

Company: Southern California Gas Company (U 904 G)/ San Diego Gas & Electric
Company (U 902 M)
Proceeding: 2028 General Rate Case
Application: A.26-06-014/015
Exhibit: SCG-16.1/ SDGE-20.1

REVISED PREPARED DIRECT TESTIMONY OF LISA G. MCCUE
(COMPENSATION & BENEFITS)

**BEFORE THE PUBLIC UTILITIES COMMISSION
OF THE STATE OF CALIFORNIA**



September 2026

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Southern California Gas Company

Appendix E – WTW 2028 General Rate Case Total Compensation Study –
San Diego Gas & Electric

SUMMARY

COMPENSATION & BENEFITS (in 2025\$)			
O&M	2025 Adjusted-Recorded (\$000)	Estimated TY 2028 (\$000)	Change (\$000)
SoCalGas	\$ 284,949	\$ 290,710	\$ 5,761
SDG&E	\$ 204,548	\$ 195,951	\$ (8,597)
Total O&M	\$ 489,497	\$ 486,661	\$ (2,836)

Summary of Requests

- Maintain short-term and long-term incentive programs that focus the organization on goals related to safety, reliability, operational efficiency, and financial stewardship, and provide recognition programs that reward exemplary performance.
- Maintain comprehensive benefit programs for health, welfare, retirement and other benefits critical to retaining a stable and effective workforce.
- Southern California Gas Company's (SoCalGas) forecasted Test Year (TY) 2028 General Rate Case (GRC) request for Compensation and Benefits is \$290.710 million, compared to 2025 adjusted recorded Compensation and Benefits of \$284.949 million, reflecting an increase of \$5.761 million.
- San Diego Gas and Electric Company's (SDG&E) forecasted TY 2028 GRC request for Compensation and Benefits is \$195.951 million, compared to 2025 adjusted recorded Compensation and Benefits of \$204.548 million, reflecting a decrease of \$8.597 million.

1 **PREPARED DIRECT TESTIMONY OF LISA G. MCCUE**
2 **COMPENSATION & BENFITS**

3
4 **I. INTRODUCTION**

5 **A. Summary of Compensation & Benefits Costs and Activities**

6 My testimony supports the Test Year (TY) 2028 forecasts for compensation and benefits
7 programs of Southern California Gas Company (SoCalGas) and San Diego Gas & Electric
8 Company (SDG&E) (collectively, the Companies). Compensation and benefits programs are a
9 critical component of a competitive employee value proposition that enables the Companies to
10 attract and retain a high-performing workforce.

11 As summarized in Table LM-1 and Table LM-2 below, projected TY 2028 compensation
12 and benefit program costs (excluding base pay and benefits covered in other witness areas) are
13 \$291 million for SoCalGas and \$196 million for SDG&E.¹
14
15
16

¹ Forecasts exclude executive officer costs, as defined under Resolution (Res.) E-4963 (December 13, 2018), pursuant to California Public Utilities (Pub. Util.) Code Section (§) 706 (as modified by Senate Bill (SB) 901 (Dodd, 2018), *available at*: https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=201720180SB901), and Decision (D.) 24-12-074.

TABLE LM-1²

SoCalGas	2025 Actual (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Compensation				
Variable Pay/ICP	\$ 107,517	\$ 80,841	\$ 83,592	\$ 86,343
Spot Cash	\$ 1,725	\$ 3,526	\$ 3,526	\$ 3,526
Employee Recognition	\$ 307	\$ 335	\$ 347	\$ 358
Subtotal - Compensation	\$ 109,549	\$ 84,702	\$ 87,465	\$ 90,227
Health Benefits				
Medical	\$ 116,303	\$ 114,464	\$ 128,890	\$ 143,913
Dental	\$ 3,949	\$ 4,334	\$ 4,714	\$ 5,118
Vision	\$ 426	\$ 466	\$ 510	\$ 556
Wellness	\$ 395	\$ 1,300	\$ 1,316	\$ 1,349
Employee Assistance Program	\$ 624	\$ 159	\$ 167	\$ 176
Subtotal - Health Benefits	\$ 121,697	\$ 120,723	\$ 135,597	\$ 151,112
Welfare Benefits				
AD&D Insurance	\$ 162	\$ 158	\$ 173	\$ 189
Business Travel Insurance	\$ 42	\$ 42	\$ 43	\$ 44
Life Insurance	\$ 1,431	\$ 1,421	\$ 1,559	\$ 1,704
Subtotal - Welfare Benefits	\$ 1,635	\$ 1,621	\$ 1,775	\$ 1,937
Retirement Benefits				
Retirement Savings Plan	\$ 32,910	\$ 32,287	\$ 35,283	\$ 38,397
Non-Qualified Savings Plan	\$ 341	\$ 355	\$ 369	\$ 383
Supplemental Pension	\$ 13,703	\$ 1,670	\$ 1,690	\$ 1,810
Subtotal - Retirement Benefits	\$ 46,954	\$ 34,312	\$ 37,342	\$ 40,590
Other Benefit Programs and Fees				
Benefit Administration Fees	\$ 1,588	\$ 1,558	\$ 1,588	\$ 1,616
Educational Assistance	\$ 1,938	\$ 1,867	\$ 2,002	\$ 2,137
Emergency Care	\$ 268	\$ 390	\$ 406	\$ 422
Green Transportation	\$ 766	\$ 853	\$ 1,260	\$ 1,323
Retirement Activities	\$ 358	\$ 268	\$ 114	\$ 70
Service Recognition	\$ 196	\$ 223	\$ 225	\$ 276
Special Events	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
Subtotal - Other Benefit Programs and Fees	\$ 5,114	\$ 6,159	\$ 6,595	\$ 6,844
Total	\$ 284,949	\$ 247,517	\$ 268,774	\$ 290,710

² Totals and sub-totals throughout this testimony may reflect minor rounding differences compared to data from General Rate Case Integrated Database and in corresponding workpapers.

TABLE LM-2

SDG&E	2025 Actual (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Compensation				
Variable Pay/ICP	\$ 105,158	\$ 72,203	\$ 74,489	\$ 76,776
Spot Cash	\$ 2,398	\$ 3,045	\$ 3,045	\$ 3,045
Employee Recognition	\$ 426	\$ 267	\$ 276	\$ 285
Subtotal - Compensation	\$ 107,982	\$ 75,515	\$ 77,810	\$ 80,106
Health Benefits				
Medical	\$ 64,532	\$ 66,861	\$ 73,471	\$ 80,473
Dental	\$ 3,306	\$ 3,563	\$ 3,827	\$ 4,106
Vision	\$ 252	\$ 281	\$ 302	\$ 324
Wellness	\$ 548	\$ 1,301	\$ 1,282	\$ 1,298
Employee Assistance Program	\$ 508	\$ 90	\$ 93	\$ 96
Subtotal - Health Benefits	\$ 69,146	\$ 72,096	\$ 78,975	\$ 86,297
Welfare Benefits				
AD&D Insurance	\$ 136	\$ 135	\$ 144	\$ 154
Business Travel Insurance	\$ 24	\$ 24	\$ 24	\$ 24
Life Insurance	\$ 555	\$ 532	\$ 568	\$ 604
Subtotal - Welfare Benefits	\$ 715	\$ 691	\$ 736	\$ 782
Retirement Benefits				
Retirement Savings Plan	\$ 21,487	\$ 21,184	\$ 22,594	\$ 24,028
Non-Qualified Savings Plan	\$ 289	\$ 299	\$ 309	\$ 318
Supplemental Pension	\$ 2,789	\$ 2,100	\$ 2,190	\$ 2,250
Subtotal - Retirement Benefits	\$ 24,565	\$ 23,583	\$ 25,093	\$ 26,596
Other Benefit Programs and Fees				
Benefit Administration Fees	\$ 995	\$ 1,025	\$ 1,039	\$ 1,055
Educational Assistance	\$ 670	\$ 656	\$ 686	\$ 718
Emergency Care	\$ 201	\$ 200	\$ 203	\$ 205
Green Transportation	\$ 22	\$ 21	\$ 21	\$ 22
Retirement Activities	\$ 173	\$ 212	\$ 77	\$ 43
Service Recognition	\$ 79	\$ 105	\$ 115	\$ 127
Special Events	\$ -	\$ -	\$ -	\$ -
Subtotal - Other Benefit Programs and Fees	\$ 2,140	\$ 2,219	\$ 2,141	\$ 2,170
Total	\$ 204,548	\$ 174,104	\$ 184,755	\$ 195,951

SoCalGas's and SDG&E's projected TY 2028 compensation and benefits program costs are based on:

- Base Pay: Base pay is a foundational element of the Companies' compensation and benefits programs. Costs for the base pay component of total compensation are included in the labor forecasts contained in other witness areas.

- Variable Pay/ICP: Requesting recovery of Incentive Compensation Plan (ICP) costs tied to achievement of ICP goals related to safety, reliability, operational efficiency, and financial stewardship.
- Long-term incentives:³ The Companies have voluntarily elected to exclude long-term incentive compensation costs from their request.
- Special recognition awards: Continuing to recover the cost of special recognition awards as described in section V.
- Health and welfare benefits: Continuing to recover health and welfare benefits expense as described in section VI.
- Retirement benefits: Continuing to recover retirement benefits as described in section VI.
- Other benefit programs and fees: Continuing to recover the costs of other benefit programs, such as educational assistance, emergency care and green transportation, and the cost of benefit administration fees and services as described in section VI.

B. Organization of Testimony

My testimony is organized as follows:

- Introduction
- Affordability & Efficiency
- Total Compensation Overview
- Summary of WTW Total Compensation Study
- Compensation
- Employee Benefits
- Compensation Controls
- Sempra Corporate Center – Compensation & Benefits
- Conclusion
- Witness Qualifications

³ Long-term incentive plan costs were not included in the Companies' forecasts.

C. Support To and From Other Witnesses

My testimony also references the testimony and workpapers of several other witnesses, either in support of their testimony or as support for mine. A reference list is detailed below:

- Headcount forecast and long-term disability and workers' compensation are covered in the SoCalGas and SDG&E Safety & Culture testimonies (Ex. SCG-18 and Ex. SDGE-22).
- Broad-based pension benefits and post-retirement benefits are covered in the Pension and PBOP testimony (Ex. SCG-17/SDGE-21).
- Post-test year compensation and benefits costs, including post-test year medical escalation, are covered in the Post-test Year Ratemaking testimonies (Ex. SCG-28 and Ex. SDGE-33).

II. AFFORDABILITY & EFFICIENCY

Affordability and cost efficiency principles guide the design and oversight of SoCalGas's and SDG&E's Compensation and Benefits programs. As more fully explained below, the Companies structure total compensation to support the safe, reliable, and efficient delivery of utility service while managing costs prudently on behalf of customers.

Incentive compensation plays an important role in advancing these objectives. As described later in this testimony, the Incentive Compensation Plan (ICP) aligns employee performance with outcomes that benefit ratepayers across the key areas of affordability, reliability, and safety. Through clearly defined performance goals and accountability frameworks, the ICP reinforces behaviors and execution discipline that support safe operations, reliable service, and cost-effective system performance.

As described in Section V.B.5, 2026 ICP performance measures include goals that deliver both immediate benefits—such as improved operational efficiency and faster service restoration—as well as cumulative benefits achieved over time through sustained investment, disciplined execution, and risk mitigation. Together, these measures demonstrate that ICP is aligned with Commission priorities and provides value to customers by supporting long-term system performance and prudent cost management.

1 Consistent with the Commission’s directive in the 2024 GRC Decision,⁴ the Companies
2 also engaged an independent compensation expert to assess ICP cost efficiency and examine
3 approaches to strengthening cost-effectiveness without compromising safety. That assessment,
4 discussed in Section V.B.6 and included as Appendix B to this testimony, provides additional
5 context for evaluating ICP design within the California regulatory environment and validates that
6 the Companies’ incentive plans are broadly consistent with industry peers.

7 **III. TOTAL COMPENSATION OVERVIEW**

8 **A. Overview**

9 SoCalGas and SDG&E employees are essential to the delivery of safe, efficient, and
10 reliable service to customers. The Companies’ total rewards programs are designed to attract,
11 motivate, and retain a high-performing, skilled, and safety-focused workforce capable of
12 performing high-hazard, mission-critical work under increasingly complex regulatory,
13 environmental, and operational conditions. These programs include base pay, incentive
14 compensation, long-term incentives, recognition awards, benefits, and retirement plans.
15 Compensation and benefits provided to SoCalGas and SDG&E employees, retirees, and their
16 dependents reflect market conditions, collective bargaining requirements, and applicable
17 government regulations.

18 **B. Labor Market Conditions and Workforce Risk**

19 Like other employers, SoCalGas and SDG&E are operating in a labor market
20 characterized by persistent workforce shortages and heightened competition for skilled workers.
21 California utilities, however, face particularly acute and sustained staffing challenges driven by
22 aging workforce demographics, increasingly complex regulatory requirements, including
23 expanded wildfire mitigation and related safety mandates, accelerating electrification and grid
24 expansion, constrained training and apprenticeship pipelines. Industry surveys indicate that
25 utilities are experiencing difficulty filling mission-critical, hands-on roles even when offering
26 competitive compensation and benefits. In the transmission and distribution sector alone, nearly

⁴ D.24-12-074 at 742 and Ordering Paragraph (OP) 54 at 1102-1103. As part of this directive, the Companies also engaged an independent management consulting firm, Accenture, to conduct broader organizational efficiency studies. The results of these studies are presented in the Compliance testimony (Ex. SCG-30/SDGE-36).

90 percent of employers report difficulty hiring qualified workers, and these shortages are expected to intensify as infrastructure investment and clean energy deployment accelerate.⁵

These labor market conditions translate into persistent, structural workforce challenges for California utilities. The factors described below explain why competitive, market-aligned compensation and benefits are necessary to mitigate safety, reliability, and execution risks.

• **Aging workforce and imminent retirements create structural labor risk:**

Electric and natural gas utilities face elevated workforce risk as approximately 25%–40% of the utility workforce is expected to become retirement-eligible within the next five to ten years, with higher exposure in skilled trades, field operations, system operations, safety-critical field roles, and engineering roles that require extensive training, certification, and system-specific experience. Retirement exposure exceeds that of the broader U.S. workforce, skilled workforce replacement pipelines are insufficient to offset projected retirements, and the resulting loss of institutional knowledge increases operational, reliability, and safety risk, particularly in environments involving energized equipment, pressurized systems, excavation, and emergency response. Sustained investment in competitive, market-aligned compensation supports knowledge retention, effective succession planning, and workforce readiness, all of which are foundational to a strong safety culture.⁶

• **Wildfire mitigation mandates have materially increased labor demand:**

CPUC-approved and Office of Energy Infrastructure Safety-enforced wildfire mitigation requirements have materially increased the scope, frequency, and complexity of safety-critical work, particularly within High Fire Threat Districts, driving sustained demand for lineworkers, inspectors, engineers, and safety professionals. These mandates require trained and experienced personnel capable of executing inspections, vegetation management, system hardening, emergency response, and compliance activities under

⁵ See Power Magazine, *Bridging the Gap: How the Power Industry Is Tackling Its Workforce Crisis* (January 2, 2026), available at: <https://www.powermag.com/bridging-the-gap-how-the-power-industry-is-tackling-its-workforce-crisis/>; US Dept. of Energy, *2025 United States Energy & Employment Report* (August 2025), available at: <https://www.energy.gov/documents/2025-useer-national-report>; The Int'l Energy Agency, *Energy employment has surged, but growing skills shortages threaten future momentum* (December 5, 2025), available at: <https://www.iea.org/news/energy-employment-has-surged-but-growing-skills-shortages-threaten-future-momentum>; Power Magazine, *Help Wanted: Staffing Strategies for the Power Industry* (February 25, 2026), available at: <https://www.powermag.com/partner-content/help-wanted-staffing-strategies-for-the-power-industry/>.

⁶ See Center for Energy Workforce Dev., *Gaps in the Energy Workforce, 2021 Pipeline Survey Results*, available at: https://cewd.org/wp-content/uploads/2022/02/Gaps-In-Energy-Careers-Report-2022_Final-pages.pdf; Power Magazine, *Addressing the Challenges Presented by a Retiring Utility Workforce* (June 22, 2022), available at: <https://www.powermag.com/addressing-the-challenges-presented-by-a-retiring-utility-workforce/>; US Census Bureau, *Firms in Production Sectors and Northern States Have Some of the Highest Shares of Older Workers* (December 2, 2025), available at: <https://www.census.gov/library/stories/2025/12/older-workers.html>.

dynamic field conditions. Many of these activities cannot be readily automated or outsourced without compromising safety oversight, hazard recognition, or institutional accountability. Maintaining competitive total compensation supports workforce stability in these safety-critical roles and reduces reliance on short-term or inexperienced labor that could elevate safety and execution risk.⁷

• Electrification and grid expansion are outpacing labor supply:

Clean energy policies, electrification, and load growth continue to drive rapid expansion and modernization of electric and gas infrastructure, increasing labor demand faster than training and apprenticeship pipelines can respond. Industry and government analyses estimate that the U.S. power sector will require hundreds of thousands of additional workers by 2030, with acute shortages in transmission and distribution roles, including lineworkers, as transmission development accelerates and retirement rates among experienced workers remain elevated.⁸

• Technology modernization and advanced analytics are increasing demand for highly specialized roles:

Ongoing modernization of utility operations—including advanced grid management systems, operational technology, cybersecurity, and data-enabled safety and asset monitoring—has increased the need for specialized skills in systems engineering, information technology, data science, and advanced analytics. The deployment of artificial intelligence and automation tools to improve operational efficiency, predictive maintenance, safety oversight, and decision-making further drives demand for capabilities that are relatively new to the utility sector and not widely available within traditional utility workforce pipelines. As a result, utilities must recruit externally for these roles in highly competitive labor markets where demand exceeds supply and competition extends beyond the utility industry. Maintaining competitive, market-aligned compensation is necessary to attract and retain this specialized talent,

⁷ See NARDAC Insurance Services, LLC, *Wildfire Mitigation In The Utility Industry: Technology, Investment And The Shift To Resilience* (December 17, 2025), available at: <https://nardac.com/wildfire-mitigation-in-the-utility-industry-technology-investment-and-the-shift-to-resilience/>; Washington Workforce Training & Education Coordinating Board, *Study of the Feasibility of a Transition to Retirement Program for Workers Close to Retirement Facing Job Loss or Transition Due to Energy Technology Sector Changes* (June 2025), available at: <https://wtb.wa.gov/wp-content/uploads/2025/06/WTB-Transition-to-Retirement-Feasibility-FINAL.pdf>; ICF International, Inc., *6 actions utilities can take to mitigate wildfire risks* (October 25, 2023), available at: <https://www.icf.com/insights/climate/6-actions-utilities-mitigate-wildfire-risks>; Performance Services, *The Disappearing Utility Workforce* (December 8, 2025), available at: <https://www.performanceservices.com/resources/the-disappearing-utility-workforce/>.

⁸ See Goldman Sachs, *The Power Industry May Need More Than 750,000 New Workers by 2023* (July 23, 2025), available at: <https://www.goldmansachs.com/insights/articles/power-industry-may-need-more-workers-by-2030>; Power Magazine, *Bridging the Gap: How the Power Industry Is Tackling Its Workforce Crisis* (January 2, 2026), available at <https://www.powermag.com/bridging-the-gap-how-the-power-industry-is-tackling-its-workforce-crisis/>; California Independent System Operator (CAISO), *Large Load Considerations Issue Paper* (January 20, 2026), available at: <https://www.caiso.com/documents/issue-paper-large-load-consideration-jan-20-2026.pdf>.

which is increasingly integral to safe operations, regulatory compliance, operational efficiency, and long-term system resilience.⁹

• **California-specific labor constraints limit workforce scalability:**

Utility workforce challenges in California are more difficult to address than in other regions due to a combination of high housing and cost-of-living pressures, particularly in coastal and wildfire-prone areas; predominantly unionized, apprenticeship-based career pathways that require multi-year development; stringent certification and safety requirements for electric utility work; intense competition for skilled labor from construction, renewable energy, and private infrastructure projects; and geographic constraints that require most transmission and distribution work to be performed locally by qualified personnel. These constraints limit workforce scalability and make retention of qualified employees more cost-effective than continual turnover and retraining.

⁹ See US Dept. of Energy Grid Modernization Initiative, *Grid Modernization Strategy 2024* (July 2024), available at <chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.energy.gov/sites/default/files/2024-09/Grid%20Modernization%20Strategy%202024.pdf>; Int'l Energy Agency, *World Energy Employment 2025* (December 2025), available at: <chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://iea.blob.core.windows.net/assets/e5b9e908-26fe-4228-8978-e4ee36c555ed/WorldEnergyEmployment2025.pdf>; GE Vernova, *Complimentary Gartner® Report: How to Drive Operational Excellence as a Utility* (October 2025), available at: <https://www.governova.com/software/resources/report/gartner-utilities-operational-excellence-report>; McKinsey & Company, *The AI-enabled utility: Rewiring to win in the energy transition* (September 2023), available at: chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.mckinsey.org/~media/mckinsey/industries/electric%20power%20and%20natural%20gas/our%20insights/the%20ai%20enabled%20utility%20rewiring%20to%20win%20in%20the%20energy%20transition/mck_utility_compendium-final.pdf; Deloitte, *2026 Power and Utilities Industry Outlook* (October 29, 2025), available at: <https://www.deloitte.com/us/en/insights/industry/power-and-utilities/power-and-utilities-industry-outlook.html>; Deloitte, *In the AI age, data centers and power companies compete for the same core workforce* (March 31, 2026), available at: <https://www.deloitte.com/us/en/insights/industry/power-and-utilities/data-centers-power-companies-compete-for-workforce.html>; Bain & Company, *Utilities Must Reinvent Themselves to Harness the AI-Driven Data Center Boom* (October 2024), available at: <https://www.bain.com/insights/utilities-must-reinvent-themselves-to-harness-the-ai-driven-data-center-boom/>; Black & Veatch, *2025 Electric Report: What utilities must know about data center growth and more*, (2025), available at: <https://www.bv.com/en-US/perspectives/powering-ai-what-utilities-must-know-about-data-center-growth>.

1 Market-based compensation supports long-term workforce stability, preserves
2 institutional knowledge, and helps mitigate safety and reliability risks while avoiding
3 higher downstream costs associated with attrition and reduced productivity.¹⁰

4 To mitigate systemic risks associated with workforce scarcity—including delays to grid
5 hardening and electrification projects, loss of institutional knowledge affecting safety and
6 reliability, and reduced emergency and extreme-weather response capability—it is necessary for
7 SoCalGas and SDG&E to maintain competitive compensation and benefits. These programs
8 support the attraction, retention, and motivation of a skilled and experienced workforce required
9 to safely and reliably serve customers and communities.

10 The Companies' compensation programs function as part of a broader risk management
11 framework. By aligning pay with safety accountability, disciplined execution, and workforce
12 engagement, compensation reinforces employee focus on the Companies' key operational
13 priorities, foremost among them safety. Safety is a core value of SoCalGas and SDG&E, and a
14 strong safety culture is a critical driver of organizational safety performance. Consistent with
15 that framework, SoCalGas and SDG&E use compensation metrics and key performance
16 indicators to align employee behavior with safety objectives and to promote continuous
17 improvement in safety outcomes.

18 Safety-related measures comprise a substantial portion of short-term incentive design,
19 representing 66% of the non-executive ICP company performance component for SoCalGas and
20 68% for SDG&E. This weighting reflects an intentional program design choice to prioritize
21 safety outcomes and reinforce accountability at multiple organizational levels. In addition,
22 benefit and wellness programs that support employee health and well-being contribute to
23 workforce readiness, risk awareness, and the continuation of a strong safety culture.

¹⁰ See 29 CFR § 1910.269; Public Policy Institute of California, *California's Energy Workforce: Needs and Opportunities* (August 2025), available at: <https://www.ppic.org/publication/californias-energy-workforce-needs-and-opportunities/>; US Int'l Trade Comm'n, *Skilling Up for a Sustainable Future: A Look at the Labor Shortage in Renewable Energy* (June 2024), available at: chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.usitc.gov/publications/332/executive_briefings/ebot_labor_shortage_renewable_energy.pdf; Public Policy Institute of California, *Policy Brief: California's Energy Workforce* (August 2025), available at: <https://www.ppic.org/publication/policy-brief-californias-energy-workforce/>; Int'l Brotherhood of Electrical Workers, *Education Department*, available at: <https://ibew.org/our-departments/education/>; US Dept. of Energy, *U.S. Energy and Employment Report – 2023 (California)*, available at: <chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.energy.gov/sites/default/files/2023-06/USEER23-CA-v2.pdf>.

1 Compensation and benefits programs are also structured to support the Companies’
2 commitment to responsible and sustainable business practices. The ICP includes performance
3 goals related to business transformation and operational efficiency, customer and community
4 service, and the advancement of organizational culture. Complementary benefits programs—
5 including educational assistance that supports career development and an employee assistance
6 program offering access to a broad range of mental-health providers—further support employee
7 engagement and organizational effectiveness.

8 This holistic, market-based approach to total rewards, including periodic program updates
9 and pay-mix adjustments in response to changing labor market conditions, has enabled SoCalGas
10 and SDG&E to retain an experienced and productive workforce while maintaining competitive
11 labor costs. The Sempra Corporate Center applies the same market-based discipline to ensure
12 that total compensation costs associated with services provided to SoCalGas and SDG&E are
13 reasonable, support operational needs, and remain consistent with prevailing market practices.

14 **C. Compensation Modernization Initiative**

15 After more than two decades of operating under largely unchanged compensation
16 structures, SoCalGas and SDG&E are implementing a Compensation Modernization initiative
17 designed to create pay practices that remain competitive, market-aligned, and responsive to
18 evolving labor market and operating conditions. The initiative was undertaken to support
19 workforce stability and retention across the enterprise in response to sustained labor scarcity and
20 evolving market conditions.

21 The modernization initiative includes updates to job architecture, salary structures, and
22 standardized job profiles for non-represented employees, consistent with industry best practices.
23 These changes were designed to promote consistency, equity, and alignment with external labor
24 markets, across the enterprise.

25 As part of this effort, pay mix for certain roles was adjusted, effective January 2026, to
26 more closely align with prevailing market practices. For some positions, a portion of target
27 incentive compensation was shifted into base pay, increasing the share of fixed compensation
28 and improving pay predictability. These changes represent a rebalancing of compensation
29 components, not an increase in total cash compensation. *See Appendix C* for information on
30 these adjustments.

Incentive compensation remains an important component of the total rewards framework and continues to be tied to safety, operational, financial, and organizational culture objectives. The pay-mix adjustments were redistributive in nature and were implemented to support labor market competitiveness and workforce stability while maintaining disciplined, market-based total compensation levels.

IV. SUMMARY OF WTW TOTAL COMPENSATION STUDY

A total compensation study was conducted as part of SoCalGas's and SDG&E's TY 2028 GRC submission in compliance with Commission Decisions D.87-12-066, D.89-12-057, and D.96-01-011. For over 29 years, a total compensation study has been prepared in connection with each SoCalGas and SDG&E GRC, and the California Public Advocates Office (Cal Advocates) jointly sponsored and participated in several of the past studies. SoCalGas and SDG&E invited Cal Advocates to participate in the total compensation study for the TY 2028 GRC as well, but Cal Advocates declined to participate.

The Companies engaged WTW (formerly known as Willis Towers Watson), a nationally recognized compensation and benefits consulting firm, to conduct an independent compensation and benefits study. The results of the study are included as Appendices D and E (WTW Study).

The WTW Study evaluated SoCalGas's and SDG&E's total compensation relative to the external labor market. It includes a detailed analysis of "total compensation," which is defined as the aggregate value of annualized base pay, short-term incentive compensation, and benefits programs. For short-term incentive compensation, both actual and target data were analyzed. Long-term incentive compensation was included in the WTW Study but excluded from SoCalGas's and SDG&E's cost forecasts.

The WTW Study includes a detailed description of the study methodology. Although Cal Advocates did not participate in the WTW Study for the TY 2028 GRC, the methodology applied by WTW was generally consistent with total compensation studies in past GRCs in which Cal Advocates participated. The WTW Study should be viewed as a conservative assessment of the market, as it is based on 2025 market survey data that may not fully capture current market conditions. As the WTW Study notes:

The U.S. labor market continues to evolve, reflecting a combination of economic factors, demographic shifts, changing workforce participation patterns, and sustained demand for new and emerging skill sets. Although volatility has moderated from peak post-pandemic levels, structural dynamics affecting talent

supply and demand remain present. Therefore, the survey data utilized in this assessment represents a snapshot in time and may trail current market trends to a certain extent.¹¹

A. WTW Study Results

The Companies' overall market positioning, including SoCalGas, SDG&E, and Corporate Center, for actual total compensation (defined as base salaries, short-term incentives, and benefits) is within 4.5 percent of market (based upon actual ICP) and target total compensation is within 3.4 percent of market (based upon target ICP). SoCalGas's total compensation is within 2.1 percent of market based on actual total compensation and within 1.4 percent of market based on target total compensation. SDG&E's total compensation is within 9.4 percent of market-based on actual total compensation and within 7.6 percent of market-based on target total compensation.¹²

Compensation professionals, including WTW, typically consider a range of plus or minus 10% of the average of the external market data to be competitive, and broader ranges are common and expected for long-term incentive plans and benefits.

WTW considers plus or minus 10 percent of the average or mean of the competitive market to be the range of competitiveness. While some organizations define the competitive market zone as plus or minus 10 percent of the market, other organizations elect to target competitive pay with plus or minus 20 percent. However, a range of plus or minus 10 percent is generally considered by compensation professionals, including WTW, as appropriately accounting for variations related to individual employee, tenure, and organizational factors that naturally occur between an organization's total compensation levels and survey data.¹³

Per the *World at Work Handbook of Total Rewards*, "In some organizations, the competitive or market zone is defined as plus or minus 10 percent of the market; other organizations elect to target competitive pay with plus or minus 20 percent."¹⁴ As referenced above, using this competitive range takes into account differences in employee tenure,

¹¹ WTW Study at 15.

¹² Results include a representation of Corporate Center jobs that support SoCalGas and SDG&E. Corporate Center jobs were included in the WTW Study because SoCalGas and SDG&E would need to hire employees to perform these jobs if not performed by the Corporate Center.

¹³ WTW Study at 8.

¹⁴ World at Work, *The World at Work Handbook of Total Rewards, Second Edition* (2021), at 38.

experience, and performance, as well as potential job matching, sample size, and data quality issues.

As shown in Table LM-3 below, actual total compensation and target total compensation for the Companies falls within the competitive range of plus or minus 10% that is widely used by compensation professionals.

TABLE LM-3¹⁵

SoCalGas/SDG&E vs. Market (Including Corporate Center)								
	Total # of Employees	Employees in Study	Base Salary	Target Total Cash	Actual Total Cash	Benefits	Target Total Compensation	Actual Total Compensation
SoCalGas & Corporate Center	8,432	5,629	-0.02%	0.34%	1.31%	4.23%	1.39%	2.08%
SDG&E & Corporate Center	4,816	2,545	4.11%	6.39%	8.88%	10.87%	7.63%	9.42%
SoCalGas, SDG&E & Corporate Center	12,876	7,991	1.37%	2.33%	3.80%	6.38%	3.44%	4.49%

V. COMPENSATION

SoCalGas's and SDG&E's compensation packages include base pay, short-term incentive compensation, long-term incentive compensation (for key management employees only), and special recognition awards. It is essential that SoCalGas and SDG&E maintain their market competitiveness to attract, retain, and motivate their employees; and compensation is the most straightforward element of the total rewards package for employees to evaluate the value of their job or a job offer. Maintaining competitive compensation also supports the Companies' ability to deliver safe, reliable, and cost-effective service to customers. SoCalGas and SDG&E, like other employers, are competing for talent.

At SoCalGas and SDG&E, employee groups are described as Executive, Director, Management, Associate, and Represented employees. Depending on the particular employee group, compensation and benefit plans may vary based on overall compensation strategy, market pay, and collective bargaining agreements.

A. Base Pay

Base pay is the foundation of SoCalGas's and SDG&E's compensation programs. SoCalGas's and SDG&E's base pay programs are structured to be competitive, internally equitable, and cost-effective. Base pay structures are designed to support disciplined control of compensation costs while maintaining competitiveness for required skills and experience. Pay structures for non-represented jobs allow for individual differentiation based on an employee's

¹⁵ See, *supra*, note 12.

performance, skills, and experience. Base pay and pay grades for represented jobs are subject to collective bargaining agreements and are adjusted consistently with contract negotiations.

To ensure market pay ranges reflect the markets in which SoCalGas and SDG&E compete for labor, the Company participates in several compensation and benefit surveys sponsored by major human resources consulting firms. Additional information on the compensation and benefits review process is provided in Section VII.

B. Variable Pay/Incentive Compensation Plan (ICP)

Variable pay, or short-term incentive compensation, is an essential component of a competitive total compensation package for a number of reasons. Short-term incentive compensation creates focus on and accountability for achieving strategic goals and operational results, increasing operational efficiencies, and facilitating ideas and operational improvements. Variable pay plans are a prevalent utility and critical-infrastructure industry market practice and are a key component of a competitive compensation package.

SoCalGas's and SDG&E's short-term ICPs have been a longstanding part of their total compensation strategies for their non-represented workforce. ICP places a portion of employee compensation at risk, subject to achievement of the plan's performance measures, motivating employees to meet or exceed important safety, customer service, operational, and financial goals.

1. Non-Executive ICP

Eligible non-represented employees participate in the ICP. Performance measures are reviewed, refined, and updated annually by the respective Company boards of directors through a structured governance process reflecting oversight and rigor. Management develops the proposed goals for each performance year based on a comprehensive evaluation of internal and external factors, including regulatory commitments and guidance, safety and operational priorities, historical performance, identified performance gaps, budget considerations, and evolving customer expectations. These inputs are used to create annual goals that remain responsive to changing conditions while continuing to reinforce core operational and customer-focused objectives. These ICP goals are then reviewed against actual performance results in the following year by Sempra's Audit Services department prior to board approval. This review confirms that performance outcomes are measured accurately and consistently with the approved framework. As an illustration, the 2025 ICP performance results underwent this independent review and were approved by each Company's board in early 2026. Collectively, this

comprehensive process – from goal-setting through independent validation and board approval – results in ICP payouts that are tied to verified performance and remain aligned with delivering tangible value to customers.

a. Performance Measures

The SoCalGas and SDG&E ICP plans include a company performance component, which incentivizes employee focus on the achievement of company goals related to safety and safety management systems, operating efficiencies, cost control, strategic priorities and stakeholders, and financial health. In addition, the plans include an individual performance component, which is based on the employee’s contributions toward these company goals and the achievement of their individual performance objectives. The company performance component and individual performance component are each weighted at 50% of employees’ target ICP awards. This balanced design reinforces both collective accountability for enterprise outcomes and individual responsibility for effective execution.

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The performance measures for the 2026 SoCalGas ICP are shown in Table LM-4 below:

TABLE LM-4

2026 SoCalGas ICP Performance Measures	Weighting	
	Non-Executive	Executive
Company Performance Component		
Safety/Safety Management Systems	33%	54%
Customer, Public & Infrastructure Safety		
A1 Gas Leak Order Response Time	3%	5%
Damage Prevention - Damages per USA Ticket Rate	3%	5%
Gas System Methane Emission Reductions	3%	5%
Gas Transmission Safety - Percent Completion of Regulatory Test/Replace Requirements	3%	5%
Distribution Integrity Management Program - Percent Completion of Bare Steel Replacement Program	3%	5%
Cyber Safety	3%	4%
Safety Culture Enhancements		
Employee Impact Through WE LEAD Base Visits and Executive/Director Completed and Documented Field/Desk Rides	3%	5%
Number of Near Miss/Stop the Job/Good Catch Reports Conforming to Best Practices	3%	5%
Employee Safety		
Lost Time Incident Rate	3%	5%
Safety Observation Rate	3%	5%
Driving Observation Rate	3%	5%
Strategic Priorities and Stakeholders	13%	19%
Strategic Initiatives		
Business Transformation	3%	5%
Resiliency/Ready for Tomorrow	3%	5%
Customer and Community Service		
Touchpoint Action Program (TAP): Ease of Doing Business with SoCalGas	3%	4%
Employee and Community Partnership		
Employee and Community Engagement	4%	5%
Financial Health	4%	27%
SoCalGas Earnings	2%	17%
SoCalGas Balance Sheet Health	1%	3%
Sempra Earnings	1%	7%
Total Company Performance Component	50%	100%
Total Individual Performance Component	50%	

The performance measures for the 2026 SDG&E ICP are shown in Table LM-5 below:

TABLE LM-5

2026 SDG&E ICP Performance Measures	Weighting	
	Non-Executive	Executive
Company Performance Component		
Safety Management Systems	34%	57%
Electric Safety		
Wildfire and PSPS System Hardening	3%	5%
Vegetation Contacts within the High Fire Threat District during Elevated or Extreme Fire Potential Index	2%	5%
PSPS Average Circuit Restoration Time	1%	5%
Electric Overhead Fault Rate During Elevated Fire Potential	1%	5%
Cyber Safety	2%	4%
Gas Safety		
Gas Integrity Management	3%	5%
Damage Prevention - Damages per USA Ticket Rate	3%	5%
P1 Gas Response Time	3%	5%
Employee Safety		
Lost Time Incident Rate	4%	5%
Driving Observations	3%	3%
Field Safety Observations	4%	5%
Near Misses Reported (w/Actionable Follow-Up Timely Completed)	5%	5%
Strategic Priorities and Stakeholders	12%	16%
System Average Duration Interruption Index	2%	3%
Customer Service Value	4%	4%
Business and Technological Transformation	3%	5%
Advancing Organizational Culture	3%	4%
Financial Health	4%	27%
SDG&E Earnings	2%	17%
SDG&E Balance Sheet Health	1%	3%
Sempra Earnings	1%	7%
Total Company Performance Component	50%	100%
Total Individual Performance Component	50%	

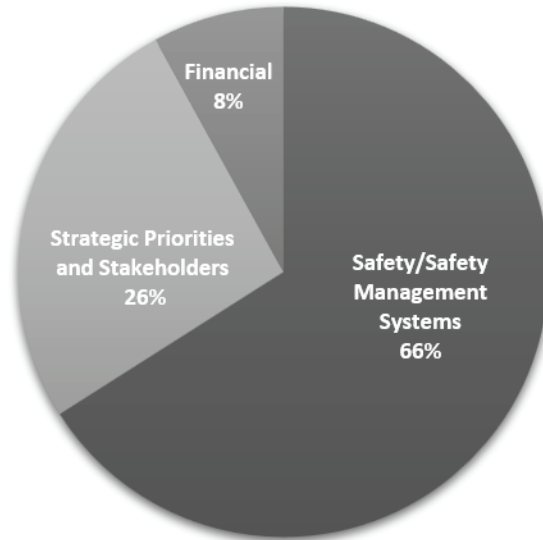
b. Emphasis on safety measures

Safety measures represent the largest category of performance measures in the SoCalGas and SDG&E ICP plans. Safety is a foundational value for SoCalGas and SDG&E, and this is reflected in the weighting of safety measures in the 2026 ICP. Safety measures comprise 66% of the ICP's company performance component for SoCalGas and 68% for SDG&E. The strong emphasis on employee and operational safety measures in the SoCalGas and SDG&E ICP plans, in turn, supports and reinforces the Companies' safety culture and safety performance.

1

FIGURE LM-1

**2026 SoCalGas Non-Executive ICP
Company Performance Component**



2
3

FIGURE LM-2

**2026 SDG&E Non-Executive ICP
Company Performance Component**



4

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6

As shown in Figures LM-1 and LM-2 above, the ICP weighting for performance measures related to safety helps provide strong alignment between SoCalGas's and SDG&E's

1 safety programs, strengthen the Companies' safety culture, and signal to employees that safety is
2 the number one priority. As the Commission stated in D.16-06-054:

3 One of the leading indicators of a safety culture is whether the governance of a
4 company utilizes any compensation, benefits, or incentive to promote safety and
5 hold employees accountable for the company's safety record.¹⁶

6 A safety-focused organization provides a strong foundation for achieved cost control.
7 Fewer accidents, hazard awareness, and preventative measures to reduce public and
8 property damage, and planned operations rather than emergency actions minimize costs
9 and inure to the benefit of customers.

10 **2. Executive ICP**

11 As shown above in Tables LM-4 and LM-5, SoCalGas's and SDG&E's executive ICP
12 plans generally include the same performance measures as the non-executive ICPs and goals are
13 similarly reviewed and updated annually. The executive plans do not include an individual
14 performance measure, although the SoCalGas and SDG&E boards of directors may adjust
15 individual executive ICP awards in consideration of individual performance. Executive ICP
16 design aligns leadership incentives with the same safety, operational, strategic, stakeholder, and
17 financial outcomes applicable to the broader workforce. Costs for SoCalGas and SDG&E
18 executive officers are excluded, pursuant to SB 901 and D.24-12-074.

19 **3. ICP Performance Goals Benefit Customers and the Community**

20 **a. Safety Performance Measures**

21 The safety of the customers, employees, and communities served by SoCalGas and
22 SDG&E has been and will always be the Companies' highest priority. The ICP safety goals
23 support the Companies' safety culture by focusing on employee, customer, public, and
24 infrastructure safety. The benefits of ICP performance goals extend across safety and reliability
25 outcomes that can directly impact the costs ultimately borne by ratepayers. These goals are
26 established to effectively manage operational outcomes that support long-term ratepayer value,
27 as summarized below. Safety and safety management system goals include:
28

¹⁶ D.16-06-054 at 153.

Customer, Public, and Infrastructure Safety

Gas Safety:

- A1 Gas Leak Order Response Time (SoCalGas): Measures the response time for customer service field technicians to respond to A1 gas leak orders. Rapid response minimizes the severity of leaks, reducing repair costs, property damage, and customer impacts while supporting public safety. Preventing escalation avoids high-cost emergency events.
- P1 Gas Response Time (SDG&E): Measures the response time for customer service field or gas operations to respond to a Priority 1 gas emergency. Prompt response limits the severity and duration of gas incidents, reducing safety and property risks.
- Damage Prevention (SoCalGas and SDG&E): Focuses on reducing the number of damages to SoCalGas or SDG&E below-ground facilities caused by excavation that can result in a release of gas. This is a standard industry metric for measuring operator performance for damage prevention. Improved third-party damage prevention lowers safety risk and may reduce repair expenses and unplanned outages that can increase costs.
- Distribution Integrity Management Program (DIMP) (SoCalGas): Tracks the annual percent completion in alignment with the 2026 capital plan for the non-state-of-the-art main replacements under the Bare Steel Replacement Program, prioritized through quantitative risk assessment under the Distribution Integrity Management Program. Risk-based prioritization to replace identified pipeline segments reduces risk of leaks and potential for incidents that increase costs. Allows cost-efficient replacement of pipeline segments that most reduce risk.
- Gas Integrity Management (SDG&E): Tracks the number of miles of Tier 1 and 2 Dupont Aldy-A plastic pipe mains and services replaced. Replacing Aldyl-A pipe reduces leak and ignition risk, avoids emergency repairs and lowers long-term maintenance costs while improving gas system reliability.
- Gas System Methane Emissions Reduction (SoCalGas): Focuses on reducing methane emissions associated with venting of high-pressure transmission

1 pipelines during planned gas blowdown events. Reducing vented gas prevents
2 loss of commodity costs and lowers emissions.

- 3 • Gas Transmission Safety (SoCalGas): Focuses on enhancing gas pipeline system
4 safety by measuring the percentage of pipeline miles planned, tested, replaced,
5 constructed, or abandoned. Proactive, planned pipeline testing and replacement is
6 more cost-effective and reduces the risk of catastrophic failures that can drive
7 significant emergency and unplanned replacement costs.

8 **Electric Safety (SDG&E):**

- 9 • Wildfire and Public Safety Power Shutoff (PSPS) System Hardening: Focuses on
10 mitigating the risk of wildfire and minimizing the impact of PSPS through
11 undergrounding portions of the distribution circuits or hardening the overhead
12 distribution system to known local wind conditions. Risk-based project selection
13 and lower lifecycle maintenance costs, as well as timely project completion,
14 reduce outages, site visits, and long-term costs to customers while improving
15 safety and reliability.
- 16 • Vegetation Contacts in High Fire Threat Districts (HFTD) with Fire Potential
17 Index (FPI): Measures the number of outages or ignitions on the primary voltage
18 system caused by vegetation contacts in the HFTD during periods of elevated or
19 extreme fire potential, as measured by SDG&E's FPI. Proactive vegetation
20 management measures reduce outage risk and potential wildfire impacts, avoiding
21 costly incidents, service disruptions, and restoration activities, which supports
22 long-term cost containment for ratepayers.
- 23 • PSPS Average Circuit Restoration Time: Measures timely service restoration
24 following de-energization events. Faster restoration reduces service impacts for
25 ratepayers while improving workforce efficiency and helping to minimize
26 additional labor cost.
- 27 • Electric Overhead Fault Rate During Elevated Fire Potential: Measures overhead
28 faults in the HFTD leading to an interruption of service during elevated threat
29 conditions. Preventing faults during high-wind conditions reduces wildfire risk
30 and associated costs, including emergency repairs, expedited troubleshooting, and
31 materials mobilization.

Cyber Safety:

- Cyber Safety Tests (SoCalGas and SDG&E): Focuses on increasing employee response to simulated phishing exercises that are designed to increase employee awareness and establish good cybersecurity behaviors. To build a positive, resilient cyber safety culture, measures failure rate on numerous social engineering simulations to protect Company operations and systems. Reducing cyber incidents promotes operational stability and supports safety and reliable service.

Employee Safety and Safety Culture Enhancements:

- Lost Time Incident Rate (LTIR) (SoCalGas and SDG&E): Focuses on reducing the number of OSHA Recordable Injuries or Illnesses resulting in lost time (time away from work). Fewer employee injuries improve workforce availability, which supports timely maintenance and capital work, avoiding costly delays and emergency repairs, and reducing replacement labor and workers' compensation costs.
- Safety Observation Rate (SoCalGas): Leading metric that tracks the number of safety observations of front-line employees. Proactive hazard identification helps prevent incidents that could result in costly system damage or service disruptions while minimizing related operational and insurance costs.
- Driving Observation Rate (SoCalGas and SDG&E): Leading metric that measures driving observations of employees who drive a company vehicle in performance of their work. Proactive identification and correction of unsafe driving behaviors help reduce vehicle accidents, repair and insurance expenses, improves workforce reliability, promotes public safety, and avoids service interruptions that may cause higher emergency response costs.
- Field Safety Engagements (SDG&E): Leading metric to help mitigate the risk of serious injuries and fatalities by creating appropriate controls in areas where hazards involving high-voltage electricity or other significant energy sources are present. Proactive identification of hazards and creation of controls helps prevent serious injuries and fatalities and reduces medical, emergency response, and disruption-related costs.

