors & Officers

Dominion Energy

6.00

6.00

10.00

Environmental

Sustainability Engagement

Each Business Segment and DES will develop and complete at least one action it will take in support of the company's sustainability commitments, e.g., reducing business travel or waste.

- Each Business Segment and DES will submit their action plan template(s) to VP - Sustainability & Compliance by 5/1/2022. The template will describe the proposed initiative(s).

- By 12/1/2022, each Business Segment & DES will update their template to note completion of their plan or describe progress on any multi-year plan.

Every Business Segment and DES completes goal requirements = 5 points
Any Business Segment or DES does not meet goal requirements = 0 points

Dominion Energy

Total Points
Executive
10.00

Total Points
Director/Leader
10.00

Total Points
Individual
10.00

5.00

5.00

5.00

Reportable Environmental Events (REEs)

Company-wide goal focused on reducing Reportable Environmental Events (REEs) and ensuring effectiveness of corrective actions. Every Business Segment and DES will track REEs and perform root cause analysis (RCA) for all REEs occurring prior to 9/30/2022 and determine appropriate corrective actions for at least 90% of those REEs by 12/31/2022. A lessons learned analysis will be completed evaluating completion of 2021 RCAs and the effectiveness of corrective actions identified. The Vice President - Environmental will prepare a report on the results and report out to the Compliance Council and Business Segment Presidents by 12/15/2022.

Every Business Segment and DES completes goal requirements = 5 points
Any Business Segment or DES does not meet goal requirements = 0 points

Dominion Energy

5.00

5.00

5.00

DEUWI

1. Core Values - Pipeline Safety & Compliance

a. DEUWI OPRA Station Enhancements

- Complete additional station enhancements for overpressure protection

≥ 50 stations 100% of points
≥ 70% of station target Scaled between 70% and 100% of points
< 70% 0% of points

Business Unit

5.00
2.50

10.00
5.00

12.00
6.00

c. Excavation Damage Reduction

100% AIP: 30% reduction in 3-years = 1.9643 (2.8061 x .7)

Recent Damage Prevention Statistics:

- 2019 YE baseline damage ratio = 2.8061

- 2020 YE damage ratio = 2.4235

- 2021 YE damage ratio = 2.3491

- Previous YE 2-year average = 2.3841

- 5% Reduction from YE 2-year average = 2.2649

2022 YE = 1.9643 (2.8061 x .7)*

≤ 1.9643 100% of points

< 2.2649 and > 1.9643 Scaled between 90% and 100% of points

< 2.3841 and > 2.2649 Scaled between 75% and 90% of points

< 2.4235 and > 2.3841 Scaled between 50% and 75% of points

> 2.4235 0% of points

*DEUWI excluded if sale closes in 2022

Gas Distribution

2.50

5.00

6.00

Points deducted from year-end 2022 Damage Ratio for the following:

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<p>Minus .10: Fewer aggregate damages from previous year (≤4,844) Minus .10: Fewer aggregate 2nd party damages from previous year (≤226) Minus .10: Aggregate ticket volume Increases by more than 7.5% from previous two-year average (≥7.5%) Minus .10: All business units reduce their year-end damage ratio from previous year</p>					
<h3>2. Core Values – Infrastructure Investment</h3> <p>a. Pipeline Replacement, Integrity Tracker Programs DEUWI - Infrastructure Rate Adjustment Tracker Integrity Tracker Program 2022 capital spend* *Spend not adjusted for any rebates from vendors</p>			<p>≥ 100% of \$77.4M approved budget 100% of points ≥ 90% of \$77.4M approved budget Scaled between 80% and 100% of points < 90% of \$77.4M approved budget 0% of points</p>	Business Unit	<p>5.00 7.00 9.00 2.50 5.00 7.00</p>
<p>b. Magna LNG Achieve the following performance objectives</p>			<p>1. Facility operations fully staffed = 3 objectives met 100% of points 2. Site-specific communications emergency response plan completed and drilled = 2 objectives met 50% of points 3. ≥ 7.5M gallons of liquified natural gas in storage* < 2 objectives met 0% of points * Subject to on-time provisional acceptance (Oct 28) of Magna LNG, adequate system capacity and eas supply</p>	Business Unit	<p>2.50 2.00 2.00</p>
<h3>3. Customers & Colleagues</h3> <p>a. Customer Experience ≥ 95% of customer facing employees and supervisory leadership roles receive CX Training* *DEWV excluded if sale closes in 2022</p>			<p>≥ 95% 100% of points < 95% 0% of points</p>	Gas Distribution	<p>5.00 10.00 14.00 2.50 5.00 7.00</p>
<p>b. Brand ambassadorship 1. Develop detailed outline of brand ambassadorship program by April 15, 2022 2. Develop content for module 1 by June 30, 2022 3. Commence deployment of module 1 content to applicable workforce during Q3</p>			<p>Full points for timely completion of three objectives 66% of points for timely completion of two objectives 33% of points for timely completion of one objective 0% of points for timely completion of zero objectives</p>	Business Unit	<p>2.50 5.00 7.00</p>
<h3>4. Clean Energy Growth</h3> <p>a. Sustainability - Advance Gas Distribution Sustainability 2.0</p>				Gas Distribution	<p>5.00 8.00 10.00 5.00 8.00 10.00</p>
<p>1. RSG – Establish annual disclosure process for key Gas Distribution natural gas producers and pipelines to provide voluntary emissions disclosures including methane intensities and carbon reduction strategies. 2. On-system RNG Development – Complete RNG Feedstock Assessments for remaining Gas Distribution LDCs (DEO completed in 2021). 3. Carbon Offsets – Successfully launch and promote approved CarbonRight program 4. Hydrogen – Establish roadmap and begin execution of Phase 2 Utah expansion strategy (in service 1H 2023) *DEWV excluded if sale closes in 2022</p>			<p>= 4 complete 100% of points = 3 complete 50% of points < 3 complete 0% of points</p>		
					<p>Total Points Executive 100.00 Total Points Director/Leader 100.00 Total Points Individual 100.00</p>

