

# JEFFREY W. MARTIN

Chief Executive Officer  
Sempra Energy

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**A**t Sempra Energy, we expect the energy sector to undergo more change in the next decade than we have seen in the past 100 years. Transformation creates opportunity. We are committed to doing our part to provide greater access to clean, affordable and diversified sources of energy to the markets we serve.

For us, it begins with new ideas and a willingness to challenge convention. That is why our employees are the key to capitalizing on this opportunity. We need their bold ideas and fresh perspectives, and to that end, we strive to foster a high-performance culture rooted in diversity and inclusion. It is all about performance, and the way we come at it is to fully promote diversity.

## Our Strategic Approach

One of my first priorities as CEO of Sempra Energy was to launch an integrated strategic planning process to anchor our priorities to a common mission, vision and values. This strategic process is critical to fully promoting a high-performing culture. A few of the components of this strategic approach are as follows:

- **Alignment:** We give our employees clarity around our goals, which paves the way for our employees to actively innovate, operate with a bias toward action and be bold in advancing their ideas.
- **Purpose:** To seize the market opportunity before us, our 20,000 employees need to work toward a shared purpose. Our employees have embraced this mission and act with energy and purpose to find new ways to create positive impacts in the communities we serve. We're launching new programs to train employees for excellence, innovation and purpose.
- **Leadership:** This work starts with me. That is why I have signed on to the CEO Action for Diversity & Inclusion initiative, a program with more than 500 CEOs who have pledged to take measurable action to cultivate a workplace where diverse perspectives and experiences are both welcomed and respected.
- **Bias for Action:** Our employees embrace their roles and are empowered to make a difference. We have employee-driven diversity and inclusion

councils. The participants in these councils hold regular meetings where they dedicate time to talk about the importance of diversity and inclusion and take action to build an even more collaborative culture — we have a growth mindset and are constantly working to be better.

- Talent Development: To achieve a continued commitment to innovation, action and boldness, we must hire and develop the best talent across diverse backgrounds. Today, 59 percent of our U.S. workforce and 52 percent of our management team are people of color.

## Summary

At Sempra Energy, we know that diversity drives performance. We take pride in being a company of ideas, embracing an active dialogue, honest debate and constructive input. We actively seek to understand how we can foster a more inclusive, high-performing culture.

There is always more work to be done, but we are clear in our expectations around talent and diversity and are committed to improving our culture.

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