- Near Misses Reported (SoCalGas and SDG&E): Leading metric that encourages reporting of unplanned events that typically do not result in injuries, illnesses, or damage, but have the potential to do so. Near miss reporting provides early identification of hazards, helping prevent costly accidents, equipment damage, and service disruptions, while reducing future corrective costs.
- Employee Impact through Base Visits and Executive/Director Completed and Documented Field/Desk Rides (SoCalGas): Advances safety culture through structured engagement between members of the Leadership Team (officers and directors) and field-based employees. Strong leadership engagement and safety culture improves operational discipline that reduces incidents and supports efficient execution of rate-funded work.

b. Customers and Stakeholders

Customers, Community Service, and Responsible Business Practices

- System Average Interruption Duration Index (SAIDI) (SDG&E): Measures the cumulative outage time experienced by the average SDG&E customer in a year. Tracking and setting performance measures around SAIDI strengthens reliability by enabling data-driven investment and operational decisions, reducing outage duration, lowering restoration and emergency costs.
- Customer Service Value (SDG&E): Incentivizes operational behaviors and outcomes that are highly correlated with customer satisfaction industry wide, including customer service energization timelines, average speed of answer, and unplanned outage notifications. Responsive service, timely outage communications and faster project energization reduce customer uncertainty and build customer trust.
- Touchpoint Action Program (TAP) (SoCalGas): Measures ease of doing business with SoCalGas. Efficient customer processes enhance customer interactions, while reducing rework, call volumes and lower transaction costs.
- Resiliency/Ready for Tomorrow (SoCalGas): Focuses on advancing system resiliency through a portfolio of projects that enhance reliability, improve system capacity, and strengthen supplier diversity. Improved system resiliency reduces outages during constraints and avoids high-cost emergency supply procurement.

- Business Transformation (SoCalGas): Focuses on timely completion of projects that promote business and operational efficiency through technological innovations, process improvements, and other optimization initiatives. Advancing these projects promotes affordability, safety, sustainability, and customer experience improvements, by delivering the same or better service at lower-per-unit cost, and reduction of manual efforts and errors.
- Business and Technological Transformation (SDG&E): Promotes business and technological transformation by executing projects that each reduce costs by at least \$500,000. Improved forecasting, scheduling, and digital tools reduce unnecessary field visits and operating costs, and support self-service capabilities for customers.
- Employee and Community Engagement (SoCalGas) and Advancing Organizational Culture (SDG&E): Promotes employee engagement and employee volunteerism in our communities. Community engagement builds trust and customer relationships, while employee engagement supports productivity, reduces operational risk and inefficiencies, and reinforces safety-focused behaviors.

c. Financial Performance Measures

Financial performance measures under the Companies' ICP are designed to reinforce employee accountability for maintaining the long-term financial health of SoCalGas and SDG&E in a manner that directly supports safe, reliable, and cost-effective utility service. These measures encourage disciplined decision-making, efficient use of resources, and prudent financial management across the organization. Strong financial performance is not solely a shareholder outcome; it produces tangible and ongoing benefits for customers as described in the following section.

4. Financial Performance Measures Support Prudence and Ratepayer Value

Financial performance measures included in the ICP are designed to reinforce prudent and disciplined execution of Commission-authorized funding and investment programs, not to reward profit maximization or shareholder enrichment. These measures operate within the cost-of service regulatory framework by incentivizing effective resource management, cost control,

1 and adherence to approved operating and capital plans. In doing so, financial performance
2 metrics support outcomes that are directly aligned with the Commission's expectations for
3 efficient utility operations.

4 In the absence of financial performance measures, ICP design would emphasize non-
5 financial outcomes without corresponding accountability for cost discipline, creating an
6 imbalanced incentive structure that could unintentionally encourage over-spending or inefficient
7 execution in pursuit of other goals. Financial performance measures provide an essential
8 counterbalance by reinforcing the expectation that safety, reliability, and customer outcomes be
9 achieved efficiently and within authorized revenue requirements.

10 Importantly, financial performance metrics do not operate in isolation and do not offset or
11 override safety, compliance, or reliability performance. Rather, they function within a balanced
12 framework in which safety-related measures remain paramount. Including financial metrics
13 within the ICP aligns strong safety and service quality expectations with incentives for cost
14 discipline, encouraging efficient execution of operational objectives without compromising
15 safety, reliability, or customer service. In this way, the ICP reinforces prudent operational
16 behavior while maintaining appropriate safeguards against cost-cutting practices that could
17 adversely affect service quality or safety.

18 Financial performance measures further function as an enterprise risk management tool
19 by reinforcing behaviors that support credit quality, liquidity management, and effective
20 execution of Commission-authorized capital programs. Strong financial discipline contributes to
21 stable access to capital markets and lower financing costs, which directly benefits ratepayers by
22 reducing the cost of funding infrastructure necessary to maintain and improve safe and reliable
23 service.

24 Finally, the benefits of financial performance measures extend beyond the current test
25 year. General rate cases rely heavily on historical recorded costs to establish future revenue
26 requirements. Sustained operating efficiencies lower the costs used to set future test-year
27 budgets, which helps keep future rates lower and supports long-term customer affordability. To
28 the extent ICP financial metrics incentivize employees to prudently manage costs below forecast
29 levels while maintaining performance expectations, those efficiencies accrue to customers
30 through lower future cost levels reviewed in subsequent proceedings.

1 For these reasons, the financial performance component of ICP represents a reasonable,
2 prudence-based element of total compensation that supports outcomes the Commission already
3 promotes through its ratemaking framework. When total compensation is demonstrated to be
4 market-based and reasonable, recovery of ICP costs – including the portion tied to financial
5 performance – is consistent with the Commission’s long-standing practice to avoid
6 micromanagement of compensation design and permitting utilities discretion in structuring
7 reasonable compensation programs.¹⁷

8 **5. How 2026 ICP Performance Measures Support Affordability,** 9 **Reliability, and Safety**

10 The tables below summarize how the 2026 ICP performance goals for SoCalGas and
11 SDG&E are designed to deliver tangible benefits to ratepayers across the core outcome areas of
12 affordability, reliability, and safety. Each goal reflects a deliberate linkage between employee
13 performance and outcomes that support safe, reliable, and cost-effective utility service. Some
14 ICP goals are structured to generate more immediate benefits, such as reduced operational costs
15 or faster restoration of service, while others produce cumulative benefits over time through
16 sustained investment, disciplined execution, and risk mitigation. Together, these performance
17 measures demonstrate that ICP is aligned with Commission priorities and provides value to
18 customers by reinforcing behaviors that support long-term system performance and prudent cost
19 management.
20

¹⁷ See D.04-07-022 at 217 (Commission rejecting a substitution of its judgment for that of SCE managers regarding the appropriate mix of base and incentive pay. “That is the sort of micromanagement that the Commission rejected in D.92-12-057, and that we reject here.”).

TABLE-LM-6
SoCalGas 2026 ICP Performance Goals

ICP Goal Mapping to Affordability, Reliability, and Safety

Key: ✓ Near-Term Results ⌚ Results Achieved Over Time

Goal	Affordability	Reliability	Safety
Lost Time Incident Rate	⌚ Lower injury-related and productivity-related costs	⌚ Improved workforce availability supports timely work	✓ Directly reduces worker injury risk
Safety Observation Rate	⌚ Prevents costly incidents before they occur	⌚ Improves consistency of field execution	✓ Identifies and corrects hazards early
Driving Observation Rate	⌚ Reduces accident-related repair and insurance costs	⌚ Maintains dependable field mobility	✓ Improves driver and public road safety
A1 Gas Leak Order Response Time	⌚ Avoids escalation and higher repair costs	✓ Motivates fast containment of system issues	✓ Protects customers and public from hazards
Damage Prevention – Damages per USA Ticket Rate	✓ Lowers risk of expensive third-party damage repairs	✓ Reduces unplanned outages	✓ Prevents leaks and incidents
Gas System Methane Emissions Reductions	✓ Avoids loss of customer-funded gas supply	⌚ Supports sustainable system operations	✓ Reduces environmental and operational risk
Gas Transmission Safety – Test/Replace Completion	⌚ Planned work avoids higher emergency costs	✓ Strengthens long-term system integrity	✓ Reduces risk of serious safety incidents affecting the public
DIMP – Bare Steel Replacement Program	⌚ Risk-based spending maximizes value of expenditures	✓ Improves reliability of distribution system	✓ Replace pipeline segments that pose higher safety risk to communities
Cybersecurity	⌚ Avoids high data/system recovery and remediation costs	✓ Prevents system disruptions	✓ Protects operational controls and data
WE Lead Base Visits & Field/Desk Rides	⌚ Fewer incidents lower downstream costs	⌚ Improves execution quality	✓ Strengthens safety culture and accountability
Near Miss / Stop the Job / Good Catch Reporting	⌚ Preventive actions to avoid costly incidents and rework	⌚ Reduces operational disruptions	✓ Identifies hazards before injuries or incidents occur
Business Transformation	✓ Direct O&M savings through automation & efficiency	⌚ Improves operational consistency	⌚ Reduces safety risks caused by manual or process errors
Resiliency / Ready for Tomorrow	✓ Avoids higher-cost emergency procurement actions	✓ Enhances reliability during constraints	⌚ Reduces risk during abnormal conditions
Touchpoint Action Program (Ease of Doing Business)	✓ Lower transaction and administrative costs	⌚ Faster, efficient customer interactions	⌚ Reduces service errors that affect customers
Employee & Community Engagement	⌚ Higher productivity lowers operational risk and inefficiency	⌚ Reduces project delays and disruptions	⌚ Supports safer behaviors and decision-making
Sempra 2026 ICP Earnings	✓ Supports credit quality and lowers cost of capital	✓ Enables ongoing infrastructure investment	⌚ Financial stability supports safe operations
SoCalGas 2026 ICP Earnings	✓ Incentivizes cost-disciplined utility operations	✓ Supports reliable system performance through sustained investment	⌚ Financial stability supports safe execution of work
SoCalGas Balance Sheet Health	✓ Lower financing and customer arrears costs	✓ Sustains the ability to fund long-term reliability investments	⌚ Strong balance sheet supports safe execution of operations

TABLE-LM-7
SDG&E 2026 ICP Performance Goals

SDG&E 2026 ICP Goal Mapping to Affordability, Reliability, and Safety			
Key: ✓ Near-Term Results ⌚ Results Achieved Over Time			
Goal	Affordability	Reliability	Safety
Wildfire & PSPS System Hardening	⌚ Reduces long-term maintenance and outage costs	✓ Lowers PSPS impacts and outages	✓ Reduces wildfire risk and protects public safety
Vegetation-Caused Outages in HFTD (Elevated/Extreme FPI)	⌚ Avoids costly incidents and restoration activities	✓ Reduces outage frequency during high-risk conditions	✓ Reduces fire risk from vegetation/equipment contact
PSPS Average Circuit Restoration Time	✓ Minimizes additional labor, contractor, and patrol costs	✓ Restores service more quickly after PSPS events	⌚ Reduces prolonged exposure to outage-related risks
Electric Overhead Fault Rate (Elevated Fire Potential)	⌚ Reduces emergency repairs and material mobilization	✓ Improves system performance during high-wind events	✓ Reduces wildfire ignition and equipment-related risk
Cyber Safety	⌚ Avoids costly data/system recovery and remediation costs	✓ Prevents cyber-related operational disruptions	✓ Protects operational systems and data
Gas Integrity Management (DIMP – Aldyl A Replacement)	⌚ Avoids costly emergency repairs/lowers maintenance costs	✓ Improves long-term gas system performance	✓ Reduces leak and ignition risk
Damage Prevention Rate	✓ Lowers risk of costly third-party damage repairs	✓ Reduces unplanned outages	✓ Prevents leaks and safety incidents
P1 Gas Response Time	⌚ Controls incident scope and related costs	✓ Limits service disruptions from gas emergencies	✓ Protects customers and public from hazards and property risks
Lost Time Incident Rate (LTI)	⌚ Lower injury-related and productivity-related costs	⌚ Improved workforce availability supports timely work	✓ Directly reduces employee injury risk
Driving Observations	⌚ Reduces accident-related repair and insurance costs	⌚ Maintains dependable field response capability	✓ Improves vehicle and public road safety
Field Safety Engagements	⌚ Preventive hazard controls helps prevent incident costs	⌚ Reduces work disruption from serious incidents	✓ Reduces risk of serious injuries or fatalities
Near Misses Reported	⌚ Preventative actions to avoid costly future incidents	⌚ Reduces operational disruptions	✓ Identifies hazards before injuries or incidents occur
System Average Interruption Duration Index (SAIDI)	⌚ Minimizes outage, restoration and disruption costs	✓ Reduces duration and frequency of outages	⌚ Supports safer system operating conditions
Customer Service Value	✓ Lowers transaction and administrative costs	⌚ Improves coordination and efficient customer interactions	⌚ Reduces service errors that affect customers
Business & Technological Transformation	✓ Improves productivity and reduces labor/operating costs	⌚ Enhances work planning and execution	⌚ Reduces operational risk from manual or process errors
Advancing Organizational Culture	⌚ Higher productivity lowers operational risk and inefficiency	⌚ Reduces project delays and disruptions	⌚ Supports safer behaviors and decision-making
Sempra 2026 ICP Earnings	✓ Supports credit quality and lowers cost of capital	✓ Enables ongoing infrastructure investment	⌚ Financial stability supports safe operations
SDG&E Earnings	✓ Incentivizes cost-disciplined utility operations	✓ Supports reliable system performance through sustained investment	⌚ Financial stability supports safe execution of work
SDG&E Balance Sheet Health	✓ Lower financing and customer arrears costs	✓ Sustains the ability to fund long-term reliability investments	⌚ Strong balance sheet supports safe execution of operations

1 **6. ICP Efficiency Study**

2 **a. Background and Purpose of the Study**

3 In its 2024 General Rate Case Decision, the Commission directed SoCalGas and SDG&E
4 to have an independent efficiency study performed that focused on improving management
5 efficiency and cost-effectiveness without compromising safety.¹⁸ The Commission sought an
6 independent assessment of management efficiency, including an evaluation of whether ICP
7 design could further support prudent cost management while preserving safety-critical priorities.

8 In response to that directive, the Companies engaged Meridian Compensation Partners
9 (Meridian), an independent compensation consulting firm with experience advising utilities and
10 other regulated, capital-intensive industries, to conduct an ICP efficiency study for SoCalGas and
11 SDG&E.¹⁹ The study evaluates ICP design and cost-efficiency considerations in the context of
12 industry practices, California regulatory expectations, and the Companies' operating and safety
13 obligations. The Meridian independent assessment is contained in Appendix B.

14 **b. Meridian Study – Analytical Approach**

15 Meridian's analysis focused on annual incentive compensation programs applicable to
16 both executive and non-executive employees. The study reviewed existing ICP frameworks and
17 performance measures at SoCalGas and SDG&E and assessed those designs within the broader
18 regulated utility landscape.

19 As part of this review, Meridian examined incentive plan practices across a peer group of
20 large U.S. utilities, with specific consideration of California's distinct regulatory environment
21 and its emphasis on safety-related performance measures. The analysis considered how utilities
22 balance financial, operational, and non-financial metrics within incentive plans, including the
23 prevalence and role of cost-efficiency considerations alongside safety and reliability objectives.²⁰

24 Meridian also examined cost-efficiency outcomes using standardized financial measures
25 to provide comparative context, recognizing that utility cost performance is influenced by many

¹⁸ D.24-12-074 at 742 and, OP 54 at 1102-1103.

¹⁹ See Meridian Compensation Partners, *Incentive Compensation Plan Cost-Efficiency Metrics for SDG&E and SoCalGas* (May 2026) (Meridian Study), at Appendix B. The Companies also engaged Accenture to conduct management organizational efficiency studies, which is presented in the Compliance testimony (Ex. SCG-30/SDGE-36).

²⁰ Meridian Study at 3.

factors beyond incentive plan design.²¹ Accordingly, the analysis was not intended to establish a direct causal relationship between individual incentive metrics and cost outcomes, but rather to inform an overall evaluation of incentive design within the regulated utility environment. The comparative analysis further indicates that the inclusion of explicit cost-efficiency metrics in incentive plans does not, in and of itself, result in consistently lower cost structures or improved cost-efficiency outcomes across utilities, reinforcing the importance of evaluating incentive design in a broader operational and regulatory context.

c. Study Observations and Application to the 2026 ICP Design

The Meridian study underscores that there is no single incentive design element, including the use of cost-efficiency metrics, that independently drives cost outcomes, as comparative analysis of peer utilities shows no consistent relationship between the inclusion of such metrics and relative cost performance, and that incentive plans must be evaluated holistically, particularly for California utilities operating under heightened safety, wildfire mitigation, and reliability requirements.²² Within this context, the study indicates that cost-efficiency considerations can be incorporated through approaches such as operational and transformation-focused performance measures and, where appropriate, individual accountability, without diluting the emphasis on safety-critical performance measures or introducing undue complexity.

Consistent with these findings, and recognizing that a majority of peer utilities do not incorporate explicit cost-efficiency metrics within annual incentive plans,²³ the Companies' 2026 ICP designs incorporate targeted efficiency-focused performance measures that promote disciplined execution and prudent cost management while maintaining safety and reliability as primary objectives. As the Meridian Study concluded as part of its Key Findings:

“In 2026, SDG&E added metrics related to business and technological transformations by executing cost reduction projects and SoCalGas added metrics related to completing projects that promote business and operational efficiency, both promoting cost effectiveness.”²⁴

²¹ *Id.* at 3-5.

²² *Id.* at 5.

²³ *Id.* at 4-5.

²⁴ *Id.* at 8.

1
2 These measures were developed in direct response to the Commission’s guidance and
3 emphasize the timely and effective completion of specific operational and business
4 transformation initiatives that can deliver both immediate and cumulative benefits to
5 customers.²⁵

6 As discussed in Section V.B.5, these ICP performance goals reinforce behaviors
7 and outcomes that support reliability and safety at reasonable cost to customers. The
8 Meridian study provides additional context supporting the reasonableness of this
9 approach. Meridian analyzed the performance of peers that included financial cost
10 efficiency metrics in their ICPs and found no consistent difference in performance,
11 measured by total costs as a percentage of revenues and O&M costs as a percentage of
12 revenues. Meridian also found no consistent difference in cost outcomes between
13 companies that use financial cost efficiency metrics and companies that do not use such
14 metrics.²⁶ The Meridian study found that the efficiency-focused metrics included in the
15 Companies’ 2026 ICPs are responsive to the Commission’s feedback on promoting cost
16 effectiveness without compromising safety.²⁷

17 Taken together, the Meridian study and the Companies’ 2026 ICP designs demonstrate a
18 prudent, balanced approach to incorporating efficiency considerations within a safety-centered
19 incentive framework, consistent with the Commission’s direction and the long-term interests of
20 customers.

21 **7. Non-Executive and Executive ICP Costs**

22 SoCalGas’s and SDG&E’s TY 2028 ICP costs were forecast to reflect the updated pay
23 mix implemented under the 2026 Compensation Modernization initiative. This approach aligns
24 projected ICP costs with the updated program design, utilizing historical experience and
25 remaining consistent with market-based compensation levels.

²⁵ See Section V.B.3 ICP Safety Metrics at 19-24 (*e.g.*, Business Transformation (SoCalGas) and Business and Technological Transformation (SDG&E) promoting business and operational efficiency through technological innovations, process improvements, and other optimization initiatives), and Tables LM-6 and LM-7 at 27-28.

²⁶ Meridian Study at 5-7.

²⁷ See *id.* at 8-9.

ICP costs were forecast separately for executive and non-executive employees based on 2026 salaries and target ICP opportunities, reflecting Compensation Modernization pay mix adjustments and annual merit increases. The forecast incorporates a five-year historical average of actual ICP performance results to normalize incentive outcomes and mitigate year-to-year variability. Forecasted 2026 ICP costs were divided by ICP-eligible headcount to determine an average ICP award per employee, which was then multiplied by the projected ICP-eligible headcount to forecast ICP costs for 2027 and 2028. Officers subject to the compensation limitations of SB 901 are excluded from the forecast.

SoCalGas's and SDG&E's cost forecast for ICP is provided in Table LM-8 below:

TABLE LM-8

Variable Pay/ICP	2025 Actual (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
SoCalGas				
Non-Executive	\$ 103,140	\$ 76,995	\$ 79,746	\$ 82,497
Executive (Excluding SB 901 Exec Officers)	\$ 4,377	\$ 3,846	\$ 3,846	\$ 3,846
Total	\$ 107,517	\$ 80,841	\$ 83,592	\$ 86,343
SDGE				
Non-Executive	\$ 100,455	\$ 67,697	\$ 69,983	\$ 72,270
Executive (Excluding SB 901 Exec Officers)	\$ 4,703	\$ 4,506	\$ 4,506	\$ 4,506
Total	\$ 105,158	\$ 72,203	\$ 74,489	\$ 76,776

8. ICP Should Be Fully Recoverable: Costs are Reasonable and Performance Is Tied to Goals That Benefit Ratepayers

Independent compensation benchmarking demonstrates that total compensation for both SoCalGas and SDG&E is reasonable and aligned with relevant labor markets. As reflected in the WTW Study, the Companies' target total compensation is within 3.4 percent of market, SoCalGas's target total compensation is within 1.4 percent of market, and SDG&E's target total compensation is within 7.6 percent of market. These results, as well as results based on actual total compensation, fall within the plus or minus 10% range commonly used by compensation professionals to assess market alignment. Because total compensation is reasonable, it is reasonable to authorize full recovery of SoCalGas's and SDG&E's ICP cost forecasts.

Variable pay is a standard and integral component of competitive, market-based compensation programs, is designed to reinforce performance expectations that benefit

1 customers, and should be treated no differently from base pay for ratemaking purposes. The
2 Commission has long recognized that utilities are entitled to recovery of reasonable
3 compensation costs. In D.03-02-035, the Commission reaffirmed that “the utility is entitled to
4 all of its reasonable costs and expenses, as well as an opportunity to earn a rate of return on the
5 utilities rate base.”²⁸ Consistent with this principle, the Commission has repeatedly concluded
6 that “incentive pay is part and parcel of the overall compensation scheme,”²⁹ and that “the
7 allocation of total cash compensation between salaries and incentives should be left to each
8 utility’s discretion.”³⁰

9 The Commission reiterated this reasoning in D.04-07-022, quoting D.92-12-057 for the
10 conclusion that it is “clear how the issue of incentive compensation programs should be
11 handled.”³¹ In that decision, the Commission explained its position with respect to Southern
12 California Edison Company as follows:

13 We also note that it would be within SCE’s managerial discretion to offer all cash
14 compensation to employees in the form of base pay instead of a mix of base pay
15 and incentive pay. In the event SCE were to do so, we would not take issue with
16 ratepayer funding of the resulting compensation as long as total compensation is
17 reasonable. If total compensation does not exceed market levels, a disallowance
18 of reasonable expenses for the Results Sharing program would in effect be a
19 substitution of our judgment for that of SCE managers regarding the appropriate
20 mix of base and incentive pay. That is the sort of micromanagement that the
21 Commission rejected in D.92-12-057, and that we reject here.³²
22

23 The Commission reached the same conclusion in SoCalGas’s 2008 General Rate Case.
24 In D.08-07-046, the Commission stated that incentive compensation should be funded by
25 ratepayers when it is part of a reasonable total compensation package:

26 Because total compensation is reasonable (defined as prevailing market rates for
27 comparable skills), the ratepayers should reasonably fund a revenue requirement
28 that includes the full market-based employee compensation for the adopted levels
29 of staff. Thus, there is no basis to exclude the incentive component and force
30 shareholders to assume a portion of the reasonable cost of employee
31 compensation. *We find no merit in DRA’s argument that shareholders should fund*

²⁸ D.03-02-035 at 6.

²⁹ D.92-12-057, 1992 Cal. PUC LEXIS 971 at *128.

³⁰ *Id.* at *127.

³¹ D.04-07-022 at 206 (citing D.92-12-057).

³² *Id.* at 217.

1 *any portion of the incentive portion of market-based employee compensation. We*
2 *do not agree that incentives solely benefit the company: if employees work harder*
3 *or smarter to earn incentives (even just to achieve the target incentives) then*
4 *ratepayers should benefit too.*³³

5
6 The Commission further found:

7 Finding of Fact 23: The incentive compensation of certain employees is an
8 integral part of employee total compensation. Total compensation studies show
9 both SoCalGas and SDG&E are at-market. Incentive compensation is reasonably
10 included in the test year forecast.³⁴

11
12 Although the compensation section of D.08-07-046 was later deleted³⁵ because the final
13 decision reflected a settlement,³⁶ the Commission’s underlying ratemaking principle remains
14 unchanged. The Commission continues to set rates based on the well-established principle that
15 utilities are entitled to recovery of their reasonable costs necessary to provide service.³⁷ That
16 principle applies equally to compensation costs, including incentive compensation, when those
17 costs are market-based and reasonable.

18 ICP is part of a reasonable total compensation package and should therefore be fully
19 funded. The variable, performance-based nature of ICP provides clear demonstrable benefits to
20 customers by aligning employee incentives with priorities that benefit ratepayers, including
21 safety performance, customer and stakeholder outcomes, and efficient, financially sound
22 operations.

23 **C. Long-Term Incentive Compensation**

24 Long-term incentive compensation is also an integral component of a competitive
25 compensation program for key management and executive employees. Consistent with
26 prevailing market practices, SoCalGas’s and SDG&E’s compensation philosophy places a
27 greater proportion of total compensation at risk and tied to company performance as

³³ D.08-07-046 at 22 (emphasis added).

³⁴ *Id.* at 92, Findings of Fact (FOF) 23.

³⁵ D.09-06-052, OP 2m at 23.

³⁶ *Id.* at 13 n.22, 14.

³⁷ D.03-02-035 at 6 (emphasis added); *see also* D.14-08-011 at 31 (citing *Southern California Gas Company v. Public Utilities Commission* (1979) 23 Cal.3d 470, 476) (“[T]he basic principle [of ratemaking] is to establish a rate which will permit the utility to recover its cost and expenses plus a reasonable return on the value of the property devoted to public use[.]”).

responsibility and accountability increases. Absent long-term incentives, total compensation opportunities for senior leaders would be materially below relevant market benchmarks, which could impair the Companies' ability to attract and retain experienced leadership.

Notwithstanding the role of long-term incentives in maintaining competitive compensation for senior leaders, SoCalGas and SDG&E have voluntarily elected to exclude long-term incentive costs from their Test Year 2028 GRC forecasts.

1. A Long-Term Incentive Program Benefits SoCalGas and SDG&E Customers

A strong and stable leadership team is essential to the delivery of safe and reliable service to customers and to the effective management of operational, financial, and safety risks. Long-term incentive programs support the attraction, motivation, and retention of skilled and experienced leaders by aligning compensation with sustained company performance over multiple years. The multi-year (three-year) performance period and vesting structure of long-term incentives serves as an effective retention mechanism, promoting leadership continuity and encouraging decision-making that supports long-term system reliability and financial discipline.

2. Long-Term Incentive Program Design

Long-term incentive awards are designed to promote sustained, long-term performance and alignment with corporate objectives. The compensation ultimately realized by participants is contingent on Sempra's performance and, therefore, is not guaranteed. Long-term incentive awards consist of a combination of performance-based restricted stock units, which align compensation with achievement of long-term performance goals, and service-based restricted stock units, which support leadership continuity and retention over the multi-year vesting period.

3. Long-Term Incentive Costs

SoCalGas and SDG&E have voluntarily elected to exclude long-term incentive compensation costs from their revenue requirements. Long-term incentive plan costs are based on the accounting expense associated with awards issued to SoCalGas and SDG&E employees. As summarized in Table LM-9 below, these costs are not included in SoCalGas's or SDG&E's GRC forecast and are provided for informational purposes only:

TABLE LM-9

LTIP	2025 Actual (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
SoCalGas	\$ 7,620	\$ 8,423	\$ 8,750	\$ 9,074
SDG&E	\$ 7,409	\$ 9,336	\$ 9,638	\$ 9,932

D. Special Recognition Awards

1. Spot Cash and Employee Recognition Programs

SoCalGas and SDG&E use special recognition awards to acknowledge individual employees and teams for outstanding achievements, exceptional customer service, and demonstrated process improvements and innovations. Recognition awards are a standard component of competitive compensation programs and are widely used by employers to reinforce performance expectations, encourage engagement, and support a positive workplace culture. Recent industry research indicates that formal recognition programs are widely maintained by employers as a core component of total rewards strategies, consistent with prevailing market practice.³⁸ Companies use these programs to motivate high performance, foster teamwork, and strengthen employees' connection to organizational goals - outcomes that have become increasingly important in a sustained, competitive labor market.

Recognition awards generally are provided under the Energy with Purpose program. This program is designed to recognize and reward high-performing employees and teams and to reinforce values-driven behaviors aligned with the Companies' operational priorities and organizational culture. The program supports a consistent culture of recognition and appreciation while encouraging employee engagement and retention.

The Energy with Purpose program includes employee recognition awards branded as "Spotlight Awards," which allow managers to acknowledge and reinforce outstanding achievements in a timely manner, as well as spot cash awards branded as "Builders Awards" and "Beacon Awards," which are intended to recognize more significant individual and team achievements. Spotlight Awards typically consist of modest, non-cash recognitions such as restaurant gift cards, movie passes, or similar items. SoCalGas and SDG&E maintain formal policies governing the administration, eligibility, and budgeting of the Energy with Purpose program for appropriate oversight, consistency, and cost control.

³⁸ World at Work, Maritz Motivation, *Trends in Employee Recognition* (2019) at 3.

2. Special Recognition Award Cost Forecasts

Spot Cash awards were forecast based on a five-year historical average and Employee Recognition programs were forecast at \$100 per non-executive, non-represented employee.

Costs are summarized in Table LM-10 below:

TABLE LM-10

Recognition	2025 Actual (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
SoCalGas				
Spot Cash	\$ 1,725	\$ 3,526	\$ 3,526	\$ 3,526
Employee Recognition	\$ 307	\$ 335	\$ 347	\$ 358
SDG&E				
Spot Cash	\$ 2,398	\$ 3,045	\$ 3,045	\$ 3,045
Employee Recognition	\$ 426	\$ 267	\$ 276	\$ 285

E. Summary – Compensation Programs

SoCalGas's and SDG&E's compensation programs have been effective in managing labor costs through a combination of conservative base pay practices and performance-based incentive designs. The Companies' variable pay programs are structured to reinforce key operational priorities, including safety and safety management systems, customer and stakeholder outcomes, and efficient, financially sound operations. Program costs are designed to align with market benchmarks and remain reasonable, as demonstrated by independent compensation benchmarking results reflected in the WTW Study.³⁹

Projected costs for SoCalGas's and SDG&E's incentive and recognition pay programs are summarized in Table LM-11 below:

³⁹ See WTW Compensation Study, Tables 1A – 1D at 5-8.

TABLE LM-11

Summary of Pay Programs	2025 Actual (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
SoCalGas				
Variable Pay/ICP	\$ 107,517	\$ 80,841	\$ 83,592	\$ 86,343
Spot Cash	\$ 1,725	\$ 3,526	\$ 3,526	\$ 3,526
Employee Recognition	\$ 307	\$ 335	\$ 347	\$ 358
SDG&E				
Variable Pay/ICP	\$ 105,158	\$ 72,203	\$ 74,489	\$ 76,776
Spot Cash	\$ 2,398	\$ 3,045	\$ 3,045	\$ 3,045
Employee Recognition	\$ 426	\$ 267	\$ 276	\$ 285

VI. EMPLOYEE BENEFITS

A. Overview

Benefit programs are a critical component of a competitive total rewards program.

SoCalGas and SDG&E offer comprehensive and balanced employee benefits programs that include:

- Health benefits: medical, dental, vision, wellness, employee assistance program (EAP);
- Welfare benefits: long-term disability, workers' compensation, life insurance, accidental death and dismemberment (AD&D) insurance, and business travel accident insurance;
- Retirement benefits: pension, post-retirement benefits, and retirement savings plans; and
- Other benefit programs.

Certain benefits are covered in other volumes. The Pension and PBOP testimony covers broad-based pension benefits and post-retirement health and welfare benefits in Ex. SCG-17/SDGE-21, post-test year compensation and benefits costs, including post-test year medical escalation, are discussed in the Post-Test Year Ratemaking testimonies in Exs. SCG-28 and SDGE-33, and SoCalGas and SDG&E Safety and Culture testimonies cover long-term disability and workers' compensation benefits in Exs. SCG-18 and SDGE-22.

Each company monitors its benefit programs on an ongoing basis to provide the appropriate balance between benefit cost and maintaining a competitive position in the market.

1 Cost projections for the various benefit components reflect increases or decreases attributable to
2 benefit cost inflation and other changes in the external environment, legislative and regulatory
3 requirements, changes in the size and demographics of the workforce, and plan design changes.
4 My workpapers (Exs. SCG-16-WP and SDGE-20-WP) contain supporting documentation for
5 each benefit category in my testimony.

6 SoCalGas and SDG&E and their employees share the cost of medical, dental, and vision
7 insurance. The level of cost sharing between the company and employee varies depending on
8 the type of benefit and the level of coverage selected. The company provides certain basic
9 benefits at no cost to the employee including basic life, basic accidental death and
10 dismemberment, long-term disability, employee assistance program, and business travel accident
11 insurance. Employees may also participate in several other benefit plans by paying the full cost
12 through payroll deductions. These additional benefit choices include group universal life
13 insurance, pet insurance, health care flexible spending, dependent care flexible spending, and
14 transportation flexible spending.

15 Health and welfare benefits are provided to employees under an Internal Revenue Code
16 (IRC) Section 125 cafeteria plan. The cafeteria plan provides employees with a tax-advantaged
17 means of selecting the benefits that best suit their needs.

18 Retirement benefits are earned during the employee's working career and distributed
19 following termination or retirement. Retirement benefits are generally tax-deferred while
20 employees are working and allow employees to accumulate resources to support themselves
21 during their retirement years.

22 **B. Health Benefits**

23 SoCalGas and SDG&E provide employees with group health benefits, including medical,
24 dental, vision, employee assistance, and wellness programs.

25 **1. Medical**

26 As shown in Table LM-12 below, SoCalGas's forecasted TY 2028 medical costs are
27 \$143.91 million, and SDG&E's forecasted TY 2028 medical costs are \$80.47 million. The
28 increase between 2025 and 2028 costs reflects forecasted medical cost escalation, as well as
29 anticipated changes in headcount. Cost projections assume similar enrollment mix to the current
30 population, including percentage waived and percent enrollment by plan and type of coverage

(employee only, employee/spouse, employee/child(ren), employee/family). Employees who waive coverage receive a monthly credit, which has been reflected in the forecasted costs.⁴⁰

TABLE LM-12

Medical	2025 Actual (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
SoCalGas	\$ 116,303	\$ 114,464	\$ 128,890	\$ 143,913
SDG&E	\$ 64,532	\$ 66,861	\$ 73,471	\$ 80,473

a. Medical Plan Overview

SoCalGas and SDG&E offer several medical plan designs to meet the varying needs of employees and their dependents and consistent with its collective bargaining agreements. These include:

- Health Maintenance Organizations (HMOs): Anthem and Kaiser Permanente HMOs;
- Health Care Plus+: Anthem high-deductible health plan with health savings account; and
- Anthem Out-of-Area.

SoCalGas and SDG&E monitor medical plan performance and costs, as well as new plan offerings from our medical insurance carriers. For example, over the past fifteen years, SoCalGas and SDG&E introduced Anthem Health Care Plus⁺ with a health savings account, discontinued the Anthem Point of Service and Anthem SafetyNet plans, and transitioned to the Anthem Select HMO. In addition to adding or discontinuing medical plans, SoCalGas and SDG&E have made changes to plan designs and plan funding. For example, HMO co-pays for office visits, emergency room, and urgent care visits have been adjusted from time to time and the Anthem plans were migrated from a fully-insured funding structure to a fundamentally self-funded design. The intent of these plan changes is to continue to deliver high-quality health care while mitigating health care cost increases.

b. Health Maintenance Organizations

SoCalGas offers three HMO plans, an Anthem Select HMO, an Anthem California Care HMO, and a Kaiser Permanente HMO. SDG&E offers an Anthem Select HMO and a Kaiser

⁴⁰ See Supplemental Workpapers (Ex. SCG-16-WP/SDGE-20-WP) for more details.

1 Permanente HMO. HMOs promote preventative care and early identification and treatment of
2 health conditions. Annual physical examinations and preventative screenings are emphasized in
3 support of this objective. Preventive care is fully covered by the plan and not subject to out-of-
4 pocket employee expenses.

5 Upon enrollment in an HMO, employees select a primary care physician. All care is
6 coordinated through the primary care physician. Managing access to specialized care promotes
7 more efficient utilization of the medical system and helps control costs, while maintaining
8 quality care. Services are accessed through a closed provider network.

9 **c. Health Care Plus+ High-Deductible Health Plan with Health**
10 **Savings Account**

11 The Anthem Health Care Plus+ plan is a high-deductible health plan. The insured
12 employee or dependent is responsible for all healthcare costs until the annual deductible has been
13 met. Preventative care, such as annual physical exams and well-childcare is fully covered by the
14 plan and is not subject to the deductible. After the deductible has been met, the plan and the
15 participant share the cost of covered services. If the total cost for covered services exceeds the
16 plan's annual out of pocket maximums, the plan pays 100%. To encourage the use of Anthem
17 network providers, deductibles, coinsurance (participant cost sharing for claims), and out of
18 pocket maximums are lower for network providers and higher for non-network providers.

19 Participants in the Health Care Plus+ plan are eligible to participate in a health savings
20 account. A health savings account is a tax-advantaged combined savings and investment account
21 that may be used to reimburse participants for qualified medical expenses.

22 **d. Anthem Out-of-Area Plan**

23 The Anthem Out-of-Area plan provides coverage within the Anthem network or through
24 non-network health care facilities. Out-of-pocket costs are lower if a network provider is used.
25 The Out-of-Area plan is only offered to employees who do not reside in an area covered by an
26 HMO.

27 **e. Medical Plan Enrollment**

28 Eighty-nine percent of SoCalGas's employees and 89% of SDG&E's employees are
29 covered under the company's medical plans. Enrollment for each medical plan is shown in
30 Figures LM-3 and LM-4 below. Eighty percent of covered SoCalGas employees and 73% of
31 covered SDG&E employees are enrolled in HMO plans. The high HMO enrollment level is

indicative of the cost-effectiveness of the plan design and the long-established network of managed care facilities in California.

FIGURE LM-3

SoCalGas Enrollment by Medical Plan

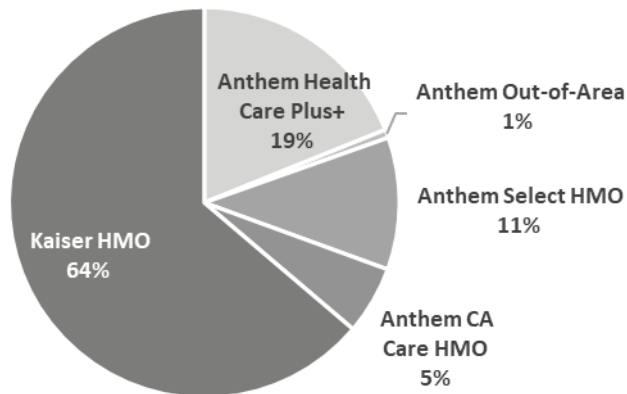
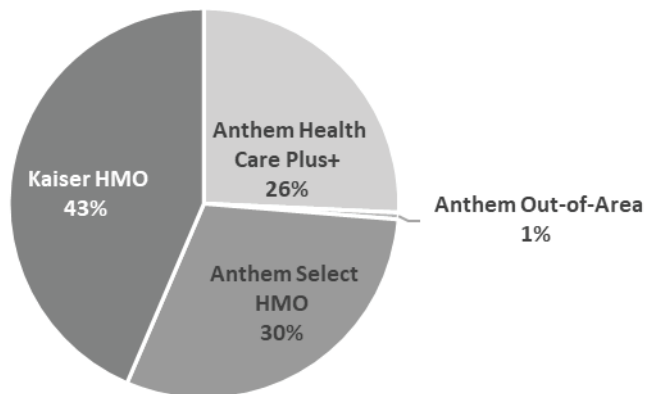


FIGURE LM-4

SDG&E Enrollment by Medical Plan



SoCalGas's and SDG&E's HMO enrollment level far exceeds the nationwide average. According to the 2025 Kaiser Family Foundation Employee Health Benefits survey, 12% of covered workers are enrolled in HMOs, while 46% are enrolled in preferred provider organizations (PPOs), 33% in high-deductible health plans, 9 percent in point-of-service plans,

and 1 percent in indemnity plans.⁴¹ Regional data for the Western U.S. reflects higher HMO enrollment of 24%⁴² but still falls far below SoCalGas's and SDG&E's HMO enrollment.

f. Medical Cost Trends

Healthcare costs are expected to remain under significant upward pressure in 2026, driven by persistent inflationary forces and structural changes in delivery. Industry surveys indicate that medical cost trends will continue to exceed historical norms. WTW's Global Medical Trend Survey reports a 9.6 percent increase from 2025 to 2026 for the U.S.⁴³ Primary cost drivers include:

- Adoption of new medical technologies;
- Pharmaceutical advancements; and
- Increased prevalence of chronic conditions such as cancer and cardiovascular disease.

Inflationary pressures also remain a key concern. While healthcare inflation historically outpaces general inflation, many healthcare costs (e.g., labor contract, reimbursement rates) are locked in for multiple years and recent economic factors are not yet fully realized. Future healthcare costs will reflect rising labor costs due to workforce shortages and increasing supply chain expenses for medical goods and services.⁴⁴

In addition to the factors discussed above, SoCalGas's and SDG&E's premiums are impacted by workforce demographics (e.g., age, gender, family size, and health care costs in specific geographic areas), utilization experience, and overall program efficiency. Compared to the average general industry employer in WTW's database, SoCalGas's and SDG&E's workforces are older, and family sizes are larger. These factors tend to increase medical premium costs by comparison.

SoCalGas's and SDG&E's medical trend forecast was prepared by WTW, SDG&E's, and SoCalGas's actuary and benefits broker. WTW considered California and national data and

⁴¹ The Kaiser Family Foundation and Health Research Educational Trust, *Employer Health Benefits Annual Survey* (2025) at 81.

⁴² *Id.* at 82.

⁴³ WTW, 2026 Global Medical Trend Survey (November 10, 2025) at 8.

⁴⁴ McKinsey & Company, *Contending with Rising Healthcare Costs: Gathering Storm 2.0* (November 18, 2025) at 1.

prepared a forecast specifically for SDG&E and SoCalGas, taking into account workforce demographics, historical utilization data, and medical plan design. The factors influencing healthcare cost escalation are further discussed in the Pension and PBOP testimony (Ex. SCG-17/SDGE-21). Projected rate increases are 6.5 percent for 2027 and 6.25 percent for 2028. Projected post-test year increases decline from 6.0 percent in 2029 to 5.75 percent in 2030 and 5.25% in 2031. Post-test year medical escalation is covered in the Post-Test Year Ratemaking testimonies, (Ex. SCG-28 and Ex. SDGE-33).

g. Employee Contributions

Medical benefits represent one of the largest and most important non-cash components of a competitive compensation and benefits package. Despite increases in annual premium costs, the Companies' strategies have been successful in maintaining a competitive position compared to the marketplace.

SoCalGas's and SDG&E's employees share in the cost of medical benefits. Employees pay a portion of the medical premiums,⁴⁵ co-payments for office visits and prescriptions, and in some plans, deductibles and coinsurance. Sharing the plan expense with employees reduces the Companies' costs, but more importantly, it promotes a better understanding of health care choices. The cost-sharing mechanisms encourage employees to take greater responsibility for their decisions at the point of care, including the selection of physicians, hospitals, outpatient clinics, and pharmaceuticals.

2. Dental

As shown in Table LM-13 below, SoCalGas's and SDG&E's forecasted TY 2028 dental plan costs are \$5.12 million and \$4.11 million, respectively.

TABLE LM-13

Dental	2025 Actual (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
SoCalGas	\$ 3,949	\$ 4,334	\$ 4,714	\$ 5,118
SDG&E	\$ 3,306	\$ 3,563	\$ 3,827	\$ 4,106

⁴⁵ Refers to the premiums for insured plans and the premium equivalents for self-insured or minimum premium plans.

a. Dental Plan Overview:

SoCalGas and SDG&E offer the following dental plans to its employees and their eligible dependents:

- Delta Dental; and
- MetLife Dental.

Ninety-four percent of SoCalGas and SDG&E employees are enrolled in a dental insurance plan. As shown in Figures LM-5 and LM-6, most employees elect to participate in Delta Dental.

FIGURE LM-5

SoCalGas Enrollment by Dental Plan

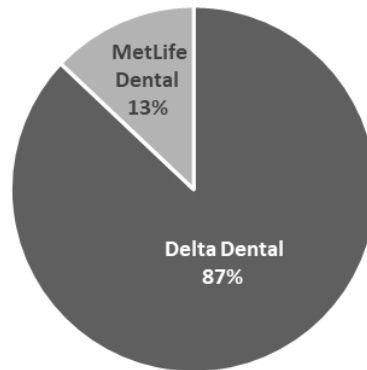
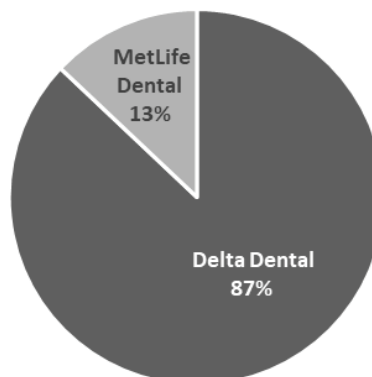


FIGURE LM-6

SDG&E Enrollment by Dental Plan



Employees enrolled in Delta Dental may select any dentist, but out-of-pocket costs are lower if the employee selects a dentist within Delta Dental's PPO network. The Met Life dental plan is a Dental Maintenance Organization. Like a medical HMO, all care is coordinated through the employee's primary care dentist.

b. Dental Cost Trends

Costs for dental coverage are summarized above in Table LM-11. 2025 and 2026 costs reflect actual rates. 2027 and 2028 costs are based on rate increases of four percent per year, as well as anticipated changes in headcount. Cost projections assume similar enrollment mix to the current population, including percentage waived and percent enrollment by plan and type of coverage. Employees who waive coverage receive a monthly credit, which has been reflected in the forecasted costs.⁴⁶

3. Vision

As shown in Table LM-14 below, SoCalGas's and SDG&E's forecasted TY 2028 vision plan costs are \$0.56 million and \$0.32 million, respectively.