DEUWI - 2021 Gas Distribution AIP Goals - FINAL APPROVED				Points Available			Points Achieved		
				Executive	Non-Executive	Individual Contributor	Executive	Non-Executive	Individual Contributor
				Leader	Leader		Leader	Leader	
CONSOLIDATED FINANCIALS									
Consolidated Financials	Dominion Energy Consolidated Financials								
	Consolidated Operating Earnings of \$3.85 per share			50.0	35.0	25.0	50.0	35.0	25.0
100% of available points				50.0	35.0	25.0	50.0	35.0	25.0
Total Consolidated Financials Points									
OPERATING AND STEWARDSHIP GOALS									
Safety	1. OSHA Recordable Incident Rate			Dominion Energy Level					
	≤ 0.60	100% of available points		1.0	1.0	1.0	1.0	1.0	1.0
	> 0.60	0% of available points							
	2. LD/RD (DART) Rate			Dominion Energy Level					
	≤ 0.26	100% of available points		1.5	1.5	1.5	0.0	0.0	0.0
	= 0.27	50% of available points		1.5	1.5	1.5	0.0	0.0	0.0
	> 0.27	0% of available points							
	3. Safety Innovation - Three innovative solutions			Gas Distribution Level					
	a. Safety - One innovative solution			Dominion Energy Level					
	Every Business Segment and Dominion Energy Services (DES) will identify and implement one innovative solution that improves safety in risk areas by June 30, 2021.								
b. Enterprise-wide - Two innovative solutions									
Every Business Segment and Dominion Energy Services (DES) will identify and implement jointly (by the Business Segments and DES) two additional innovative solutions that address an enterprise-wide need by June 30, 2021.									
= 3 innovation solutions identified and implemented by 6/30/2021			100% of available points	3.0	3.0	3.0	3.0	3.0	3.0
= 3 innovation solutions identified and implemented by 9/30/2021			50% of available points	3.0	3.0	3.0	3.0	3.0	3.0
< 3 innovation solutions identified and implemented by 9/30/2021			0% of available points						
Safety Bonus Points awarded as follows:				Maximum of 5 safety bonus points to offset other operating goals (except other safety, diversity and inclusion, environmental or regulatory compliance goals)					
Successfully complete Company-wide Safety Innovation goal and achieve Company-wide incidence rates of equal to or less than 0.25 for LD/RD (DART) and 0.59 for OSHA. This represents record company performance.									
Total Safety Points				10.0	10.0	10.0	7.0	7.0	7.0
Diversity & Inclusion	1. Supplier Diversity Spend - All Leaders			Dominion Energy Level					
	≥ \$750M or 13.5% of spend	100% of available points		2.0	2.0	2.0	2.0	2.0	2.0
	= \$600M - \$750M or 12.5% - 13.5% of spend (interpolated between 50% - 100% of points)	50% of available points							
	< \$600M or 12.5% of spend	0% of available points							
	2. Supplier Diversity Showcase Series			Dominion Energy Level					
	Every Business Segment and Dominion Energy Services (DES) will participate in a biannual Diverse Supplier Showcase series. Leaders and decision-makers from each Business Segment will virtually meet with at least 2 diverse suppliers at each event in the series.								
	2 Diverse Supplier Showcases attended by representatives from every Business Segment and DES = 2 points			2.0	2.0	2.0	2.0	2.0	2.0
	Any Business Segment or DES does not meet goal requirement = 0 points								
	3. Diversity Training - All Leaders			Dominion Energy Level					
	95% of Leaders will participate in Ally-training:								
• Allyship and our Core Values									
• How to be an ally even if your views differ									
• Allyship and inclusion									
• Allyship and "Actions Speak Louder"									
95% of Leaders will conduct a leader-led conversation with their direct report on:									
• Inclusion									
• Respect in the Workplace									
≥ 95% Leaders conducted applicable conversations by 12/31/2020			100% of available points	6.0	6.0	6.0	6.0	6.0	6.0
< 95% Conducted applicable conversations by 12/31/2020			0% of available points	0.0	0.0	0.0	0.0	0.0	0.0
4. Diversity Training - Individual Contributor			Dominion Energy Level						
95% of all Dominion Energy employees (excluding leaders) will attend a leader-led conversation by year-end on:									
• Inclusion									
• Respect in the Workplace									
≥ 95% Dominion Energy employees attended a leader-led conversation delivered by their leader(s) by 12/31/2021 = 10 points									
= 90% to 94% participation = 5 points									
< 90% participation = 0 points									
All Employees will self-certify via HUB Learning or PowerTrain after attending the session.									
Total Diversity & Inclusion Points				10.0	10.0	10.0	10.0	10.0	10.0
Environmental	1. Reportable Environmental Events (REE)			Dominion Energy Level					
	Every Business Segment and DES will track REEs and perform root cause analysis (RCA) for all REEs occurring prior to 9/30/2021 and determine appropriate								
4 points available									