TABLE LM-14

Vision	2025 Actual (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
SoCalGas	\$ 426	\$ 466	\$ 510	\$ 556
SDG&E	\$ 252	\$ 281	\$ 302	\$ 324

a. Vision Plan Overview:

SoCalGas and SDG&E offer employees vision coverage under the Vision Service Plan (VSP). Employees enrolled in VSP may select any provider, but out-of-pocket costs are lower if the employee selects a provider within VSP's network. The plan provides a higher benefit if a network provider is used, resulting in little or no expense above the co-payment.

b. Vision Cost Trends:

Costs for 2025 and 2026 reflect actual rates. 2027 and 2028 costs per covered employee are forecasted based on 2026 costs, adjusted for projected rate increases of four percent per year, as well as anticipated changes in headcount. Cost projections assume similar enrollment mix to

⁴⁶ See Supplemental Workpapers (Ex. SCG-16-WP/SDGE-20-WP) for more details.

the current population, including percentage waived and percent enrollment by plan and type of coverage. Employees who waive coverage receive a monthly credit, which has been reflected in the forecasted costs.⁴⁷

4. Wellness

As shown in Table LM-15 below, SoCalGas's and SDG&E's forecasted TY 2028 wellness costs are \$1.35 million and \$1.30 million, respectively. Wellness program costs are projected to increase in 2026, primarily due to re-establishment of onsite and virtual clinically-focused initiatives such as biometric screenings, expansion of our chronic condition management programs, and enhanced mental health services that will scale across SoCalGas's and SDG&E's vast service territory. These investments aim to improve early detection, support preventive care, address rising and high-cost health risks within the population, and support employees holistically so they are able to show up to work at their best.

TABLE LM-15

Wellness	2025 Actual (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
SoCalGas	\$ 395	\$ 1,300	\$ 1,316	\$ 1,349
SDG&E	\$ 548	\$ 1,301	\$ 1,282	\$ 1,298

a. Wellness Programs Overview:

The objective of the SoCalGas and SDG&E wellness programs is to improve employee health and productivity. Wellness programs promote healthy lifestyle changes and illness prevention, facilitate early detection and management of illness and disease, and help support employees diagnosed with health conditions to receive optimal and effective treatment. SoCalGas's and SDG&E's wellness programs also focus on financial wellbeing.

Employers are uniquely positioned to reach employees with these programs. Many programs include both onsite and virtual options. Programs delivered onsite and remotely provide convenient, easy access and encourage participation through peer and leadership examples.

- Healthy Lifestyle and Illness Prevention: SoCalGas and SDG&E partner with health care providers and non-profit agencies to offer classes and educational

⁴⁷ See Supplemental Workpapers (Ex. SCG-16-WP/SDGE-20-WP) for more details.

1 materials to promote healthy behaviors to prevent illness. Current programs
2 include safety stand down events and health fairs, fitness programs, weight
3 management, and stress management. Annual onsite influenza vaccinations help
4 to increase the number of employees protected from influenza, resulting in
5 reduced time off due to illness.

- 6 ○ Linking wellness programs to employee safety programs through
7 participation in safety stand down and safety congress events further
8 reinforces the Companies' safety culture and promotes a focus on healthy
9 behaviors and prevention of illnesses and injuries.
- 10 ○ Based on data provided by SoCalGas's and SDG&E's medical benefit
11 providers, a significant number of employees and dependents exceed the
12 national healthy weight guideline. Recent data shows that obesity remains
13 one of the most significant health challenges in the United States.
14 According to the Centers for Disease Control and Prevention (CDC), more
15 than 40% of U.S. adults are living with obesity, and severe obesity affects
16 nearly one in ten adults.⁴⁸ In order to encourage sustainable weight
17 management, which directly impacts the severity and duration of chronic
18 medical conditions, SoCalGas and SDG&E offer weight management
19 programs, fitness programs, and other resources to encourage employees
20 to achieve and maintain a healthy weight.

- 21 • Early Detection and Disease Management: Educational presentations promote
22 healthy lifestyle choices, such as good nutrition, and address management of
23 chronic conditions, such as asthma, diabetes, and cardiovascular disease. These
24 educational programs facilitate early detection and intervention and help
25 employees manage their health, reducing the need for emergency treatment and
26 preventing disease progression.
- 27 • Financial Wellness: Employees have access to Goldman Sachs Ayco Personal
28 Financial Management financial coaches who advise on issues like debt
29 management, retirement planning and other financial goals, such as paying for

⁴⁸ California Center for Disease Control (CDC), *Obesity Data and Statistics* (2025) at 1.

their children’s education, estate planning, or building an emergency fund. The program is designed to meet employees where they are on their financial wellness journey and provide education to help employees address financial concerns which may impact their physical and mental wellbeing. The financial wellness program can also help employees to better understand and value their company-provided benefits.

Wellness programs remain a common feature among employer-sponsored health benefits. According to the 2024 Kaiser Family Foundation Employer Health Benefits survey, 79% of large employers offer one or more wellness programs as part of their benefit offerings.⁴⁹ Overall, wellness and health promotion programs continue to be widely adopted as employers seek to improve employee health and manage costs.

5. Employee Assistance Plan (EAP)

As shown in Table LM-16 below, SoCalGas’s and SDG&E’s forecasted TY 2028 EAP costs are \$0.18 million and \$0.10 million, respectively. The decrease in EAP spend reflects our decision to partner with a provider that achieves quality outcomes without the incremental costs tied to message-based or between-session platform interactions, allowing the Companies to deliver exceptional services at an affordable cost.

TABLE LM-16

Employee Assistance Program	2025 Actual (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
SoCalGas	\$ 624	\$ 159	\$ 167	\$ 176
SDG&E	\$ 508	\$ 90	\$ 93	\$ 96

a. EAP Program Overview:

The EAP program reflects SoCalGas’s and SDG&E’s commitment to employee health and a safe workplace environment. EAP provides employees and their eligible dependents with cost-effective, confidential counseling and treatment services for various personal matters that may negatively impact job performance.

The EAP also provides support to managers and supervisors in handling sensitive employee issues such as workplace violence, substance abuse, crisis management, and employee

⁴⁹ The Kaiser Family Foundation, *Employer Health Benefits Annual Survey* (2024), Section 12: Health Screening and Health Promotion and Wellness Programs, at 183.

1 morale. Situations in which the EAP vendor is available to provide assistance include workforce
2 realignment and downsizing, co-worker accidents or deaths, and mitigating workplace impacts of
3 events such as riots, earthquakes, fires, terrorism, and acts of violence.

4 Employee emotional and mental health remains a critical concern, with rising stress,
5 burnout, and complex behavioral health needs driving demands for more comprehensive support.
6 According to the World Health Organization, more than 1 billion people globally are living with
7 mental illness conditions, with anxiety and depression among the most common disorders and a
8 leading cause of long-term disability.⁵⁰ In response to these challenges, SoCalGas and SDG&E
9 transitioned to CuraLinc Healthcare's Employee Assistance Program, which delivers evidence-
10 informed care that leverages best practices validated by research to provide rapid access to
11 licensed clinicians, and multiple-modalities including in-person, virtual, and digital behavioral
12 health tools. CuraLinc's model is differentiated by its use of personalized navigation, cultural
13 competency, and achieved high quality satisfaction and clinical outcomes, allowing employees
14 and their families to receive timely, appropriate mental health support across the full spectrum of
15 care.

16 Under the EAP program, employees and eligible dependents have private counseling
17 sessions available throughout the year. Sessions may be in person or virtual. In addition,
18 employees can call or access CuraLinc for referrals to legal, identity theft, dependent care, and
19 financial services at discounted cost.

20 Ongoing treatment beyond what is covered under the EAP or treatment for more serious
21 mental health conditions is covered under the mental health and substance abuse benefits
22 provided under the medical plans.

23 **C. Welfare Benefits**

24 Welfare benefits provide financial resources to employees in the event of injury or
25 disability and to survivors in the event of the employee's death. This prepared direct testimony
26 focuses on survivor benefits, which include life insurance, accidental death and dismemberment
27 insurance (AD&D), and business travel insurance. Disability and workers' compensation
28

⁵⁰ World Health Organization, *World Mental Health Atlas 2024* (2025).

benefits are covered in the Safety and Culture testimonies (Ex. SCG-18 and Ex. SDG&E-22). A summary of projected TY 2028 welfare benefit expenses is shown below in Table LM-17:

TABLE LM-17

Welfare Benefits	2025 Actual (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
SoCalGas				
AD&D Insurance	\$ 162	\$ 158	\$ 173	\$ 189
Business Travel Insurance	\$ 42	\$ 42	\$ 43	\$ 44
Life Insurance	\$ 1,431	\$ 1,421	\$ 1,559	\$ 1,704
SDG&E				
AD&D Insurance	\$ 136	\$ 135	\$ 144	\$ 154
Business Travel Insurance	\$ 24	\$ 24	\$ 24	\$ 24
Life Insurance	\$ 555	\$ 532	\$ 568	\$ 604

1. Accidental Death and Dismemberment

SoCalGas and SDG&E provide employees with basic AD&D insurance coverage equal to one times annual pay (base salary plus ICP, if applicable).⁵¹ Coverage is adjusted each year to reflect increases or decreases in employee pay. AD&D insurance provides a level of protection and additional security to employees and their families in the event of an unexpected accident.

Premiums for AD&D coverage are projected to remain flat at \$0.156 per \$1,000 of coverage. Changes in total costs reflect wage escalation and projected headcount.

2. Business Travel Insurance

SoCalGas and SDG&E provide an additional life insurance benefit that covers employees while traveling for business purposes. Projected premiums are adjusted for inflation and changes in headcount.

3. Life Insurance

SoCalGas and SDG&E provide employees with basic life insurance coverage equal to one times annual pay (base salary plus ICP, if applicable). Coverage is adjusted each year to reflect changes in employee pay. Basic life insurance is a cost-effective benefit that provides employees with peace of mind in knowing that a financial safety net will be provided to their beneficiaries in the event of their death.

⁵¹ Two times annual pay for SDG&E represented employees.

The premium per \$1,000 of coverage is based on the actual 2026 premium. Projected 2027 and 2028 costs are adjusted for wage escalation and headcount changes.

D. Retirement Plans

SoCalGas and SDG&E retirement benefits provided to all regular employees include a defined benefit pension plan, a defined contribution (401k) retirement savings plan and post-retirement health and welfare benefits. Employees whose benefits or pay exceed Internal Revenue Service (IRS) limitations specified under the IRC also participate in the Cash Balance Restoration Plan, which maintains contributions at the same percentage level as all other employees. Certain management employees participate in a non-qualified retirement savings plan, also known as the deferred compensation plan.

This prepared direct testimony covers the 401(k) retirement savings plan, the nonqualified savings plan and the supplemental pension plans. The defined benefit pension plan and post-retirement health and welfare benefits are covered in the Pension and PBOP testimony (Ex. SCG-17/SDG&E-21).

1. Retirement Savings

As shown in Table LM-18 below, SoCalGas's and SDG&E's forecasted TY 2028 Retirement Savings Plan costs are \$38.40 million and \$24.03 million, respectively.

TABLE LM-18

Retirement Savings Plan	2025 Actual (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
SoCalGas	\$ 32,910	\$ 32,287	\$ 35,283	\$ 38,397
SDG&E	\$ 21,487	\$ 21,184	\$ 22,594	\$ 24,028

a. Retirement Savings Plan Overview

The SoCalGas and SDG&E Retirement Savings Plans (RSP) provide employees with a tax-advantaged means of saving for retirement. Approximately 91% of employees participate in the plan, and the average elective deferral contribution rate is 12% of eligible pay. Employees are eligible to participate in the plan upon hire. SoCalGas and SDG&E encourage participation in the plan by providing a company matching contribution. The basic company matching contribution is equal to one-half of the first six percent of the employee's contributions of eligible pay. In addition, employees receive a "stretch match" equal to one-fifth of the next five percent of the employee's contributions of eligible pay. Company matching contributions vest after one year of service.

Participation is further encouraged through auto-enrollment of new hires at a six percent employee contribution rate with auto-escalation of employee contributions by one percent per year until employee contributions reach 11%.

Company matching contributions apply to pre-tax, Roth, and after-tax contributions, so employees may continue to save even after reaching the IRS pre-tax/Roth contribution limit (\$24,500 in 2026 with an additional “catch-up” contribution limit of \$8,000 for employees age 50 and older, and a higher catch-up contribution of \$11,250 for employees age 60 through 63).

b. Retirement Savings Plan Costs

Projected costs for the company match on base pay and ICP contributions are based on actual 2025 company match. Projected costs are adjusted for a one-time Compensation Modernization impact on base pay and ICP, wage escalation, and headcount changes.

2. Non-qualified Savings Plan

As shown in Table LM-19 below, SoCalGas’s and SDG&E’s forecasted TY 2028 costs for company matching contributions under the non-qualified retirement savings plan are \$0.38 million and \$0.32 million, respectively.

TABLE LM-19

Non-Qualified Savings Plan	2025 Actual (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
SoCalGas	\$ 341	\$ 355	\$ 369	\$ 383
SDG&E	\$ 289	\$ 299	\$ 309	\$ 318

The non-qualified retirement savings plan, or deferred compensation plan, allows pre-tax employee contributions and company matching contributions beyond qualified plan IRS compensation and contribution limits. Company matching contribution percentages mirror the company matching contribution percentages provided under the RSP. Participants are eligible for company matching contributions after one year of service.

Projected costs are based on actual 2025 costs adjusted for wage changes.

3. Supplemental Pension

As shown in Table LM-20 below, SoCalGas's and SDG&E's forecasted TY 2028 expense for supplemental pension plans is \$1.81 million and \$2.25 million, respectively.

TABLE LM-20

Supplemental Pension	2025 Actual (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
SoCalGas	\$ 13,703	\$ 1,670	\$ 1,690	\$ 1,810
SDG&E	\$ 2,789	\$ 2,100	\$ 2,190	\$ 2,250

SoCalGas and SDG&E offer two supplemental pension plans, the Supplemental Executive Retirement Plan, which covers a small number of senior executives, and the Cash Balance Restoration Plan.

The Cash Balance Restoration Plan restores benefits for employees whose earnings or benefits exceed the limitations established by the Employee Retirement and Income Security Act, allowing employees who exceed the limits to continue to accrue benefits. Benefits are accrued under the same formula and are subject to the same vesting conditions as the broad-based retirement plan. The plan merely restores benefits that would otherwise be lost due to statutory limits under broad-based retirement plans.

Supplemental retirement benefits form an important component of the total reward package for key managers, directors, attorneys, and executives. These plans are a key component of a competitive compensation and benefits package to attract and retain the leadership talent required to operate the company.

Cost forecasts represent the projected benefit payments. These include future benefit payments to current retirees receiving monthly annuity benefits or annual installments, vested terminated employees entitled to future benefits, and active employees entitled to, or expected to be entitled to, plan benefits. As with other contingent cash flows, the amount and timing of future benefit payments are based on actuarial assumptions such as the lump sum rate, future salary increases, mortality and retirement rates, and changes to statutory limits.

Although benefit payments for retirees and vested terminated participants tend to follow predictable patterns, the payments anticipated for active employees can fluctuate considerably from year to year. This variability is largely due to the relatively small size of the population accruing benefits, the prevalence of lump sums as the form of payment elected, and the uncertainty surrounding exactly when employees will begin receiving their benefits.

Nevertheless, when viewed over a long-time horizon, these year-to-year differences become less significant. Higher actual benefit payments in one year are typically offset by lower payments in future years, and vice versa.

E. Other Benefit Programs and Fees

The Companies offer additional benefit programs that are designed to provide opportunities to enhance financial and technical knowledge through external education programs, reduce lost time, and promote a collaborative team-oriented environment. In addition, recognition programs are in place to foster a work environment that recognizes the value of the Companies' most critical asset – employees.

A summary of projected costs to support SoCalGas's and SDG&E's other benefit programs is included in Table LM-21 below:

TABLE LM-21

Other Benefit Programs and Fees	2025 Actual (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
SoCalGas				
Benefit Administration Fees	\$ 1,588	\$ 1,558	\$ 1,588	\$ 1,616
Educational Assistance	\$ 1,938	\$ 1,867	\$ 2,002	\$ 2,137
Emergency Care	\$ 268	\$ 390	\$ 406	\$ 422
Green Transportation	\$ 766	\$ 853	\$ 1,260	\$ 1,323
Retirement Activities	\$ 358	\$ 268	\$ 114	\$ 70
Service Recognition	\$ 196	\$ 223	\$ 225	\$ 276
Special Events	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
SDG&E				
Benefit Administration Fees	\$ 995	\$ 1,025	\$ 1,039	\$ 1,055
Educational Assistance	\$ 670	\$ 656	\$ 686	\$ 718
Emergency Care	\$ 201	\$ 200	\$ 203	\$ 205
Green Transportation	\$ 22	\$ 21	\$ 21	\$ 22
Retirement Activities	\$ 173	\$ 212	\$ 77	\$ 43
Service Recognition	\$ 79	\$ 105	\$ 115	\$ 127
Special Events	\$ -	\$ -	\$ -	\$ -

1. Benefit Administration Fees and Services

As shown in Table LM-21 above, SoCalGas's and SDG&E's forecasted TY 2028 costs for benefit administration and services fees are \$1.62 million and \$1.06 million, respectively.

Benefit administration and service fees include expenses for:

- Legally required audits: audits of the Retirement Savings Plan and post-retirement medical and life insurance plans;

- Third-party administrator and record-keeper fees: administrative fees to record-keepers, claims administrators, and other third-party providers that administer programs such as the health and flexible spending account reimbursements;
- Actuarial and other professional services: professional fees associated with actuarial valuations of the benefit plans, and other actuarial and professional costs related to supporting administration and compliance of the benefit plans;
- Benefit communication materials: annual open enrollment communications, summary plan descriptions, summary annual reports, and benefits education.

The forecast also includes the cost of a recognition platform that is designed to continue to strengthen the Companies' culture of recognition and employee engagement while streamlining program administration.

2. Educational Assistance

As shown in Table LM-21 above, SoCalGas's and SDG&E's forecasted TY 2028 costs for educational assistance reimbursement benefits under the Professional Development Assistance Program (PDAP) are \$2.14 million and \$0.72 million, respectively.

The PDAP provides reimbursement of tuition for degree and certificate programs that maintain or enhance the skills necessary to perform current or prospective jobs within the company. The program is open to all regular full-time employees, and it is a key part of SoCalGas's and SDG&E's efforts to develop employees and promote from within the company to supervisory and management positions. Program participation reflects SoCalGas's and SDG&E's strong commitment to diversity. Over 80% of 2025 program participants are people of color or women.

Objectives of the program are as follows:

- Encourage lifelong learning and developing new skills that are consistent with the company's business objectives;
- Promote employee retention by facilitating career paths that lead to positions of greater responsibility or enhancement of knowledge and understanding regarding current position responsibilities;
- Provide a competitive advantage when recruiting new employees; and

- Allow the company to effectively implement succession planning using internal resources, thereby reducing the expense associated with recruiting qualified external hires to fill key positions within the organization.

The PDAP policy limits the annual benefit to \$5,250 of qualified reimbursements, the maximum annual amount of monetary assistance that an employee may exclude from personal income tax liability under a qualified program.

The forecast assumes that the number of participants adjusts in line with changes in headcount. Projected costs are also indexed for inflation.

3. Emergency Care

As shown in Table DR-19 above, SoCalGas's and SDG&E's forecasted TY 2028 expense for the emergency and backup caregiving program is \$0.42 million and \$0.21 million, respectively.

Employees across every generation are navigating complex responsibilities associated with providing care for children and aging family members. The Companies' backup care program provides emergency infant, child, and elder care services when an employee's primary resources are unavailable. This program reduces unplanned absences and work time lost due to breakdowns in preplanned caregiving arrangements, and is critical for employees who must report to work during emergencies or exigent circumstances.

Employees with children from three months to 13 years old may access services through ChildrenFirst/Bright Horizons in both emergency situations and non-emergency situations including business travel, relocation, school closings, and return from maternity or parental leave. Employees may also use this offering for self and elder care. This program also offers concierge referral services to connect employees to discounted in home care, after school care, camps, senior and parenting support.

Program costs reflect projected headcount and rate increases of four percent per year in 2027 and 2028.

4. Green Transportation Incentive

As shown in Table LM-21 above, SoCalGas's and SDG&E's forecasted TY 2028 costs for the employee green transportation incentive program (formerly known as the mass transit incentive program) are \$1.32 million and \$0.22 million, respectively. This program now supports a full range of sustainable commuting options – including biking, walking, bus and rail

1 transit, carpooling, and vanpooling – rather than solely traditional mass transit. Participation
2 levels remain higher at SoCalGas due to the concentration of employees in the Los Angeles
3 metropolitan area, where heavy traffic conditions and the availability of numerous green
4 transportation alternatives contribute to higher utilization.

5 The increase in forecasted costs for SoCalGas reflects three primary factors. First, some
6 program subsidies are increasing to offset the significant rise in rail transportation costs since the
7 incentive levels were last updated more than six years ago. Second, additional employee
8 participation is anticipated as part of the move to the new downtown headquarters, where access
9 to multimodal transportation options is greater. Third, the program is being expanded to increase
10 green transportation participation and move closer to the South Coast Air Quality Management
11 District (SCAQMD) Rule 2202 emission-reduction and Average Vehicle Ridership (AVR)
12 targets. Under Rule 2202, with more than 900 employees at its downtown Los Angeles location
13 (well above the 250 or more employees at a single worksite threshold), SoCalGas is required to
14 implement commute-reduction strategies that reduce single-occupancy vehicle trips and increase
15 the use of alternative transportation modes.

16 **5. Retirement Activities**

17 As shown in Table LM-21 above, SoCalGas's and SDG&E's forecasted TY 2028 costs
18 for retirement activities is \$.07 million and \$.04 million, respectively.

19 Upon retirement, the Company gives the employee a retirement gift and hosts a
20 retirement breakfast or celebration in recognition of past service and contributions to the
21 company.

22 **6. Service Recognition**

23 As shown in Table LM-21 above, SoCalGas's and SDG&E's forecasted TY 2028 costs
24 for service recognition are \$0.28 million and \$0.13 million, respectively.

25 Service recognition awards are given to employees on their fifth anniversary and every
26 five years thereafter. Employees select from a variety of awards that vary depending on years of
27 service.

28 Most employers have a service recognition program, with five years being the standard
29 milestone for length of service designs. Recognizing service supports our goals of demonstrating
30 appreciation for and retaining a high-quality, tenured and knowledgeable workforce. Costs are

1 projected based on the estimated number of employees with recognized service anniversaries in
2 each year multiplied by the estimated cost per award.

3 **7. Special Events**

4 As shown in Table LM-21 above, SoCalGas's forecasted TY 2028 cost for special events
5 is \$1.0 million. Special events bring together represented and management employees from
6 across the company to gather in one place. The event site varies each year and has included
7 locations such as Knott's Berry Farm, Universal Studios, and Sea World.

8 **VII. COMPENSATION CONTROLS**

9 SoCalGas and SDG&E continuously evaluate the external labor market to ensure that
10 their compensation and benefits packages are competitive and cost-effective. The pay structure
11 and guidelines used by human resources and managers to administer pay support this objective.
12 This section describes how each Company uses external market data and internal controls to
13 maintain a competitive compensation and benefits package necessary to attract, motivate, and
14 retain its workforce.

15 **A. External Compensation Surveys**

16 **1. Non-Executive Jobs**

17 To ensure that non-executive compensation reflects relevant external labor markets,
18 Sempra's compensation and benefits departments participate in a range of professional
19 compensation surveys maintained by nationally recognized consulting firms. Primary survey
20 sources include WTW, Aon Radford, Mercer, and specialty surveys, where appropriate. In
21 addition, third-party consultants may be engaged to supplement standard survey data or to obtain
22 market information not otherwise available.

23 Market data from these survey sources is used to evaluate base pay, incentive
24 compensation, and total compensation for non-executive roles, supporting consistent and market-
25 aligned pay administration across the Companies.

26 **2. Executive Jobs**

27 SoCalGas and SDG&E also use external market data to monitor executive compensation.
28 Primary survey sources for executive roles include the Aon Radford and the WTW executive
29 compensation databases. In addition, the Companies review publicly disclosed executive
30 compensation and benefits information for utilities included in the S&P 500 Utilities Index, as
31 reported in company proxy statements.

1 These sources provide market context for executive pay levels and incentive design and
2 support oversight by the Companies' Boards of Directors.

3 **B. External Benefits Surveys**

4 **1. Methodology for BENCAL Study**

5 SoCalGas and SDG&E participate in the WTW Benefits Value (BENCAL) database, a
6 nationally recognized benefits benchmarking resource maintained by WTW. BENCAL provides
7 a standardized actuarial valuation of employee benefit programs, enabling consistent
8 comparisons of benefits value across participating employers.

9 The BENCAL database determines the value of individual benefit programs—such as
10 health care, retirement, and welfare benefits—by applying a uniform set of actuarial assumptions
11 and valuation methodologies. These standardized methods allow benefit plans with differing
12 designs and cost structures to be expressed as comparable dollar values reflecting the relative
13 value of benefits provided to employees, rather than employer accounting or funding costs.

14 For purposes of the WTW Study, each benefit was valued individually using BENCAL
15 methodologies and then combined to determine an overall benefits value for each job. This
16 consolidated benefits value was combined with cash compensation to calculate total
17 compensation and benefits levels for market comparison. A more detailed description of the
18 BENCAL valuation methodology is provided in the WTW Study.

19 **C. Internal Review and Governance Controls**

20 In addition to external benchmarking, SoCalGas and SDG&E maintain internal controls
21 to promote equitable, compliant, and disciplined pay practices. The Companies establish salary
22 and incentive compensation planning guidelines and pay administration policies to support
23 consistent decision-making by management.

24 Compensation staff regularly conduct job evaluations for appropriate placement within
25 salary structures, review job classifications for compliance with Fair Labor Standards Act and
26 California wage and hour requirements, and perform annual pay equity analyses to support
27 compliance with Office of Federal Contract Compliance Programs requirements. Compensation
28 policies and procedures are also maintained to conform with Sarbanes-Oxley requirements.

29 Executive compensation for SoCalGas and SDG&E is reviewed and approved by the
30 respective Boards of Directors. Compensation and incentive plan performance measures for
31 senior Sempra Corporate Center executives are reviewed and approved by the Compensation and

1 Talent Development Committee of the Sempra Board of Directors, with advice from its
2 independent external compensation consultant, Exequity.

3 **VIII. SEMPRA CORPORATE CENTER - COMPENSATION & BENEFITS**

4 Sempra Corporate Center employees play a vital role in supporting SoCalGas and
5 SDG&E by providing finance, human resources, and legal services that help enable safe,
6 reliable, and efficient operations across the utilities. Given the critical nature of this work and
7 the competitive talent market for specialized skills, it is imperative that the Corporate Center
8 offer competitive compensation and benefits programs. The compensation and benefit programs
9 provided to Sempra Corporate Center employees are comparable to those provided to employees
10 of SoCalGas and SDG&E. Accordingly, the discussion set forth in Sections I through VII is
11 applicable to Sempra Corporate Center employees. As discussed previously, compensation and
12 benefits for Corporate Center roles were evaluated through the WTW Study (*see* Appendix D
13 and Appendix E) and were found to be consistent with the competitive market range. Corporate
14 positions were allocated and consolidated into the applicable job categories (*i.e.*,
15 Professional/Technical, Physical/Technical, Clerical, Manager/Supervisor, and Executive) for
16 SoCalGas and SDG&E.

17 Sempra Corporate Center compensation and benefit expenses, along with the allocation
18 of these costs to SoCalGas and SDG&E through labor overhead rates, are addressed in the
19 Corporate Center Administration testimony (Ex. SCG-14/SDG&E-18). Although Sempra's
20 executive officers are not subject to the requirements of SB 901, SoCalGas and SDG&E have
21 voluntarily elected to exclude compensation costs associated with Sempra's executive officers
22 from recovery.

23 **IX. CONCLUSION**

24 The compensation and benefits programs of SoCalGas and SDG&E are designed to
25 support the safe, reliable, and efficient delivery of utility service by attracting, retaining, and
26 motivating a skilled workforce while maintaining cost discipline and alignment with competitive
27 market benchmarks. As demonstrated by independent analysis, including the WTW Study and
28 the Meridian ICP efficiency review, the Companies' total compensation levels are reasonable
29 and consistent with applicable labor markets, and the structure of incentive compensation
30 appropriately balances safety, reliability, affordability, and financial stewardship within the
31 California regulatory framework. The Companies' programs are informed by external

1 benchmarking and internal oversight processes and are structured to reinforce behaviors and
2 outcomes that directly benefit customers, including strong safety performance, operational
3 effectiveness, and prudent cost management. Taken together, the requested compensation and
4 benefits costs represent reasonable and necessary expenditures to support ongoing operations and
5 to deliver long-term value to customers and communities.

6 This concludes my prepared direct testimony.

1 **X. WITNESS QUALIFICATIONS**

2 My name is Lisa G. McCue. My business address is 488 8th Avenue, San Diego,
3 California. I am the Director of Compensation for Sempra.

4 In my current role, I am responsible for overseeing Sempra's broad-based compensation
5 programs, as well as executive compensation and benefit programs. I joined Sempra in 2018.
6 Prior to assuming my current position, I held responsibility for management of the Company's
7 executive compensation and benefit programs.

8 Sempra's Compensation and Benefits department provides support to the Sempra
9 Corporate Center and Sempra's operating companies, including SoCalGas and SDG&E.

10 I hold a Bachelor of Science degree in Finance from the Wharton School of Business at
11 the University of Pennsylvania and have more than 25 years of professional experience in the
12 compensation field.

13 Prior to joining Sempra, I held compensation-related positions at Qualcomm, Scripps
14 Health, William M. Mercer and Buck Consultants.

15 I have not previously testified before the California Public Utilities Commission.
16

APPENDIX A
GLOSSARY OF TERMS

APPENDIX A – Glossary of Terms

AD&D	Accidental Death and Dismemberment
Cal Advocates	California Public Advocates Office
Companies	SoCalGas and SDG&E
EAP	Employee Assistance Program
HFTD	High Fire Threat District
HMO	Health Maintenance Organizations
ICP	Incentive Compensation Plan
IRC	Internal Revenue Code
IRS	Internal Revenue Service
LTIR	Lost Time Incident Rate
PDAP	Professional Development Assistance Program
RSP	Retirement Savings Plans
SAIDI	Systems Average Interruption Duration Index
SCE	Southern California Edison Company
WTW	WTW (formerly known as Willis Towers Watson)
WTW Study	WTW Total Compensation Study

**APPENDIX B – MERIDIAN COMPENSATION PARTNERS
INCENTIVE COMPENSATION PLAN COST-EFFICIENCY METRICS
FOR SDG&E AND SOCALGAS**



Semptra | May 2026

Incentive Compensation Plan Cost-Efficiency Metrics for SDG&E and SoCalGas

To protect the confidential and proprietary information included in this material, it may not be disclosed or provided to any third parties without the approval of Meridian Compensation Partners, LLC.

Background

Study Objectives and Scope

Meridian was retained by Sempra management as independent compensation experts to study incentive compensation plan (ICP) metrics in response to the following 2024 GRC Decision 24-12-074 regarding San Diego Gas and Electric (SDG&E) and Southern California Gas (SoCalGas), which defined the basis for our work:

“...the Commission finds evidence of management inefficiency and lack of cost effectiveness in the number of unsubstantiated forecasts and the number of audits initiated to evaluate some of Sempra’s requests.”

“...the Commission finds it reasonable to require Sempra to perform an independent study for both utilities to be filed in the next GRC to **assess their management efficiency, including evaluating how ICP metrics can better incentivize cost-effectiveness, without compromising safety, with specific recommendations for controlling costs.**”

Meridian's Approach

Major Study Steps

Our focus was on annual incentives at the utility-company level that cover executives and other key employees:

- We informed our perspective by:
 - Reviewing materials provided by management covering the current incentive plan philosophy as well as related business strategy, regulatory, and risk considerations.
 - Discussing ongoing management initiatives related to efficiency covering operations, workforce strategy, supply chain, and support services.
 - Compiling market data for 29 “peer” companies that comprise the S&P 500 utility segment minus water companies (see list on **Appendix 1**).
 - Data on incentive practices are from public disclosure filings. Focus of market comparisons is on executive-level incentive design, as data is sourced from proxy filings which cover the top-five Named Executive Officers.
 - Performance data are from the S&P CapIQ data base.
 - Analyzing the relationship between relative cost-efficiency outcomes over the last three completed years (2022-24) for peers with and without cost-efficiency metrics used for determining annual incentives.
- We prepared this report starting with an executive summary of conclusions and preliminary recommendations.
 - Summaries of current annual incentive plans at SDG&E and SoCalGas, market findings, and relative performance outcomes follow with **company-by-company detail on Appendices**.

Executive Summary

Key Findings

All peers have goal-driven annual ICPs with market-based percent-of-salary target awards funded by performance measured against pre-established goals like the plans at SDG&E and SoCalGas.

- ICPs for peers outside California share essentially the same design provisions as California utilities except award funding is more heavily weighted toward financial performance, as compared to California utilities where non-financial performance that includes safety is primary.
 - Award funding outside California averages roughly 63% financial/37% non-financial for executives.
 - In contrast, SDG&E and SoCalGas executive ICPs are 27% financial/73% non-financial, while Pacific Gas & Electric (PG&E) and Southern California Edison (SCE) are both 30% financial/70% non-financial.
 - SDG&E and SoCalGas non-executive ICPs are 4% financial/96% non-financial (50% individual and 46% operational). PG&E and SCE appear to use same company performance multiplier for all eligible employees, with individual performance incorporated through a modifier rather than a weighted metric.
- Earnings is universally used as a financial metric and measured against goals set based on annual business-plan forecasts with various definitions (e.g., EPS, net income, operating income, EBIT, EBITDA).
 - Several peers have additional financial metrics to supplement earnings that include cost-efficiency at nine (31%), cash flow at six (21%), and various other at three (10%).
 - Peers with cost-efficiency metrics typically use total costs or operating and maintenance (O&M) costs measured against annual budgets from their business plans.
 - For reference, in SDG&E and SoCalGas executive plans, the 27% total financial performance weighting breaks down as 7% for Sempra net income, 17% for business-specific net income, and 3% for “balance sheet health.” For non-executive plans, financial performance is weighted 4%.

Note: market data on incentive practices are from public disclosure filings, focused on executive-level incentive design.

Executive Summary

Key Findings (cont'd.)

- Most peers also use non-financial metrics, where the most-prevalent categories are customer satisfaction, safety, availability/reliability, environment, and Human Capital Management (HCM).
 - SDG&E and SoCalGas have high weightings on safety for California regulatory compliance (57% and 54%, respectively for executive plans), which aligns with PG&E (60%) and SCE (40%).
 - Peers outside California have significantly lower weightings for safety metrics (range is 3% to 20%).
- Roughly 40% of peers further include individual performance at the executive level, and possibly more for non-executives where disclosure is inconsistent and measurement is often discretionary.
 - SDG&E and SoCalGas do not consider individual performance for executives, while it is 50% of the award determination for non-executives.
- There is a relatively high degree of complexity in executive plans with a total of 19 weighted metrics at SDG&E and 18 at SoCalGas.
 - California regulation is a contributor as PG&E has 12 and SCE has 22, compared to the broader peer group average of only nine.
- Meridian compared peers with and without cost-efficiency metrics to test the impact on performance for the latest one- and three-years, recognizing that the sample is small but inclusive for comparable companies.
 - Total costs as a percent of revenues and O&M costs as a percent of revenues were used as reference points, as defined by and reflected in CapIQ data for consistency.
 - Results summarized on the next two pages show variance across companies with no notable consistent difference between the two groups.

Note: market data on incentive practices are from public disclosure filings, focused on executive-level incentive design.

Executive Summary

Key Findings (cont'd.)

- Peers are ranked by total costs as % of revenues below showing no consistent difference for those with and without cost-efficiency metrics (those with cost-efficiency metrics are highlighted).

Operating Expense as a % of Revenue			
Company	1-Yr ↓	Company	3-Yr ↓
Atmos Energy	67%	NextEra Energy	72%
Dominion Energy	68%	Atmos Energy	73%
NextEra Energy	70%	Dominion Energy	74%
Southern	71%	Duke Energy	75%
SDG&E	72%	SDG&E	75%
NISource Inc.	73%	Southern	75%
Duke Energy	73%	Public Service Enterprise Group	75%
Ameren	75%	Ameren	76%
Eversource Energy	75%	NISource Inc.	77%
WEC Energy	76%	Eversource Energy	77%
Entergy	76%	Alliant Energy	77%
Eversource Energy	76%	WEC Energy	78%
Vistra	76%	Eversource Energy	78%
Public Service Enterprise Group	76%	AEP	79%
Alliant Energy	77%	Consolidated Edison - ConEd of NY	79%
AEP	77%	Entergy	80%
CenterPoint Energy	77%	CenterPoint Energy	80%
Consolidated Edison - ConEd of NY	77%	PPL	80%
PPL	79%	Pinnacle West Capital	81%
PG&E	79%	Edison Intl - SCE	81%
Pinnacle West Capital	79%	CMS Energy	82%
Edison Intl - SCE	80%	Exelon	82%
CMS Energy	80%	FirstEnergy	82%
SoCalGas	81%	AES	82%
Exelon	81%	Xcel Energy	83%
Constellation Energy	82%	PG&E	83%
Xcel Energy	82%	SoCalGas	84%
FirstEnergy	82%	DTE Energy	85%
DTE Energy	83%	Vistra	89%
AES	84%	Constellation Energy	91%
NRG Energy	92%	NRG Energy	96%

Median

Source: S&P CapitalIQ, Standardized Data; reflects total company performance
Operating Expense includes Cost of Revenues, SG&A Expenses, Depreciation & Amortization, and Other Operating Expense

Executive Summary

Key Findings (cont'd.)

- Peers are ranked by O&M costs as % of revenues below showing no consistent difference for those with and without cost-efficiency metrics (those with cost-efficiency metrics are highlighted).

Operations & Maintenance Expense as a % of Revenue			
Company	1-Yr ↓	Company	3-Yr ↓
Energy	16%	DTE Energy	16%
Alliant Energy	17%	Eversource Energy	16%
Eversource Energy	17%	Alliant Energy	17%
Duke Energy	18%	Xcel Energy	17%
DTE Energy	18%	Energy	17%
Xcel Energy	19%	Atmos Energy	18%
NextEra Energy	20%	Duke Energy	19%
Atmos Energy	20%	NextEra Energy	19%
Exelon	21%	CMS Energy	21%
AEP	23%	AEP	22%
Pinnacle West Capital	23%	Constellation Energy	22%
Dominion Energy	24%	Exelon	22%
Consolidated Edison - ConEd of NY	24%	Pinnacle West Capital	23%
Southern	24%	WEC Energy	23%
Constellation Energy	25%	Dominion Energy	23%
WEC Energy	25%	Southern	24%
Entergy	26%	Consolidated Edison - ConEd of NY	24%
Ameren	27%	Entergy	25%
NiSource Inc.	28%	Ameren	26%
Edison Intl - SCE	29%	NiSource Inc.	27%
PPL	30%	Edison Intl - SCE	27%
SDG&E	32%	PPL	29%
Public Service Enterprise Group	32%	Public Service Enterprise Group	29%
CenterPoint Energy	34%	CenterPoint Energy	31%
SoCalGas	45%	SDG&E	31%
PG&E	48%	SoCalGas	38%
Vistra	n/d	PG&E	47%
CMS Energy	n/d	FirstEnergy	n/d
FirstEnergy	n/d	AES	n/d
AES	n/d	Vistra	n/d
NRG Energy	n/d	NRG Energy	n/d

Median

Source: S&P CapitalIQ, Standardized Data; reflects total company performance
Operations & Maintenance reflects Other Operations and Maintenance & Repair Expenses

Executive Summary

Key Findings (cont'd.)

In 2026, SDG&E added metrics related to business and technological transformations by executing cost reduction projects and SoCalGas added metrics related to completing projects that promote business and operational efficiency, both promoting cost effectiveness.

	Metric	Detail	Weighting
SDG&E	Business and Technical Transformation	Incentivize business and technological transformations by executing projects that each reduce costs by at least \$500,000. Min = completion of any 1 subgoals, Target = completion of any 2 subgoals, Max = completion of all subgoals. • Single No Lights (SNLT) • O&M Reclassification – Truck Stock • O&M Reclassification – Other	• 5% executive • 3% non-executive
SoCalGas	Business Transformation	This goal incentivizes timely completion of projects that promote business and operational efficiency through technology innovations, process improvements, and other optimization initiatives. Advancing these projects promotes affordability, safety, sustainability and customer experience. Minimum, target and maximum performance, respectively, are measured by completion of one, two, or three of the following in 2026: 1. Customer Service Field and Gas Operations Efficiency 2. Vista: Switch to using the new SAP Customer Information System (CIS) by September 30, 2026. 3. Gas Engineering - Land Services Efficiency 4. Customer Programs - Rebate Submission Review Efficiency 5. Future Ready Storeroom	• 5% executive • 3% non-executive

Executive Summary

Preliminary Recommendations: Overview

Metrics at SDG&E and SoCalGas in 2026, as described on the preceding page 8, are responsive to the Commission's feedback on promoting cost effectiveness without compromising safety, and outcomes should be evaluated to determine whether additional changes are needed.

- If determined that additional changes are needed, then two alternative approaches should be considered either separately or in combination, as follows:
 1. Incorporate through individual performance.
 2. Introduce a new financial metric, carved out from the current financial category while maintaining the overall weight at 27%.
- Each alternative is analyzed on the next two pages with pros and cons.
- Meridian's initial preference for simplicity and ongoing impact of the two alternatives would be #1, but management's input would be important.

Executive Summary

Preliminary Recommendations: Alternative 1

Incorporate through individual performance.

Description	Pros	Cons
- Consider cost-efficiency in evaluation of individual performance. - For executives: - Current program is 27% weighted on financial and 73% on operational/strategic objectives, with no separate carve-out for individual performance. - Consider adding a modifier (+/-10%) for individual performance with cost-efficiency as a component and total not to exceed current 2x target maximum. - For non-executives: - Current program is 50% weighted on individual performance. - Cost-efficiency would be one of the factors evaluated within that component.	- Maintains overall structure for non-executives. - Market aligned for executives, where 41% of S&P 500 utilities include individual performance. - No impact on overall financial and non-financial weightings. - Does not compromise safety.	- For executives, adds complexity to already complex ICP structure. - Would be one of numerous factors assessed within individual performance.

Executive Summary

Preliminary Recommendations: Alternative 2

Introduce a new financial metric, carved out from the current financial category while maintaining the overall weight at 27%.

Description	Pros	Cons
• Add a financial metric for Cost Margin. • Define as total controllable costs ÷ controllable revenues. • Carve-out of existing business-level net income metric at 3-5% (i.e., reduce current 17% to 12-14%), and reflect proportionately in financial goals for non-executives. • Set threshold (0% earned), goal (100% earned) and maximum (150%-200% earned by position level). • Goal setting based on business-plan projections and long-term cost-reduction objective.	• Simple and easily communicated. • Easily measured and trackable for quarterly accruals. • No impact on overall financial and non-financial weightings. • Does not compromise safety.	• Additional metric in already complicated plan. • Business-plan related goal setting may not support regulatory cost-reduction intent. • Broad definition may create limited line-of-sight to impact outcome below executives.

Current Plans

Executive Plan Structure

VPs and above; same plan provisions at SDG&E and SoCalGas except non-financial metrics:

Component	Plan Provision															
Award Funding	0-200% of market-based %-of-salary target awards. - Earned pool weighted 27% for financial performance and 73% for non-financial operating performance.															
Financial Metrics	Three budget-based goals; same for SDG&E and SoCalGas <table><tr><th colspan="2">Goals</th><th>Weight</th></tr><tr><td>Corporate (Semptra) Net Income</td><td></td><td>7%</td></tr><tr><td>Company (SDG&E/SoCalGas) Net Income</td><td></td><td>17%</td></tr><tr><td>Company (SDG&E/SoCalGas) Balance Sheet</td><td></td><td>3%</td></tr><tr><td colspan="2">Total Weight</td><td>27%</td></tr></table>	Goals		Weight	Corporate (Semptra) Net Income		7%	Company (SDG&E/SoCalGas) Net Income		17%	Company (SDG&E/SoCalGas) Balance Sheet		3%	Total Weight		27%
Goals		Weight														
Corporate (Semptra) Net Income		7%														
Company (SDG&E/SoCalGas) Net Income		17%														
Company (SDG&E/SoCalGas) Balance Sheet		3%														
Total Weight		27%														
Non-Financial Metrics	SDG&E – 12 Safety Metrics and 4 Operational Metrics; SoCalGas – 11 Safety Metrics and 4 Strategic Priority & Stakeholder Metrics <table><tr><th colspan="2">SDG&E Goals – 2026 Proposal</th><th>Weight</th><th colspan="2">SoCalGas Goals – 2026 Proposal</th><th>Weight</th></tr><tr><td rowspan="3">Safety (Electric 24%; Gas 15%; Employee 18%) Operational (SAIDI 3%; Customer Service Value 4%; Business & Technological Transformation 5%; Advancing Organizational Culture 4%) Total Weight</td><td rowspan="3">(Electric 24%; Gas 15%; Employee 18%) (SAIDI 3%; Customer Service Value 4%; Business & Technological Transformation 5%; Advancing Organizational Culture 4%)</td><td>57%</td><td rowspan="3">Safety (Employee 15%; Customer, Public, Infrastructure 29%; Safety Culture Enhancements 10%) Strategic Priorities & Stakeholder (Strategic Initiatives 10%; Customer Service 4%; Employee & Community Partnership 5%) Total Weight</td><td>54%</td></tr><tr><td>16%</td><td>19%</td></tr><tr><td>73%</td><td>73%</td></tr></table>	SDG&E Goals – 2026 Proposal		Weight	SoCalGas Goals – 2026 Proposal		Weight	Safety (Electric 24%; Gas 15%; Employee 18%) Operational (SAIDI 3%; Customer Service Value 4%; Business & Technological Transformation 5%; Advancing Organizational Culture 4%) Total Weight	(Electric 24%; Gas 15%; Employee 18%) (SAIDI 3%; Customer Service Value 4%; Business & Technological Transformation 5%; Advancing Organizational Culture 4%)	57%	Safety (Employee 15%; Customer, Public, Infrastructure 29%; Safety Culture Enhancements 10%) Strategic Priorities & Stakeholder (Strategic Initiatives 10%; Customer Service 4%; Employee & Community Partnership 5%) Total Weight	54%	16%	19%	73%	73%
SDG&E Goals – 2026 Proposal		Weight	SoCalGas Goals – 2026 Proposal		Weight											
Safety (Electric 24%; Gas 15%; Employee 18%) Operational (SAIDI 3%; Customer Service Value 4%; Business & Technological Transformation 5%; Advancing Organizational Culture 4%) Total Weight	(Electric 24%; Gas 15%; Employee 18%) (SAIDI 3%; Customer Service Value 4%; Business & Technological Transformation 5%; Advancing Organizational Culture 4%)	57%	Safety (Employee 15%; Customer, Public, Infrastructure 29%; Safety Culture Enhancements 10%) Strategic Priorities & Stakeholder (Strategic Initiatives 10%; Customer Service 4%; Employee & Community Partnership 5%) Total Weight	54%												
		16%		19%												
		73%		73%												
Individual Performance	Executive plan is 100% on Company performance (27% financial, 73% non-financial); individual performance weighted 0%.															

Note: SDG&E and SoCalGas based on 2026 design as provided by Management.

Current Plans

Non-Executive Plan Structure

All other associates who are eligible for participation in an incentive plan:

Component	Plan Provision																
Award Funding	• %-of-target earnout opportunity varies by level: 0-200% directors, 0-175% managers, and 0-150% associates • Weighting at target performance is 4% for financial performance, 46% for non-financial operating performance, and 50% for individual performance																
Financial Metrics	• Same goals as executive plans with lower weightings <table><thead><tr><th>Goals</th><th>Weight</th></tr></thead><tbody><tr><td>Corporate (Semptra) Net Income</td><td>1%</td></tr><tr><td>Company (SDG&E/SoCalGas) Net Income</td><td>2%</td></tr><tr><td>Company (SDG&E/SoCalGas) Balance Sheet</td><td>1%</td></tr><tr><td>Total Weight</td><td>4%</td></tr></tbody></table>	Goals	Weight	Corporate (Semptra) Net Income	1%	Company (SDG&E/SoCalGas) Net Income	2%	Company (SDG&E/SoCalGas) Balance Sheet	1%	Total Weight	4%						
Goals	Weight																
Corporate (Semptra) Net Income	1%																
Company (SDG&E/SoCalGas) Net Income	2%																
Company (SDG&E/SoCalGas) Balance Sheet	1%																
Total Weight	4%																
Non-Financial Metrics	• Same goals as executive plans with lower weightings <table><thead><tr><th>SDG&E Goals – 2026 Proposal</th><th>Weight</th><th>SoCalGas Goals – 2026 Proposal</th><th>Weight</th></tr></thead><tbody><tr><td>Safety (Electric 9%; Gas 9%; Employee 16%)</td><td>34%</td><td>Safety (Employee 9%; Customer, Public & Infrastructure 18%; Culture Enhancements 6%)</td><td>33%</td></tr><tr><td>Other Operational (SAIDI 2%; Customer Service Value 4%; Business & Technological Transformation 3%; Advancing Organizational Culture 3%)</td><td>12%</td><td>Strategic Priorities & Stakeholder Goals (Strategic Initiatives 6%; Customer Service 3%; Employee & Community Partnership 4%)</td><td>13%</td></tr><tr><td>Total Weight</td><td>46%</td><td>Total Weight</td><td>46%</td></tr></tbody></table>	SDG&E Goals – 2026 Proposal	Weight	SoCalGas Goals – 2026 Proposal	Weight	Safety (Electric 9%; Gas 9%; Employee 16%)	34%	Safety (Employee 9%; Customer, Public & Infrastructure 18%; Culture Enhancements 6%)	33%	Other Operational (SAIDI 2%; Customer Service Value 4%; Business & Technological Transformation 3%; Advancing Organizational Culture 3%)	12%	Strategic Priorities & Stakeholder Goals (Strategic Initiatives 6%; Customer Service 3%; Employee & Community Partnership 4%)	13%	Total Weight	46%	Total Weight	46%
SDG&E Goals – 2026 Proposal	Weight	SoCalGas Goals – 2026 Proposal	Weight														
Safety (Electric 9%; Gas 9%; Employee 16%)	34%	Safety (Employee 9%; Customer, Public & Infrastructure 18%; Culture Enhancements 6%)	33%														
Other Operational (SAIDI 2%; Customer Service Value 4%; Business & Technological Transformation 3%; Advancing Organizational Culture 3%)	12%	Strategic Priorities & Stakeholder Goals (Strategic Initiatives 6%; Customer Service 3%; Employee & Community Partnership 4%)	13%														
Total Weight	46%	Total Weight	46%														
Individual Performance	• Weighted at 50% • Individual performance scores can range from 0-200%, with awards above 150% intended for employees with exceptional performance • Overall funds available for Individual Performance Component (“ICP”) varies directly based on the results achieved for the Company Performance Component • Supervisor’s and management’s assessment of individual employee performance and contributions																

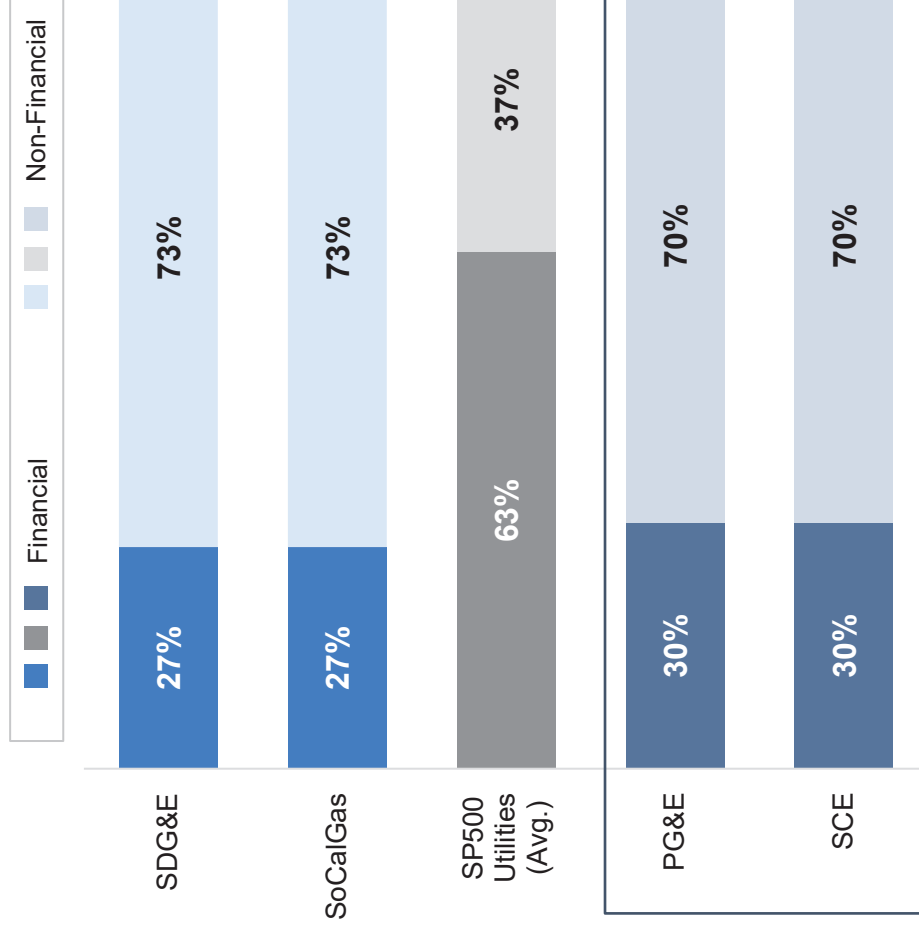
Market Comparisons

Award-Pool Funding

SDG&E and SoCalGas are consistent with other California utilities, where non-financial metrics are prioritized over financial metrics (see Appendix 2 for detail).

- Among peers outside California, majority practice is to prioritize financial metrics which are generally weighted at least 50%-60% (average of 63%).
- SDG&E and SoCalGas have a much greater weight on non-financial metrics (73% non-financials; 27% financials).
- This is aligned with PG&E and SCE, who both place 30% weight on financial metrics and 70% on non-financial metrics.

Annual Incentive Metrics



Note: market data on incentive practices are from public disclosure filings, focused on executive-level incentive design.

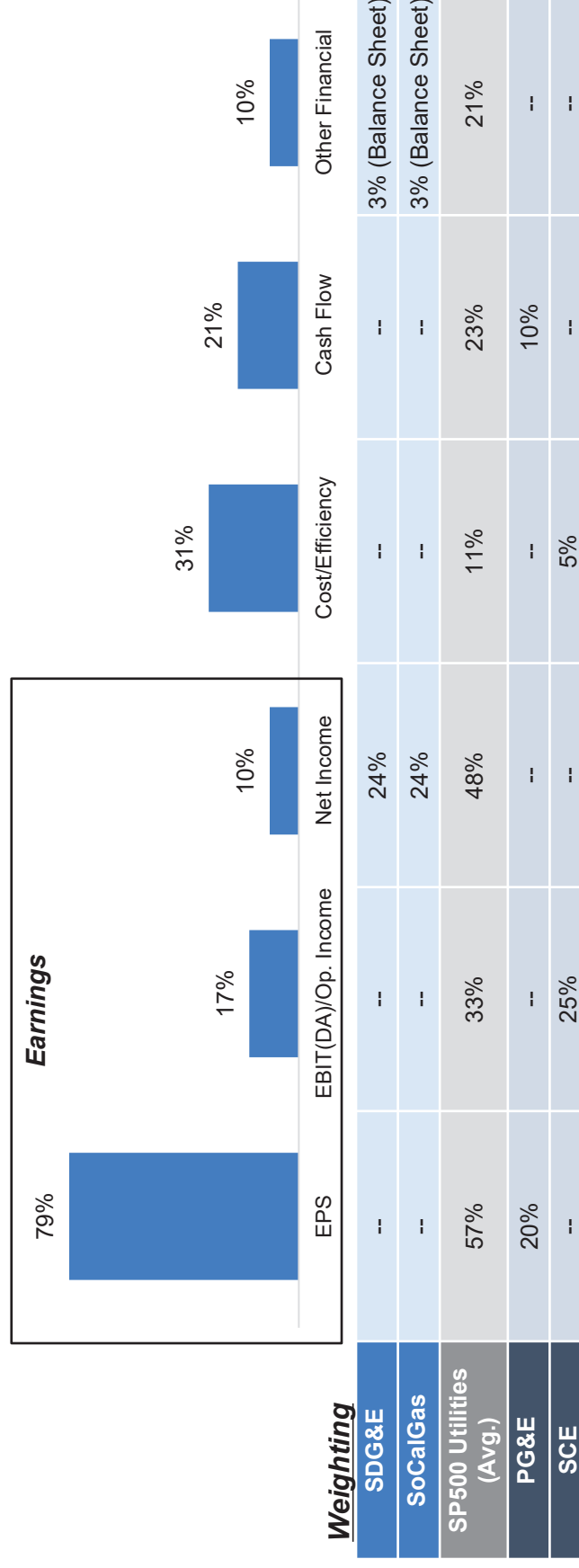
Market Comparisons

Financial Metrics

Earnings with various definitions and cash flow are most prevalent; a majority (69%) like SDG&E and SoCalGas do not directly measure cost-effectiveness.

- All peers include an earnings metric, most commonly defined as EPS (79%); other prevalent financial metrics include cash flow (21% prevalence), EBIT(DA) (17%), and net income (10%) (see [Appendix 3](#) for detail).
- 31% measure management-efficiency and/or cost-effectiveness in various forms of metrics (e.g., O&M expense, total cost) (see [Appendix 4](#) for detail).

Prevalence of Annual Incentive Metrics - Financial



Note: average not available if less than 3 data points. Market data on incentive practices are from public disclosure filings, focused on executive-level incentive design.

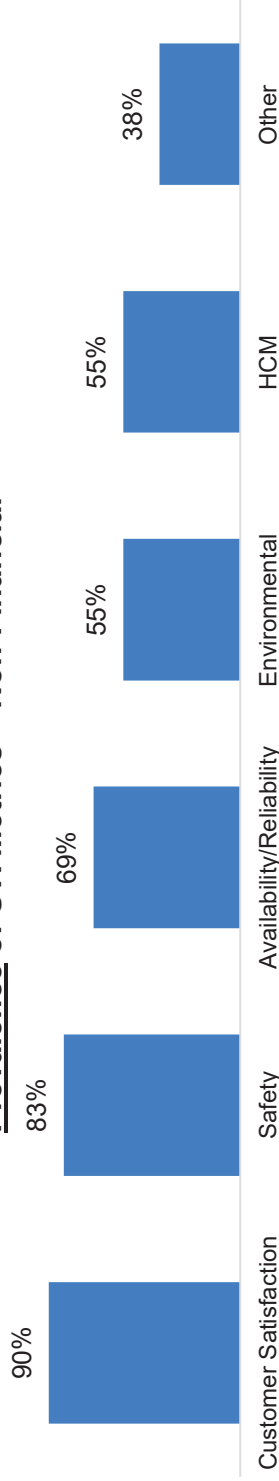
Market Comparisons

Non-Financial Metrics

Higher weightings for safety metrics are consistent across California utilities.

- SDG&E and SoCalGas weight safety 57% and 54%, respectively, consistent with recent OEIS feedback (see [Appendix 5](#) for detail).
- Weight on safety is consistent with other California utilities (see [Appendix 6](#) for detail).
- For other peers, most prevalent non-financial metric is customer satisfaction, followed by safety and reliability (see [Appendix 7](#) for detail).
- The “Other” category below covers a variety of metrics, including three that measure operational performance and asset utilization that can support cost discipline (see [Appendix 8](#) for detail).

Prevalence of STI Metrics – Non-Financial



Weighting

SDG&E	4%	57%	3%	--	4%	5%
SoCalGas	4%	54%	--	--	5%	10%
SP500 Utilities (Avg.)	9%	17%	12%	7%	6%	13%
PG&E	10%	60%	--	--	--	--
SCE	6%	40% / Modifier	4%	2%	2%	21%

Note: average not available if less than 3 data points. For detail on individual metrics/modifiers, see page 18. Market data on incentive practices are from public disclosure filings, focused on executive-level incentive design.

Market Comparisons

Number of Formulaic Metrics

It is common practice to breakout multiple metrics for award funding, consistent with the practice at SDG&E and SoCalGas.

- SDG&E and SoCalGas are on the high end in terms of the number of metrics, at 19 and 18, respectively.
 - This is high versus S&P 500 utilities, which average 9 metrics.
 - Number of metrics is more consistent with PG&E (12 metrics) and SCE (22).

	<u>Financial</u>	<u>Non-Financial</u>	<u>Total</u>
SDG&E	3	16	19
SoCalGas	3	15	18
SP500 Utilities (Avg.)	2	8	9
PG&E	2	10	12
SCE	2	20	22

Note: market data on incentive practices are from public disclosure filings, focused on executive-level incentive design.

Market Comparisons

Individual Recognition

Individual performance evaluations generally capture management and personal “efficiency,” and the systems at SDG&E and SoCalGas are consistent with peers.

Company	Weighting	Relevant Proxy Disclosure (if any)
Alliant Energy	Multiplier (Amount N/D)	“drive an individual’s contribution to our strategic business imperatives”
Ameren	Modifier (+/- 25%)	“these included leadership and the achievement of key operational goals”
Duke Energy	15%; Modifier (+/- 25%)	2024 objectives included: evolving energy demands, policy/regulatory outcomes, investing in critical energy infrastructure, achieving financial results, advancing customer experience, sustainable results for environmental performance, and leadership/workforce capabilities
Edison Intl – SCE	Multiplier (0-1.5x)	
Eversource Energy	Modifier	“provide incentives for Company executives to work together as a highly effective, integrated team to achieve or exceed the financial, operational, safety, customer, sustainability, and strategic goals and objective”
NextEra Energy	Multiplier (0.9-1.1x)	2024 criteria considered: financial goals, growth goals, operational excellence, and organization development
NiSource Inc	Multiplier (Amount N/D)	2024 factors considered: leadership effectiveness on key strategic initiatives, contributions to operational and organizational excellence, overall assessment of financial results and value creation of the company
NRG Energy	Multiplier (0.8x-1.2x)	2024 objectives: deliver on financial commitments, advance enterprise strategy, demonstrate combined strength of integrated businesses, delight customers/employees, and act as 1NRG (all teams working together)
PG&E	Multiplier (0-1.2x)	
PPL	10%	Measured based on results/personal leadership in: safety, engagement and modeling of PPL corporate values – 2024 outcomes included “achievement of cumulative O&M savings at high-end of the 2024 target range”
Southern	Modifier (+/- 10%)	2024 CEO assessment included: financial/operational success, Plant Vogtle success, culture/talent development, board relationship, strategic engagement with key stakeholders
Vistra	Multiplier (0.35x-1.2x)	2024 CEO assessment included: acquisition of Energy Harbor, financial/operating metrics, culture

Note: market data on incentive practices are from public disclosure filings, focused on executive-level incentive design.

Market Comparisons

Relative Performance Outcomes

There is limited difference in Operating Margin performance and O&M Expense as a % of Revenue between those using and not using cost-efficiency metrics, suggesting that including such metrics in the ICP has limited impact on overall performance in these areas.

- The chart below includes relative performance over the last three completed years for peers using versus not using cost-efficiency metrics to determine annual incentives (see [Appendix 9](#) for detail).

	<u>Operating Margin</u> <u>(3-Yr Avg.)</u>	<u>Operations & Maintenance Expense</u> <u>as % of Revenue</u> <u>(3-Yr Avg.)</u>
SDG&E	25%	31%
SoCalGas	16%	38%
Companies with Cost Efficiency Metrics – Median	20%	22%
Companies Without Cost Efficiency Metrics – Median	21%	23%
PG&E	17%	47%
SCE	19%	27%

Source: S&P Capital IQ database. Reflects company-wide performance based on Capital IQ templated/standardized definitions. Operating Margin defined as EBIT / Total Revenue. EBIT reflects Total Revenues – Cost of Revenues – Selling General & Admin Expenses – Depreciation & Amortization – Other Operating Expenses. Operations and Maintenance Expense includes Maintenance & Repair Expenses as well as amounts spent towards Operations and Maintenance of a plant for Utility companies.

Appendix

Appendix 1: S&P 500 Utility Peers

Peer group for the study is shown to the right – S&P 500 utilities (excluding water utilities).

- Note: for peers who disclose the annual incentive plan for a utility subsidiary (Consolidated Edison and Edison International), subsidiary plan is included *in lieu of* parent company plan in the following pages.
- Similarly – Sempra is excluded from dataset (for a total of 29 companies).

Company (n=29)	Revenue (Trailing 4Q)	Market Cap		Employees	Industry
		as of 12/31/25	90-Trading Day Avg.		
AEP	\$21,257	\$61,586	\$61,763	16,330	Electric Utilities
AES	\$12,094	\$9,998	\$9,827	9,100	Independent Power Producers/Energy Traders
Alliant Energy	\$4,274	\$16,752	\$17,068	2,998	Electric Utilities
Ameren	\$8,635	\$27,104	\$27,563	8,981	Multi-Utilities
Atmos Energy	\$4,703	\$27,111	\$27,487	5,487	Gas Utilities
CenterPoint Energy	\$9,114	\$24,731	\$25,274	8,872	Multi-Utilities
CMS Energy	\$8,295	\$21,257	\$21,826	8,324	Multi-Utilities
Consolidated Edison	\$16,593	\$35,671	\$35,669	15,097	Multi-Utilities
Constellation Energy	\$24,841	\$121,701	\$109,634	14,240	Electric Utilities
Dominion Energy	\$15,813	\$49,860	\$51,316	14,700	Multi-Utilities
DTE Energy	\$14,822	\$27,063	\$28,263	9,600	Multi-Utilities
Duke Energy	\$31,236	\$90,761	\$94,927	26,413	Electric Utilities
Edison Intl	\$18,088	\$23,083	\$21,833	14,013	Electric Utilities
Entergy	\$12,730	\$42,289	\$41,885	12,267	Electric Utilities
Eversource Energy	\$5,879	\$16,889	\$17,223	4,731	Electric Utilities
Exelon	\$13,149	\$25,794	\$25,679	10,680	Electric Utilities
FirstEnergy	\$14,283	\$25,839	\$26,162	12,294	Electric Utilities
NextEra Energy	\$26,297	\$168,941	\$165,322	16,800	Electric Utilities
NISource Inc.	\$6,327	\$20,228	\$20,063	7,717	Multi-Utilities
NRG Energy	\$29,779	\$28,533	\$31,427	15,637	Electric Utilities
PG&E	\$24,762	\$34,507	\$34,514	28,410	Electric Utilities
Pinnacle West Capital	\$5,307	\$10,731	\$10,652	6,403	Electric Utilities
PPL	\$8,979	\$25,743	\$26,698	6,653	Electric Utilities
Public Service Enterprise Group	\$11,718	\$39,234	\$40,765	13,047	Multi-Utilities
Southern	\$28,913	\$95,510	\$100,859	28,457	Electric Utilities
Vistra	\$17,191	\$58,475	\$63,470	6,850	Independent Power Producers/Energy Traders
WEC Energy	\$9,547	\$34,156	\$35,685	7,017	Multi-Utilities
Xcel Energy	\$14,228	\$43,774	\$45,771	11,380	Electric Utilities
75th Percentile	\$21,257	\$43,774	\$45,771	15,097	
Median	\$14,228	\$28,533	\$31,427	11,380	
25th Percentile	\$8,979	\$24,731	\$25,274	7,717	

Source: S&P Capital IQ as of 12/31/2025

Appendix 2: Plan Design Detail

Company (n=29)	Weighting			Total Plan Payout	
	Financial	Operational / Strategic	Individual Performance	Threshold as a % of Target	Max as a % of Target
AEP	60%	40%		0%	250%
AES	55%	45%		0%	200%
Alliant Energy	70%	30%	Multiplier (Amount N/D)	20%	200%
Ameren	70%	30%	Multiplier (+/- 25%)	50%	200%
Atmos Energy	100%			50%	200%
CenterPoint Energy	70%	30%		75%	200%
CMS Energy	75%	25%		1%	193%
¹ Consolidated Edison - ConEd of NY	65%	35%		50%	200%
Constellation Energy	70%	30%		5%	200%
Dominion Energy	100%	Multiplier (0.8-1x)		50%	200%
DTE Energy	40%	60%		N/D	200%
Duke Energy	55%	30%	15%; Modifier (+/-25%)	19%	234%
² Edison Intl - SCE	30%	70%	Multiplier (0-1.5x)	0%	200%
Entergy	70%	30%		N/D	200%
Eversource Energy	65%	35% / Modifier		50%	200%
Exelon	70%	30%	Modifier	50%	200%
FirstEnergy	60%	40%		5%	200%
NextEra Energy	50%	50%	Multiplier (0.9x-1.1x)	0%	200%
NiSource Inc.	70%	30%	Multiplier (Amount N/D)	50%	200%
NRG Energy	85%	15%	Multiplier (0.8-1.2x)	50%	200%
PG&E	30%	70%	Multiplier (0-1.2x)	50%	200%
Pinnacle West Capital	50%	50%		1%	200%
PPL	65%	25%	10%	50%	200%
Public Service Enterprise Group	65%	35%		50%	200%
Southern	65%	35%	Modifier (+/-10%)	10%	200%
Vistra	60%	40%	Multiplier (0.35-1.2x)	50%	200%
WEC Energy	100%	Multiplier (+/- 10%)		25%	210%
Xcel Energy	Multiplier (0x - 1.5x)	100%		50%	200%
Prevalence	100%	97%	41%	50%	200%
Median	65%	35%			
SoCalGas	27%	73%		0%	200%
SDG&E	27%	73%		0%	200%

Note: data reflects plans disclosed as of most recent proxy filings (for PG&E and SCE, 2025 executive compensation submissions pursuant to AB1054). If companies disclose distinct plan details for a utility subsidiary, this plan is included in lieu of the parent plan (see footnotes 1-2)

¹ Plan for Consolidated Edison represents plan applicable to the following NEO: President, Con Edison of NY

² Plan for Edison Intl represents 2025 SCE plan as disclosed in their 2025 exec. comp. submission to OEIS pursuant to AB1054

Note: market data on incentive practices are from public disclosure filings, focused on executive-level incentive design.

Appendix 3: Financial Metric Detail

Company (n=29)	Earnings			Cash Flow	Cost Efficiency	Other Financial	Other Description
	EBIT(DA) / Op Income	EPS	Net Income				
AEP		60%					
AES	15%	25%		15%			
Alliant Energy		70%					
Ameren		70%					Absolute TSR Cap
¹ Atmos Energy		100%					
CenterPoint Energy		70%					
CMS Energy		70%			5%		
² Consolidated Edison - ConEd of NY		30%	25%		10%		
Constellation Energy			70%				
Dominion Energy		100%					
DTE Energy		20%		20%			
Duke Energy		50%			5%		
³ Edison Int'l - SCE	25%				5%		
Edison Energy		60%				10%	Adj. FFO/Debt Ratio
Eversource Energy		32.5%			32.5%		Dividend Growth (7%); Advancement of Strategic Growth Initiatives & Regulatory Outcomes (21%)
Exelon		42%				28%	
Exelon		60%					
FirstEnergy	60%						
NextEra Energy		25%			✓	25%	Return on Equity (ROE)
NISource Inc.		70%					
NRG Energy	40%			45%			
PG&E		20%		10%			
Pinnacle West Capital			50%		✓		
PPL		65%			8%		
Public Service Enterprise Group		65%					
Southern		65%					
Vistra	25%			25%	10%		
WEC Energy		75%		25%			
⁴ Xcel Energy		Multiplier					
Prevalence	17%	79%	10%	21%	31%	10%	
Average (excl. zeros)	33%	57%	48%	23%	11%	21%	
Median	25%	63%	50%	23%	8%	25%	
⁶ SDG&E			24%			3%	Balance Sheet
⁶ SoCalGas			24%			3%	Balance Sheet

Note: data reflects plans disclosed as of most recent proxy filings (for PG&E and SCE, 2025 executive compensation submissions pursuant to AB1054). If companies disclose distinct plan details for a utility subsidiary, this plan is included in lieu of the parent plan (see footnotes 2-3)

¹ Annual incentive award is capped at target if absolute TSR is negative for the fiscal year

² Plan for Consolidated Edison represents bonus plan applicable to the following NEO: President, ConEd of NY. Metrics are measured for ConEd of NY except for EPS

³ Plan for Edison Intl represents 2025 SCE plan as disclosed in their 2025 exec. comp. submission pursuant to AB1054. Payout may be 0% if earnings performance is below threshold

⁴ Modifies payout for operational metrics (which cannot exceed 150% of target) and can result in an additional payout equal to 50% of target

⁵ Average not included if less than 3 data points available

⁶ Earnings metric is split between Sempria Earnings (7%) and respective division (SoCalGas or SDG&E) Earnings (17%). Defined as revenue minus expense, less tax

Note: market data on incentive practices are from public disclosure filings, focused on executive-level incentive design.

Appendix 4: Financial Cost/Efficiency Metric Detail

Company	Weighting	Description
Consolidated Edison – ConEd of NY	10%	Company Operating Budget – reflects the performance measure tied to the operating budget of Con Edison of New York; defined in \$ (Operating Budget Target)
Duke Energy	5%	O&M Expense: A measure that includes those costs necessary to support daily operations, as well as operate and maintain the operating efficiency and productive life of assets. Carefully managing expenses enables us to make investments while mitigating customer costs
NextEra Energy	8.5% (NextEra) 25% (FPL)	Operational Scorecard includes the following for NextEra Energy Resources ROE (5%) – measures ability to generate profits from shareholders' equity, making it a good measure of how efficiently management is using equity to generate profits and grow the company Meet budgeted cost goals (3.5%) – meeting cost goals is essential as it drives profitability, enhances competitiveness, improves ROI, strengthens the customer value proposition, mitigates financial risks and drives operational efficiency Operational Scorecard includes the following for FPL O&M costs (plan-adjusted) (17.5%) – includes most but not all O&M expenses and includes certain expenses that are not classified as O&M expenses under GAAP but are reported for state regulatory purposes as O&M expenses. O&M costs play a crucial role in ensuring the efficient, reliable and safe operation of our infrastructure while minimizing costs, ensuring customer satisfaction and meeting regulatory requirements. Our best-in-class operations and maintenance costs ensure lower bills for our customers Capital expenditures (plan adjusted) (7.5%) – presented on an accrual basis, and exclude nuclear fuel payments and certain costs that are not classified as capital expenditures under GAAP in the consolidated statements of cash flows but that are reported for state regulatory purposes as capital expenditures. By making strategic capital expenditures, we can deliver sustainable, reliable, efficient service while reducing long-term costs, staying competitive and meeting regulatory requirements
Evergy	32.5%	Adjusted Non-Fuel Operating and Maintenance (NFOM) Expense for Incentive Compensation – calculated as operating and maintenance expense less (1) executive operations team realignment expenses, (2) regulatory liability amortization that was recorded to revenue and is earnings neutral, and (3) short-term incentive compensation expenses
Vistra	10%	Total Cost – calculated as the sum of total costs to operate Vistra's BUs, including (i) selling, general and administrative (SG&A) expense, (ii) operating and maintenance (O&M) expenses, (iii) cash spend associated with capital projects, (iv) growth capital and (v) other costs incurred to operate the business
CMS Energy	5%	Waste Elimination – Operating & Maintenance ("O&M") savings through waste elimination
Edison - SCE	5%	Capital Deployment – represents scope of executing SCE's authorized capital plan, which is a measure of work performed, consistent with appropriate regulatory direction. SCE has developed, and is executing against, a capital expenditure plan that is expected to allow SCE to meet what is ultimately authorized in the 2025 GRC decision while minimizing the associated risk of unauthorized spending.
PPL	7.5%	Total TSA Budget – full integration of RIE and successful exit from the services provided under the TSA was a priority for the company; company performed well on the time and budget metrics, with the successful, under-budget integration of all remaining applications
Pinnacle West Capital	Varies by BU	BU measures include: PNW O&M; PNW Capital; Capital Budget

Appendix 5: Regulatory Environment

SDG&E's compensation program and any potential changes must also be evaluated and take into consideration broader regulatory requirements.

Public Utilities Code section 8389(e)(4) requires that an electrical corporation's Executive Compensation Structure promote safety as a priority and ensure public safety and utility financial stability. This includes implementing performance metrics for all executive officers that are measurable and enforceable. Public Utilities Code section 8389(e)(6)(A) further imposes requirements on any new or amended contracts for executive officers, specifically placing strict limits on guaranteed cash compensation, with a primary portion of their compensation based on objective performance metrics.

SDG&E annually submits its Executive compensation Structure to the Office of Energy Infrastructure Safety ("OEIS"). Per the December 29, 2025 decision, Energy Safety has determined that the documentation submitted by SDG&E in relation to its 2025 Executive Compensation Structure meets the requirements set forth in Public Utilities Code section 8389(e)(4) and 8389(e)(6)(A), and in Energy Safety's Guidelines Version 1.0.

OEIS provided three recommendations, one of which was related to increasing the safety component of its executive incentive compensation. Detail from OEIS below:

Recommendation	Detail
Level of Safety Incentive	Existing statute does not require SDG&E's long-term incentive compensation to include safety. Nonetheless, failing to include safety in long-term incentive compensation dilutes the relevance of safety to compensation. Wildfire safety is only a percentage (20 percent of STIP is weighted to wildfire safety) of a percentage (STIP represents 18 percent to 21 percent of total incentive compensation) of the overall compensation structure. Thus, wildfire safety component of executive overall compensation represents 3.6 percent to 4.2 percent of total incentive compensation. This is low compared to other major utilities, one of which includes wildfire safety as up to 8.75 percent of overall compensation. In its 2026 filing, SDG&E must describe how it is modifying its long-term incentive compensation to include safety, or increasing wildfire safety weighting within its STIP, or both, to increase the safety component of its executive incentive compensation.

Source: [Decision on San Diego Gas & Electric Company's 2025 Executive Compensation Structure](#), December 29, 2025

Appendix 6: California Utility Detail – Executive Plans

SDG&E's executive programs are in-line with PG&E and SCE, in terms of the number and types of metrics, weighting on financial vs. non-financial metrics, and weighting on safety.

SDG&E (2026 ICP Metrics)		PG&E (2025 STIP Metrics)		SCE (2025 STIP Metrics)	
Safety	53%	Safety	60%	Safety	40%
Wildfire		Wildfire Mitigation	35%	Public Safety & Wildfire Mitigation	30%
Wildfire & PSPS System Hardening	20%	Weather Normalized CPUC Reportable Fire Ignitions Rate	25%	Vegetation Line Clearing	5%
Vegetation Caused Outages in HFTD with High FPI	5%	Vegetation Management Quality Control Distribution	5%	CPUC Reportable Ignitions in High Fire Risk Areas	6%
PSPS Average Circuit Restoration Time (Hours)	5%	Vegetation Management Quality Control Pde Clearing	5%	PSPS - Customer Notifications	6%
Electric Overhead Fault Rate During Elevated Fire Potential	5%			Covered Conductor	6%
				Overhead Inspections and Remediations in HFRA	5%
				Targeted Undergrounding	2%
Gas Safety	15%	Public Safety/Emergency Response	15%	Public Safety/Emergency Response	0%
Gas Integrity Management	5%	Gas Dig-In Rate	5%		
Damage Prevention Rate	5%	DCPP Reliability and Safety Indicator	5%		
P1 Gas Response Time (Minutes)	5%	Safe Dam Operating Capacity (SDOC)	5%		
Workforce Safety	18%	Workforce Safety	10%	Workforce Safety	10%
Driving Observations	3%	Serious Injury Actual Count	10%	Employee Edison Electric Institute SIF Rate	5%
Lost Time Incident Rate	5%			High Energy Control Assessments on High Hazard Tasks	3%
Field Safety Engagements	5%			High-Hazard Occupation Recognition Opportunities	2%
Near Misses Reported	5%				
Customer Service/Reliability	7%	Customer Service/Reliability	10%	Customer Service/Reliability	10%
System Average Interruption Duration Index (SAIDI)	3%	CEMI-5	5%	SAIDI, Repair	4%
Customer Service Value	4%	Customer Transaction Score	5%	Billing & Payment & Outage Net Score Index	6%
Security	4%	Security	0%	Security	5%
Cyber Safety	4%			Phishing Simulation Exercise Click Rate	3%
				Phishing Simulation Exercise Reporting Rate	2%
ESG	0%	ESG	0%	ESG	2%
				Transportation Electrification Charging Port Installations	2%
Employee	4%	Employee	0%	Employee	2%
Advancing Organizational Culture	4%			Improve Employee Experience through BRG Plans	2%
Other Operational	5%	Other Operational	0%	Other Operational	16%
Business and Technological Transformation	5%			Implement 2025 Planned Improvement Actions	6%
				Quality Performance Index	5%
				Grid, Technology, Electrification and Improvements	5%
Financial	27%	Financial	30%	Financial	25%
SRE Earnings	7%	Non-GAAP Core Earnings Per Share	20%	Achieve SCE Core Earnings	25%
SDG&E Earnings	17%	Operating Cash Flow	10%		
SDG&E Balance Sheet	3%				

Source: SDG&E reflects 2026 ICP provided by Management; PG&E and SCE reflect public filings submitted to OEIS.

Appendix 6: California Utility Detail – Non-Executive Plans

Detail on non-executive plans is not disclosed in proxy filings or the OEIS submissions.

- Based on Meridian's review, PG&E and SCE's non-executive plans appear to incorporate the same corporate performance factor as for the executive team, and individual modifiers differentiate non-executive performance.
- For PG&E:
 - Short-Term Incentive Plan (STIP) participants are “salaried employees, many of whom have supervisory or other leadership responsibilities”; also covers non-represented employees and union-represented employees (~12,000 employees).
 - Plan metrics “span the breadth of the Company’s operations, with a focus on safety. It is not the intent ...that every STIP-eligible employee can directly impact each metric.”
 - Individual Performance Adjustment is 0-120%, not to exceed a total payment of 200% per participant. This operates within the overall STIP budget (i.e., a zero-sum game). EVPs and above do not receive upward adjustments based on individual performance.
- For SCE:
 - Company has an STIP and an Executive Incentive Compensation Plan (EICP). SCE notes that the “STIP or EICP payout equals the target payout for the employee times the corporate multiplier and the employee’s individual performance multiplier.”
 - Individual performance modifier is determined by the respective organization units for exempt non-executives under STIP and by senior management or the Compensation Committee for executives under EICP.
 - Same Company multiplier “applies to all non-represented exempt employees, including executive officers.”

Sources:

PG&E: PG&E 2027 General Rate Case Exhibit (PG&E-8) People, Compensation & Benefits Workpapers Supporting Prepared Testimony Chapters 2-3, 5 Volume 1 of 3; PG&E 2027 General Rate Case Prepared Testimony Exhibit (PG&E-8) People, Compensation & Benefits Chapters 1-7 Volume 1 of 7.

SCE: SCE 2025 General Rate Case Employee Benefits, Training and Support; SCE 2025 GRC A.23-05-010 Workpapers SCE-06 Vol.04 Book B; SCE 2025 Executive Compensation Structure Submission of Southern California Edison Pursuant to Assembly Bill 1054.

Appendix 7: Non-Financial Metric Detail

Company (n=29)	Safety	Cust. Sat./ Service	Availability / Reliability	Environmental	Human Capital Management	Other	Description
AEP	20%		10%		5%	5%	Federal Assistance Funding Participation (LIHEAP and HEAP)
AES	10%			25%		10%	New Businesses or Products (10%)
Alliant Energy	5%	5%	10%	5%	5%		
Ameren	15%	5%	5%		5%		Institute of Nuclear Power Operations (INPO) Performance Index measures overall plant performance on a range of safety and reliability measures
Atmos Energy							
CenterPoint Energy	10%	10%	10%				
¹ Consolidated Edison - ConEd of NY	7%	7%	7%	7%		7%	Operating Errors (3.5%), Capital Project Execution (3.5%)
Constellation Energy		10%	7%	3%		10%	Fleetwide capacity factor
CMS Energy	5%	5%	5%	5%	5%		
Dominion Energy	Modifier	Modifier					
DTE Energy	10%	15%	30%			5%	Employee Engagement
Duke Energy	3%	10%	5%	13%			
² Edison Intl - SCE	40% / Modifier	6%	4%	2%	2%	16%	Cybersecurity (5%), Quality (5%), Operational Excellence (6%)
Entergy	10%	10%			10%		
Eversource Energy	12.5%	7.5%	15%		Modifier (+/-10%)		
Exelon	✓	✓	15%	✓	✓		
FirstEnergy	15%	10%	30%	Modifier	Modifier		
NextEra Energy	✓	3%	9%	3%	10%		Operational Scorecard
NextEra Energy	✓	✓	✓	✓		✓	
NSource Inc.	20%	10%					
NRG Energy		5%		5%	5%		
PG&E	60%	10%					
Pinnacle West Capital	X	X	X			X	Various Business Unit Operational Objectives
PPL		3%	7%			8%	IT Critical TSA Application Go-Live
Public Service Enterprise Group	✓	✓	✓	✓	✓	✓	- Business Unit Scorecard (25%); focused on People, Safety, Reliability, Customer and Sustainability - Strategic (10%); focused on Critical Initiatives, investment programs, long-term nuclear solution and Long Island operations
Southern	7%	11%	7%	4%	7%		
Vistra	✓	✓	7%	✓	✓	40%	Generation Operating Index (20%), Retail Operating Index (10%), ESG Index (10%)
WEC Energy	Modifier +/- 2.5%	Modifier +/- 5%			Modifier +/- 2.5%		
Xcel Energy	40%	20%	20%	10%	10%		
Prevalence	83%	90%	69%	55%	55%	38%	
Average (excl. zeros)	17%	9%	12%	7%	6%	13%	
Median	10%	10%	9%	5%	5%	9%	
SDG&E	57%	4%	3%		4%	5%	Business/Technological Transformation (5%)
SoCalGas	54%	4%			5%	10%	Business Transformation (5%); Resiliency/Ready for Tomorrow (5%)

Note: data reflects plans disclosed from proxies (for PG&E and SCE, 2025 AB1054 executive compensation sub missions). If companies disclose distinct plan details for a utility subsidiary, this plan is included in lieu of the parent plan (see footnotes 1-2)

¹ Plan for Consolidated Edison represents bonus plan applicable to the following NEO: President, ConEd of NY

² Plan for Edison Intl represents 2025 SCE plan as disclosed in their 2025 exec. comp. submission to OEIS pursuant to AB1054

Note: market data on incentive practices are from public disclosure filings, focused on executive-level incentive design.

Appendix 8: Operational Efficiency Detail

S&P 500 Utilities also included non-financial measures that reflect operational performance and asset utilization that can support cost discipline. Examples are included below. For 2026, SoCalGas added an ICP metric related to incentivizing projects that promote business and operational efficiency and SDG&E added an ICP metric related to executing projects that reduce costs

Company	Weighting	Description
Consolidated Edison – ConEd of NY	7%	Operating Errors (3.5%) – refers to actions or omissions that did or could have resulted in an unsafe working condition or other negative impacts on operations. (Note: separate from safety, included under “Operational Excellence” bucket; Capital Project Execution (3.5%) – tracks certain identified projects or programs against their set milestones and cost targets.
Constellation	20%	Fleetwide Capacity Factor (10%) – crucial measure of operational efficiency; underscores dedication to maximizing the value of our investments and ensuring the seamless delivery of energy to our customers. Dispatch Match (7%) and Renewable Energy Capture (3%) – measures the accuracy of our power generation output in response to grid demand and market signals. We are fostering a culture of agility and responsiveness, enabling us to adapt swiftly to changing market conditions while minimizing operational costs and mitigating risks.
Energy	7.5%	Unplanned Commercial Availability Factor – measure of generating fleet being available to the market, excluding planned outages, when market prices are favorable. Measure supports the Company’s initiative of keeping costs affordable for customers.
SoCalGas	5%	Business Transformation - This goal incentivizes timely completion of projects that promote business and operational efficiency through technology innovations, process improvements, and other optimization initiatives. Advancing these projects promotes affordability, safety, sustainability and customer experience. Minimum, target and maximum performance, respectively, are measured by completion of one, two, or three of the following in 2026: Customer Service Field and Gas Operations Efficiency: Successfully integrate Meter Set Assembly (MSA) Atmospheric Corrosion (ACOR) inspection into Distribution Leak Survey by December 31, 2026. This subgoal is achieved by reducing the total number of individual MSA Inspection/ACOR inspection order visits in 2026 by 1 million from 2025 actuals. Vista: Switch to using the new SAP Customer Information System (CIS) by September 30, 2026. Gas Engineering - Land Services Efficiency: Successfully implement intelligent document AI solution to support cleanup of a historical document repository containing over 120K records. This tool will improve research accuracy and speed, reducing manual cleanup and validation time. It will also create a knowledgebase that will be used for future AI opportunities. Customer Programs - Rebate Submission Review Efficiency: Implement Agent AI tool to automate the initial processing stage of rebate submissions. Future Ready Storeroom: Construct and operationalize a fully automated storeroom providing 24/7 access, employee accountability, detailed cost accounting, and real time inventory counts at a SoCalGas facility.

Appendix 8: Operational Efficiency Detail (continued)

Company	Weighting	Description
SDG&E	3%	Business and Technical Transformation – Incentivize business and technological transformations by executing projects that each reduce costs by at least \$500,000. Min = completion of any 1 subgoals, Target = completion of any 2 subgoals, Max = completion of all subgoals. • Single No Lights (SNLT) • Implement changes to limit the number of false SNLT orders through technology enhancements/controls to the website and Virtual Assistant (VA) on SDG&E.com to better filter and identify true customer issues. • Proposed improvements include: • Standardizing the Conversational Interactive Voice Response (CIVR) to the Virtual Assistant. • Moving from Deterministic (predefined rules and workflows) to Agentic AI enabling the logic agents to identify the problem with increased confidence and issue appropriate actions, determining whether a truck roll is necessary. • Adapting real-time Smart Meter diagnostic integration to inform SNLT order prioritization. • Building content to allow for customer self-service and education to aid in limit of courtesy dispatches. • O&M Reclassification – Truck Stock • Collaborate with Accounting to implement a revised cost-allocation method for truck stock materials. • Transition from 100% O&M treatment to a more accurate split (approximately 75% capital / 25% O&M), aligning material cost allocations with the nature of the underlying work. • O&M Reclassification – Other • Enhance the accuracy of capital vs. O&M classification for ERO work by continuing the systematic review of jobs that default to O&M, that misuse certain account codes or involve complex accounting scenarios with the goal of reducing the volume of monthly reclassifications. • Implement the review and correction process to additional workflows which will result in documented savings of \$500,000 to SDG&E—including vegetation management, CPD jobs, engineering, and franchise-related activities—to ensure appropriate capitalization and consistent accounting treatment across all identified operational areas.

Note: market data on incentive practices are from public disclosure filings, focused on executive-level incentive design.