[illegible]

DEUWI - 2020 Gas Distribution AIP Goals - FINAL				Points Available				Points Achieved			
CONSOLIDATED FINANCIALS				Executive	Director	Manager/ Supervisor	Individual	Executive	Director	Manager/ Supervisor	Contributor
				Leader	Leader	Leader	Contributor	Leader	Leader	Leader	Individual
Consolidated Financials	Dominion Energy Consolidated Financials										
	Consolidated Operating Earnings of \$4.43 per share										
100% of available points				50.0	35.0	35.0	25.0	50.0	35.0	35.0	25.0
Total Consolidated Financials Points				50.0	35.0	35.0	25.0	50.0	35.0	35.0	25.0
OPERATING AND STEWARDSHIP GOALS											
Safety	1. OSHA Recordable Incident Rate			Dominion Energy Level							
	≤ 0.62			100% of available points		1.0	1.0	1.0	1.0	1.0	1.0
	= 0.63-0.64			50% of available points		1.0	1.0	1.0	1.0	1.0	1.0
	> 0.64			0% of available points		0.0	0.0	0.0	0.0	0.0	0.0
	2. LD/RO (DART) Rate			Dominion Energy Level							
	≤ 0.27			100% of available points		1.5	1.5	1.5	1.5	1.5	1.5
	= 0.28			50% of available points		1.5	1.5	1.5	1.5	1.5	1.5
	> 0.28			0% of available points		0.0	0.0	0.0	0.0	0.0	0.0
	3. Safety Innovation - Three Innovative solutions			Gas Distribution Level							
	a. Contractor Safety										
The Gas Distribution team established for Pipeline Contractor Performance Management will identify and implement at least one innovative solution to improve contractor safety by 9/30/2020.											
b. Employee Recognition / "Employee Voice" / Stop Work Authority											
Each Gas Distribution business unit will utilize safety committees and/or best practice teams to identify and implement at least one innovative solution by 9/30/2020.											
c. Damage Prevention											
Each Gas Distribution business unit will utilize best practice teams, crowdsourcing, or other avenues to identify and implement at least one innovative solution to improve damage prevention by 9/30/2020.											
= 3 innovation solutions identified and implemented			100% of available points		5.0	5.0	5.0	5.0	5.0	5.0	5.0
< 3 innovation solutions identified and implemented			0% of available points		0.0	0.0	0.0	0.0	0.0	0.0	0.0
Safety Bonus Points awarded as follows:											
Successfully complete Company-wide Safety Innovation goal and achieve Company-wide incidence rates of equal to or less than 0.26 for LD/RO (DART) and 0.61 for OSHA. This represents record company performance.			Maximum of 5 safety bonus points to offset other operating goals (except other safety, diversity and inclusion, environmental or regulatory compliance goals)								
Total Safety Points				10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Diversity & Inclusion	1. Supplier Diversity Spend - All Leaders			Dominion Energy Level		4.0	4.0	4.0	4.0	4.0	4.0
	≥ \$730M or 12% of spend			100% of available points							
	= \$580M - \$730M or 11% - 12% of spend (interpolated between 50% - 100% of points)			50% of available points							
	< \$580M or 11% of spend			0% of available points							
	2. Diversity Training - All Leaders			Dominion Energy Level							
	95% of Officers and Directors will conduct expectation-setting conversations with all leaders on their teams on:										
	• D&I and our Core Values;										
	• Business Case for Diversity;										
	• Diversity Hiring and Retention; and										
	• Dominion Energy's Long-term D&I targets										
≥ 95% Leaders conducted applicable conversations by 12/31/2020			100% of available points		6.0	6.0			6.0		
< 95% Conducted applicable conversations by 12/31/2020			0% of available points								
95% of Managers and Supervisors will conduct a leader-led conversation with their direct reports on:			Dominion Energy Level								
• Unconscious Bias; and											
• Respect in the Workplace											
≥ 95% Leaders conducted applicable conversations by 12/31/2020			100% of available points				6.0			6.0	