Appendix 9: Relative Performance Outcomes

Company (n=29)	Cost Efficiency Metric?	Revenue Growth			EBIT Growth			Operating Margin			Net Income Margin			Operations & Maintenance as % of Revenue		
		1 Yr (FY2024)	3-Yr CAGR		1 Yr (FY2024)	3-Yr Avg		FY2024	FY2023	FY2022	FY2024	FY2023	FY2022	FY2024	FY2023	FY2022
AEP		4%	6%		16%	9%		23%	21%	20%	15%	12%	12%	23%	22%	21%
AES		-3%	3%		-10%	-8%		16%	18%	19%	14%	2%	-4%	n/d	n/d	n/d
Alliant Energy		-1%	3%		1%	6%		23%	23%	21%	17%	17%	16%	17%	16%	17%
Ameren		2%	6%		-2%	7%		25%	26%	22%	16%	16%	14%	27%	26%	25%
Atmos Energy		-3%	7%		27%	16%		33%	25%	22%	25%	21%	18%	20%	18%	17%
CenterPoint Energy		-1%	1%		14%	13%		23%	20%	17%	12%	11%	11%	34%	32%	28%
CMS Energy	x	1%	1%		17%	8%		22%	19%	17%	13%	12%	10%	22%	23%	19%
Consolidated Edison - ConEd of NY	x	5%	6%		8%	10%		23%	22%	19%	13%	12%	11%	24%	24%	24%
Constellation Energy		-5%	6%		150%	52%		18%	7%	2%	16%	7%	-1%	25%	22%	19%
Dominion Energy		0%	8%		17%	14%		32%	27%	20%	15%	14%	9%	24%	22%	23%
DTE Energy		-2%	-6%		-6%	12%		17%	18%	9%	11%	11%	6%	18%	17%	12%
Duke Energy	x	5%	7%		8%	10%		27%	26%	23%	15%	10%	9%	18%	19%	20%
Edison Intl - SCE	x	8%	6%		11%	10%		20%	20%	16%	10%	10%	6%	29%	25%	27%
Entergy		-2%	0%		5%	11%		24%	22%	14%	9%	19%	8%	16%	17%	19%
Eversource Energy	x	6%	2%		18%	4%		25%	22%	21%	15%	13%	13%	26%	25%	23%
Exelon		0%	6%		11%	11%		24%	21%	20%	7%	-4%	11%	17%	16%	15%
FirstEnergy		5%	7%		6%	15%		19%	19%	18%	11%	11%	11%	21%	21%	24%
NextEra Energy		-12%	13%		11%	-7%		18%	17%	19%	7%	9%	3%	n/d	n/d	n/d
NISource Inc.	x	-1%	4%		-27%	34%		30%	36%	18%	28%	26%	20%	20%	17%	21%
NRG Energy		-2%	1%		14%	11%		27%	23%	20%	14%	13%	14%	28%	27%	25%
PG&E		0%	6%		-316%	-15%		8%	-4%	7%	4%	-1%	4%	n/d	n/d	n/d
Pinnacle West Capital		0%	6%		49%	17%		21%	14%	14%	10%	9%	8%	48%	49%	45%
PPL	X	9%	10%		23%	5%		21%	18%	19%	12%	11%	11%	23%	23%	23%
Public Service Enterprise Group	X	2%	14%		5%	7%		21%	21%	17%	10%	9%	10%	30%	28%	30%
Southern		-8%	2%		-30%	5%		24%	31%	19%	17%	23%	11%	32%	28%	32%
Vistra		6%	5%		20%	22%		29%	25%	21%	16%	16%	12%	24%	24%	23%
WEC Energy	x	17%	13%		51%	-241%		24%	18%	-8%	15%	10%	-9%	n/d	n/d	n/d
Xcel Energy		-3%	1%		5%	5%		24%	22%	19%	18%	15%	15%	25%	24%	20%
		-5%	0%		-8%	3%		18%	18%	16%	14%	12%	11%	19%	17%	16%

Companies with Cost Efficiency Metrics		9		5%	7%	11%	8%	23%	21%	18%	20%	13%	11%	10%	22%	23%	22%
Median/Prevalence Average				4%	8%	13%	-17%	24%	22%	16%	21%	15%	13%	9%	23%	22%	23%
Other Companies		20		-1%	4%	9%	11%	23%	21%	19%	21%	14%	12%	11%	24%	22%	23%
Median/Prevalence Average				-1%	4%	-1%	10%	22%	20%	17%	20%	13%	12%	9%	25%	24%	23%
SDG&E Percentile Rank				-5%	-1%	16%	3%	88%	23%	25%	25%	17%	17%	16%	32%	33%	29%
				12%	3%	68%	14%	72%	88%	Max	88%	83%	84%	91%	91%	96%	89%
SoCalGas Percentile Rank				-25%	4%	18%	6%	19%	12%	17%	16%	15%	10%	9%	45%	34%	35%
				Min	40%	79%	35%	23%	6%	36%	13%	71%	25%	34%	99%	96%	97%

Source: S&P CapitalIQ

**APPENDIX C – COMPENSATION MODERNIZATION INITIATIVE PAY MIX
ADJUSTMENTS**

APPENDIX C – Compensation Modernization Initiative Pay Mix Rebalancing

The Compensation Modernization initiative included an adjustment to the pay mix for certain roles, effective January 2026, to more closely align with prevailing market practices. “Pay mix” is the proportion of an employee’s total compensation that is allocated between fixed pay, or base salary, and variable incentive compensation, or ICP. For some positions, a portion of the target incentive compensation was shifted into base pay, increasing the share of fixed compensation and improving pay predictability.

Table 1 is an illustration of the Compensation Modernization Initiative pay mix rebalancing that shows the shift of a portion of the total compensation value from ICP to base salary. It is a snapshot based on active employees as of January 2026 and adjusted for average 5-year ICP payout rates from 2021 through 2025 (paid in 2022 through 2026).

As discussed in testimony, base salaries are included in the labor forecast for each witness area. Table 2 (SoCalGas) and Table 3 (SDG&E) summarize the labor forecast adjustments by witness area in connection with the 2026 Compensation Modernization pay mix rebalancing.

Table 1

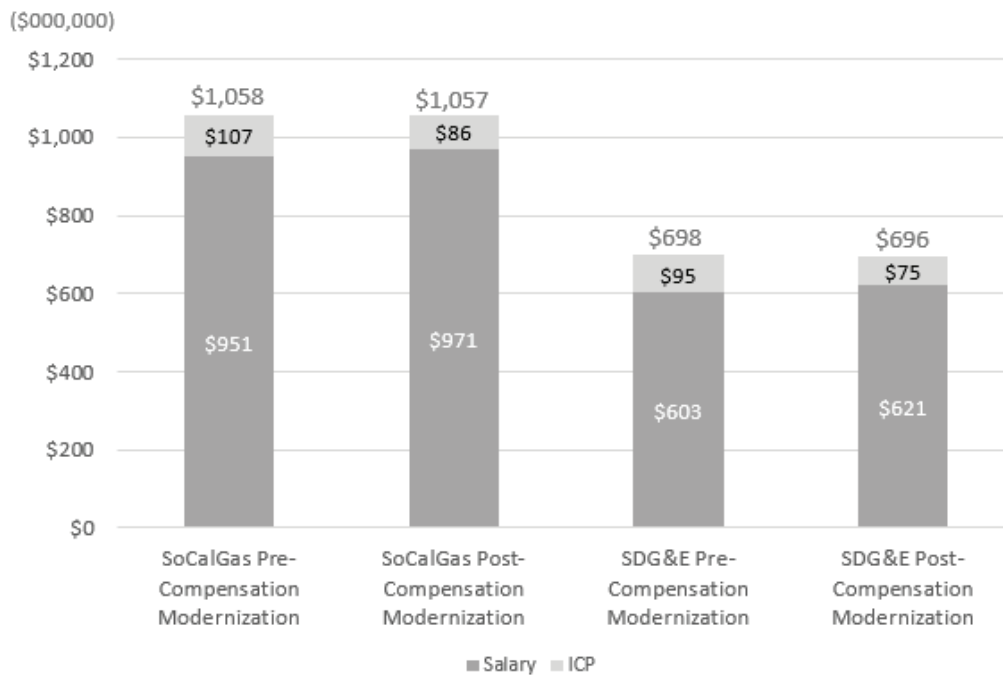


Table 2

SoCalGas
Compensation Modernization (2026-2031)
(In Thousands of 2025 \$)

Functional Area	O&M	Capital	Total
Administrative & General	1,499	-	1,499
Customer & External Relations	866	-	866
Customer Services	1,761	-	1,761
Cybersecurity	64	31	95
Gas Acquisition	181	-	181
Gas Distribution	1,071	2,686	3,757
Gas Engineering & System Integrity	3,293	964	4,257
Gas Major Projects	508	937	1,445
Gas Transmission & Storage	1,011	838	1,850
Information Technology	898	1,143	2,041
Operations Support	672	99	771
People & Culture	1,083	-	1,083
Sustainability & Environmental	422	-	422
Total	13,329	6,698	20,027

Table 3

SDG&E
Compensation Modernization (2026-2031)
(In Thousands of 2025 \$)

Functional Area	O&M	Capital	Total
Administrative & General	2,397	-	2,397
Customer & External Relations	333	-	333
Customer Services	1,754	-	1,754
Cybersecurity ¹	327	37	364
Electric Distribution	1,038	3,848	4,886
Electric Generation	220	4	225
Energy Procurement	409	-	409
Gas Distribution	634	561	1,194
Gas Engineering & System Integrity	40	8	49
Gas Major Projects	77	304	382
Gas Transmission	34	65	99
Information Technology	1,255	1,206	2,461
Operations Support	1,060	74	1,134
Safety & Culture	781	20	801
Sustainability & Environmental	285	-	285
Wildfire Mitigation & Vegetation Management	758	397	1,155
Total	11,403	6,525	17,928

¹ No capital funding is requested for Cybersecurity in 2026, the \$37 thousand compensation modernization allocation is not applicable for that year.

**APPENDIX D – WTW 2028 GENERAL RATE CASE TOTAL COMPENSATION
STUDY SOUTHERN CALIFORNIA GAS COMPANY**

Sempra
Southern California Gas Company

**2028 General Rate Case
Compensation Study
Volume I: Study Report**

May 2026

wtwco.com

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Introduction

WTW was selected by Sempra, acting on behalf of Southern California Gas Company (SoCalGas), to conduct a comprehensive total compensation study (“study”) of selected representative jobs at SoCalGas. The primary objective of this study was to assess the competitiveness of SoCalGas’s total compensation offerings in comparison to industry standards and benchmarks. This analysis was designed to provide a holistic, aggregate report that informs SoCalGas’ compensation strategy and supports its 2028 General Rate Case (GRC) filing. The study was conducted as part of SoCalGas’ 2028 General Rate Case (GRC) filing. The California Public Advocates Office (Cal Advocates) has participated in prior general rate cases and was invited to participate in the 2028 General Rate Case as well. Cal Advocates declined to participate in the study, however, and was therefore not involved in the study.

The study and reporting of results were conducted by a joint project team comprising representatives from Sempra and WTW. Decisions concerning methodology, the rationale for those decisions, and various perspectives are referenced in this report and in the Project Team meeting notes (Volume II: Appendix F).

Sempra Project Team

Compensation

- Debbie Robinson: Senior Director, Total Rewards
- Lisa McCue: Director, Compensation
- Eric Bayona: Manager, Compensation
- John Hutsler: HRIS Senior II

Benefits

- Sarah Steen: Director, Benefits
- Stacey Dorsey: Manager, Benefits
- Troy Sage Thomas: Benefits Senior II

WTW Project Team**Compensation**

- Catherine Hartmann: Managing Director, Work & Rewards
- Andrew Neidinger: Senior Director, Work & Rewards
- Rhonda Rhoden: Associate Director, Work & Rewards
- Nicholas Donahoe: Lead Associate, Work & Rewards

Benefits

- John Cassady: Senior Director, Health & Benefits
- Paul Bray: Senior Director, Retirement Actuarial
- Nicole Warno: Senior Director, BDS-US
- John Goudelias: Director, BDS-US
- Rachelle Green: Benefits Analyst

The results of the study and background on the process, methodology, assumptions, and information used to conduct this study are included in this report.

Scope of Study

This study evaluates the competitiveness of total compensation provided by SoCalGas to its employees based on a selection of SoCalGas jobs (“benchmark jobs”). Benchmark jobs are those positions that are common across comparable organizations and for which total compensation data is available from published surveys. The study covers 278 benchmark jobs at SoCalGas representing 5,446 SoCalGas employees (63% of 8,060 total SoCalGas employees¹) as of December 31, 2025. Inclusive of Corporate Center, the study covers 8,432 employees².

The employee categories represented by the benchmark jobs selected by Semptra and WTW are:

- Executive
- Manager/Supervisor
- Professional/Technical
- Physical/Technical
- Clerical

Market total compensation is defined as total cash compensation (base salary and short-term incentives) plus the value of employee benefits. We have voluntarily included long-term incentive values, which are presented separately for reference only and are not included in total compensation.

The methodology examines each of the elements of total cash compensation and benefits separately and then combines the values to obtain total compensation. The total compensation valuations and comparisons in the study were based on the following components of total compensation³:

- Actual and target total cash compensation
 - Base salary
 - Actual short-term incentives (actual amounts for 2024 performance paid in 2025) and target awards
- Long-term incentives
- Employee benefits
 - Defined benefit pension and defined contribution retirement plans (inclusive of qualified and non-qualified plans)
 - Disability plans (short-term and long-term disability)
 - Medical plans (active and retiree)
 - Dental plans (active and retiree)
 - Life insurance (active and retiree group life and active accidental death and dismemberment)

To determine competitive standing, total compensation levels for SoCalGas benchmark jobs were compared to total compensation levels for similar positions at comparable employers. A group of utility and general industry companies was selected as comparable employers (“peer companies”) for benefits analyses. See pages 25 and 26 for the list of peer companies used in the study.

¹ Excludes part-time employees, and temporary employees such as apprentices and interns

² Includes 47% of Corporate and all SOCALGAS employees as of December 31, 2025

³ Long-term incentive numbers have not been included in total compensation

Overview of Study Results

WTW concludes that:

- SoCalGas' target total compensation level for all SoCalGas jobs, including Corporate Center, is estimated to be 1.39% above the average (mean) of the competitive market.
- SoCalGas's actual total compensation for all SoCalGas jobs, including Corporate Center, is estimated to be 2.08% above the average (mean) of the competitive market.

The methodology used to distribute Sempra Corporate Center jobs was based on the aggregate 2026 Operation and Maintenance expense from all of the various Corporate Center functions (i.e., Human Resources, External Affairs, Finance, and Legal), based on the allocation process as described in the Corporate Center Administration and General testimony. The distribution factor included labor and non-labor expenses (including those parent company costs that are not distributable). The expense factors used to distribute Sempra Corporate Center results were: SoCalGas (26.6%) and SDG&E (23.6%).

Below is a summary of the Table 1 competitive summary components:

- Table 1A: All Sempra versus Market — Competitive Summary: Presents the competitive positioning of total compensation for the combined Sempra population, including Corporate Center, SDG&E, and SoCalGas employees. The table reflects market comparisons on an aggregate basis to provide a consolidated view of total compensation competitiveness across the enterprise.
- Table 1B: SoCalGas (Including Corporate Center) versus Market — Competitive Summary: Presents the competitive positioning of SoCalGas' total compensation, inclusive of allocated Corporate Center employees, payroll, and compensation elements. The results reflect SoCalGas-specific outcomes after applying the Corporate Center allocation methodology and provide a view of overall competitiveness relative to the market.
- Table 1C: SoCalGas (Excluding Corporate Center) versus Market — Competitive Summary: Presents the competitive positioning of SoCalGas' total compensation based solely on SoCalGas employee data, excluding any allocation of Corporate Center employees. The table provides a view of SoCalGas' standalone compensation competitiveness relative to the market without Corporate Center adjustments.
- Table 1D: SoCalGas Represented & Non-Represented Population versus Market — Competitive Summary: Presents the competitive positioning of SoCalGas' total compensation for represented and non-represented employee populations separately. This view provides additional detail on how compensation competitiveness varies across key workforce segments relative to the market.

The study covers 47% of Sempra Corporate Center's employee population. Based on the factors described above, the SoCalGas study results shown in Table 1B include 3% of Sempra Corporate Center employees, payroll data, and the market-to-pay ratio for each element of compensation. The study results are presented under Table 1B on the next page. The table shows SoCalGas' competitive standing for each element of total compensation.

Table 1A: All Sempra¹ versus Market — Competitive Summary

Employee Category	Total Job Count	Benchmark Jobs	Total # of Employees (EEs) ¹	EEs in Study	Target Total Cash	Target Total Cash Weighting	Base Salary	Variance Benchmark Jobs vs Competitive Market Average					
								Target Total Cash ²	Actual Total Cash ²	Benefit Value	Target Total Comp. ³	Actual Total Comp. ³	LTI
Executive	39	11	39	11	\$5,072	0.48%	-9.30%	-8.68%	3.56%	3.49%	-5.65%	3.32%	13.82%
Manager/Supervisor	933	189	2,025	1,049	\$193,126	18.28%	2.82%	7.98%	12.58%	14.21%	9.73%	13.01%	8.58%
Professional/Technical	1237	309	4,224	2,521	\$365,516	34.60%	-8.45%	-2.97%	-0.33%	3.77%	-1.13%	0.78%	--
Physical/Technical	319	69	5,512	3,734	\$425,084	40.24%	7.94%	3.46%	2.54%	4.89%	3.84%	3.18%	--
Clerical	155	58	1,076	676	\$67,555	6.40%	9.80%	8.65%	9.07%	7.67%	8.32%	8.61%	--
Total⁴	2,683	636	12,876	7,991	\$1,056,352	100.0%	1.37%	2.33%	3.80%	6.38%	3.44%	4.49%	8.72%

¹All Sempra corporate, San Diego Gas & Electric and Southern California Gas employees as of December 31, 2025

²Actual total cash reflects base pay plus short-term (annual) incentives; target total cash reflects base pay plus target short-term incentive opportunity

³Actual total compensation is defined as actual total cash plus benefits; target total compensation is defined as target total cash plus benefits

⁴Results weighted by target total cash compensation for all jobs, both benchmark and non-benchmark

Competitive positioning by employee category for Sempra (see Table 1A) are as follows:

1.1 Executive

Target total compensation for the Executive jobs is (5.65%) below the average of the competitive market.

1.2 Manager/Supervisor

Target total compensation for the Manager/Supervisor jobs is 9.73% above the average of the competitive market.

1.3 Professional/Technical

Target total compensation for the Professional/Technical jobs is (1.13%) below the average of the competitive market.

1.4 Physical/Technical

Target total compensation for the Physical/Technical jobs is 3.84% above the average of the competitive market.

1.5 Clerical

Target total compensation for the Clerical jobs is 8.32% above the average of the competitive market.

Table 1B: SoCalGas (Including Corporate Center⁴) versus Market — Competitive Summary

Variance Benchmark Jobs vs Competitive Market Average													
Employee Category	Total Job Count	Benchmark Jobs	Total # of Employees (EEs) ¹	EEs in Study	Target Total Cash	Target Total Cash Weighting	Base Salary	Target Total Cash ²	Actual Total Cash ²	Benefit Value	Target Total Comp. ³	Actual Total Comp. ³	LTI
Executive	25	7	25	7	\$3,062	0.43%	-12.17%	-10.71%	0.91%	1.59%	-7.67%	0.84%	11.73%
Manager/Supervisor	542	115	1,271	696	\$119,168	16.87%	0.31%	5.63%	9.10%	12.06%	7.44%	9.91%	8.37%
Professional/Technical	639	164	2,418	1,587	\$225,517	31.93%	-10.45%	-5.02%	-2.96%	1.82%	-3.17%	-1.68%	--
Physical/Technical	139	26	3,878	2,807	\$305,180	43.20%	5.53%	0.77%	-0.01%	2.36%	1.19%	0.62%	--
Clerical	80	27	840	532	\$53,444	7.57%	12.28%	9.37%	9.51%	7.76%	8.83%	8.93%	--
Total ⁴	1,425	339	8,432	5,629	\$706,371	100.00%	-0.02%	0.34%	1.31%	4.23%	1.39%	2.08%	8.46%

¹SoCalGas' population, including distribution of Corporate Center employees as of December 31, 2025

²Actual total cash reflects base pay plus short-term (annual) incentives; target total cash reflects base pay plus target short-term incentive opportunity

³Actual total compensation is defined as actual total cash plus benefits; target total compensation is defined as target total cash plus benefits

⁴Results weighted by SoCalGas and allocated Corporate Center target total cash compensation for all jobs, both benchmark and non-benchmark

Competitive positioning by employee category for SoCalGas including Corporate Center (see Table 1B) are as follows:

1.1 Executive

Target total compensation for the Executive jobs is (7.67%) below the average of the competitive market.

1.2 Manager/Supervisor

Target total compensation for the Manager/Supervisor jobs is 7.44% above the average of the competitive market.

1.3 Professional/Technical

Target total compensation for the Professional/Technical jobs is (3.17%) below the average of the competitive market.

1.4 Physical/Technical

Target total compensation for the Physical/Technical jobs is 1.19% above the average of the competitive market.

1.5 Clerical

Target total compensation for the Clerical jobs is 8.83% above the average of the competitive market.

⁴ Includes 47% of total Corporate Center employees, actual and target compensation dollars and results, based on a formula related to Corporate Center operation and maintenance expense

For reference, Table 1B shows study results for SoCalGas including Corporate Center distribution. SoCalGas target total compensation including Corporate Center distribution is 1.39% above market. SoCalGas actual total compensation before Corporate Center distribution is 2.08% above. See Volume II: Appendix B - II for full Corporate Center results.

Table 1C: SoCalGas (Excluding Corporate Center⁵) versus Market — Competitive Summary

Employee Category	Total Job Count	Benchmark Jobs	Total # of Employees (EEs) ¹	EEs in Study	Target Total Cash	Target Total Cash Weighting	Base Salary	Variance Benchmark Jobs vs Competitive Market Average					
								Target Total	Actual Total	Benefit Value	Target Total	Actual Total	LTI
								Cash ²	Cash ²		Comp. ³	Comp. ³	
Executive	15	5	15	5	\$2,194	0.32%	-11.16%	-9.00%	4.78%	2.57%	-6.11%	3.93%	11.21%
Manager/Supervisor	458	93	1,161	656	\$108,332	16.01%	0.33%	5.86%	9.22%	12.12%	7.63%	10.02%	8.13%
Professional/Technical	532	135	2,213	1,480	\$210,820	31.16%	-10.31%	-4.82%	-2.54%	1.99%	-2.98%	-1.33%	--
Physical/Technical	135	24	3,859	2,792	\$303,789	44.90%	5.22%	0.46%	-0.33%	2.17%	0.92%	0.34%	--
Clerical	68	21	812	513	\$51,419	7.60%	12.98%	9.71%	9.83%	7.76%	9.06%	9.15%	--
Total⁴	1,208	278	8,060	5,446	\$676,553	100.00%	0.13%	0.35%	1.30%	4.13%	1.37%	2.05%	1.34%

¹ SoCalGas' population as of December 31, 2025
² Actual total cash reflects base pay plus short-term (annual) incentives; target total cash reflects base pay plus target short-term incentive opportunity
³ Actual total compensation is defined as actual total cash plus benefits; target total compensation is defined as target total cash plus benefits
⁴ Results weighted by SoCalGas target total cash compensation for all jobs, both benchmark and non-benchmark

Competitive positioning by employee category for SoCalGas excluding Corporate Center (see Table 1C) are as follows:

1.1 Executive
Target total compensation for the Executive jobs is (6.11%) below the average of the competitive market.

1.2 Manager/Supervisor
Target total compensation for the Manager/Supervisor jobs is 7.63% above the average of the competitive market.

1.3 Professional/Technical
Target total compensation for the Professional/Technical jobs is (2.98%) below the average of the competitive market.

1.4 Physical/Technical
Target total compensation for the Physical/Technical jobs is 0.92% above the average of the competitive market.

1.5 Clerical
Target total compensation for the Clerical jobs is 9.06% above the average of the competitive market.

⁵ Excludes 47% of total Corporate Center employees, actual and target compensation dollars and results, based on a formula related to Corporate Center operation and maintenance expense

For reference, Table 1D shows study results for SoCalGas including Corporate Center distribution by represented and non-represented populations. SoCalGas target total compensation for the represented population is 1.99% above market and 0.80% above market for the non-represented population. SoCalGas actual total compensation for the represented population is 1.48% above market and 2.53% above market for the non-represented population.

Table 1D: SoCalGas Represented & Non-Represented Population versus Market — Competitive Summary

Employee Category	Total Jobs	Benchmark Jobs	Total # of Employees (EEs) ¹	EEs in Study	Target Total Cash	Target Total Cash Weighting	Base Salary	Variance Benchmark Jobs vs Competitive Market Average					
								Target Total Cash ²	Actual Total Cash ²	Benefits	Target Total Comp. ³	Actual Total Comp. ³	LTI
Represented	153	32	4,512	3,210	345,634	48.93%	6.69%	1.73%	1.03%	2.81%	1.99%	1.48%	—
Non-Represented	1,224	300	3,906	2,412	360,737	51.07%	-6.46%	-0.95%	1.47%	5.43%	0.80%	2.53%	8.37%
Total⁴	1,377	332	8,418	5,622	706,371	100.00%	-0.03%	0.36%	1.25%	4.15%	1.38%	2.02%	4.27%

¹SoCalGas' population as of December 31, 2025
²Actual total cash reflects base pay plus short-term (annual) incentives, target total cash reflects base pay plus target short-term incentive opportunity
³Actual total compensation is defined as actual total cash plus benefits; target total compensation is defined as target total cash plus benefits
⁴Results weighted by SoCalGas target total cash compensation for all jobs, both benchmark and non-benchmark

INTERPRETATION OF RESULTS BY WTW

WTW considers plus or minus 10 percent of the average or mean of the competitive market to be the range of competitiveness. While some organizations define the competitive market zone as plus or minus 10 percent of the market, other organizations elect to target competitive pay with plus or minus 20 percent⁶. However, a range of plus or minus 10 percent is generally considered by compensation professionals, including WTW, as appropriately accounting for variations related to individual employee, tenure, and organizational factors that naturally occur between an organization's total compensation levels and survey data.

These variances are typically attributed to:

- Differences in employees' years of experience in a role and/or tenure within an organization and/or industry;
- Expected and realized differences in employee performance levels that affect compensation;
- Different pay philosophies and strategies influencing a company's total pay mix (e.g., pay-for-performance environments can provide lower base salaries, yet higher short-term incentive levels); and
- Market supply and demand for specific roles and skill sets.

Additionally, for certain SoCalGas employee categories, such as executives, and certain components of total compensation, such as benefits, WTW acknowledges that larger variances, often exceeding plus or minus 20 percent are common. This variation is especially true for retirement benefits.

⁶ As referenced in *The WorldatWork handbook of Total Rewards: A Comprehensive Guide to Compensation, Benefits, HR & Employee Engagement* (2nd ed., p. 38). Wiley

Another key aspect to keep in mind when reviewing the study outcomes is that when job data from several organizations are analyzed by survey vendors, several variations influence the pay statistics reported for a particular job, such as:

- Matching of benchmark jobs: A job is considered a good match if 80 percent of the responsibilities match, but not all organizations who submit data necessarily match the same way.
- Incumbent (employee) counts: Lower-than-standard incumbent counts reported by an organization providing data to a survey vendor can influence the pay statistics reported in the survey.
- Matching career levels: Organizations use different job-leveling constructs, resulting in variations in the number of levels and layers across companies. These differences can influence the way the organization matches its jobs to survey levels, across different vendors.
- Developing market aggregates: To derive a market value for a job, typically one or more survey sources are used. Although this approach provides a broader picture of the market, it can also lead to more variability in the data points.
- Human interpretation factors: Job matching methodology and rationale interpretation can vary between individuals.

While survey vendors use strict data quality assurance measures — such as reviewing data submissions for errors and inconsistencies, conducting aggregate macro analyses to review salary ranges against the previous year's data, evaluating data progressions, assessing sample sizes and differentials, and providing data checks and balances — the factors stated do not eliminate all variances between an organization's total compensation levels and survey data.

Accordingly, considering variability from the organizational and survey factors mentioned above, in a total compensation study such as this one, we recommend that SoCalGas use a plus or minus 10 percent range when evaluating the competitiveness of total compensation. Further, we recommend that competitiveness be evaluated in total rather than by individual job or by compensation element or benefit component.

Compensation Modernization Efforts 2026 & Beyond

Semptra as an organization has embarked on a multi-year journey to further align market pricing, job profiles, salary structures, and incentive governance. This effort is part of a larger organizational-wide initiative to remain not only competitive but future-focused in recruiting, attracting, retaining, and engaging the workforce of the present and future. As part of this effort, Semptra will shift a portion of short-term incentives into base salary. This effort aligns with trends observed in other utilities. WTW has concurred that this practice is well within norms and that other utility companies, including those reflected in the peer group, have implemented or in the process of implementing similar practices.

Summary of Population Coverage

Table 2A: Study Coverage of All Sempra¹ Population

Job Category					
Sempra Employee Categories	Total Job Count	Benchmark Job Count	Sempra Total Study Employee Headcount	Total Employees in Benchmark Jobs	% of Total Population Represented
Executive	39	11	39	11	28%
Manager/Supervisor	933	189	2,025	1,049	52%
Professional/Technical	1,237	309	4,224	2,521	60%
Physical/Technical	319	69	5,512	3,734	68%
Clerical	155	58	1,076	676	63%
Total	2,683	636	12,876	7,991	58%

¹ All Sempra corporate, San Diego Gas & Electric and Southern California Gas employees as of December 31, 2025

Table 2B: Study Coverage of SoCalGas Population (Including Corporate Center)

Job Category					
Sempra Employee Categories	Total Job Count	Benchmark Job Count	SCG Total Study Employee Headcount	Total Employees in Benchmark Jobs	% of Total Population Represented
Executive	25	7	25	7	28%
Manager/Supervisor	542	115	1,271	696	55%
Professional/Technical	639	164	2,418	1,587	66%
Physical/Technical	139	26	3,878	2,807	72%
Clerical	80	27	840	532	63%
Total	1,425	339	8,432	5,629	61%

Table 2C: Study Coverage of SoCalGas Population (Excluding Corporate Center)

Job Category					
Sempra Employee Categories	Total Job Count	Benchmark Job Count	SCG Total Study Employee Headcount	Total Employees in Benchmark Jobs	% of Total Population Represented
Executive	15	5	15	5	33%
Manager/Supervisor	458	93	1,161	656	57%
Professional/Technical	532	135	2,213	1,480	67%
Physical/Technical	135	24	3,859	2,792	72%
Clerical	68	21	812	513	63%
Total	1,208	278	8,060	5,446	63%

This competitive study is an analysis of total compensation levels for a significant sample of SoCalGas' total employee population. Due to the large number of SoCalGas employees in the benchmark jobs selected for this study, WTW is confident that this study accurately represents the competitive positioning for the organization.

Table 2A summarizes the percentage of the total Sempra employee population represented by the benchmark jobs ("coverage") that this study provides.

Tables 2B and 2C summarize the percentage of the total SoCalGas employee population represented by the benchmark jobs (“coverage”) that this study provides. They show the number of SoCalGas employees that are in benchmark jobs compared to the total number of SoCalGas employees in each employee category. Please note that the total number of employees excludes part-time, apprentices and interns, but includes contract employees and employees on leave of absence (these employees receive benefits). Overall, this study covers 63% of SoCalGas’ total employee population (excluding Corporate Center; Table 2C). WTW believes that the study coverage is sufficiently high to obtain an accurate representation of the competitive positioning for SoCalGas’ total employee population.

Study Methodology

SoCalGas EMPLOYEE CATEGORIES

For purposes of this study, SoCalGas placed benchmark jobs into one of five employee categories. The employee categories are as follows:

- 1) *Executive* — This category includes the limited group of officers who are responsible for the overall direction of the company. SB901 officers are not included in the study. Officers of Sempra who have some responsibility for utility matters were included. Corporate Center positions whose expenses were not shared by the utilities were not included in the study. (Sempra is not seeking recovery for Executive Officers.)
- 2) *Manager/Supervisor* — Benchmark jobs in this category are classified as exempt under the Fair Labor Standards Act ⁷ (FLSA). This category contains different levels of leadership jobs with primary responsibility for directing the work of others and for the final work product in a unit of the company.
- 3) *Professional/Technical* — These benchmark jobs generally are individual contributors that are typically classified as exempt under the FLSA. These benchmark jobs usually require a college degree, and the nature of the work involves extensive analysis and independent judgment. The benchmark jobs in this category are not covered by a collective bargaining agreement.
- 4) *Physical/Technical* — Benchmark jobs in this category are nonexempt under the FLSA. This category contains both field jobs requiring physical activities that are repetitive in nature and individual contributor technical jobs, such as Estimators. Physical (field) jobs are found more frequently in utility companies and are usually covered by a collective bargaining agreement. They often have formal apprenticeship programs and typically do not require college study. Technical jobs may require some college study, but a college degree is not required. Many have formal training programs in the company.
- 5) *Clerical* — These benchmark jobs are nonexempt under the FLSA. Jobs in this group usually are located in an office environment (although there are exceptions, such as meter readers) and require activities that are generally administrative or clerical in nature. These jobs may require some college study, but a college degree is not required. Some clerical jobs at SoCalGas are covered by a collective bargaining agreement, unlike most clerical jobs in the competitive market.

⁷ The Fair Labor Standards Act ("FLSA") of 1938 is a federal law that governs minimum wage, overtime pay, child labor and record-keeping requirements. The law also determines the type of positions that are exempt from minimum wage and overtime provisions. Under FLSA, "nonexempt" employees must be paid one-and-a-half times their normal wage rates for all hours worked in excess of 40 in any work week. Some states, including California, require overtime pay for nonexempt positions for hours exceeding 8 worked in one day

SoCalGas BENCHMARK JOB SELECTION PROCESS

This study includes 278 unique benchmark jobs at SoCalGas representing 5,446 employees as of December 31, 2025. Additionally, when benchmark jobs from the Corporate Center were included in the study, the total SoCalGas employee coverage came to 5,629 employees.

Benchmark jobs were selected from the following five SoCalGas employee categories: 1) Executive, 2) Manager/Supervisor, 3) Professional/Technical, 4) Physical/Technical, and 5) Clerical.

SoCalGas provided WTW with an initial job list that included the following:

- All job classifications with one or more incumbents as of December 31, 2025
- All jobs initially identified for the 2028 GRC Study, including jobs excluded from that study for reasons such as lack of sufficient market information (matches, survey data)

Jobs chosen to be benchmark jobs met all or most of the following criteria:

- Jobs that were usually found in existing surveys that provide reliable competitive market data
- Jobs that, in aggregate, represented the largest number of incumbents to provide a representative cross-section of the employee population:
 - Across the entire company (SoCalGas and Corporate Center)
 - Across organization levels within the company
- Jobs that were representative of a job category or job family for cross-coverage
- Jobs that had a clearly definable scope of position, required education/experience, skills, and abilities

JOB MATCHING PROCESS

The Project Team worked together and conducted the benchmark job matching for this study over several weeks. The 2024 GRC Study benchmark positions were used as an initial starting point for consistency and to maximize efficiency and help manage overall study costs. SoCalGas and WTW began the job matching process by reviewing benchmark jobs that met the criteria established. The Project Team also identified new survey positions that were comparable to benchmark jobs at SoCalGas (this is referred to as the “matching process”).

Survey positions were selected for benchmark jobs based on:

- Matches of benchmark jobs to survey positions that were validated and used in the prior SoCalGas GRC Study
- Knowledge of the benchmark job scope and function by Sempra Human Resources and line operations
- WTW’s experience and knowledge of the survey positions and the survey job leveling guides
- Comparable survey position matches selected by the Project Team from compensation surveys conducted by reputable consulting firms

A survey position was deemed to be an effective match to a benchmark job if the composition (e.g., scope, duties, or function) of a survey job reflected 80% of the SoCalGas benchmark composition. The 80% guideline is a standard guideline for compensation professionals. For executive benchmark jobs, survey positions also reflected the reporting level of the benchmark jobs in the organization.

Volume II: Appendix A - II contains a list of SoCalGas benchmark jobs and corresponding employee counts, by employee category that were included in the study.

The resulting coverage of SoCalGas (including Corporate Center) employees in the final results ranged from 72% for Physical/Technical to 55% for the Manager/Supervisor employee category. Overall, there was 62% coverage of the total SoCalGas population by benchmark jobs (see Tables 2A and 2B on page 10).

SURVEY SOURCES

Multiple survey sources were selected to ensure relevant and representative total compensation data for SoCalGas benchmark jobs. For each survey source, data pulled represented company-weighted data to ensure that no one company influenced the market rates. The survey sources are as follows:

Survey/Data Source	Data Type
WTW Compensation Data Bank (CDB) - General Industry Survey: Executive and Middle Management & Professional Surveys - Energy Services Survey: Executive and Middle Management & Professional Surveys - WTW American Gas Association Compensation Survey	Compensation Data
Mercer - Benchmark Database Survey - US Energy Survey (MTCS)	Compensation Data
Aon Radford McLagan Compensation Database - US	Compensation Data
WTW Benefits Database	Benefits Data

COMPENSATION DATA SOURCES AND SCOPES

The U.S. labor market continues to evolve, reflecting a combination of economic factors, demographic shifts, changing workforce participation patterns, and sustained demand for new and emerging skill sets. Although volatility has moderated from peak post-pandemic levels, structural dynamics affecting talent supply and demand remain present. Therefore, the survey data utilized in this assessment represents a snapshot in time and may trail current market trends to a certain extent.

For each survey, specific data cuts were used for each different employee category to ensure an accurate reflection of the labor market in which SoCalGas competes for talent. From our experience, revenue scope provides a compensation differential at the Executive and Manager/Supervisor level. For this reason and for comparability purposes with other larger employers, within these employee categories, we scope the data by revenue size, where available, to provide the most relevant comparator group.

Employee Category	Survey	Industry Scope	Revenue Scope
1) Executive ⁸	2025 WTW CDB General Industry Executive Compensation Survey	General Industry Data	Revenue = \$5-20B
	2025 WTW CDB Energy Services Executive Compensation Survey	Energy Services Data	Revenue = \$5-20B
	2025 Aon Radford McLagan Compensation Database - US	General Industry Data Energy Services Data	Revenue = \$5-20B
2) Manager/ Supervisor	2025 WTW CDB General Industry Middle Management & Professional Compensation Survey	General Industry Data	All Revenue and Revenue = \$5-20B
	2025 WTW CDB Energy Services Middle Management & Professional Compensation Survey	Energy Services Data	All Revenue and Revenue = \$5-20B
	2025 Aon Radford McLagan Compensation Database – US	General Industry Data Energy Services Data	All Revenue and Revenue = \$5-20B
	2025 Mercer Benchmark Database Compensation Survey	General Industry Data	All Revenue
	2025 Mercer US Energy Survey (MTCS)	Energy Data	All Revenue
3) Professional/ Technical	2025 WTW CDB General Industry Middle Management & Professional Compensation Survey	General Industry Data	All Revenue
	2025 WTW CDB Energy Services Middle Management & Professional Compensation Survey	Energy Services Data	All Revenue
	2025 WTW American Gas Association Compensation Survey	Energy Services Data	All Revenue
	2025 Aon Radford McLagan Compensation Database – US	General Industry Data Energy Services Data	All Revenue
	2025 Mercer Benchmark Database Survey	General Industry Data	All Revenue
	2025 Mercer US Energy Survey (MTCS)	Energy Data	All Revenue
4) Physical/ Technical and	2025 WTW CDB General Industry Middle Management & Professional Compensation Survey	General Industry Data	All Revenue

⁸ Executives in the Corporate Center were matched to General Industry only, in order to align with Sempra's recruitment strategy and methodology utilized in PG&E and Edison rate case studies

Employee Category	Survey	Industry Scope	Revenue Scope
5) Clerical	2025 WTW CDB Energy Services Middle Management & Professional Compensation Survey	Energy Services Data	All Revenue
	2025 WTW American Gas Association Compensation Survey	Energy Services Data	All Revenue
	2025 Aon Radford McLagan Compensation Database - US	General Industry Data Energy Services Data	All Revenue

COMPONENTS OF TOTAL COMPENSATION⁹

The compensation elements are effective December 31, 2025, and include¹⁰:

- Base salary (annualized rate) reflective of the most recent compensation structure
- Actual short-term incentives reflective of awards paid in 2025 for 2024 performance
- Target short-term incentives reflective of target awards
- Long-term incentives
- Employee benefits
 - Defined benefit pension and defined contribution retirement plans (inclusive of qualified and non-qualified plans)
 - Disability plans (short-term and long-term disability)
 - Medical plans (active and retiree)
 - Dental plans (active and retiree)
 - Life insurance (active and retiree group life and active accidental death and dismemberment)

The following components of compensation will be excluded from the study because either most survey sources do not include such data or the value of the benefit is included in base salary¹¹:

- Vacation
- Overtime pay and shift differentials
- Paid time off (if in excess of vacation time)
- Special recognition awards or spot bonuses

We have voluntarily included long-term incentive values, which are presented separately for reference only and are not included in total compensation.

⁹ Please note, long-term incentives have not been included in the in-depth analysis, as they are outside the scope of the study. Sempra is not seeking recovery for long-term incentives

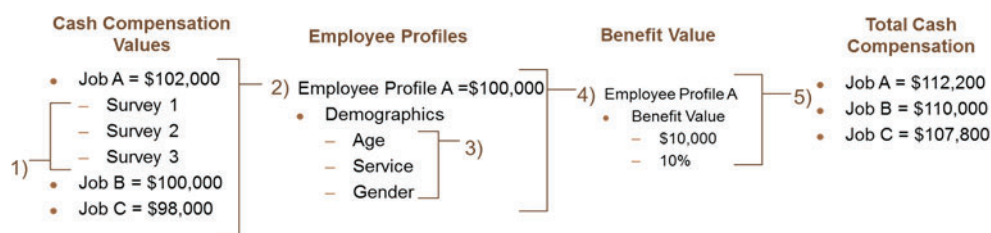
¹⁰ Long-term incentive numbers have not been applied to total compensation

¹¹ Similar to previous Sempra rate cases we did not include the following elements: vision, recognition rewards and severance payments

TOTAL COMPENSATION VALUE COMPUTATION

- Market cash compensation values by benchmark job were derived from multiple survey sources based on agreed-upon matches and the availability of quality market data (i.e., sufficient number of companies, good correlations of average and 50th percentile, etc.).
 - Geographic differentials were applied to market cash compensation values for developing employee profiles for benefits analysis.
 - Geographic differentials were also applied to market base values only for total compensation value summation, i.e., total compensation as a summation of market base, short-term incentives, and benefits. Further detail regarding methodology and rationale is provided in the Cash Compensation Valuation Methodology section.
- A total of 25 employee profiles have been developed and associated with each job category.
- These profiles currently reflect demographic information (i.e., age, tenure and prevalent gender) relevant to Sempra's employee population. The following guiding principles were followed to develop the employee profiles:
 - Employee profiles were derived based on market data that aligns with WTW's general understanding of pay practices prevalent in the industry (e.g., similar range spreads).
 - Employee profiles were segregated into union and non-union specific profiles for the categories of Clerical and Physical/Technical as benefit plans vary across both groups.
 - Employee profiles were segregated for the executive population into specific profiles as benefit plans vary for this group.
 - To the extent market data was applicable, comparable jobs (based on job family, roles and responsibilities) were aligned to a single employee profile.
- Benefit values were then calculated for each employee profile, using WTW's standard benefits valuation methodology, details of which can be found in Volume II: Appendix E.
- Benefit values by benchmark job were then derived as a percentage of base pay and target short-term incentives (for pay-based benefits) plus a fixed amount (for non-pay-based benefits) for each employee profile and applied to each benchmark job.
- Cash compensation and benefit values were added together to obtain total compensation values for the 2028 GRC Study.

Details on the employee profiles developed, including market base pay information and demographic detail, are available in Volume II: Appendix A - I.



1. Market cash compensation values by benchmark job are derived from multiple survey sources based on agreed upon matches
2. A total of 25 unique employee role profiles (i.e., job category, age, gender, service, compensation)
3. The demographic data for the benefits valuation aligns with Sempra incumbents in the same jobs as the employee profile(s)
4. Market benefit values by benchmark job are derived as a percentage of base pay (for pay-based benefits) for each employee profile and applied to each benchmark job
5. Cash compensation and benefit values are added together for total compensation values for the 2028 GRC-TCS

Sample: For Illustrative Purposes Only

CASH COMPENSATION VALUATION METHODOLOGY

Data Collection

WTW and the other survey providers used in this study collect compensation data directly from companies participating in the databases and surveys. The surveys collect base salary, and short-term incentive for actual incumbents at the companies participating in the surveys. Base salary and short-term incentive data (where applicable) were collected from the various data sources and from SoCalGas for each survey position and then combined at the position level to obtain compensation values.

The analysis contains both actual and target data for short-term incentives. These short-term incentives were awarded in 2025 for 2024 performance. In addition, cash profit sharing bonuses, when used as a short-term incentive, are included in total cash for the competitive market job matches. In certain cases where companies do not offer a short-term incentive or profit-sharing plan for selected or all employees, base salary represents the entire total cash compensation package.

For certain benchmark job matches, WTW has weighted survey data from multiple data sources according to a predetermined methodology. Energy services-oriented jobs were matched to energy surveys, and jobs that fell in broader job categories were matched to both general industry and energy services surveys, wherever possible (generally with a 50-50 weighting of general and energy services industries). For nonexempt jobs, if an hourly rate of pay was reported by a data source, it was multiplied by 2,080 hours to obtain an annualized rate of base compensation. For exempt jobs, WTW used an annual rate of salary.

Multiple market statistics were developed for compensation analysis, including the 25th percentile, median, average, and the 75th percentile.

Geographic differentials were analyzed and developed for Sempra's most populated locations. As per WTW's methodology, geographic differentials were applied to market base pay and total cash compensation.

Geographic Analysis

WTW analyzed the availability of geographic data in surveys to develop an appropriate geographic variable for Sempra. Due to the inconsistency of survey data availability, as well as the sizeable presence of the SoCalGas workforce in Southern California, WTW analyzed market data at a national level and then applied a weighted geographic differential percentage, based on primary locations, to achieve a statistically sound and less volatile approach to geographic differentials. WTW has adopted a similar methodology in other rate cases.

WTW used Economic Research Institute's (ERI) Geographic Assessor to obtain cost of labor and cost of living differential data for the study. ERI was founded over 25 years ago and is known for having one of the most robust cost of living and cost of labor databases in the U.S. Annually, it compiles data from more than 1,000 industry sectors that the majority of Fortune 500 companies rely upon for expert witness testimony, relocations, disability determinations, board presentations, and setting branch office structures.

For the GRC, WTW reviewed ERI data for seven cities, selected based on employees' work address, which collectively represent the highest concentration of Sempra's population (approximately 63.6% of Sempra's population works at these seven locations) across the enterprise. Employee work address is a preferred anchor for geographic analysis such as this as compared with home address.

- San Diego, California
- Los Angeles, California
- Pico Rivera, California
- Monterey Park, California
- Anaheim, California
- Redlands, California
- Escondido, California

WTW used the cost of labor differentials for these cities for our analysis since the value reflects the competitive difference for pay levels in the labor market, as understood by compensation professionals. Since cost of living reflects the cost of goods utilized by a typical consumer, including items such as housing, groceries and transportation, the cost of living index is not the best or preferred indicator of geographic differentials.

WTW analyzed the salary levels of each GRC job category to see the range of salaries that typically fall within a category. We then aligned the GRC job category specific salary levels to the ERI cost of labor salary levels, and applied Sempra's population coverage in the seven cities as a weight to derive a weighted average cost of labor differential for each GRC job category.

ERI Cost of Labor

Sempra Locations	Sempra Workforce Representation	ERI Cost of Labor Compared to National				
		Executive	Manager	Professional	Physical/Technical	Clerical
San Diego, California	30.3%	--	110.7	110.9	112.5	112.9
Los Angeles, California	13.0%	--	116.1	116.0	116.6	116.5
Pico Rivera, California	5.7%	--	115.4	115.2	115.7	115.4
Monterey Park, California	5.2%	--	115.4	115.3	115.7	115.4
Anaheim, California	3.6%	--	114.2	114.1	114.7	114.5
Redlands, California	3.3%	--	109.0	109.1	110.3	110.5
Escondido, California	2.5%	--	110.8	111.0	112.5	112.8
Weighted Average Cost of Labor		--	113.0	113.0	114.0	114.0
Final Cost of Labor Applied		--	113%	113%	114%	114%

The cost of labor across all job categories and locations ranges between 9%-16% above national average and the weighted average cost of labor ranges from 13%-14% above the national average. We applied a 13% geographic adjustment across Manager and Professional job categories, and 14% across Physical/Technical and Clerical job categories. No geographical adjustments were applied to the Executive job category since WTW considers the labor market for this category to be at a broader national level.

Additionally, as described in the Total Compensation Valuation Methodology and Data Collection Sections above, geographic differentials were applied to market cash compensation values for employee profiles and were only applied to market base for total compensation value summations and build up.

Effective Date

The survey and database sources used in the study collect base pay and short-term incentive from participating companies. Those sources and the effective dates are listed below:

Survey/Data Source	Effective Date
WTW Compensation Data Bank (CDB) - General Industry Survey: Executive and Middle Management & Professional Surveys - Energy Services Survey: Executive and Middle Management & Professional Surveys - WTW American Gas Association Survey	April 1, 2025 April 1, 2025 March 1, 2025
Aon Radford McLagan Compensation Database - US	August 15, 2025 October 15, 2025
Mercer - Mercer Benchmark Database - US Energy Survey (MTCS)	April 1, 2025 April 1, 2025

To provide a common reference date for compensation values, the salary data from the surveys and databases were aged to a common effective date of December 31, 2025. Data is aged since compensation is paid over a year of employment and pay generally increases once per year, if at all. Incentives are generally paid once per year. As a result, incentive awards are not aged.

The effective date of the competitive salary data to be aged varied by survey source since survey providers collect data at different times. Aging compensation data, using general or industry-specific rates of salary increase to provide current competitive market compensation levels, is a generally accepted practice of major consulting firms. Typically, consultants and practitioners will age salary data up to two years from the effective date of the data. Aging factors are based on general salary, and wage increases that represent the actual experience of companies or represent the companies' budgeted increases.

A single aging factor of 3.5% was applied to all jobs in all of SoCalGas employee categories for surveys with effective dates in 2025. This 3.5% factor was applied on a prorated basis depending on the effective date of the data. This factor was determined using multiple publicly available, governmental, and proprietary data sources on national and Western region wage increases for hourly and salaried positions in the utility and general industries based on mid-2025 data. Most companies are predicted to deliver higher than forecasted salary increases in 2025, largely due to their continued concern over talent supply and demand issues.

The data sources used to determine the aging factor are shown below:

Survey/Data Source	Industry	Median Actual 2025 Increases
WorldatWork 2025-2026 United States Salary Budget Survey (National)	Utility Industry	3.0%
	All Industries	3.5%
WTW 2025 United States General Industry Salary Budget	Energy Services and Utilities Industry	4.0%
	All Industries	3.6%
SoCalGas Aging Factor		3.5%

As is typical practice, short-term incentives and employee benefit values were not aged. Benefit values will reflect any aging applied to base salaries for salary-related components of pay and therefore are not updated separately.

Long-Term Incentive Benchmarking Approach

Long-term Incentives (LTI)

For the purposes of comparing SoCalGas' LTI target award values versus market, WTW and Sempra jointly agreed upon the methodology outlined below:

- Target LTI award values were calculated by Sempra for each employee included in the study, and these figures were provided to WTW
- WTW compared values versus market for Sempra jobs where the matching survey job had an LTI eligibility of at least half of the reporting incumbents, and where Sempra also provided an LTI award for at least half the incumbents in said job
- Sempra's target LTI comparison versus market was measured and tabulated independently, and not aggregated as part of Total Compensation values referenced within this study

Benefits Valuation Methodology

WTW's benefits valuation methodology, BenVal®, was used to determine the benefit value delivered by each peer company to its employees. This valuation methodology applies a standard set of actuarial methods and assumptions to employee demographic profiles which have been customized based on the demographics of employee categories within SoCalGas (i.e., age, service, and gender). WTW's methodology measures the value of benefits to the employee, not the cost of benefits to the company. WTW developed the methods and assumptions on the basis of a number of factors:

- Consistency with Generally Accepted Accounting Principles (GAAP)
- Conformance with Employee Retirement Income Security Act (ERISA) and other employee benefits standards
- Consistency with actuarial standards set by the American Academy of Actuaries and the Actuarial Standards Board
- Consistency with other studies done for other WTW clients
- Experience within utility and general industries

Employee benefit values will be calculated for the following benefit plans:

- Defined benefit and defined contribution retirement plans (inclusive of qualified and non-qualified plans)
- Disability plans (short-term and long-term disability)
- Medical plans (active and retiree)
- Dental plans (active and retiree)
- Life insurance (active and retiree group life and active accidental death and dismemberment)

As is typical practice, benefit values that were excluded from this analysis are:

- Vacation
- Short-term disability
- Social Security
- Other government-mandated benefits

Employee benefit values were based on detailed descriptions of employee benefit programs applicable to new hires for the peer companies that are contained in WTW's Benefits Data Source (BDS) database and were updated to reflect changes in plan provisions.

We used demographics reflecting 25 unique employee profiles (i.e., job category, age, gender, service, and compensation) and data from 20 companies from the energy services/utility industry and 20 companies from general industry as the primary comparator groups for the study. A more detailed explanation of the employee benefits valuation methodology is provided in Volume II: Appendix E.

BENEFITS PEER GROUPS

Relevant utility and general industry peer companies were selected based on size, industry segment, and geographic parameters to develop the most accurate assessment of SoCalGas' competitive labor market.

The goal was to identify a combined peer group of 20 companies (large utilities nationwide and large general industry companies with a substantial presence in Southern California) and to utilize an appropriate subset of the peer group to obtain appropriate benefits data.

As part of the peer group company selection process, WTW provided the Semptra Project Team with preliminary lists of companies that represent the labor market within which Semptra competes, including both general industry companies as well as large utilities nationwide. As part of the decision-making process, these preliminary lists were reviewed and select utility and general industry peer group companies were picked using a set of selection criteria (i.e., size, industry characteristics, primary geographic labor market, and 2019 and 2024 GRC Study peers). Based on the selection criteria, 20 companies were identified as part of the peer group. For the executive and broad-based employee profiles, benefits data reflect an equal weighting of general industry and utilities industry data. For union specific employee profiles, benefits data were derived from utilities peer companies only, since union benefit data were available only for utility companies.

Historically, benefits values have been affected by pay levels. So, when pay levels increase, it carries over to the benefits package. However, we have noticed that this is less true for types of benefits offered by organizations today, specifically due to the prevalence, or lack thereof, of non-qualified retirement benefits. For executives at companies without non-qualified retirement benefit programs, retirement benefits are not pay sensitive once their pay exceeds the IRS-mandated salary limitation for qualified retirement plans. The IRS salary limit is indexed each year and is capped at USD 350K for 2025. The implication is that job profiles with pay levels in excess of the IRS limit will all have the same dollar values of retirement benefits. This is also true of the peer group used in this study for the executive job category.

Utility Industry Peer Companies¹²

#	Organization	2024 Sempra GRC Peer	2025 SCE GRC Peer	2027 PG&E GRC Peer	Revenue (Millions) ¹
1	Ameren	X	X	X	\$7,324
2	American Electric Power (AEP)	X	X	X	\$19,721
3	AES Corporation ²	X	X	X	\$12,278
4	CenterPoint Energy	X	X	X	\$35,767
5	Consolidated Edison	X		X	\$15,256
6	Constellation Energy Corp			X	\$23,568
7	Dominion Energy	X	X	X	\$14,459
8	Duke Energy	X	X	X	\$29,934
9	Entergy	X	X	X	\$11,879
10	Eversource Energy	X	X	X	\$11,900
11	Hawaiian Electric	X	X		\$3,219
12	National Grid USA ³			X	\$23,450
13	Pacific Gas & Electric	X	X	Own GRC	\$24,419
14	Pinnacle West Capital	X	X	X	\$5,124
15	Portland General Electric		X	X	3,440
16	Public Service Enterprise Group			X	\$10,290
17	PPL	X	X		\$8,462
18	Southern California Edison ⁴	X	Own GRC	X	17,599
19	Tennessee Valley Authority ⁵		X	X	\$13,672
20	Xcel Energy	X	X	X	\$13,441

¹ Revenue reported for FY2025

² Power & Light for AES, since the data is newer and the union is larger

³ Parent company of Arizona Public Services

⁴ Subsidiary of Edison International

⁵ Owned by the federal government, so not publicly traded

¹² Broad-based, executive and union benefits plans are available for these organizations

General Industry Peer Companies¹³

#	Organization	2024 Sempra GRC Peer	2025 SCE GRC Peer	2027 PG&E GRC Peer	Revenue (Millions) ¹
1	Advanced Micro Devices			X	\$22,700
2	Amgen, Inc.			X	\$33,424
3	Bechtel Group	X		X	\$20,600
4	Broadcom				\$51,574
5	CBRE	X	X	X	\$35,767
6	Chevron	X	X	X	\$195,568
7	Cisco Systems		X	X	\$56,654
8	Edwards Lifesciences	X	X		\$5,439
9	Fluor Corporation	X	X	X	\$16,315
10	General Dynamics	X	X	X	\$47,716
11	Intuit	X	X	X	\$18,831
12	Lockheed Martin				\$71,043
13	Northrop Grumman	X	X	X	\$41,033
14	Occidental Petroleum Corporation	X	X	X	\$26,725
15	Oracle Corporation	X	X	X	\$57,399
16	Qualcomm Incorporated	X	X	X	\$44,284
17	Sony Group Corporate				\$85,058
18	Valero Energy Corporation		X	X	\$139,001
19	Visa Inc.		X	X	\$32,653
20	Walt Disney			X	\$94,425

¹ Revenue reported for FY2025¹³ Union benefits plans are not available for general industry peers

Supporting Documentation

The appendices supporting the study's results can be found in Volume II:

- Appendix A - I is a list of the employee profiles that were developed for benefits analyses.
- Appendix A - II is a list of the SoCalGas benchmark jobs organized by SoCalGas employee category and includes profile numbers for each benchmark job.
- Appendix B - I is a detailed competitive summary that provides the results for each SoCalGas benchmark job within each SoCalGas employee category. Subtotals are provided at the end of each employee category.
- Appendix B - II is a detailed competitive summary that provides the results for each Corporate Center benchmark job within each Corporate Center employee category. Subtotals are provided at the end of each employee category.
- Appendix C provides the average total compensation dollars for each SoCalGas employee category by compensation component.
- Appendix D provides the aggregate total compensation dollars for each SoCalGas employee category by compensation component.
- Appendix E is a detailed summary of the methodology used to value employee benefits in the study.
- Appendix F provides summaries of each of the project team meetings. All decisions concerning methodology and the rationale for making these decisions are referenced in the project team meeting notes.
- Appendix G is a glossary of compensation-related terms used throughout this report.

**2028 General Rate Case
Compensation Study
Volume II: Supporting
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APPENDIX A – I: Employee Profiles

The table below represents the market data utilized to develop the employee profiles:

Job and Incumbent Counts				Market		Demographic Information				Job Category & Union Representation Information					
Job Count	Employee Counts	Base Median (in '000s) ¹	Target Bonus % Median ²	Median Age	Median Tenure	Prevalent Gender	Union Representation	Clerical	Physical/ Technical	Professional/ Technical	Manager/ Supervisor	Executive			
Profile 1	24	\$83	7%	42.6	5.8	F	--	100%	--	--	--	--			
Profile 2	25	\$92	9%	47.7	7.7	F	--	100%	--	--	--	--			
Profile 3	4	\$91	9%	44.1	13.8	F	100%	100%	--	--	--	--			
Profile 4	5	\$82	8%	44.3	13.4	F	100%	100%	--	--	--	--			
Profile 5	4	\$88	8%	42.5	2.9	M	--	--	100%	--	--	--			
Profile 6	3	\$81	8%	60.3	6.2	M	--	--	100%	--	--	--			
Profile 7	6	\$93	9%	32.0	1.7	M	100%	--	100%	--	--	--			
Profile 8	16	\$101	9%	35.8	4.2	M	100%	--	100%	--	--	--			
Profile 9	20	\$107	9%	42.6	14.2	M	100%	--	100%	--	--	--			
Profile 10	20	\$123	10%	46.7	20.2	M	100%	--	100%	--	--	--			
Profile 11	17	\$102	9%	29.6	3.6	M	--	--	--	100%	--	--			
Profile 12	38	\$105	9%	36.1	5.5	F	--	--	--	100%	--	--			
Profile 13	34	\$115	10%	41.5	7.3	F	--	--	--	100%	--	--			
Profile 14	75	\$130	10%	42.2	7.9	M	--	--	--	100%	--	--			
Profile 15	66	\$166	15%	44.1	10.6	M	--	--	--	100%	--	--			
Profile 16	49	\$173	15%	46.6	13.7	F	--	--	--	100%	--	--			
Profile 17	30	\$162	15%	49.8	15.3	M	--	--	--	100%	--	--			
Profile 18	31	\$120	10%	42.3	13.2	M	--	--	--	--	100%	--			
Profile 19	48	\$143	12%	45.3	14.9	F	--	--	--	--	100%	--			
Profile 20	29	\$147	12%	45.2	16.0	M	--	--	--	--	100%	--			
Profile 21	40	\$180	15%	47.5	18.5	M	--	--	--	--	100%	--			
Profile 22	35	\$157	13%	49.6	19.9	M	--	--	--	--	100%	--			
Profile 23	6	\$179	15%	54.6	24.7	M	--	--	--	--	100%	--			
Profile 24	7	\$352	40%	49.6	20.1	F	--	--	--	--	--	100%			
Profile 25	4	\$329	40%	58.6	16.8	E	--	--	--	--	--	100%			
636		7,991													

¹ Geographic differentials were applied to market cash compensation values for employee profiles.

² Market target bonus for each profile does not include zero or blank target bonus.

APPENDIX A – II: Benchmark Jobs and Employee Profile Alignment¹

SoCalGas Executive Benchmark Jobs Included in Study

2028 GRC Study Position #	SoCalGas Benchmark Job Title	Profile Number	Number of SoCalGas Employees
GRC323	SoCalGas Executive - Role 1	Profile 24	1
GRC324	SoCalGas Executive - Role 2	Profile 24	1
GRC327	SoCalGas Executive - Role 3	Profile 25	1
GRC880	SoCalGas Executive - Role 4	Profile 24	1
GRC882	SoCalGas Executive - Role 5	Profile 25	1
		TOTAL:	5
	Benchmark Incumbents	5	
	Total Incumbents	15	
	Coverage	33.3%	

¹ Jobs have been sorted by TCS Category for ease of view

SoCalGas Manager/Supervisor Benchmark Jobs Included in Study

2028 GRC Study Position #	SCG Benchmark Job Title	Profile Number	Number of SCG Employees
GRC27	Supervisor, Field Gas Operations Supervisor II	Profile 18	89
GRC36	Supervisor, Field Customer Service II	Profile 18	78
GRC425	Field Team Lead, Gas Operations	Profile 20	49
GRC35	Field Team Lead, Customer Service	Profile 22	46
GRC57	Branch Supervisor, Customer Contact Center	Profile 19	33
GRC814	Supervisor, Cathodic Protection, Measurement, & Control	Profile 18	23
GRC93	Senior Project Manager, Regional Pipeline	Profile 21	22
GRC813	Supervisor, Station Maintenance	Profile 18	16
GRC330	Area Manager, Gas Operations	Profile 21	15
GRC808	Area Manager, Customer Service	Profile 23	15
GRC819	Team Lead, Corrosion & Pipeline Integrity	Profile 21	15
GRC89	Supervisor, Measurement	Profile 18	13
GRC189	Manager, Technology Manager	Profile 22	12
GRC807	Supervisor, System Protection	Profile 18	12
GRC802	Project Manager, Construction, Storage & Technical Services	Profile 19	11
GRC818	Supervisor, Area Resource	Profile 18	11
GRC304	Group Product Manager	Profile 21	9
GRC39	Project Manager - II	Profile 21	9
GRC122	Managing, Principal Accountant - S	Profile 20	8
GRC340	Team Lead, Capability & Product Owner	Profile 21	8
GRC811	Supervisor, GIS & GPS Data Management	Profile 18	8
GRC828	Manager, Materials, Equipment & Quality Engineering	Profile 19	8
GRC837	Supervisor II, Gas Distribution Engineering	Profile 18	8
GRC812	Supervisor, Design	Profile 18	7
GRC820	Manager, District Operations & Gas Control	Profile 20	7
GRC809	Manager, Integrity Management	Profile 21	6
GRC817	Manager, Construction, Planning & Plant Operations	Profile 21	6
GRC823	Supervisor, Customer Service Technology	Profile 22	6
GRC825	Team Lead, Budgets & Business Analytics	Profile 19	6
GRC829	Manager, Environmental Field Services	Profile 21	6
GRC170	Supervisor, Fleet	Profile 18	5
GRC269	Manager, Financial Performance & SEC Reporting	Profile 19	5
GRC830	Manager, Value Capability	Profile 22	5
GRC832	Team Lead, Construction Contract Performance and Construction Project Support Manag	Profile 20	5
GRC833	Manager, Project & Construction Management	Profile 22	5
GRC845	Team Lead, Gas Control & Technical Services	Profile 20	5
GRC171	Supervisor, Logistics	Profile 18	4
GRC172	Manager, Business Planning & Budget	Profile 21	4
GRC199	Manager, Energy & Environmental Affairs	Profile 19	4
GRC821	Manager, Strategy & Operations	Profile 22	4
GRC836	Managing Attorney	Profile 22	4
GRC840	Manager, Measurement & Regulation Operations	Profile 20	4
GRC842	Supervisor, Employee Claims Services & Workers Compensation	Profile 19	4
GRC847	Manager, Land & Right-of-Way	Profile 19	4
GRC848	Manager, Market Development	Profile 20	4
GRC849	Supervisor, Technical GIS	Profile 19	4
GRC137	SCG Management - Role 1	Profile 18	3
GRC162	SCG Management - Role 2	Profile 20	3
GRC831	SCG Management - Role 3	Profile 22	3
GRC198	SCG Management - Role 4	Profile 19	2
GRC214	SCG Management - Role 5	Profile 20	2
GRC260	SCG Management - Role 6	Profile 19	2
GRC56	SCG Management - Role 7	Profile 19	2
GRC227	SCG Management - Role 8	Profile 22	1
GRC234	SCG Management - Role 9	Profile 22	1
GRC235	SCG Management - Role 10	Profile 19	1
GRC251	SCG Management - Role 11	Profile 22	1
GRC261	SCG Management - Role 12	Profile 22	1
GRC835	SCG Management - Role 13	Profile 19	1
GRC839	SCG Management - Role 14	Profile 20	1
		TOTAL:	656
Benchmark Incumbents		656	
Total Incumbents		1,161	
Coverage		56.5%	

SoCalGas Professional/Technical Benchmark Jobs Included in Study

2028 GRC Study Position #	Benchmark Job Title	Profile Number	Number of SCG Employees
GRC94	Construction Project Manager II	Profile 15	137
GRC11	Technical Advisor II	Profile 14	89
GRC18	Engineer I	Profile 11	77
GRC19	Engineer II	Profile 14	67
GRC86	Project Manager, Customer Programs & Technical/Intake Planning	Profile 14	67
GRC26	Senior Customer Programs Advisor & Project Manager	Profile 16	54
GRC806	Senior Engineer - PE	Profile 15	42
GRC37	Senior Business Analyst II	Profile 14	41
GRC34	DOT Technical Advisor II	Profile 13	35
GRC805	Area Resource Scheduling Analyst	Profile 14	35
GRC58	Customer Programs Advisor II	Profile 16	25
GRC25	Associate Engineer	Profile 11	24
GRC803	Solution Analyst II	Profile 14	22
GRC922	Construction Project Manager I	Profile 14	20
GRC159	Principal Environmental Specialist & Policy Advisor	Profile 15	19
GRC333	Field Construction Manager - HP	Profile 15	19
GRC915	Senior Software Engineer - Systems	Profile 15	19
GRC123	Senior Accountant II	Profile 13	18
GRC200	Senior Store Field Engineer	Profile 17	18
GRC48	Principal Business Analyst	Profile 16	18
GRC73	Senior Environmental Specialist	Profile 14	18
GRC913	Engineer III	Profile 15	18
GRC334	Construction Manager - P/L Intgrty	Profile 15	17
GRC917	Senior Gas GIS Specialist	Profile 13	17
GRC413	Senior Customer Project Planner & Distribution Designer	Profile 15	16
GRC53	Business System Analyst I	Profile 12	16
GRC912	System Gas Contractoller	Profile 14	16
GRC392	Senior Domain & Solution Engineer	Profile 17	14
GRC84	Public Affairs Manager	Profile 15	14
GRC95	Senior Customer Programs Advisor	Profile 17	14
GRC911	Distribution Integrity Management Program Construction Inspector	Profile 14	13
GRC928	Gas Operations Instructor II	Profile 17	13
GRC42	Business System Analyst II	Profile 15	12
GRC923	Technical Advisor II - P/L Pol	Profile 15	12
GRC153	Senior Account Executive II	Profile 15	11
GRC925	Senior Category Management Advisor	Profile 14	11
GRC926	Material Requirement Advisor	Profile 12	11
GRC801	Construction Project Manager III	Profile 17	10
GRC914	DOT Engineer I	Profile 12	10
GRC918	Senior Business Sys Analyst	Profile 14	10
GRC920	Construction Manager - PSEP	Profile 15	10
GRC921	Field Safety Advisor	Profile 14	10
GRC927	Gas Operations Welding Instructor II	Profile 14	10
GRC12	Project Manager I	Profile 15	9
GRC936	Capital Projects Construction Inspector	Profile 14	9
GRC937	Gas Integrity Performance Program Construction Inspector	Profile 14	9
GRC942	Construction Manager - LNG/CNG/PGC	Profile 15	9
GRC957	Senior Solution Analyst	Profile 15	9

SoCalGas Professional/Technical Benchmark Jobs Included in Study

2028 GRC Study Position #	Benchmark Job Title	Profile Number	Number of SCG Employees
GRC206	Account Executive II	Profile 14	8
GRC50	Principal Engineer	Profile 17	8
GRC924	Market Advisor - II	Profile 13	8
GRC930	Staff Accountant II - SCG	Profile 11	8
GRC938	Lead System Gas Controller	Profile 14	8
GRC943	Distribution Project Manager I	Profile 15	8
GRC944	Senior Land Specialist	Profile 13	8
GRC945	Damage Prevention Analyst	Profile 12	8
GRC948	Gas GIS Specialist	Profile 11	8
GRC953	EOC Watch Specialist	Profile 12	8
GRC954	Business System Analyst II - Vista	Profile 13	8
GRC955	Solution Analyst I	Profile 12	8
GRC956	Senior Business System Analyst - Vista	Profile 14	8
GRC958	Senior Data Engineer	Profile 15	8
GRC116	Principal Business / Economics Advisor	Profile 15	7
GRC145	Accountant II	Profile 12	7
GRC188	Recovery Senior Claims Advisor	Profile 14	7
GRC30	Operations Training Instructor	Profile 14	7
GRC368	Project Planner & Manager	Profile 15	7
GRC934	Distribution Riser Field Inspector II	Profile 12	7
GRC935	SLIP Field Inspector I	Profile 14	7
GRC941	Construction Manager - Storage	Profile 15	7
GRC946	Project Manager - Vista	Profile 16	7
GRC962	Product Owner	Profile 12	7
GRC112	Senior Market Advisor I	Profile 16	6
GRC117	Business System & Solution Analyst II	Profile 15	6
GRC139	Billing Analyst II	Profile 13	6
GRC362	Business & Economics Analyst	Profile 11	6
GRC76	Senior Software Developer	Profile 16	6
GRC92	Environmental Specialist	Profile 12	6
GRC939	Business Analyst I - R	Profile 11	6
GRC961	Scrum Master	Profile 13	6

SoCalGas Professional/Technical Benchmark Jobs Included in Study

2028 GRC Study Position #	SCG Benchmark Job Title	Profile Number	Number of SCG Employees
GRC174	Worker's Comp Claims Examiner II	Profile 12	5
GRC114	QA Specialist	Profile 12	4
GRC82	Senior Business Analyst - I	Profile 13	4
GRC98	Principal Accountant	Profile 16	4
GRC131	SCG Professional/Technical - Role 1	Profile 14	3
GRC134	SCG Professional/Technical - Role 2	Profile 16	3
GRC150	SCG Professional/Technical - Role 3	Profile 14	3
GRC165	SCG Professional/Technical - Role 4	Profile 16	3
GRC344	SCG Professional/Technical - Role 5	Profile 17	3
GRC113	SCG Professional/Technical - Role 6	Profile 13	2
GRC152	SCG Professional/Technical - Role 7	Profile 14	2
GRC229	SCG Professional/Technical - Role 8	Profile 15	2
GRC303	SCG Professional/Technical - Role 9	Profile 15	2
GRC371	SCG Professional/Technical - Role 10	Profile 14	2
GRC209	SCG Professional/Technical - Role 11	Profile 14	1
GRC211	SCG Professional/Technical - Role 12	Profile 16	1
GRC223	SCG Professional/Technical - Role 13	Profile 15	1
GRC236	SCG Professional/Technical - Role 14	Profile 14	1
GRC294	SCG Professional/Technical - Role 15	Profile 15	1
GRC347	SCG Professional/Technical - Role 16	Profile 16	1
GRC77	SCG Professional/Technical - Role 17	Profile 11	1
GRC897	SCG Professional/Technical - Role 18	Profile 13	1
GRC899	SCG Professional/Technical - Role 19	Profile 17	1
		TOTAL:	1,480
	Benchmark Incumbents	1,480	
	Total Incumbents	2,213	
	Coverage	66.9%	

SoCalGas Physical/Technical Benchmark Jobs Included in Study

2028 GRC Study Position #	SCG Benchmark Job Title	Profile Number	Number of SCG Employees
GRC1	Energy Tech - Res	Profile 8	529
GRC2	Construction Tech	Profile 8	361
GRC4	Distirbution Energy Tech	Profile 9	258
GRC420	Leadd Construction Tech I	Profile 9	255
GRC3	Field Service Assistant	Profile 8	221
GRC7	Planning Associate	Profile 9	146
GRC892	Leak Survey Tech	Profile 8	106
GRC8	Field Planning Associate	Profile 9	100
GRC418	Commercial Services Tech	Profile 9	87
GRC423	Pipeline Tech	Profile 9	80
GRC14	District Operations Clerk 5	Profile 10	76
GRC22	System Protection Specialist	Profile 9	70
GRC24	Instrument Specialist	Profile 10	62
GRC893	Work Order Control Clerk 3	Profile 8	57
GRC17	Meter & Regulator Techn 1	Profile 9	55
GRC424	Pipeline Planning Assistant	Profile 9	54
GRC28	Logistics Representative	Profile 8	50
GRC31	Lead Fleet Tech	Profile 9	49
GRC421	Station Operations Specialist	Profile 9	48
GRC422	Lead Planning Associate	Profile 10	45
GRC15	Field Collector	Profile 10	39
GRC38	MSA Inspection Representative	Profile 8	30
GRC419	Energy Tech Apprentice	Profile 8	10
GRC157	Laboratory Tech	Profile 9	4
	TOTAL:		2,792
	Benchmark Incumbents	2,792	
	Total Incumbents	3,859	
	Coverage	72.4%	

SoCalGas Clerical Benchmark Jobs Included in Study

2028 GRC Study Position #	SCG Benchmark Job Title	Profile Number	Number of SCG Employees
GRC10	Dispatch Specialist	Profile 4	122
GRC9	Customer Service Representative 4	Profile 4	110
GRC13	Bilingual Customer Representative 4	Profile 4	107
GRC63	Admin Clerk 3	Profile 3	35
GRC45	Project Specialist 4	Profile 2	24
GRC49	Bilingual Customer Contact Representative 4	Profile 3	23
GRC32	Program/Project Specialist	Profile 1	21
GRC887	Customer Billing Analyst 5	Profile 4	19
GRC890	Admin Associate	Profile 1	16
GRC111	Executive Assistant	Profile 2	10
GRC302	Customer Programs Specialist II - SCG	Profile 1	6
GRC173	Claims Associate	Profile 1	5
GRC888	Project Specialist 3 - Electrical	Profile 2	5
GRC178	SCG Clerical - Role 1	Profile 2	3
GRC201	SCG Clerical - Role 2	Profile 2	3
GRC144	SCG Clerical - Role 3	Profile 2	2
GRC886	SCG Clerical - Role 4	Profile 3	2
	TOTAL:		513
	Benchmark Incumbents	513	
	Total Incumbents	812	
	Coverage	63.2%	

Corporate Center Executive Benchmark Jobs Included in Study

2028 GRC Study Position #	Corp Center Benchmark Job Title	Profile Number	Number of Corp Center Employees
GRC312	Corp Center Executive - Role 1	Profile 24	1
GRC314	Corp Center Executive - Role 2	Profile 24	1
	TOTAL:		2
	Benchmark Incumbents	2	
	Total Incumbents	10	
	Coverage	20.0%	

Corporate Center Manager/Supervisor Benchmark Jobs Included in Study

2028 GRC Study Position #	Corp Center Benchmark Job Title	Profile Number	Number of Corp Center Employees
GRC142	Manager, Tax	Profile 20	7
GRC179	Manager, Audit Services	Profile 20	5
GRC836	Managing Attorney	Profile 22	4
GRC219	Corp Center Management - Role 1	Profile 23	3
GRC205	Corp Center Management - Role 2	Profile 19	2
GRC218	Corp Center Management - Role 3	Profile 21	2
GRC221	Corp Center Management - Role 4	Profile 22	2
GRC193	Corp Center Management - Role 5	Profile 19	1
GRC227	Corp Center Management - Role 6	Profile 22	1
GRC263	Corp Center Management - Role 7	Profile 20	1
GRC264	Corp Center Management - Role 8	Profile 23	1
GRC266	Corp Center Management - Role 9	Profile 21	1
GRC269	Corp Center Management - Role 10	Profile 19	1
GRC275	Corp Center Management - Role 11	Profile 23	1
GRC277	Corp Center Management - Role 12	Profile 20	1
GRC280	Corp Center Management - Role 13	Profile 21	1
GRC284	Corp Center Management - Role 14	Profile 22	1
GRC285	Corp Center Management - Role 15	Profile 21	1
GRC287	Corp Center Management - Role 16	Profile 23	1
GRC289	Corp Center Management - Role 17	Profile 22	1
GRC290	Corp Center Management - Role 18	Profile 19	1
GRC825	Corp Center Management - Role 19	Profile 19	1
	TOTAL:		40
	Benchmark Incumbents	40	
	Total Incumbents	110	
	Coverage	36.4%	

Corporate Center Professional/Technical Benchmark Jobs Included in Study

2028 GRC Study Position #	Corp Center Benchmark Job Title	Profile Number	Number of Corp Center Employees
GRC393	Staff Accountant I	Profile 11	19
GRC141	Staff Accountant II	Profile 12	7
GRC152	Business Advisor & Senior Accountant	Profile 14	7
GRC155	Principal Tax Analyst	Profile 15	6
GRC176	Senior Auditor	Profile 13	6
GRC220	Principal Financial Analyst	Profile 15	6
GRC124	Senior Tax Analyst	Profile 15	5
GRC427	Senior Service Protection Agent	Profile 16	5
GRC431	Principal Corporate Development & Strategy Advisor	Profile 15	5
GRC118	Senior Financial Analyst	Profile 12	4
GRC150	Senior Paralegal	Profile 14	4
GRC154	Audit Services Project Manager	Profile 16	4
GRC216	Financial Analyst	Profile 11	4
GRC282	Tax Analyst	Profile 12	4
GRC900	Principal Accountant - Corporate	Profile 15	4
GRC177	Corp Center Professional/Technical - Role 1	Profile 12	3
GRC223	Corp Center Professional/Technical - Role 2	Profile 15	2
GRC432	Corp Center Professional/Technical - Role 3	Profile 12	2
GRC143	Corp Center Professional/Technical - Role 4	Profile 16	1
GRC148	Corp Center Professional/Technical - Role 5	Profile 13	1
GRC187	Corp Center Professional/Technical - Role 6	Profile 16	1
GRC202	Corp Center Professional/Technical - Role 7	Profile 14	1
GRC217	Corp Center Professional/Technical - Role 8	Profile 16	1
GRC222	Corp Center Professional/Technical - Role 9	Profile 16	1
GRC224	Corp Center Professional/Technical - Role 10	Profile 17	1
GRC271	Corp Center Professional/Technical - Role 11	Profile 16	1
GRC273	Corp Center Professional/Technical - Role 12	Profile 16	1
GRC274	Corp Center Professional/Technical - Role 13	Profile 12	1
		TOTAL:	107
	Benchmark Incumbents	107	
	Total Incumbents	205	
	Coverage	52.2%	

Corporate Center Physical/Technical Benchmark Jobs Included in Study

2028 GRC Study Position #	Corp Center Benchmark Job Title	Profile Number	Number of Corp Center Employees
GRC268	Executive Protection Agent II (Call-In)	Profile 5	11
GRC428	Executive Protection Agent I (Call-In)	Profile 6	4
	TOTAL:		15
	Benchmark Incumbents	15	
	Total Incumbents	19	
	Coverage	78.9%	

Corporate Center Clerical Benchmark Jobs Included in Study

2028 GRC Study Position #	Corp Center Benchmark Job Title	Profile Number	Number of Corp Center Employees
GRC111	Executive Assistant	Profile 2	9
GRC178	Corp Center Clerical - Role 1	Profile 2	3
GRC204	Corp Center Clerical - Role 2	Profile 2	3
GRC890	Corp Center Clerical - Role 3	Profile 1	3
GRC276	Corp Center Clerical - Role 4	Profile 2	1
	TOTAL:		19
	Benchmark Incumbents	19	
	Total Incumbents	28	
	Coverage	67.9%	

APPENDIX B – I: Detailed Competitive Summary by Employee Category – SoCalGas

Southern California Gas Co.
Executive

2023 GRC Study Position #		SCG Benchmark Job Title	SCG Average					Competitive Market Average					Variance - SCG v. Market								
			# of SCG Center EEs	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.
GRC323	SCG Executive - Role 1	1	\$278	\$40	\$463	\$152	\$222	\$655	\$635	\$375	\$569	\$530	\$180	\$0	\$555	-29.2%	-39.3%	-48.4%	-25.9%	8.0%	-25.9%
GRC324	SCG Executive - Role 2	1	\$251	\$364	\$347	\$140	\$80	\$504	\$487	\$400	\$989	\$672	\$189	\$0	\$504	-37.2%	-39.3%	-48.4%	-37.2%	-27.0%	-43.5%
GRC327	SCG Executive - Role 3	1	\$327	\$474	\$569	\$190	\$262	\$664	\$759	\$343	\$509	\$497	\$184	\$0	\$664	-4.1%	-6.8%	14.4%	-4.1%	3.3%	-1.4%
GRC680	SCG Executive - Role 4	1	\$290	\$311	\$494	\$158	\$221	\$579	\$652	\$410	\$440	\$472	\$144	\$0	\$579	-8.8%	-4.4%	4.5%	-8.8%	9.8%	5.7%
GRC682	SCG Executive - Role 5	1	\$355	\$320	\$533	\$210	\$220	\$743	\$857	\$299	\$396	\$399	\$149	\$0	\$743	18.8%	34.7%	62.3%	18.8%	41.0%	39.0%
Benchmark Incumbents		5	\$1,501	\$1,832	\$2,539	\$951	\$1,104	\$3,045	\$3,390	\$1,728	\$2,512	\$2,571	\$846	\$0	\$3,045	-11.2%	-9.0%	4.8%	-11.2%	11.2%	-6.1%
Total Incumbents		15																			
Coverage		33.3%																			



Southern California Gas Co.
Manager/Supervisor

2025 GRC Study				SCG Average				Competitive Market Average				Variance - SCG +/- Market			
Position #	SCG Benchmark Job Title	# of SCG Center EEs	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Total Comp.
GRC27	Supervisor, Field Gas Operations Supervisor II	89	\$127	\$146	\$149	\$59	--	\$204	\$121	\$131	\$131	\$20	--	\$204	\$207
GRC36	Supervisor, Field Customer Service II	78	\$124	\$142	\$146	\$57	--	\$199	\$119	\$128	\$129	\$50	--	\$199	\$203
GRC425	Field Team Lead, Gas Operations	49	\$139	\$160	\$166	\$69	--	\$229	\$127	\$133	\$135	\$55	--	\$229	\$235
GRC35	Field Team Lead, Customer Service	46	\$140	\$161	\$167	\$77	--	\$238	\$120	\$128	\$129	\$61	--	\$238	\$244
GRC57	Branch Supervisor, Customer Contact Center	33	\$118	\$135	\$140	\$64	--	\$200	\$102	\$110	\$110	\$51	--	\$200	\$204
GRC814	Supervisor, Cathodic Protection, Measurement, & Control	23	\$133	\$152	\$157	\$80	--	\$213	\$139	\$154	\$157	\$87	--	\$213	\$217
GRC33	Senior Project Manager, Regional Pipeline	22	\$144	\$168	\$171	\$72	--	\$214	\$157	\$173	\$176	\$68	--	\$217	\$223
GRC313	Supervisor, Station Maintenance	19	\$139	\$159	\$164	\$69	--	\$209	\$137	\$148	\$150	\$67	--	\$209	\$214
GRC313	Supervisor, Station Maintenance	15	\$157	\$178	\$183	\$75	--	\$232	\$160	\$180	\$183	\$79	--	\$232	\$237
GRC268	Area Manager, Customer Service	15	\$157	\$178	\$183	\$75	--	\$232	\$160	\$180	\$183	\$79	--	\$232	\$237
GRC268	Area Manager, Customer Service	15	\$157	\$178	\$183	\$75	--	\$232	\$160	\$180	\$183	\$79	--	\$232	\$237
GRC819	Team Lead, Corrosion & Pipeline Integrity	15	\$151	\$174	\$185	\$92	--	\$229	\$179	\$201	\$202	\$66	--	\$224	\$229
GRC819	Supervisor, Measurement	13	\$136	\$157	\$159	\$62	--	\$219	\$152	\$171	\$169	\$68	--	\$219	\$221
GRC189	Manager, Technology Manager	12	\$190	\$226	\$239	\$101	--	\$326	\$164	\$209	\$208	\$88	--	\$326	\$339
GRC807	Supervisor, System Protection	12	\$133	\$152	\$155	\$60	--	\$213	\$152	\$172	\$171	\$62	--	\$213	\$215
GRC802	Project Manager, Construction, Storage & Technical Services	11	\$156	\$180	\$188	\$79	--	\$259	\$169	\$192	\$200	\$77	--	\$269	\$277
GRC818	Supervisor, Area Resource	11	\$131	\$150	\$153	\$60	--	\$211	\$149	\$167	\$165	\$61	--	\$210	\$214
GRC818	Supervisor, Area Resource	9	\$131	\$150	\$153	\$60	--	\$211	\$149	\$167	\$165	\$61	--	\$210	\$214
GRC39	Project Manager - II	9	\$143	\$165	\$170	\$73	--	\$248	\$165	\$193	\$181	\$71	--	\$236	\$242
GRC122	Managing, Principal Accountant - S	8	\$174	\$182	\$185	\$71	--	\$255	\$168	\$190	\$188	\$71	--	\$247	\$252
GRC340	Team Lead, Capability & Product Owner	8	\$174	\$200	\$210	\$83	--	\$293	\$178	\$201	\$197	\$76	--	\$283	\$293
GRC811	Supervisor, GIS & GPS Data Management	8	\$120	\$138	\$143	\$56	--	\$194	\$138	\$150	\$149	\$56	--	\$194	\$199
GRC828	Manager, Materials, Equipment & Quality Engineering	8	\$169	\$196	\$204	\$84	--	\$280	\$177	\$196	\$191	\$78	--	\$280	\$288
GRC837	Supervisor II, Gas Distribution Engineering	8	\$133	\$153	\$156	\$60	--	\$213	\$149	\$165	\$162	\$60	--	\$213	\$216
GRC812	Supervisor, Design	7	\$126	\$145	\$150	\$58	--	\$203	\$131	\$143	\$141	\$54	--	\$203	\$208
GRC60	Manager, District Operations & Gas Control	7	\$152	\$176	\$183	\$74	--	\$250	\$160	\$201	\$199	\$76	--	\$250	\$257
GRC817	Manager, Regulatory Compliance	6	\$160	\$185	\$190	\$78	--	\$263	\$174	\$203	\$203	\$77	--	\$263	\$269
GRC823	Supervisor, Customer Service Technology	6	\$143	\$165	\$171	\$78	--	\$243	\$158	\$178	\$168	\$77	--	\$243	\$250
GRC825	Team Lead, Budgets & Business Analytics	6	\$154	\$177	\$185	\$78	--	\$263	\$169	\$195	\$192	\$74	--	\$255	\$263
GRC829	Manager, Environmental Field Services	6	\$166	\$200	\$210	\$83	--	\$293	\$168	\$192	\$189	\$74	--	\$283	\$293
GRC170	Supervisor, Fleet	5	\$124	\$143	\$136	\$57	--	\$200	\$106	\$111	\$112	\$45	--	\$200	\$203
GRC289	Manager, Financial Performance & SEC Reporting	5	\$171	\$205	\$214	\$87	--	\$292	\$166	\$192	\$186	\$76	--	\$292	\$301
GRC830	Manager, Value Capability	5	\$198	\$237	\$248	\$105	--	\$342	\$185	\$209	\$208	\$88	--	\$342	\$353
GRC832	Team Lead, Construction Contract Performance and Construction Project Management	5	\$153	\$175	\$180	\$74	--	\$253	\$153	\$171	\$168	\$72	--	\$246	\$253
GRC845	Team Lead, Gas Control & Technical Services	5	\$156	\$182	\$187	\$75	--	\$265	\$165	\$192	\$187	\$75	--	\$265	\$273
GRC171	Supervisor, Logistics	4	\$111	\$128	\$129	\$53	--	\$181	\$146	\$156	\$160	\$62	--	\$255	\$263
GRC172	Manager, Business Planning & Budget	4	\$172	\$207	\$220	\$85	--	\$292	\$194	\$218	\$221	\$92	--	\$292	\$305
GRC199	Manager, Energy & Environmental Affairs	4	\$167	\$192	\$200	\$83	--	\$275	\$203	\$237	\$234	\$90	--	\$275	\$283
GRC821	Manager, Strategy & Operations	4	\$203	\$244	\$258	\$107	--	\$351	\$191	\$216	\$211	\$90	--	\$351	\$365
GRC836	Manager, Measurement & Regulation Operations	4	\$294	\$355	\$396	\$146	\$82	\$502	\$288	\$329	\$326	\$128	\$0	\$502	\$542
GRC842	Manager, Land & Right-of-Way	4	\$126	\$146	\$151	\$63	--	\$213	\$140	\$155	\$155	\$61	--	\$213	\$218
GRC847	Manager, Land & Right-of-Way	4	\$146	\$168	\$175	\$69	--	\$244	\$149	\$167	\$168	\$69	--	\$244	\$250
GRC848	Supervisor, Technical GIS	4	\$194	\$232	\$247	\$93	--	\$325	\$240	\$289	\$289	\$103	--	\$325	\$340
GRC137	SCG Management - Role 1	3	\$121	\$139	\$136	\$56	--	\$228	\$128	\$138	\$140	\$60	--	\$226	\$230
GRC162	SCG Management - Role 2	3	\$137	\$158	\$163	\$68	--	\$236	\$121	\$131	\$130	\$68	--	\$226	\$231
GRC831	SCG Management - Role 3	3	\$212	\$264	\$280	\$114	--	\$379	\$220	\$271	\$264	\$108	--	\$379	\$394
GRC214	SCG Management - Role 4	2	\$129	\$149	\$154	\$63	--	\$213	\$140	\$155	\$155	\$61	--	\$213	\$218
GRC290	SCG Management - Role 5	2	\$127	\$147	\$153	\$64	--	\$211	\$103	\$112	\$118	\$60	--	\$211	\$217
GRC290	SCG Management - Role 6	2	\$162	\$196	\$194	\$81	--	\$267	\$165	\$189	\$184	\$73	--	\$267	\$275
GRC290	SCG Management - Role 7	2	\$123	\$141	\$144	\$66	--	\$207	\$162	\$182	\$184	\$73	--	\$207	\$210
GRC227	SCG Management - Role 8	1	\$182	\$231	\$251	\$102	--	\$333	\$163	\$210	\$209	\$88	--	\$333	\$353
GRC234	SCG Management - Role 9	1	\$223	\$279	\$311	\$119	\$75	\$399	\$231	\$338	\$321	\$131	\$0	\$399	\$432
GRC235	SCG Management - Role 10	1	\$140	\$161	\$165	\$73	--	\$233	\$197	\$232	\$227	\$89	--	\$233	\$237
GRC251	SCG Management - Role 11	1	\$235	\$294	\$329	\$125	\$79	\$454	\$268	\$333	\$329	\$129	\$0	\$419	\$454
GRC251	SCG Management - Role 12	1	\$125	\$145	\$150	\$61	--	\$211	\$103	\$112	\$118	\$60	--	\$211	\$217
GRC835	SCG Management - Role 13	1	\$147	\$169	\$175	\$72	--	\$240	\$142	\$164	\$164	\$64	--	\$240	\$247
GRC839	SCG Management - Role 14	1	\$147	\$169	\$175	\$72	--	\$240	\$142	\$164	\$164	\$64	--	\$240	\$247
Benchmark Incumbents				\$9,473	\$11,109	\$11,648	\$4,755	\$15,864	\$9,889	\$11,377	\$11,283	\$4,479	\$0	\$15,864	\$16,403
Total Incumbents				656			\$316								
Coverage				1,161											
				56.5%											