< 95% Conducted applicable conversations by 12/31/2020			0% of available points								
3. Diversity Training - Individual Contributor			Dominion Energy Level								
95% of all Dominion Energy employees (excluding leaders) will attend a leader-led conversation by year-end on:											
• Unconscious Bias; and											
• Respect in the Workplace											
≥ 95% Dominion Energy employees attended a leader-led conversation delivered by their leader(s) by 12/31/2020 = 10 points										10.0	
= 90% to 94% participation = 5 points											
< 90% participation = 0 points											
All Employees will self-certify via LMS after conversations are completed. DESC and DENC gas participants will certify via PowerTrain.											
Total Diversity & Inclusion Points				10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Environmental	1. Reportable Environmental Events (REE)			Dominion Energy Level		4.0	4.0	4.0	4.0	4.0	4.0
	Company-wide goal focused on reducing Reportable Environmental Events (REEs). Every Business Segment and DES will track REEs and perform root cause analysis for all REEs occurring prior to 9/30/2020 and determine appropriate corrective actions for at least 90% of those REEs by 12/31/2020.										
	2. Environmental Innovation - One innovative solution			Gas Distribution Level							
	Horizontal Directional Drilling (HDD)			6 points available							
Finalize and implement the recommendations from the Gas Distribution HDD Mainline Best Practices team by end of Q3 2020. Implement standard data tracking for all IRs and all Tier 3 and 4 HDDs by end of 2020.											
Note: Service lines are not part of the mainline best practice initiative. Time-sensitive mainline extensions will be evaluated on an individual project basis and exceptions to the process will be documented.											
= 1 innovation solution identified and implemented			100% of available points		6.0	6.0	6.0	6.0	6.0	6.0	6.0
< 1 innovation solution identified and implemented			0% of available points								
Total Environmental Points				10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Operational / Milestones	Operational Excellence										
	1. Customer Service - Customer Service Standard			Yes or No Goal							
	a. Overall satisfaction of the product and services received ≥ 6 out of a 7 point scale			Business Unit Level		2.5	4.0	4.0	5.5	2.5	4.0
	b. Meet minimum customer service level goals			Business Unit Level		2.5	4.0	4.0	5.5	2.5	4.0
2. Sustainability											
a. Methane Reduction					2.5	4.5	4.5	5.5	2.5	4.5	5.5

	i. Complete and document voluntary LDAR surveys on 330 stations by end of Q4	Yes or No Goal	Gas Distribution Level - Excluding Wexpro						
	b. Odorizer upgrades								
	i. Retire or replace at least 4 injection-style, continuous venting odorizers with pulse-bypass, zero emission style injection systems	Yes or No Goal	Business Unit Level	2.5	4.5	4.5	5.5	2.5	4.5
3. Pipeline Safety and Compliance	a. Reduce third party damages by 5% compared to three year average	Yes or No Goal	Gas Distribution Level - Excluding Wexpro	2.5	4.5	4.5	5.5	2.5	4.5
	b. Install a 3rd level of overpressure protection at 50 stations		Business Unit Level	2.5	4.5	4.5	5.5	2.5	4.5
	≥ 50 is 100% of points; results interpolated between 50 - 40; below 40 is 0% of points								
	c. Perform a comprehensive review of pipeline design, construction activities and incident response and develop recommendations for best practices, standards and procedures.	Yes or No Goal	Gas Distribution Level - Excluding Wexpro	5.0	9.0	9.0	12.0	5.0	9.0
	Implement primary findings of this review by end of Q4.								
Total Operational / Milestone Points				20.0	35.0	35.0	45.0	20.0	35.0
Total Operating & Stewardship Points				50.0	65.0	65.0	75.0	50.0	65.0
Total AIP Points				100.0	100.0	100.0	100.0	100.0	100.0