Southern California Gas Co.
Professional/Technical

2026 GRC Study				SCG Average				Competitive Market Average				Variance - SCG +/- Market			
Position #	SCG Benchmark Job Title	# of SCG Center EEs	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Total Comp.
GRC#4	Construction Project Manager II	137	\$138	\$159	\$164	\$63	--	\$222	\$175	\$194	\$197	\$68	--	\$227	\$227
GRC11	Technical Advisor II	89	\$123	\$142	\$146	\$54	--	\$195	\$200	\$154	\$169	\$59	--	\$195	\$200
GRC18	Engineer II	77	\$99	\$114	\$116	\$41	--	\$155	\$157	\$120	\$120	\$41	--	\$155	\$157
GRC19	Engineer III	67	\$124	\$143	\$147	\$54	--	\$197	\$201	\$144	\$155	\$55	--	\$197	\$201
GRC86	Project Manager, Customer Programs & Technical/Instate Planning	67	\$113	\$130	\$134	\$49	--	\$180	\$184	\$134	\$134	\$49	--	\$180	\$184
GRC96	Senior Customer Programs Advisor & Project Manager	42	\$124	\$143	\$147	\$54	--	\$197	\$201	\$144	\$155	\$55	--	\$197	\$201
GRC98	Senior Customer Programs Advisor II	41	\$124	\$143	\$147	\$54	--	\$197	\$201	\$144	\$155	\$55	--	\$197	\$201
GRC37	Senior Business Analyst II	41	\$124	\$143	\$147	\$54	--	\$197	\$201	\$144	\$155	\$55	--	\$197	\$201
GRC38	DOT Technical Advisor II	35	\$105	\$120	\$123	\$52	--	\$172	\$175	\$129	\$130	\$48	--	\$177	\$178
GRC805	Area Resource Scheduling Analyst	35	\$111	\$127	\$131	\$50	--	\$177	\$180	\$118	\$119	\$45	--	\$177	\$178
GRC58	Customer Programs Advisor II	25	\$114	\$131	\$132	\$53	--	\$184	\$193	\$113	\$120	\$55	--	\$194	\$197
GRC25	Associate Engineer	24	\$86	\$99	\$93	\$38	--	\$137	\$131	\$84	\$90	\$36	--	\$137	\$131
GRC603	Solution Analyst II	22	\$112	\$129	\$133	\$50	--	\$179	\$183	\$133	\$143	\$52	--	\$179	\$183
GRC322	Construction Project Manager I	20	\$117	\$134	\$139	\$52	--	\$186	\$190	\$145	\$161	\$57	--	\$186	\$190
GRC189	Principal Environmental Specialist & Policy Advisor	19	\$139	\$160	\$164	\$63	--	\$223	\$227	\$162	\$183	\$66	--	\$223	\$227
GRC190	Field Resource Manager II - P/L	19	\$147	\$169	\$174	\$66	--	\$235	\$240	\$175	\$192	\$68	--	\$235	\$240
GRC315	Senior Software Engineer - Systems	19	\$147	\$169	\$174	\$66	--	\$235	\$240	\$175	\$192	\$68	--	\$235	\$240
GRC123	Senior Accountant II	18	\$114	\$131	\$132	\$55	--	\$186	\$187	\$122	\$133	\$53	--	\$186	\$187
GRC200	Senior Store Field Engineer	18	\$172	\$198	\$201	\$89	--	\$287	\$289	\$165	\$176	\$73	--	\$287	\$289
GRC48	Principal Business Analyst	18	\$139	\$160	\$166	\$72	--	\$232	\$238	\$157	\$173	\$71	--	\$232	\$238
GRC73	Senior Environmental Specialist	18	\$116	\$134	\$132	\$51	--	\$185	\$183	\$130	\$141	\$51	--	\$185	\$183
GRC313	Engineer III	17	\$151	\$174	\$177	\$68	--	\$242	\$245	\$168	\$180	\$65	--	\$242	\$245
GRC334	Construction Manager - P/L Integrity	17	\$132	\$152	\$157	\$61	--	\$212	\$218	\$165	\$184	\$65	--	\$212	\$218
GRC317	Senior Gas GIS Specialist	17	\$93	\$107	\$110	\$48	--	\$155	\$158	\$97	\$103	\$45	--	\$155	\$158
GRC413	Senior Customer Project Planner & Distribution Designer	16	\$111	\$128	\$126	\$53	--	\$182	\$179	\$137	\$148	\$55	--	\$182	\$179
GRC318	Field Resource Manager II - P/L	16	\$111	\$128	\$126	\$53	--	\$182	\$179	\$137	\$148	\$55	--	\$182	\$179
GRC312	Business System Analyst I	16	\$111	\$128	\$126	\$53	--	\$182	\$179	\$137	\$148	\$55	--	\$182	\$179
GRC392	Senior Domain & Solution Engineer	14	\$153	\$176	\$183	\$60	--	\$258	\$264	\$192	\$215	\$66	--	\$258	\$264
GRC84	Public Affairs Manager	14	\$139	\$160	\$162	\$63	--	\$224	\$225	\$167	\$186	\$67	--	\$224	\$225
GRC95	Senior Customer Programs Advisor	14	\$131	\$151	\$156	\$63	--	\$223	\$228	\$156	\$175	\$73	--	\$223	\$228
GRC311	Distribution Integrity Management Program Construction Inspector	13	\$122	\$140	\$145	\$53	--	\$194	\$199	\$120	\$121	\$45	--	\$194	\$199
GRC928	Gas Operations Instructor II	13	\$126	\$145	\$149	\$57	--	\$216	\$219	\$143	\$154	\$54	--	\$216	\$219
GRC42	Business System Analyst II	12	\$102	\$117	\$121	\$50	--	\$168	\$171	\$133	\$143	\$54	--	\$168	\$171
GRC323	Technical Advisor II - P/L Pol	12	\$131	\$151	\$155	\$61	--	\$212	\$215	\$136	\$135	\$52	--	\$212	\$215
GRC153	Senior Account Executive II	11	\$144	\$165	\$171	\$65	--	\$230	\$236	\$127	\$140	\$53	--	\$230	\$236
GRC393	Senior Regional Manager - P/L	11	\$144	\$165	\$171	\$65	--	\$230	\$236	\$127	\$140	\$53	--	\$230	\$236
GRC396	Material Replenishment Advisor	11	\$100	\$115	\$116	\$47	--	\$162	\$163	\$98	\$99	\$40	--	\$162	\$163
GRC891	Construction Project Manager III	10	\$96	\$111	\$113	\$46	--	\$157	\$159	\$209	\$237	\$93	--	\$157	\$159
GRC914	DOT Engineer I	10	\$96	\$111	\$113	\$46	--	\$157	\$159	\$209	\$237	\$93	--	\$157	\$159
GRC918	Senior Business Sys Analyst	10	\$135	\$152	\$156	\$61	--	\$218	\$224	\$146	\$144	\$53	--	\$218	\$224
GRC920	Construction Manager - PSEP	10	\$136	\$156	\$162	\$62	--	\$218	\$224	\$146	\$146	\$54	--	\$218	\$224
GRC321	Field Safety Advisor	10	\$123	\$142	\$146	\$54	--	\$195	\$200	\$129	\$137	\$50	--	\$195	\$200
GRC327	Gas Operations Welding Instructor II	10	\$130	\$149	\$154	\$56	--	\$205	\$210	\$143	\$156	\$55	--	\$205	\$210
GRC367	Logistics Manager	9	\$122	\$141	\$145	\$54	--	\$192	\$198	\$120	\$127	\$50	--	\$192	\$198
GRC396	Construction Inspector	9	\$124	\$143	\$144	\$54	--	\$192	\$198	\$120	\$121	\$45	--	\$192	\$198
GRC397	Gas Integrity Performance Program Construction Inspector	9	\$122	\$143	\$144	\$54	--	\$192	\$198	\$120	\$121	\$45	--	\$192	\$198
GRC942	Construction Manager - LNG/GNG/PGC	9	\$139	\$160	\$166	\$63	--	\$224	\$229	\$145	\$146	\$54	--	\$224	\$229
GRC937	Senior Solution Analyst	9	\$131	\$150	\$156	\$60	--	\$211	\$216	\$177	\$176	\$64	--	\$211	\$216
GRC206	Account Executive II	8	\$123	\$141	\$146	\$54	--	\$195	\$199	\$121	\$135	\$50	--	\$195	\$199
GRC50	Principal Engineer	8	\$179	\$206	\$209	\$91	--	\$297	\$300	\$182	\$200	\$198	--	\$297	\$300
GRC324	Market Advisor - II	8	\$118	\$135	\$139	\$56	--	\$191	\$195	\$124	\$134	\$53	--	\$191	\$195
GRC380	Staff Accountant II - SCG	8	\$97	\$100	\$101	\$38	--	\$138	\$139	\$92	\$97	\$35	--	\$138	\$139
GRC390	Senior System Administrator	8	\$104	\$120	\$124	\$50	--	\$162	\$165	\$100	\$108	\$52	--	\$162	\$165
GRC343	Deletion Project Manager I	8	\$130	\$150	\$155	\$60	--	\$210	\$215	\$114	\$118	\$45	--	\$210	\$215
GRC344	Senior Land Specialist	8	\$104	\$120	\$124	\$50	--	\$162	\$165	\$100	\$108	\$52	--	\$162	\$165
GRC345	Damage Prevention Analyst	8	\$99	\$114	\$117	\$47	--	\$161	\$164	\$106	\$105	\$43	--	\$161	\$164
GRC348	Gas GIS Specialist	8	\$84	\$96	\$99	\$37	--	\$133	\$136	\$81	\$85	\$32	--	\$133	\$136
GRC363	EOC Watch Specialist	8	\$97	\$112	\$111	\$46	--	\$158	\$158	\$104	\$111	\$43	--	\$158	\$158
GRC364	Business System Analyst II - Vista	8	\$104	\$120	\$123	\$51	--	\$171	\$174	\$105	\$111	\$47	--	\$171	\$174
GRC365	Solution Analyst I	8	\$97	\$112	\$115	\$46	--	\$158	\$161	\$105	\$111	\$44	--	\$158	\$161
GRC366	Senior Business System Analyst - Vista	8	\$115	\$132	\$136	\$51	--	\$163	\$167	\$133	\$143	\$52	--	\$163	\$167



2028 GRC Study			SCG Average				Competitive Market Average				Variances - SCG v. Market					
Position #	SCG Benchmark Job Title	# of SCG Center EEs	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Comp.	Total Comp.	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Comp.	Total Comp.
GRC969	Senior Data Engineer	8	\$145	\$168	\$172	\$65	--	\$220	\$226	\$173	\$190	\$190	\$67	--	\$227	\$233
GRC16	Principal Business / Economics Advisor	7	\$137	\$158	\$163	\$63	--	\$220	\$226	\$173	\$190	\$190	\$67	--	\$227	\$233
GRC145	Accountant II	7	\$75	\$87	\$84	\$39	--	\$126	\$128	\$95	\$90	\$90	\$38	--	\$126	\$128
GRC188	Recovery Senior Claims Advisor	7	\$121	\$139	\$143	\$53	--	\$192	\$196	\$139	\$153	\$153	\$55	--	\$192	\$196
GRC30	Operations Training Instructor	7	\$121	\$139	\$144	\$53	--	\$192	\$196	\$126	\$135	\$135	\$55	--	\$192	\$196
GRC368	Project Planner & Manager	7	\$127	\$146	\$145	\$59	--	\$205	\$210	\$138	\$149	\$147	\$55	--	\$205	\$210
GRC334	Distribution Risk Field Inspector II	7	\$98	\$113	\$117	\$47	--	\$160	\$164	\$100	\$114	\$108	\$45	--	\$160	\$164
GRC935	SLIP Field Inspector I	7	\$114	\$128	\$133	\$50	--	\$178	\$183	\$100	\$114	\$108	\$44	--	\$178	\$183
GRC341	Construction Manager - Storage	7	\$140	\$161	\$167	\$64	--	\$225	\$230	\$116	\$127	\$127	\$49	--	\$225	\$230
GRC46	Project Manager - \$80	7	\$158	\$180	\$187	\$80	--	\$262	\$270	\$156	\$174	\$175	\$71	--	\$262	\$270
GRC48	Production Manager - \$80	7	\$158	\$180	\$187	\$80	--	\$262	\$270	\$156	\$174	\$175	\$71	--	\$262	\$270
GRC10	Senior System Administrator	6	\$136	\$157	\$162	\$51	--	\$198	\$203	\$159	\$177	\$176	\$72	--	\$198	\$203
GRC112	System Administrator	6	\$117	\$134	\$138	\$55	--	\$169	\$173	\$117	\$133	\$131	\$54	--	\$169	\$173
GRC117	Billing Analyst II	6	\$105	\$111	\$110	\$51	--	\$165	\$169	\$102	\$111	\$108	\$47	--	\$165	\$169
GRC139	Business & Economics Analyst	6	\$88	\$102	\$101	\$38	--	\$140	\$140	\$102	\$107	\$108	\$38	--	\$140	\$140
GRC362	Senior Software Developer	6	\$279	\$287	\$303	\$84	--	\$456	\$464	\$279	\$287	\$291	\$85	--	\$456	\$464
GRC76	Environmental Specialist	6	\$95	\$110	\$109	\$48	--	\$156	\$155	\$106	\$124	\$113	\$45	--	\$156	\$155
GRC92	Business Analyst I - R	6	\$76	\$88	\$86	\$35	--	\$122	\$121	\$82	\$96	\$85	\$32	--	\$122	\$121
GRC939	Scrum Master	6	\$107	\$123	\$127	\$35	--	\$176	\$180	\$121	\$133	\$127	\$32	--	\$176	\$180
GRC861	Regulatory Compliance Manager II	5	\$149	\$169	\$173	\$63	--	\$249	\$253	\$157	\$173	\$173	\$63	--	\$249	\$253
GRC128	Senior Business Analyst II	5	\$169	\$190	\$194	\$67	--	\$269	\$273	\$173	\$190	\$189	\$67	--	\$269	\$273
GRC14	OA Specialist	4	\$111	\$127	\$130	\$51	--	\$178	\$181	\$98	\$111	\$99	\$41	--	\$178	\$181
GRC32	Senior Business Analyst - I	4	\$103	\$119	\$122	\$45	--	\$170	\$174	\$128	\$143	\$139	\$56	--	\$170	\$174
GRC98	Principal Accountant	4	\$144	\$166	\$171	\$74	--	\$240	\$246	\$173	\$197	\$193	\$78	--	\$240	\$246
GRC131	SCG Professional/Technical - Role 1	3	\$111	\$118	\$112	\$50	--	\$178	\$182	\$111	\$118	\$118	\$45	--	\$178	\$182
GRC134	SCG Professional/Technical - Role 2	3	\$100	\$115	\$117	\$58	--	\$172	\$175	\$84	\$88	\$87	\$45	--	\$172	\$175
GRC150	SCG Professional/Technical - Role 3	3	\$114	\$131	\$133	\$61	--	\$182	\$184	\$137	\$150	\$148	\$54	--	\$182	\$184
GRC165	SCG Professional/Technical - Role 4	3	\$160	\$184	\$182	\$81	--	\$265	\$273	\$201	\$228	\$228	\$89	--	\$265	\$273
GRC44	SCG Professional/Technical - Role 5	3	\$190	\$219	\$229	\$96	--	\$315	\$325	\$199	\$226	\$226	\$89	--	\$315	\$325
GRC162	SCG Professional/Technical - Role 6	2	\$120	\$138	\$142	\$53	--	\$191	\$195	\$136	\$150	\$148	\$54	--	\$191	\$195
GRC152	SCG Professional/Technical - Role 7	2	\$120	\$138	\$142	\$53	--	\$191	\$195	\$136	\$150	\$148	\$54	--	\$191	\$195
GRC229	SCG Professional/Technical - Role 8	2	\$134	\$154	\$152	\$69	--	\$216	\$223	\$164	\$193	\$193	\$68	--	\$216	\$223
GRC303	SCG Professional/Technical - Role 9	2	\$154	\$177	\$184	\$69	--	\$246	\$252	\$158	\$177	\$171	\$68	--	\$246	\$252
GRC371	SCG Professional/Technical - Role 10	2	\$118	\$136	\$141	\$52	--	\$188	\$193	\$117	\$125	\$125	\$47	--	\$188	\$193
GRC209	SCG Professional/Technical - Role 11	1	\$102	\$117	\$117	\$47	--	\$164	\$164	\$123	\$134	\$133	\$49	--	\$164	\$164
GRC211	SCG Professional/Technical - Role 12	1	\$151	\$174	\$180	\$77	--	\$251	\$257	\$199	\$229	\$225	\$87	--	\$251	\$257
GRC223	SCG Professional/Technical - Role 13	1	\$188	\$226	\$242	\$94	--	\$310	\$325	\$185	\$218	\$212	\$75	--	\$310	\$325
GRC236	SCG Professional/Technical - Role 14	1	\$114	\$131	\$135	\$51	--	\$182	\$185	\$124	\$134	\$123	\$46	--	\$182	\$185
GRC234	SCG Professional/Technical - Role 15	1	\$136	\$151	\$157	\$51	--	\$219	\$225	\$157	\$171	\$169	\$52	--	\$219	\$225
GRC24	SCG Professional/Technical - Role 16	1	\$141	\$156	\$161	\$54	--	\$224	\$230	\$161	\$176	\$171	\$54	--	\$224	\$230
GRC77	SCG Professional/Technical - Role 17	1	\$98	\$110	\$113	\$41	--	\$151	\$154	\$125	\$143	\$141	\$47	--	\$151	\$154
GRC97	SCG Professional/Technical - Role 18	1	\$110	\$127	\$131	\$44	--	\$181	\$185	\$99	\$112	\$102	\$44	--	\$181	\$185
GRC99	SCG Professional/Technical - Role 19	1	\$177	\$203	\$210	\$91	--	\$294	\$301	\$174	\$194	\$190	\$91	--	\$294	\$301
			\$12,815	\$14,747	\$15,119	\$6,036	\$0	\$20,783	\$21,165	\$14,092	\$15,909	\$15,309	\$5,847	\$0	\$20,783	\$21,165
										-10.3%	9.9%	-2.6%	2.0%			-1.3%

Southern California Gas Co.
Physical/Technical

2028 GRC Study				SCG Average				Competitive Market Average				Variance - SCG v. Market			
Position #	SCG Benchmark Job Title	# of SCG Center EEs	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Cash	Total Cash	Benefits	LTI	Base Salary %	Target Total Cash %	Total Cash %	Total Comp. %
GRC1	Energy Tech - Res	529	\$105	\$105	\$105	\$39	--	\$105	\$105	\$39	--	4.3%	0.5%	-0.6%	0.2%
GRC4	Construction Tech	261	\$95	\$95	\$95	\$35	--	\$95	\$95	\$35	--	4.1%	1.2%	-0.5%	0.5%
GRC4	District Energy Tech	258	\$104	\$114	\$114	\$40	--	\$103	\$108	\$45	--	13.0%	7.5%	7.3%	7.5%
GRC20	Lead Service Tech I	225	\$122	\$122	\$122	\$51	--	\$101	\$108	\$45	--	12.0%	9.2%	7.0%	8.0%
GRC3	Field Service Assistant	221	\$92	\$92	\$92	\$36	--	\$152	\$157	\$60	--	12.8%	-19.8%	-22.3%	-18.3%
GRC7	Planning Associate	146	\$123	\$123	\$92	\$36	--	\$92	\$93	\$35	--	-2.4%	-0.9%	-1.2%	-0.3%
GRC82	Leak Survey Tech	106	\$92	\$92	\$92	\$51	--	--	--	--	--	--	--	--	--
GRC8	Field Planning Associate	100	\$131	\$131	\$92	\$36	--	\$97	\$99	\$37	--	-0.4%	-5.3%	-6.9%	-4.3%
GRC418	Commercial Services Tech	87	\$114	\$114	\$131	\$54	--	\$112	\$114	\$47	--	25.5%	17.3%	15.2%	16.3%
GRC423	Pipeline Tech	80	\$106	\$106	\$114	\$49	--	\$97	\$95	\$43	--	26.6%	17.0%	20.3%	16.0%
GRC14	District Operations Clerk 5	76	\$106	\$106	\$106	\$46	--	\$107	\$111	\$47	--	-1.3%	-5.2%	-4.7%	-4.3%
GRC22	System Protection Specialist	62	\$115	\$115	\$106	\$54	--	\$95	\$96	\$47	--	17.1%	10.8%	10.2%	12.0%
GRC24	Instrument Specialist	62	\$131	\$131	\$115	\$49	--	\$126	\$128	\$52	--	-0.1%	-8.7%	-9.6%	-7.7%
GRC83	Work Order Control Clerk 3	57	\$92	\$92	\$93	\$36	--	\$114	\$115	\$54	--	21.4%	14.7%	13.6%	15.6%
GRC17	Meter & Regulator Techn 1	55	\$121	\$121	\$121	\$51	--	\$81	\$82	\$32	--	17.6%	-4.8%	-5.3%	-4.1%
GRC24	Pipeline Planning Assistant	54	\$98	\$98	\$107	\$46	--	\$113	\$111	\$48	--	4.7%	-0.4%	-3.7%	-4.3%
GRC28	Logistics Representative	50	\$122	\$121	\$98	\$38	--	\$102	\$103	\$38	--	2.5%	-3.8%	-4.4%	-3.5%
GRC31	Lead Fleet Tech	49	\$121	\$121	\$121	\$51	--	\$163	\$156	\$63	--	-16.4%	-25.3%	-22.4%	-23.6%
GRC421	Station Operations Specialist	45	\$131	\$131	\$122	\$51	--	\$102	\$103	\$44	--	21.9%	18.6%	18.4%	17.5%
GRC62	Lead Planning Associate	39	\$98	\$98	\$131	\$63	--	\$113	\$111	\$53	--	22.6%	15.8%	18.2%	16.6%
GRC15	Field Collector	30	\$92	\$92	\$98	\$51	--	\$66	\$66	\$37	--	56.9%	49.8%	48.9%	45.7%
GRC38	MSA Inspection Representative	10	\$96	\$96	\$92	\$36	--	\$98	\$100	\$37	--	-3.9%	-5.9%	-7.4%	-4.9%
GRC419	Energy Tech Apprentice	4	\$113	\$113	\$96	\$37	--	\$78	\$90	\$32	--	23.8%	22.9%	19.7%	20.9%
GRC157	Laboratory Tech	4	\$113	\$113	\$113	\$48	--	\$91	\$92	\$41	--	25.6%	23.9%	22.3%	22.1%
Benchmark Incumbents			\$2,642	\$2,642	\$2,642	\$1,122	\$0	\$2,447	\$2,457	\$1,020	\$0	4.9%	0.4%	-0.3%	0.3%
Total Incumbents			2,792												
Coverage			72.4%												



Southern California Gas Co.
Clerical

SCG Average										Competitive Market Average										Variance - SCG v/ Market										
2025 GRC Study Position #	SCG Benchmark Job Title	# of SCG Center EE's	Base Salary	Target	Total Cash	Benefits	LTI	Target Comp.	Total	Base Salary	Target	Total Cash	Benefits	LTI	Target Comp.	Total	Base Salary	Target	Total Cash	Benefits	LTI	Target Comp.	Total	Base Salary	Target	Total Cash	Benefits	LTI	Target Comp.	Total
GRC10	Dispatch Specialist	122	\$106	\$106	\$106	\$50	--	\$155	\$155	\$95	\$150	\$90	\$48	--	\$155	\$155	\$95	\$150	\$90	\$48	--	\$155	\$155	\$95	\$150	\$90	\$48	--	\$155	\$155
GRC9	Customer Service Representative 4	110	\$98	\$98	\$98	\$47	--	\$146	\$146	\$82	\$97	\$98	\$43	--	\$146	\$146	\$82	\$97	\$98	\$43	--	\$146	\$146	\$82	\$97	\$98	\$43	--	\$146	\$146
GRC13	Billing Customer Representative 4	107	\$98	\$98	\$98	\$47	--	\$146	\$146	\$82	\$97	\$98	\$43	--	\$146	\$146	\$82	\$97	\$98	\$43	--	\$146	\$146	\$82	\$97	\$98	\$43	--	\$146	\$146
GRC83	Admin Clerk 3	35	\$92	\$92	\$92	\$45	--	\$138	\$138	\$91	\$95	\$95	\$46	--	\$138	\$138	\$91	\$95	\$95	\$46	--	\$138	\$138	\$91	\$95	\$95	\$46	--	\$138	\$138
GRC45	Project Specialist 4	24	\$90	\$103	\$103	\$56	--	\$159	\$160	\$92	\$96	\$96	\$49	--	\$159	\$160	\$92	\$96	\$96	\$49	--	\$159	\$160	\$92	\$96	\$96	\$49	--	\$159	\$160
GRC49	Bilingual Customer Contact Representative	23	\$98	\$98	\$98	\$47	--	\$145	\$145	\$82	\$87	\$98	\$44	--	\$145	\$145	\$82	\$87	\$98	\$44	--	\$145	\$145	\$82	\$87	\$98	\$44	--	\$145	\$145
GRC32	Program/Project Specialist	21	\$90	\$103	\$103	\$46	--	\$149	\$150	\$83	\$85	\$95	\$40	--	\$149	\$150	\$83	\$85	\$95	\$40	--	\$149	\$150	\$83	\$85	\$95	\$40	--	\$149	\$150
GRC887	Customer Billing Analyst 5	19	\$104	\$104	\$104	\$49	--	\$153	\$153	\$82	\$87	\$98	\$43	--	\$153	\$153	\$82	\$87	\$98	\$43	--	\$153	\$153	\$82	\$87	\$98	\$43	--	\$153	\$153
GRC890	Admin Associate	16	\$78	\$85	\$85	\$41	--	\$126	\$127	\$55	\$88	\$99	\$41	--	\$126	\$127	\$55	\$88	\$99	\$41	--	\$126	\$127	\$55	\$88	\$99	\$41	--	\$126	\$127
GRC111	Executive Assistant	10	\$98	\$113	\$113	\$59	--	\$173	\$176	\$94	\$99	\$99	\$50	--	\$173	\$176	\$94	\$99	\$99	\$50	--	\$173	\$176	\$94	\$99	\$99	\$50	--	\$173	\$176
GRC302	Customer Programs Specialist II - SCG	6	\$97	\$111	\$111	\$48	--	\$160	\$163	\$100	\$105	\$106	\$46	--	\$160	\$163	\$100	\$105	\$106	\$46	--	\$160	\$163	\$100	\$105	\$106	\$46	--	\$160	\$163
GRC173	Claims Associate	5	\$91	\$76	\$79	\$38	--	\$115	\$117	\$81	\$91	\$91	\$38	--	\$115	\$117	\$81	\$91	\$91	\$38	--	\$115	\$117	\$81	\$91	\$91	\$38	--	\$115	\$117
GRC868	Project Specialist 3 - Electrical	5	\$100	\$104	\$106	\$57	--	\$161	\$163	\$88	\$92	\$91	\$48	--	\$161	\$163	\$88	\$92	\$91	\$48	--	\$161	\$163	\$88	\$92	\$91	\$48	--	\$161	\$163
GRC178	SCG Clerical - Role 1	3	\$93	\$110	\$113	\$59	--	\$169	\$172	\$104	\$107	\$108	\$53	--	\$169	\$172	\$104	\$107	\$108	\$53	--	\$169	\$172	\$104	\$107	\$108	\$53	--	\$169	\$172
GRC201	SCG Clerical - Role 2	3	\$93	\$102	\$99	\$56	--	\$158	\$155	\$95	\$98	\$98	\$50	--	\$158	\$155	\$95	\$98	\$98	\$50	--	\$158	\$155	\$95	\$98	\$98	\$50	--	\$158	\$155
GRC144	SCG Clerical - Role 3	2	\$96	\$111	\$109	\$59	--	\$170	\$168	\$74	\$78	\$78	\$44	--	\$170	\$168	\$74	\$78	\$78	\$44	--	\$170	\$168	\$74	\$78	\$78	\$44	--	\$170	\$168
GRC886	SCG Clerical - Role 4	2	\$78	\$78	\$78	\$41	--	\$119	\$119	\$66	\$69	\$70	\$38	--	\$119	\$119	\$66	\$69	\$70	\$38	--	\$119	\$119	\$66	\$69	\$70	\$38	--	\$119	\$119
Benchmark Incumbents			\$1,577	\$1,695	\$1,706	\$346	\$0	\$2,541	\$2,552	\$1,478	\$1,541	\$1,548	\$764	\$0	\$2,541	\$2,552	\$1,478	\$1,541	\$1,548	\$764	\$0	\$2,541	\$2,552	\$1,478	\$1,541	\$1,548	\$764	\$0	\$2,541	\$2,552
Total Incumbents			513																											
Coverage			812																											
			63.2%																											

APPENDIX B – II: Detailed Competitive Summary by Employee Category – Corporate Center

Sempra Energy Executive		Sempra Corporate Averages							Competitive Market Average					Variance - SCG +/- Market						
2025 GRC Study Position #	Corp Center Benchmark Job Title	# of Corp Center EE's	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary %	Target Total Cash %	Total Cash %	Benefits %	LTI %	Target Total Comp. %
GRC312	Corp Center Executive - Role 1	1	\$313	\$454	\$501	\$169	\$250	\$670	\$349	\$502	\$496	\$162	\$0	\$622	-10%	-10%	1%	4%	18%	2%
GRC314	Corp Center Executive - Role 2	1	\$286	\$414	\$441	\$156	\$229	\$570	\$352	\$520	\$541	\$167	\$0	\$570	-19%	-20%	-18%	-6%	8%	-16%
Benchmark Incumbents		2	\$599	\$868	\$942	\$325	\$479	\$1,193	\$702	\$1,022	\$1,037	\$328	\$0	\$1,193	-14.7%	-15.0%	-8.8%	-0.9%	13.0%	-11.6%
Total Incumbents		10																		
Coverage		20.0%																		-6.9%



Sempra Energy
Manager/Supervisor

2025 GRC Study				Sempra Corporate Averages				Competitive Market Average				Variances - SCG +/- Market			
GRC Index	Corp Center Benchmark Job Title	# of Corp Center Center EEs	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Total Comp. %
GRC142	Manager, Tax	7	\$195	\$234	\$244	\$93	--	\$327	\$198	\$253	\$222	\$86	--	\$327	\$327
GRC143	Manager, Audit Services	5	\$193	\$229	\$237	\$92	--	\$320	\$185	\$251	\$218	\$85	--	\$316	\$316
GRC136	Manager, Attorney	4	\$208	\$272	\$348	\$163	\$67	\$525	\$268	\$329	\$326	\$128	\$0	\$525	\$525
GRC209	Corp Center Management - Role 1	3	\$204	\$367	\$394	\$161	\$98	\$529	\$282	\$358	\$354	\$135	\$0	\$529	\$555
GRC205	Corp Center Management - Role 2	2	\$248	\$170	\$172	\$76	--	\$245	\$183	\$212	\$210	\$83	--	\$245	\$248
GRC218	Corp Center Management - Role 3	2	\$180	\$216	\$227	\$89	--	\$305	\$176	\$202	\$200	\$77	--	\$305	\$316
GRC221	Corp Center Management - Role 4	2	\$233	\$291	\$314	\$124	\$78	\$415	\$256	\$330	\$314	\$128	\$0	\$415	\$438
GRC193	Corp Center Management - Role 5	1	\$180	\$216	\$220	\$91	--	\$307	\$205	\$237	\$233	\$90	--	\$307	\$311
GRC227	Corp Center Management - Role 6	1	\$187	\$224	\$233	\$100	--	\$324	\$161	\$181	\$180	\$78	--	\$324	\$333
GRC263	Corp Center Management - Role 7	1	\$321	\$402	\$432	\$174	\$108	\$576	\$185	\$218	\$218	\$81	--	\$312	\$321
GRC264	Corp Center Management - Role 8	1	\$224	\$280	\$300	\$110	\$75	\$389	\$290	\$374	\$372	\$141	\$0	\$576	\$606
GRC266	Corp Center Management - Role 9	1	\$186	\$223	\$234	\$93	--	\$317	\$185	\$216	\$212	\$84	--	\$317	\$327
GRC269	Corp Center Management - Role 10	1	\$353	\$476	\$541	\$201	\$119	\$678	\$340	\$437	\$418	\$161	\$0	\$678	\$743
GRC275	Corp Center Management - Role 11	1	\$202	\$243	\$252	\$96	--	\$339	\$188	\$216	\$215	\$81	--	\$339	\$348
GRC277	Corp Center Management - Role 12	1	\$182	\$219	\$229	\$89	--	\$308	\$176	\$200	\$198	\$76	--	\$308	\$318
GRC280	Corp Center Management - Role 13	1	\$219	\$263	\$275	\$114	--	\$376	\$196	\$226	\$221	\$93	--	\$376	\$389
GRC284	Corp Center Management - Role 14	1	\$236	\$295	\$317	\$115	\$79	\$409	\$252	\$321	\$353	\$129	\$0	\$409	\$432
GRC285	Corp Center Management - Role 15	1	\$270	\$365	\$380	\$160	\$83	\$525	\$288	\$361	\$342	\$136	\$0	\$525	\$540
GRC287	Corp Center Management - Role 16	1	\$232	\$268	\$313	\$123	\$78	\$413	\$258	\$320	\$319	\$125	\$0	\$413	\$436
GRC289	Corp Center Management - Role 17	1	\$165	\$198	\$208	\$85	--	\$283	\$137	\$165	\$164	\$68	--	\$283	\$283
GRC290	Corp Center Management - Role 18	1	\$177	\$218	\$230	\$95	--	\$303	\$150	\$180	\$179	\$86	--	\$303	\$303
GRC293	Corp Center Management - Role 19	1	\$177	\$218	\$230	\$95	--	\$303	\$150	\$180	\$179	\$86	--	\$303	\$303
GRC325	Corp Center Management - Role 19	1	\$177	\$218	\$230	\$95	--	\$303	\$150	\$180	\$179	\$86	--	\$303	\$303
Benchmark Incumbents			\$4,650	\$5,989	\$6,288	\$2,511	\$784	\$9,500	\$4,941	\$6,005	\$6,892	\$2,277	\$0	\$9,500	\$8,799
Total Incumbents			40												
Coverage			110												
			36.4%												



Sempra Energy Physical/Technical																					
2025 GRC Study Position #	GRC Index	Corp Center Benchmark Job Title	# of Corp Center Center EEs	Sempra Corporate Averages						Competitive Market Average						Valence - SCG +/- Market					
				Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary %	Target Total Cash %	Total Cash %	Benefits %	LTI %	Target Total Comp. %
GRC268	268	Executive Protection Agent II (Call-In)	11	\$94	\$94	\$94	\$39	--	\$133	\$55	\$56	\$56	\$28	--	\$133	70%	67%	66%	42%	--	58%
GRC428	428	Executive Protection Agent I (Call-In)	4	\$90	\$90	\$90	\$60	--	\$151	\$69	\$71	\$71	\$49	--	\$151	31%	28%	28%	22%	--	25%
		Benchmark Incumbents	15	\$184	\$184	\$184	\$99	\$0	\$284	\$124	\$127	\$127	\$77	\$0	\$284	60.0%	56.1%	56.2%	36.7%	--	49.6%
		Total Incumbents	19																		
		Coverage	78.9%																		



Sempra Energy
Clerical

2023 GRC Study				Sempra Corporate Averages				Competitive Market Average				Variance - SCG +/- Market			
Position #	GRC Index	Corp Center Benchmark Job Title	# of Corp Center Center EEs	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp	Base Salary	Target Total Cash	Total Cash	Benefits	LTI %	Target Total Comp
GRC111	111	Executive Assistant	0	\$104	\$119	\$121	\$81	--	\$183	\$116	\$124	\$124	\$58	--	\$183
GRC178	178	Corp Center Clerical - Role 1	3	\$99	\$109	\$110	\$58	--	\$167	\$104	\$107	\$108	\$52	--	\$167
GRC204	204	Corp Center Clerical - Role 2	3	\$97	\$96	\$97	\$54	--	\$150	\$90	\$84	\$84	\$46	--	\$150
GRC800	890	Corp Center Clerical - Role 3	3	\$74	\$82	\$79	\$40	--	\$121	\$65	\$80	\$89	\$41	--	\$121
GRC276	276	Corp Center Clerical - Role 4	1	\$80	\$92	\$94	\$53	--	\$145	\$79	\$83	\$82	\$46	--	\$145
				\$444	\$488	\$501	\$266	\$0	\$764	\$465	\$486	\$487	\$243	\$0	\$764
		Benchmark Incumbents	19												
		Total Incumbents	23												
		Coverage	67.9%												



**APPENDIX E – WTW 2028 GENERAL RATE CASE TOTAL COMPENSATION
STUDY SAN DIEGO GAS & ELECTRIC**

Sempra
San Diego Gas & Electric

**2028 General Rate Case
Compensation Study
Volume I: Study Report**

May 2026

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Introduction

WTW was selected by Sempra, acting on behalf of San Diego Gas & Electric (SDG&E), to conduct a comprehensive total compensation study (“study”) of selected representative jobs at SDG&E. The primary objective of this study was to assess the competitiveness of SDG&E’s total compensation offerings in comparison to industry standards and benchmarks. This analysis was designed to provide a holistic, aggregate report that informs SDG&E’s compensation strategy and supports its 2028 General Rate Case (GRC) filing. The study was conducted as part of SDG&E’s 2028 General Rate Case (GRC) filing. The California Public Advocates Office (Cal Advocates) has participated in prior general rate cases and was invited to participate in the 2028 General Rate Case as well. Cal Advocates declined to participate in the study, however, and was therefore not involved in the study.

The study and reporting of results were conducted by a joint project team comprising representatives from Sempra and WTW. Decisions concerning methodology, the rationale for those decisions, and various perspectives are referenced in this report and in the Project Team meeting notes (Volume II: Appendix F).

Sempra Project Team

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- Lisa McCue: Director, Compensation
- Eric Bayona: Manager, Compensation
- John Hutsler: HRIS Senior II

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WTW Project Team**Compensation**

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- John Goudelias: Director, BDS-US
- Rachelle Green: Benefits Analyst

The results of the study and background on the process, methodology, assumptions, and information used to conduct this study are included in this report.

Scope of Study

This study evaluates the competitiveness of total compensation provided by SDG&E to its employees based on a selection of SDG&E jobs (“benchmark jobs”). Benchmark jobs are those positions that are common across comparable organizations and for which total compensation data is available from published surveys. The study covers 297 benchmark jobs at SDG&E representing 2,362 SDG&E employees (51% of 4,444 total SDG&E employees¹) as of December 31, 2025. Inclusive of Corporate Center, the study covers 2,545 employees².

The employee categories represented by the benchmark jobs selected by Semptra and WTW are:

- Executive
- Manager/Supervisor
- Professional/Technical
- Physical/Technical
- Clerical

Market total compensation is defined as total cash compensation (base salary and short-term incentives) plus the value of employee benefits. We have voluntarily included long-term incentive values, which are presented separately for reference only and are not included in total compensation.

The methodology examines each of the elements of total cash compensation and benefits separately and then combines the values to obtain total compensation. The total compensation valuations and comparisons in the study were based on the following components of total compensation³:

- Actual and target total cash compensation
 - Base salary
 - Actual short-term incentives (actual amounts for 2024 performance paid in 2025) and target awards
- Long-term incentives
- Employee benefits
 - Defined benefit pension and defined contribution retirement plans (inclusive of qualified and non-qualified plans)
 - Disability plans (short-term and long-term disability)
 - Medical plans (active and retiree)
 - Dental plans (active and retiree)
 - Life insurance (active and retiree group life and active accidental death and dismemberment)

To determine competitive standing, total compensation levels for SDG&E benchmark jobs were compared to total compensation levels for similar positions at comparable employers. A group of utility and general industry companies was selected as comparable employers (“peer companies”) for benefits analyses. See pages 25 and 26 for the list of peer companies used in the study.

¹ Excludes part-time employees, and temporary employees such as apprentices and interns

² Includes 47% of Corporate and all SDG&E employees as of December 31, 2025

³ Long-term incentive numbers have not been included in total compensation

Overview of Study Results

WTW concludes that:

- SDG&E's target total compensation level for all SDG&E jobs, including Corporate Center, is estimated to be 7.63% above the average (mean) of the competitive market.
- SDG&E's actual total compensation for all SDG&E jobs, including Corporate Center is estimated to be 9.42% above the average (mean) of the competitive market.

The methodology used to distribute Sempra Corporate Center jobs was based on the aggregate 2026 Operation and Maintenance expense from all of the various Corporate Center functions (i.e., Human Resources, External Affairs, Finance, and Legal), based on the allocation process as described in the Corporate Center Administration and General testimony. The distribution factor included labor and non-labor expenses (including those parent company costs that are not distributable). The expense factors used to distribute Sempra Corporate Center results were: SoCalGas (26.6%) and SDG&E (23.6%).

Below is a summary of the Table 1 competitive summary components:

- Table 1A: All Sempra versus Market — Competitive Summary: Presents the competitive positioning of total compensation for the combined Sempra population, including Corporate Center, SDG&E, and SoCalGas employees. The table reflects market comparisons on an aggregate basis to provide a consolidated view of total compensation competitiveness across the enterprise.
- Table 1B: SDG&E (Including Corporate Center) versus Market — Competitive Summary: Presents the competitive positioning of SDG&E's total compensation, inclusive of allocated Corporate Center employees, payroll, and compensation elements. The results reflect SDG&E-specific outcomes after applying the Corporate Center allocation methodology and provide a view of overall competitiveness relative to the market.
- Table 1C: SDG&E (Excluding Corporate Center) versus Market — Competitive Summary: Presents the competitive positioning of SDG&E's total compensation based solely on SDG&E employee data, excluding any allocation of Corporate Center employees. The table provides a view of SDG&E's standalone compensation competitiveness relative to the market without Corporate Center adjustments.
- Table 1D: SDG&E Represented & Non-Represented Population versus Market — Competitive Summary: Presents the competitive positioning of SDG&E's total compensation for represented and non-represented employee populations separately. This view provides additional detail on how compensation competitiveness varies across key workforce segments relative to the market.

The study covers 47% of Sempra Corporate Center's employee population. Based on the factors described above, the SDG&E study results shown in Table 1B include 7% of the Sempra Corporate Center employees, payroll data, and market-to-pay ratio for each element of compensation. The study results are presented in Table 1B on the next page. The table shows SDG&E's competitive standing for each element of total compensation.

Table 1A: All Sempra¹ versus Market — Competitive Summary

Variance Benchmark Jobs vs Competitive Market Average													
Employee Category	Total Job Count	Benchmark Jobs	Total # of Employees (EEs) ¹	EEs in Study	Target Total Cash	Target Total Cash Weighting	Base Salary	Target Total Cash ²	Actual Total Cash ²	Benefit Value	Target Total Comp. ³	Actual Total Comp. ³	LTI
Executive	39	11	39	11	\$5,072	0.48%	-9.30%	-8.68%	3.56%	3.49%	-5.65%	3.32%	13.82%
Manager/Supervisor	933	189	2,025	1,049	\$193,126	18.28%	2.82%	7.98%	12.58%	14.21%	9.73%	13.01%	8.58%
Professional/Technical	1237	309	4,224	2,521	\$365,516	34.60%	-8.45%	-2.97%	-0.33%	3.77%	-1.13%	0.78%	--
Physical/Technical	319	69	5,512	3,734	\$425,084	40.24%	7.94%	3.46%	2.54%	4.89%	3.84%	3.18%	--
Clerical	155	58	1,076	676	\$67,555	6.40%	9.80%	8.65%	9.07%	7.67%	8.32%	8.61%	--
Total ⁴	2,683	636	12,876	7,991	\$1,056,352	100.0%	1.37%	2.33%	3.80%	6.38%	3.44%	4.49%	8.72%

¹All Sempra corporate, San Diego Gas & Electric and Southern California Gas employees as of December 31, 2025

²Actual total cash reflects base pay plus short-term (annual) incentives; target total cash reflects base pay plus target short-term incentive opportunity

³Actual total compensation is defined as actual total cash plus benefits; target total compensation is defined as target total cash plus benefits

⁴Results weighted by target total cash compensation for all jobs, both benchmark and non-benchmark

Competitive positioning by employee category for Sempra (see Table 1A) are as follows:

1.1 Executive

Target total compensation for the Executive jobs is (5.65%) below the average of the competitive market.

1.2 Manager/Supervisor

Target total compensation for the Manager/Supervisor jobs is 9.73% above the average of the competitive market.

1.3 Professional/Technical

Target total compensation for the Professional/Technical jobs is (1.13%) below the average of the competitive market.

1.4 Physical/Technical

Target total compensation for the Physical/Technical jobs is 3.84% above the average of the competitive market.

1.5 Clerical

Target total compensation for the Clerical jobs is 8.32% above the average of the competitive market.

Table 1B: SDG&E (Including Corporate Center⁴) versus Market — Competitive Summary

Variance Benchmark Jobs vs Competitive Market Average														
Employee Category	Total Job Count	Benchmark Jobs	Total # of Employees (EEs) ¹	EEs in Study	Target Total Cash	Target Total Cash Weighting	Base Salary	Target Total Cash ²	Actual Total Cash ²	Benefit Value	Target Total Comp. ³	Actual Total Comp. ³	LTI	
Executive	24	6	24	6	\$2,878	0.76%	-7.75%	-8.42%	2.54%	4.26%	-5.27%	2.81%	15.99%	
Manager/Supervisor	475	96	864	393	\$84,795	22.33%	6.97%	11.51%	18.17%	17.70%	13.23%	17.99%	8.74%	
Professional/Technical	705	174	2,011	1,041	\$154,696	40.73%	-5.80%	-0.35%	2.80%	6.31%	1.51%	3.76%	--	
Physical/Technical	184	45	1,653	942	\$121,295	31.94%	15.59%	11.88%	10.59%	12.53%	12.06%	11.15%	--	
Clerical	87	37	264	163	\$16,135	4.25%	-0.19%	5.33%	6.70%	7.41%	5.99%	6.91%	--	
Total ⁴	1,475	358	4,816	2,545	\$379,799	100.00%	4.11%	6.39%	8.88%	10.87%	7.63%	9.42%	8.98%	

¹SDG&E's population, including distribution of Corporate Center employees as of December 31, 2025

²Actual total cash reflects base pay plus short-term (annual) incentives; target total cash reflects base pay plus target short-term incentive opportunity

³Actual total compensation is defined as actual total cash plus benefits; target total compensation is defined as target total cash plus benefits

⁴Results weighted by SDG&E and allocated Corporate Center target total cash compensation for all jobs, both benchmark and non-benchmark

Competitive positioning by employee category for SDG&E including Corporate Center (see Table 1B) are as follows:

1.1 Executive

Target total compensation for the Executive jobs is (5.27%) below the average of the competitive market.

1.2 Manager/Supervisor

Target total compensation for the Manager/Supervisor jobs is 13.23% above the average of the competitive market.

1.3 Professional/Technical

Target total compensation for the Professional/Technical jobs is 1.51% above the average of the competitive market.

1.4 Physical/Technical

Target total compensation for the Physical/Technical jobs is 12.06% above the average of the competitive market.

1.5 Clerical

Target total compensation for the Clerical jobs is 5.99% above the average of the competitive market.

⁴ Includes 47% of total Corporate Center employees, actual and target compensation dollars and results, based on a formula related to Corporate Center operation and maintenance expense

For reference, Table 1B shows study results for SDG&E including Corporate Center distribution. SDG&E target total compensation including Corporate Center distribution is 7.63% above. SDG&E actual total compensation before Corporate Center distribution is 9.42% above market. See Volume II: Appendix B - II for full Corporate Center results.

Table 1C: SDG&E (Excluding Corporate Center⁵) versus Market — Competitive Summary

Variance Benchmark Jobs vs Competitive Market Average													
Employee Category	Total Job Count	Benchmark Jobs	Total # of Employees (EEs) ¹	EEs in Study	Target Total Cash	Target Total Cash Weighting	Base Salary	Target	Actual	Benefit Value	Target	Actual	LTI
								Total Cash ²	Total Cash ²		Total Comp. ³	Total Comp. ³	
Executive	14	4	14	4	\$2,011	0.57%	-4.27%	-5.12%	8.19%	6.83%	-2.12%	7.66%	17.49%
Manager/Supervisor	391	74	754	353	\$73,959	21.13%	7.76%	12.60%	19.43%	18.46%	14.24%	19.10%	9.32%
Professional/Technical	598	145	1,806	934	\$139,999	40.00%	-5.06%	0.50%	4.11%	7.09%	2.34%	4.94%	--
Physical/Technical	180	43	1,634	927	\$119,903	34.26%	14.87%	11.16%	9.86%	12.14%	11.45%	10.52%	--
Clerical	75	31	236	144	\$14,110	4.03%	0.65%	6.01%	7.47%	7.35%	6.43%	7.41%	--
Total ⁴	1,258	297	4,444	2,362	\$349,982	100.00%	4.72%	6.90%	9.48%	11.23%	8.12%	9.96%	9.54%

¹SDG&E's population as of December 31, 2025

²Actual total cash reflects base pay plus short-term (annual) incentives, target total cash reflects base pay plus target short-term incentive opportunity

³Actual total compensation is defined as actual total cash plus benefits; target total compensation is defined as target total cash plus benefits

⁴Results weighted by SDG&E target total cash compensation for all jobs, both benchmark and non-benchmark

Competitive positioning by employee category for SDG&E excluding Corporate Center (see Table 1C) are as follows:

1.1 Executive

Target total compensation for the Executive jobs is (2.12%) below the average of the competitive market.

1.2 Manager/Supervisor

Target total compensation for the Manager/Supervisor jobs is 14.24% above the average of the competitive market.

1.3 Professional/Technical

Target total compensation for the Professional/Technical jobs is 2.34% above the average of the competitive market.

1.4 Physical/Technical

Target total compensation for the Physical/Technical jobs is 11.45% above the average of the competitive market.

1.5 Clerical

Target total compensation for the Clerical jobs is 6.43% above the average of the competitive market.

⁵ Excludes 47% of total Corporate Center employees, actual and target compensation dollars and results, based on a formula related to Corporate Center operation and maintenance expense

For reference, Table 1D shows study results for SDG&E including Corporate Center distribution by represented and non-represented populations. SDG&E target total compensation for the represented population is 12.30% above market and 4.80% above market for the non-represented population. SDG&E actual total compensation for the represented population is 11.43% above market and 7.46% above market for the non-represented population.

Table 1D: SDG&E Represented & Non-Represented Population versus Market — Competitive Summary

Employee Category	Total Jobs	Benchmark Jobs	Total # of Employees (EEs) ¹	EEs in Study	Target Total Cash	Target Total Cash Weighting	Base Salary	Variance Benchmark Jobs vs Competitive Market Average					
								Target Total Cash ²	Actual Total Cash ²	Benefits	Target Total Comp. ³	Actual Total Comp. ³	LTI
Represented	163	39	1,585	923	120,669	31.77%	16.24%	12.16%	10.94%	12.68%	12.30%	11.43%	--
Non-Represented	1,302	313	3,216	1,616	259,130	68.23%	-2.25%	3.09%	6.82%	9.18%	4.80%	7.46%	8.74%
Total⁴	1,465	352	4,801	2,539	379,799	100.00%	3.63%	5.97%	8.13%	10.29%	7.18%	8.72%	5.96%

¹SDG&E's population as of December 31, 2025

²Actual total cash reflects base pay plus short-term (annual) incentives; target total cash reflects base pay plus target short-term incentive opportunity

³Actual total compensation is defined as actual total cash plus benefits; target total compensation is defined as target total cash plus benefits

⁴Results weighted by SDG&E target total cash compensation for all jobs, both benchmark and non-benchmark

INTERPRETATION OF RESULTS BY WTW

WTW considers plus or minus 10 percent of the average or mean of the competitive market to be the range of competitiveness. While some organizations define the competitive market zone as plus or minus 10 percent of the market, other organizations elect to target competitive pay with plus or minus 20 percent⁶. However, a range of plus or minus 10 percent is generally considered by compensation professionals, including WTW, as appropriately accounting for variations related to individual employee, tenure, and organizational factors that naturally occur between an organization's total compensation levels and survey data.

These variances are typically attributed to:

- Differences in employees' years of experience in a role and/or tenure within an organization and/or industry;
- Expected and realized differences in employee performance levels that affect compensation;
- Different pay philosophies and strategies influencing a company's total pay mix (e.g., pay-for-performance environments can provide lower base salaries, yet higher short-term incentive levels); and
- Market supply and demand for specific roles and skill sets.

Additionally, for certain SDG&E employee categories, such as executives, and certain components of total compensation, such as benefits, WTW acknowledges that larger variances, often exceeding plus or minus 20 percent are common. This variation is especially true for retirement benefits.

⁶ As referenced in *The WorldatWork handbook of Total Rewards: A Comprehensive Guide to Compensation, Benefits, HR & Employee Engagement* (2nd ed., p. 38). Wiley

Another key aspect to keep in mind when reviewing the study outcomes is that when job data from several organizations are analyzed by survey vendors, several variations influence the pay statistics reported for a particular job, such as:

- **Matching of benchmark jobs:** A job is considered a good match if 80 percent of the responsibilities match, but not all organizations who submit data necessarily match the same way.
- **Incumbent (employee) counts:** Lower-than-standard incumbent counts reported by an organization providing data to a survey vendor can influence the pay statistics reported in the survey.
- **Matching career levels:** Organizations use different job-leveling constructs, resulting in variations in the number of levels and layers across companies. These differences can influence the way the organization matches its jobs to survey levels, across different vendors.
- **Developing market aggregates:** To derive a market value for a job, typically one or more survey sources are used. Although this approach provides a broader picture of the market, it can also lead to more variability in the data points.
- **Human interpretation factors:** Job matching methodology and rationale interpretation can vary between individuals.

While survey vendors use strict data quality assurance measures — such as reviewing data submissions for errors and inconsistencies, conducting aggregate macro analyses to review salary ranges against the previous year's data, evaluating data progressions, assessing sample sizes and differentials, and providing data checks and balances — the factors stated do not eliminate all variances between an organization's total compensation levels and survey data.

Accordingly, considering variability from the organizational and survey factors mentioned above, in a total compensation study such as this one, we recommend that SDG&E use a plus or minus 10 percent range when evaluating the competitiveness of total compensation. Further, we recommend that competitiveness be evaluated in total rather than by individual job or by compensation element or benefit component.

Compensation Modernization Efforts 2026 & Beyond

Sempra as an organization has embarked on a multi-year journey to further align market pricing, job profiles, salary structures, and incentive governance. This effort is part of a larger organizational-wide initiative to remain not only competitive but future-focused in recruiting, attracting, retaining, and engaging the workforce of the present and future. As part of this effort, Sempra will shift a portion of short-term incentives into base salary. This effort aligns with trends observed in other utilities. WTW has concurred that this practice is well within norms and that other utility companies, including those reflected in the peer group, have implemented or in the process of implementing similar practices.

Summary of Population Coverage

Table 2A: Study Coverage of All Sempra¹ Population

Job Category					
Sempra Employee Categories	Total Job Count	Benchmark Job Count	Sempra Total Study Employee Headcount	Total Employees in Benchmark Jobs	% of Total Population Represented
Executive	39	11	39	11	28%
Manager/Supervisor	933	189	2,025	1,049	52%
Professional/Technical	1,237	309	4,224	2,521	60%
Physical/Technical	319	69	5,512	3,734	68%
Clerical	155	58	1,076	676	63%
Total	2,683	636	12,876	7,991	58%

¹ All Sempra corporate, San Diego Gas & Electric and Southern California Gas employees as of December 31, 2025

Table 2B: Study Coverage of SDG&E Population (Including Corporate Center)

Job Category					
Sempra Employee Categories	Total Job Count	Benchmark Job Count	SDGE Total Study Employee Headcount	Total Employees in Benchmark Jobs	% of Total Population Represented
Executive	24	6	24	6	25%
Manager/Supervisor	475	96	864	393	45%
Professional/Technical	705	174	2,011	1,041	52%
Physical/Technical	184	45	1,653	942	57%
Clerical	87	37	264	163	62%
Total	1,475	358	4,816	2,545	51%

Table 2C: Study Coverage of SDG&E Population (Excluding Corporate Center)

Job Category					
Sempra Employee Categories	Total Job Count	Benchmark Job Count	SDGE Total Study Employee Headcount	Total Employees in Benchmark Jobs	% of Total Population Represented
Executive	14	4	14	4	29%
Manager/Supervisor	391	74	754	353	47%
Professional/Technical	598	145	1,806	934	52%
Physical/Technical	180	43	1,634	927	57%
Clerical	75	31	236	144	61%
Total	1,258	297	4,444	2,362	51%

This competitive study is an analysis of total compensation levels for a significant sample of SDG&E's total employee population. Due to the large number of SDG&E employees in the benchmark jobs selected for this study, WTW is confident that this study accurately represents the competitive positioning for the organization.

Table 2A summarizes the percentage of the total Sempra employee population represented by the benchmark jobs ("coverage") that this study provides.

Tables 2B and 2C summarize the percentage of the total SDG&E employee population represented by the benchmark jobs (“coverage”) that this study provides. They show the number of SDG&E employees that are in benchmark jobs compared to the total number of SDG&E employees in each employee category. Please note that the total number of employees excludes part-time, apprentices and interns, but includes contract employees and employees on leave of absence (these employees receive benefits). Overall, this study covers 51% of SDG&E’s total employee population (excluding Corporate Center; Table 2C). WTW believes that the study coverage is sufficiently high to obtain an accurate representation of the competitive positioning for SDG&E’s total employee population.

Study Methodology

SDG&E EMPLOYEE CATEGORIES

For purposes of this study, SDG&E placed benchmark jobs into one of five employee categories. The employee categories are as follows:

- 1) *Executive* — This category includes the limited group of officers who are responsible for the overall direction of the company. SB901 officers are not included in the study. Officers of Sempra who have some responsibility for utility matters were included. Corporate Center positions whose expenses were not shared by the utilities were not included in the study. (Sempra is not seeking recovery for Executive Officers.)
- 2) *Manager/Supervisor* — Benchmark jobs in this category are classified as exempt under the Fair Labor Standards Act ⁷ (FLSA). This category contains different levels of leadership jobs with primary responsibility for directing the work of others and for the final work product in a unit of the company.
- 3) *Professional/Technical* — These benchmark jobs generally are individual contributors that are typically classified as exempt under the FLSA. These benchmark jobs usually require a college degree, and the nature of the work involves extensive analysis and independent judgment. The benchmark jobs in this category are not covered by a collective bargaining agreement.
- 4) *Physical/Technical* — Benchmark jobs in this category are nonexempt under the FLSA. This category contains both field jobs requiring physical activities that are repetitive in nature and individual contributor technical jobs, such as Estimators. Physical (field) jobs are found more frequently in utility companies and are usually covered by a collective bargaining agreement. They often have formal apprenticeship programs and typically do not require college study. Technical jobs may require some college study, but a college degree is not required. Many have formal training programs in the company.
- 5) *Clerical* — These benchmark jobs are nonexempt under the FLSA. Jobs in this group usually are located in an office environment (although there are exceptions, such as meter readers) and require activities that are generally administrative or clerical in nature. These jobs may require some college study, but a college degree is not required. Some clerical jobs at SDG&E are covered by a collective bargaining agreement, unlike most clerical jobs in the competitive market.

⁷ The Fair Labor Standards Act ("FLSA") of 1938 is a federal law that governs minimum wage, overtime pay, child labor and record-keeping requirements. The law also determines the type of positions that are exempt from minimum wage and overtime provisions. Under FLSA, "nonexempt" employees must be paid one-and-a-half times their normal wage rates for all hours worked in excess of 40 in any work week. Some states, including California, require overtime pay for nonexempt positions for hours exceeding 8 worked in one day

SDG&E BENCHMARK JOB SELECTION PROCESS

This study includes 297 unique benchmark jobs at SDG&E representing 2,362 employees as of December 31, 2025. Additionally, when benchmark jobs from the Corporate Center were included in the study, the total SDG&E employee coverage came to 2,545 employees.

Benchmark jobs were selected from the following five SDG&E employee categories: 1) Executive, 2) Manager/Supervisor, 3) Professional/Technical, 4) Physical/Technical, and 5) Clerical.

SDG&E provided WTW with an initial job list that included the following:

- All job classifications with one or more incumbents as of December 31, 2025
- All jobs initially identified for the 2028 GRC Study, including jobs excluded from that study for reasons such as lack of sufficient market information (matches, survey data)

Jobs chosen to be benchmark jobs met all or most of the following criteria:

- Jobs that were usually found in existing surveys that provide reliable competitive market data
- Jobs that, in aggregate, represented the largest number of incumbents to provide a representative cross-section of the employee population:
 - Across the entire company (SDG&E and Corporate Center)
 - Across organization levels within the company
- Jobs that were representative of a job category or job family for cross-coverage
- Jobs that had a clearly definable scope of position, required education/experience, skills, and abilities

JOB MATCHING PROCESS

The Project Team worked together and conducted the benchmark job matching for this study over several weeks. The 2024 GRC Study benchmark positions were used as an initial starting point for consistency and to maximize efficiency and help manage overall study costs. SDG&E and WTW began the job matching process by reviewing benchmark jobs that met the criteria established. The Project Team also identified new survey positions that were comparable to benchmark jobs at SDG&E (this is referred to as the “matching process”).

Survey positions were selected for benchmark jobs based on:

- Matches of benchmark jobs to survey positions that were validated and used in the prior SDG&E GRC Study
- Knowledge of the benchmark job scope and function by Sempra Human Resources and line operations
- WTW’s experience and knowledge of the survey positions and the survey job leveling guides
- Comparable survey position matches selected by the Project Team from compensation surveys conducted by reputable consulting firms

A survey position was deemed to be an effective match to a benchmark job if the composition (e.g., scope, duties, or function) of a survey job reflected 80% of the SDG&E benchmark composition. The 80% guideline is a standard guideline for compensation professionals. For executive benchmark jobs, survey positions also reflected the reporting level of the benchmark jobs in the organization.

Volume II: Appendix A - II contains a list of SDG&E benchmark jobs and corresponding employee counts, by employee category that were included in the study.

The resulting coverage of SDG&E (including Corporate Center) employees in the final results ranged from 25% for the Executive to 62% for the Clerical employee category. Overall, there was 51% coverage of the total SDG&E population by benchmark jobs (see Tables 2A and 2B on page 10).

SURVEY SOURCES

Multiple survey sources were selected to ensure relevant and representative total compensation data for SDG&E benchmark jobs. For each survey source, data pulled representing company-weighted data to ensure that no one company influenced the market rates. The survey sources are as follows:

Survey/Data Source	Data Type
WTW Compensation Data Bank (CDB) - General Industry Survey: Executive and Middle Management & Professional Surveys - Energy Services Survey: Executive and Middle Management & Professional Surveys - WTW American Gas Association Compensation Survey	Compensation Data
Mercer - Benchmark Database Survey - US Energy Survey (MTCS)	Compensation Data
Aon Radford McLagan Compensation Database - US	Compensation Data
WTW Benefits Database	Benefits Data

COMPENSATION DATA SOURCES AND SCOPES

The U.S. labor market continues to evolve, reflecting a combination of economic factors, demographic shifts, changing workforce participation patterns, and sustained demand for new and emerging skill sets. Although volatility has moderated from peak post-pandemic levels, structural dynamics affecting talent supply and demand remain present. Therefore, the survey data utilized in this assessment represents a snapshot in time and may trail current market trends to a certain extent.

For each survey, specific data cuts were used for each different employee category to ensure an accurate reflection of the labor market in which SDG&E competes for talent. From our experience, revenue scope provides a compensation differential at the Executive and Manager/Supervisor level. For this reason and for comparability purposes with other larger employers, within these employee categories, we scope the data by revenue size, where available, to provide the most relevant comparator group.

Employee Category	Survey	Industry Scope	Revenue Scope
1) Executive ⁸	2025 WTW CDB General Industry Executive Compensation Survey	General Industry Data	Revenue = \$5-20B
	2025 WTW CDB Energy Services Executive Compensation Survey	Energy Services Data	Revenue = \$5-20B
	2025 Aon Radford McLagan Compensation Database - US	General Industry Data Energy Services Data	Revenue = \$5-20B
2) Manager/ Supervisor	2025 WTW CDB General Industry Middle Management & Professional Compensation Survey	General Industry Data	All Revenue and Revenue = \$5-20B
	2025 WTW CDB Energy Services Middle Management & Professional Compensation Survey	Energy Services Data	All Revenue and Revenue = \$5-20B
	2025 Aon Radford McLagan Compensation Database - US	General Industry Data Energy Services Data	All Revenue and Revenue = \$5-20B
	2025 Mercer Benchmark Database Compensation Survey	General Industry Data	All Revenue
	2025 Mercer US Energy Survey (MTCS)	Energy Data	All Revenue
3) Professional/ Technical	2025 WTW CDB General Industry Middle Management & Professional Compensation Survey	General Industry Data	All Revenue
	2025 WTW CDB Energy Services Middle Management & Professional Compensation Survey	Energy Services Data	All Revenue
	2025 WTW American Gas Association Compensation Survey	Energy Services Data	All Revenue
	2025 Aon Radford McLagan Compensation Database - US	General Industry Data Energy Services Data	All Revenue
	2025 Mercer Benchmark Database Survey	General Industry Data	All Revenue
	2025 Mercer US Energy Survey (MTCS)	Energy Data	All Revenue
4) Physical/ Technical and	2025 WTW CDB General Industry Middle Management & Professional Compensation Survey	General Industry Data	All Revenue

⁸ Executives in the Corporate Center were matched to General Industry only, in order to align with Sempra's recruitment strategy and methodology utilized in PG&E and Edison rate case studies

Employee Category	Survey	Industry Scope	Revenue Scope
5) Clerical	2025 WTW CDB Energy Services Middle Management & Professional Compensation Survey	Energy Services Data	All Revenue
	2025 WTW American Gas Association Compensation Survey	Energy Services Data	All Revenue
	2025 Aon Radford McLagan Compensation Database - US	General Industry Data Energy Services Data	All Revenue

COMPONENTS OF TOTAL COMPENSATION⁹

The compensation elements are effective December 31, 2025, and include¹⁰:

- Base salary (annualized rate) reflective of the most recent compensation structure
- Actual short-term incentives reflective of awards paid in 2025 for 2024 performance
- Target short-term incentives reflective of target awards
- Long-term incentives
- Employee benefits
 - Defined benefit pension and defined contribution retirement plans (inclusive of qualified and non-qualified plans)
 - Disability plans (short-term and long-term disability)
 - Medical plans (active and retiree)
 - Dental plans (active and retiree)
 - Life insurance (active and retiree group life and active accidental death and dismemberment)

The following components of compensation will be excluded from the study because either most survey sources do not include such data or the value of the benefit is included in base salary¹¹:

- Vacation
- Overtime pay and shift differentials
- Paid time off (if in excess of vacation time)
- Special recognition awards or spot bonuses

We have voluntarily included long-term incentive values, which are presented separately for reference only and are not included in total compensation.

⁹ Please note, long-term incentives have not been included in the in-depth analysis, as they are outside the scope of the study. Sempra is not seeking recovery for long-term incentives

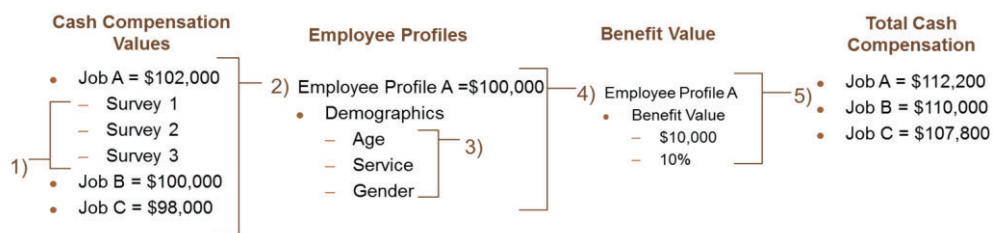
¹⁰ Long-term incentive numbers have not been applied to total compensation

¹¹ Similar to previous Sempra rate cases we did not include the following elements: vision, recognition rewards and severance payments

TOTAL COMPENSATION VALUE COMPUTATION

- Market cash compensation values by benchmark job were derived from multiple survey sources based on agreed-upon matches and the availability of quality market data (i.e., sufficient number of companies, good correlations of average and 50th percentile, etc.).
 - Geographic differentials were applied to market cash compensation values for developing employee profiles for benefits analysis.
 - Geographic differentials were also applied to market base values only for total compensation value summation, i.e., total compensation as a summation of market base, short-term incentives, and benefits. Further detail regarding methodology and rationale is provided in the Cash Compensation Valuation Methodology section.
- A total of 25 employee profiles have been developed and associated with each job category.
- These profiles currently reflect demographic information (i.e., age, tenure and prevalent gender) relevant to Sempra's employee population. The following guiding principles were followed to develop the employee profiles:
 - Employee profiles were derived based on market data that aligns with WTW's general understanding of pay practices prevalent in the industry (e.g., similar range spreads).
 - Employee profiles were segregated into union and non-union specific profiles for the categories of Clerical and Physical/Technical as benefit plans vary across both groups.
 - Employee profiles were segregated for the executive population into specific profiles as benefit plans vary for this group.
 - To the extent market data was applicable, comparable jobs (based on job family, roles and responsibilities) were aligned to a single employee profile.
- Benefit values were then calculated for each employee profile, using WTW's standard benefits valuation methodology, details of which can be found in Volume II: Appendix E.
- Benefit values by benchmark job were then derived as a percentage of base pay and target short-term incentives (for pay-based benefits) plus a fixed amount (for non-pay-based benefits) for each employee profile and applied to each benchmark job.
- Cash compensation and benefit values were added together to obtain total compensation values for the 2028 GRC Study.

Details on the employee profiles developed, including market base pay information and demographic detail, are available in Volume II: Appendix A - I.



1. Market cash compensation values by benchmark job are derived from multiple survey sources based on agreed upon matches
2. A total of 25 unique employee role profiles (i.e., job category, age, gender, service, compensation)
3. The demographic data for the benefits valuation aligns with Sempra incumbents in the same jobs as the employee profile(s)
4. Market benefit values by benchmark job are derived as a percentage of base pay (for pay-based benefits) for each employee profile and applied to each benchmark job
5. Cash compensation and benefit values are added together for total compensation values for the 2028 GRC-TCS

Sample: For Illustrative Purposes Only

CASH COMPENSATION VALUATION METHODOLOGY

Data Collection

WTW and the other survey providers used in this study collect compensation data directly from companies participating in the databases and surveys. The surveys collect base salary, and short-term incentive for actual incumbents at the companies participating in the surveys. Base salary and short-term incentive data (where applicable) were collected from the various data sources and from SDG&E for each survey position and then combined at the position level to obtain compensation values.

The analysis contains both actual and target data for short-term incentives. These short-term incentives were awarded in 2025 for 2024 performance. In addition, cash profit sharing bonuses, when used as a short-term incentive, are included in total cash for the competitive market job matches. In certain cases where companies do not offer a short-term incentive or profit-sharing plan for selected or all employees, base salary represents the entire total cash compensation package.

For certain benchmark job matches, WTW has weighted survey data from multiple data sources according to a predetermined methodology. Energy services-oriented jobs were matched to energy surveys, and jobs that fell in broader job categories were matched to both general industry and energy services surveys, wherever possible (generally with a 50-50 weighting of general and energy services industries). For nonexempt jobs, if an hourly rate of pay was reported by a data source, it was multiplied by 2,080 hours to obtain an annualized rate of base compensation. For exempt jobs, WTW used an annual rate of salary.

Multiple market statistics were developed for compensation analysis, including the 25th percentile, median, average, and the 75th percentile.

Geographic differentials were analyzed and developed for Sempra's most populated locations. As per WTW's methodology, geographic differentials were applied to market base pay and total cash compensation.

Geographic Analysis

WTW analyzed the availability of geographic data in surveys to develop an appropriate geographic variable for Sempra. Due to the inconsistency of survey data availability, as well as the sizeable presence of the SDG&E workforce in Southern California, WTW analyzed market data at a national level and then applied a weighted geographic differential percentage, based on primary locations, to achieve a statistically sound and less volatile approach to geographic differentials. WTW has adopted a similar methodology in other rate cases.

WTW used Economic Research Institute's (ERI) Geographic Assessor to obtain cost of labor and cost of living differential data for the study. ERI was founded over 25 years ago and is known for having one of the most robust cost of living and cost of labor databases in the U.S. Annually, it compiles data from more than 1,000 industry sectors that the majority of Fortune 500 companies rely upon for expert witness testimony, relocations, disability determinations, board presentations, and setting branch office structures.

For the GRC, WTW reviewed ERI data for seven cities, selected based on employees' work address, which collectively represent the highest concentration of Sempra's population (approximately 63.6% of Sempra's population works at these seven locations) across the enterprise. Employee work address is a preferred anchor for geographic analysis such as this as compared with home address.

- San Diego, California
- Los Angeles, California
- Pico Rivera, California
- Monterey Park, California
- Anaheim, California
- Redlands, California
- Escondido, California

WTW used the cost of labor differentials for these cities for our analysis since the value reflects the competitive difference for pay levels in the labor market, as understood by compensation professionals. Since cost of living reflects the cost of goods utilized by a typical consumer, including items such as housing, groceries and transportation, the cost of living index is not the best or preferred indicator of geographic differentials.

WTW analyzed the salary levels of each GRC job category to see the range of salaries that typically fall within a category. We then aligned the GRC job category specific salary levels to the ERI cost of labor salary levels, and applied Sempra's population coverage in the seven cities as a weight to derive a weighted average cost of labor differential for each GRC job category.

ERI Cost of Labor

Sempra Locations	Sempra Workforce Representation	ERI Cost of Labor Compared to National				
		Executive	Manager	Professional	Physical/Technical	Clerical
San Diego, California	30.3%	--	110.7	110.9	112.5	112.9
Los Angeles, California	13.0%	--	116.1	116.0	116.6	116.5
Pico Rivera, California	5.7%	--	115.4	115.2	115.7	115.4
Monterey Park, California	5.2%	--	115.4	115.3	115.7	115.4
Anaheim, California	3.6%	--	114.2	114.1	114.7	114.5
Redlands, California	3.3%	--	109.0	109.1	110.3	110.5
Escondido, California	2.5%	--	110.8	111.0	112.5	112.8
Weighted Average Cost of Labor		--	113.0	113.0	114.0	114.0
Final Cost of Labor Applied		--	113%	113%	114%	114%

The cost of labor across all job categories and locations ranges between 9%-16% above national average and the weighted average cost of labor ranges from 13%-14% above the national average. We applied a 13% geographic adjustment across Manager and Professional job categories, and 14% across Physical/Technical and Clerical job categories. No geographical adjustments were applied to the Executive job category since WTW considers the labor market for this category to be at a broader national level.

Additionally, as described in the Total Compensation Valuation Methodology and Data Collection Sections above, geographic differentials were applied to market cash compensation values for employee profiles and were only applied to market base for total compensation value summations and build up.

Effective Date

The survey and database sources used in the study collect base pay and short-term incentive from participating companies. Those sources and the effective dates are listed below:

Survey/Data Source	Effective Date
WTW Compensation Data Bank (CDB) - General Industry Survey: Executive and Middle Management & Professional Surveys - Energy Services Survey: Executive and Middle Management & Professional Surveys - WTW American Gas Association Survey	April 1, 2025 April 1, 2025 March 1, 2025
Aon Radford McLagan Compensation Database - US	August 15, 2025 October 15, 2025
Mercer - Mercer Benchmark Database - US Energy Survey (MTCS)	April 1, 2025 April 1, 2025

To provide a common reference date for compensation values, the salary data from the surveys and databases were aged to a common effective date of December 31, 2025. Data is aged since compensation is paid over a year of employment and pay generally increases once per year, if at all. Incentives are generally paid once per year. As a result, incentive awards are not aged.

The effective date of the competitive salary data to be aged varied by survey source since survey providers collect data at different times. Aging compensation data, using general or industry-specific rates of salary increase to provide current competitive market compensation levels, is a generally accepted practice of major consulting firms. Typically, consultants and practitioners will age salary data up to two years from the effective date of the data. Aging factors are based on general salary, and wage increases that represent the actual experience of companies or represent the companies' budgeted increases.

A single aging factor of 3.5% was applied to all jobs in all of SDG&E employee categories for surveys with effective dates in 2025. This 3.5% factor was applied on a prorated basis depending on the effective date of the data. This factor was determined using multiple publicly available, governmental, and proprietary data sources on national and Western region wage increases for hourly and salaried positions in the utility and general industries based on mid-2025 data. Most companies are predicted to deliver higher than forecasted salary increases in 2025, largely due to their continued concern over talent supply and demand issues.

The data sources used to determine the aging factor are shown below:

Survey/Data Source	Industry	Median Actual 2021 Increases
WorldatWork 2025-2026 United States Salary Budget Survey (National)	Utility Industry	3.0%
	All Industries	3.5%
WTW 2025 United States General Industry Salary Budget	Energy Services and Utilities Industry	4.0%
	All Industries	3.6%
SDG&E Aging Factor		3.5%

As is typical practice, short-term incentives and employee benefit values were not aged. Benefit values will reflect any aging applied to base salaries for salary-related components of pay and therefore are not updated separately.

Long-Term Incentive Benchmarking Approach

Long-term Incentives

For the purposes of comparing SDG&E's LTI target award values versus market, WTW and Sempra jointly agreed upon the methodology outlined below:

- Target LTI award values were calculated by Sempra for each employee included in the study, and these figures were provided to WTW
- WTW compared values versus market for Sempra jobs where the matching survey job had an LTI eligibility of at least half of the reporting incumbents, and where Sempra also provided an LTI award for at least half the incumbents in said job
- Sempra's target LTI comparison versus market was measured and tabulated independently, and not aggregated as part of Total Compensation values referenced within this study

Benefits Valuation Methodology

WTW's benefits valuation methodology, BenVal®, was used to determine the benefit value delivered by each peer company to its employees. This valuation methodology applies a standard set of actuarial methods and assumptions to employee demographic profiles which have been customized based on the demographics of employee categories within SDG&E (i.e., age, service, and gender). WTW's methodology measures the value of benefits to the employee, not the cost of benefits to the company. WTW developed the methods and assumptions on the basis of a number of factors:

- Consistency with Generally Accepted Accounting Principles (GAAP)
- Conformance with Employee Retirement Income Security Act (ERISA) and other employee benefits standards
- Consistency with actuarial standards set by the American Academy of Actuaries and the Actuarial Standards Board
- Consistency with other studies done for other WTW clients
- Experience within utility and general industries

Employee benefit values will be calculated for the following benefit plans:

- Defined benefit and defined contribution retirement plans (inclusive of qualified and non-qualified plans)
- Disability plans (short-term and long-term disability)
- Medical plans (active and retiree)
- Dental plans (active and retiree)
- Life insurance (active and retiree group life and active accidental death and dismemberment)

As is typical practice, benefit values that were excluded from this analysis are:

- Vacation
- Short-term disability
- Social Security
- Other government-mandated benefits

Employee benefit values were based on detailed descriptions of employee benefit programs applicable to new hires for the peer companies that are contained in WTW's Benefits Data Source (BDS) database and were updated to reflect changes in plan provisions.

We used demographics reflecting 25 unique employee profiles (i.e., job category, age, gender, service, and compensation) and data from 20 companies from the energy services/utility industry and 20 companies from general industry as the primary comparator groups for the study. A more detailed explanation of the employee benefits valuation methodology is provided in Volume II: Appendix E.

BENEFITS PEER GROUPS

Relevant utility and general industry peer companies were selected based on size, industry segment, and geographic parameters to develop the most accurate assessment of SDG&E's competitive labor market.

The goal was to identify a combined peer group of 20 companies (large utilities nationwide and large general industry companies with a substantial presence in Southern California) and to utilize an appropriate subset of the peer group to obtain appropriate benefits data.

As part of the peer group company selection process, WTW provided the Semptra Project Team with preliminary lists of companies that represent the labor market within which Semptra competes, including both general industry companies as well as large utilities nationwide. As part of the decision-making process, these preliminary lists were reviewed and select utility and general industry peer group companies were picked using a set of selection criteria (i.e., size, industry characteristics, primary geographic labor market, and 2019 and 2024 GRC Study peers). Based on the selection criteria, 20 companies were identified as part of the peer group. For the executive and broad-based employee profiles, benefits data reflect an equal weighting of general industry and utilities industry data. For union specific employee profiles, benefits data were derived from utilities peer companies only, since union benefit data were available only for utility companies.

Historically, benefits values have been affected by pay levels. So, when pay levels increase, it carries over to the benefits package. However, we have noticed that this is less true for types of benefits offered by organizations today, specifically due to the prevalence, or lack thereof, of non-qualified retirement benefits. For executives at companies without non-qualified retirement benefit programs, retirement benefits are not pay sensitive once their pay exceeds the IRS-mandated salary limitation for qualified retirement plans. The IRS salary limit is indexed each year and is capped at USD 350K for 2025. The implication is that job profiles with pay levels in excess of the IRS limit will all have the same dollar values of retirement benefits. This is also true of the peer group used in this study for the executive job category.

Utility Industry Peer Companies¹²

#	Organization	2024 Sempra GRC Peer	2025 SCE GRC Peer	2027 PG&E GRC Peer	Revenue (Millions) ¹
1	Ameren	X	X	X	\$7,324
2	American Electric Power (AEP)	X	X	X	\$19,721
3	AES Corporation ²	X	X	X	\$12,278
4	CenterPoint Energy	X	X	X	\$35,767
5	Consolidated Edison	X		X	\$15,256
6	Constellation Energy Corp			X	\$23,568
7	Dominion Energy	X	X	X	\$14,459
8	Duke Energy	X	X	X	\$29,934
9	Entergy	X	X	X	\$11,879
10	Eversource Energy	X	X	X	\$11,900
11	Hawaiian Electric	X	X		\$3,219
12	National Grid USA ³			X	\$23,450
13	Pacific Gas & Electric	X	X	Own GRC	\$24,419
14	Pinnacle West Capital	X	X	X	\$5,124
15	Portland General Electric		X	X	3,440
16	Public Service Enterprise Group			X	\$10,290
17	PPL	X	X		\$8,462
18	Southern California Edison ⁴	X	Own GRC	X	17,599
19	Tennessee Valley Authority ⁵		X	X	\$13,672
20	Xcel Energy	X	X	X	\$13,441

¹Revenue reported for FY2025²Power & Light for AES, since the data is newer and the union is larger³Parent company of Arizona Public Services⁴Subsidiary of Edison International⁵Owned by the federal government, so not publicly traded¹² Broad-based, executive and union benefits plans are available for these organizations

General Industry Peer Companies¹³

#	Organization	2024 Sempra GRC Peer	2025 SCE GRC Peer	2027 PG&E GRC Peer	Revenue (Millions) ¹
1	Advanced Micro Devices			X	\$22,700
2	Amgen, Inc.			X	\$33,424
3	Bechtel Group	X		X	\$20,600
4	Broadcom				\$51,574
5	CBRE	X	X	X	\$35,767
6	Chevron	X	X	X	\$195,568
7	Cisco Systems		X	X	\$56,654
8	Edwards Lifesciences	X	X		\$5,439
9	Fluor Corporation	X	X	X	\$16,315
10	General Dynamics	X	X	X	\$47,716
11	Intuit	X	X	X	\$18,831
12	Lockheed Martin				\$71,043
13	Northrop Grumman	X	X	X	\$41,033
14	Occidental Petroleum Corporation	X	X	X	\$26,725
15	Oracle Corporation	X	X	X	\$57,399
16	Qualcomm Incorporated	X	X	X	\$44,284
17	Sony Group Corporate				\$85,058
18	Valero Energy Corporation		X	X	\$139,001
19	Visa Inc.		X	X	\$32,653
20	Walt Disney			X	\$94,425

¹Revenue reported for FY2025¹³ Union benefits plans are not available for general industry peers

Supporting Documentation

The appendices supporting the study's results can be found in Volume II:

- Appendix A - I is a list of the employee profiles that were developed for benefits analyses.
- Appendix A - II is a list of the SDG&E benchmark jobs organized by SDG&E employee category and includes profile numbers for each benchmark job.
- Appendix B - I is a detailed competitive summary that provides the results for each SDG&E benchmark job within each SDG&E employee category. Subtotals are provided at the end of each employee category.
- Appendix B - II is a detailed competitive summary that provides the results for each Corporate Center benchmark job within each Corporate Center employee category. Subtotals are provided at the end of each employee category.
- Appendix C provides the average total compensation dollars for each SDG&E employee category by compensation component.
- Appendix D provides the aggregate total compensation dollars for each SDG&E employee category by compensation component.
- Appendix E is a detailed summary of the methodology used to value employee benefits in the study.
- Appendix F provides summaries of each of the project team meetings. All decisions concerning methodology and the rationale for making these decisions are referenced in the project team meeting notes.
- Appendix G is a glossary of compensation-related terms used throughout this report.

**2028 General Rate Case
Compensation Study
Volume II: Supporting
Documentation**

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APPENDIX A – I: Employee Profiles

The table below represents the market data utilized to develop the employee profiles:

Job and Incumbent Counts				Market		Demographic Information				Job Category & Union Representation Information					
Job Count	Employee Counts	Base Median (in '000s) ¹	Target Bonus % Median ²	Median Age	Median Tenure	Prevalent Gender	Union Representation	Clerical	Physical/ Technical	Professional/ Technical	Manager/ Supervisor	Executive			
Profile 1	24	\$83	7%	42.6	5.8	F	--	100%	--	--	--	--			
Profile 2	25	\$92	9%	47.7	7.7	F	--	100%	--	--	--	--			
Profile 3	4	\$91	9%	44.1	13.8	F	100%	100%	--	--	--	--			
Profile 4	5	\$82	8%	44.3	13.4	F	100%	100%	--	--	--	--			
Profile 5	4	\$88	8%	42.5	2.9	M	--	--	100%	--	--	--			
Profile 6	3	\$81	8%	60.3	6.2	M	--	--	100%	--	--	--			
Profile 7	6	\$93	9%	32.0	1.7	M	100%	--	100%	--	--	--			
Profile 8	16	\$101	9%	35.8	4.2	M	100%	--	100%	--	--	--			
Profile 9	20	\$107	9%	42.6	14.2	M	100%	--	100%	--	--	--			
Profile 10	20	\$123	10%	46.7	20.2	M	100%	--	100%	--	--	--			
Profile 11	17	\$102	9%	29.6	3.6	M	--	--	--	100%	--	--			
Profile 12	38	\$105	9%	36.1	5.5	F	--	--	--	100%	--	--			
Profile 13	34	\$115	10%	41.5	7.3	F	--	--	--	100%	--	--			
Profile 14	75	\$130	10%	42.2	7.9	M	--	--	--	100%	--	--			
Profile 15	66	\$166	15%	44.1	10.6	M	--	--	--	100%	--	--			
Profile 16	49	\$173	15%	46.6	13.7	F	--	--	--	100%	--	--			
Profile 17	30	\$162	15%	49.8	15.3	M	--	--	--	100%	--	--			
Profile 18	31	\$120	10%	42.3	13.2	M	--	--	--	--	100%	--			
Profile 19	48	\$143	12%	45.3	14.9	F	--	--	--	--	100%	--			
Profile 20	29	\$147	12%	45.2	16.0	M	--	--	--	--	100%	--			
Profile 21	40	\$180	15%	47.5	18.5	M	--	--	--	--	100%	--			
Profile 22	35	\$157	13%	49.6	19.9	M	--	--	--	--	100%	--			
Profile 23	6	\$179	15%	54.6	24.7	M	--	--	--	--	100%	--			
Profile 24	7	\$352	40%	49.6	20.1	F	--	--	--	--	--	100%			
Profile 25	4	\$329	40%	58.6	16.8	E	--	--	--	--	--	100%			
636		7,991													

¹ Geographic differentials were applied to market cash compensation values for employee profiles.

² Market target bonus for each profile does not include zero or blank target bonus.

APPENDIX A – II: Benchmark Jobs and Employee Profile Alignment¹

SDG&E Executive Benchmark Jobs Included in Study

2028 GRC Study Position #	SDGE Benchmark Job Title	Profile Number	Number of SDGE Employees
GRC317	SDGE Executive - Role 1	Profile 24	1
GRC320	SDGE Executive - Role 2	Profile 25	1
GRC322	SDGE Executive - Role 3	Profile 25	1
GRC879	SDGE Executive - Role 4	Profile 24	1
	TOTAL:		4
	Benchmark Incumbents	4	
	Total Incumbents	14	
	Coverage	28.6%	

¹ Jobs have been sorted by TCS Category for ease of view

SDG&E Manager/Supervisor Benchmark Jobs Included in Study

2028 GRC Study Position #	SDGE Benchmark Job Title	Profile Number	Number of SDGE Employees
GRC29	Supervisor, Electrical Construction	Profile 22	52
GRC304	Group Product Manager	Profile 21	29
GRC415	Supervisor, Gas Construction	Profile 20	28
GRC340	Team Lead, Capability & Product Owner	Profile 21	27
GRC816	Supervisor, FSD Scheduling & Dispatch	Profile 18	18
GRC407	Supervisor, Distribution Construction Management & Service Order Supervisor	Profile 20	15
GRC104	Supervisor, Customer Contact Center	Profile 19	14
GRC107	Manager, Construction Project Management	Profile 21	13
GRC416	Manager, Gas Construction	Profile 20	10
GRC841	Supervisor II, System, Transmission, & Substation Design Engineering	Profile 21	9
GRC135	Manager, FSD, Scheduling & Dispatch	Profile 22	8
GRC831	Senior Group Product Manager	Profile 22	8
GRC400	Manager, Civil Construction	Profile 21	7
GRC815	Manager, Electrical System & Grid Planning	Profile 22	7
GRC213	Portfolio Manager	Profile 20	6
GRC821	Manager, Strategy & Operations	Profile 22	6
GRC822	Supervisor, Customer Programs/Projects	Profile 19	6
GRC824	Supervisor, Operations Shift	Profile 21	6
GRC826	Manager, Strategic Initiatives	Profile 20	5
GRC830	Manager, Value Capability	Profile 22	5
GRC839	Supervisor, GIS, Design & Drawing Governance	Profile 20	5
GRC160	Supervisor, Electric Meter Operations	Profile 19	4
GRC162	Supervisor, Technical	Profile 20	4
GRC242	Team Lead, Customer Generation & Project Management	Profile 19	4
GRC838	Team Lead, Electrical Distribution Operations	Profile 20	4
GRC843	Supervisor, Business Planning	Profile 19	4
GRC844	Supervisor, Plant Operations	Profile 19	4
GRC166	SDGE Management - Role 1	Profile 18	3
GRC170	SDGE Management - Role 2	Profile 18	3
GRC171	SDGE Management - Role 3	Profile 18	3
GRC260	SDGE Management - Role 4	Profile 19	3
GRC837	SDGE Management - Role 5	Profile 18	3
GRC193	SDGE Management - Role 6	Profile 19	2
GRC199	SDGE Management - Role 7	Profile 19	2
GRC817	SDGE Management - Role 8	Profile 21	2
GRC836	SDGE Management - Role 9	Profile 22	2
GRC189	SDGE Management - Role 10	Profile 22	1
GRC197	SDGE Management - Role 11	Profile 18	1
GRC208	SDGE Management - Role 12	Profile 22	1
GRC227	SDGE Management - Role 13	Profile 22	1
GRC233	SDGE Management - Role 14	Profile 19	1
GRC234	SDGE Management - Role 15	Profile 22	1
GRC235	SDGE Management - Role 16	Profile 19	1
GRC239	SDGE Management - Role 17	Profile 19	1
GRC240	SDGE Management - Role 18	Profile 21	1
GRC241	SDGE Management - Role 19	Profile 20	1
GRC245	SDGE Management - Role 20	Profile 21	1
GRC251	SDGE Management - Role 21	Profile 22	1
GRC252	SDGE Management - Role 22	Profile 23	1
GRC257	SDGE Management - Role 23	Profile 21	1
GRC277	SDGE Management - Role 24	Profile 20	1
GRC341	SDGE Management - Role 25	Profile 19	1
GRC56	SDGE Management - Role 26	Profile 19	1
GRC802	SDGE Management - Role 27	Profile 19	1
GRC811	SDGE Management - Role 28	Profile 18	1
GRC829	SDGE Management - Role 29	Profile 21	1
GRC842	SDGE Management - Role 30	Profile 19	1
GRC847	SDGE Management - Role 31	Profile 19	1
		TOTAL:	353
Benchmark Incumbents		353	
Total Incumbents		754	
Coverage		46.8%	

SDG&E Professional/Technical Benchmark Jobs Included in Study

2028 GRC Study Position #	SDGE Benchmark Job Title	Profile Number	Number of SDGE Employees
GRC364	Project Planner & Manager I	Profile 12	76
GRC5	Project Manager II	Profile 17	70
GRC392	Senior Domain & Solution Engineer	Profile 17	28
GRC86	Project Manager, Customer Programs & Technical/Intake Planning	Profile 14	27
GRC412	Distribution & Substation Designer	Profile 14	26
GRC368	Project Planner & Manager	Profile 15	24
GRC48	Principal Business Analyst	Profile 16	21
GRC381	Electrical Construction Project Coordinator	Profile 17	19
GRC99	Project Advisor	Profile 13	18
GRC37	Senior Business Analyst II	Profile 14	15
GRC393	Staff Accountant I	Profile 11	15
GRC413	Senior Customer Project Planner & Distribution Designer	Profile 15	13
GRC72	Senior Accountant - II	Profile 14	12
GRC88	Field Utility Specialist	Profile 12	12
GRC103	Customer Contact Center Associate Supervisor	Profile 13	5
GRC108	Senior Safety Advisor	Profile 14	5
GRC112	SDGE Professional/Technical - Role 1	Profile 16	1
GRC113	SDGE Professional/Technical - Role 2	Profile 13	3
GRC116	SDGE Professional/Technical - Role 3	Profile 15	3
GRC117	Business System & Solution Analyst II	Profile 15	29
GRC121	SDGE Professional/Technical - Role 4	Profile 17	1
GRC123	Senior Accountant II	Profile 13	8
GRC128	Regulatory Case Manager II	Profile 13	4
GRC131	SDGE Professional/Technical - Role 5	Profile 14	1
GRC132	SDGE Professional/Technical - Role 6	Profile 12	1
GRC133	SDGE Professional/Technical - Role 7	Profile 12	3
GRC139	SDGE Professional/Technical - Role 8	Profile 13	3
GRC141	Staff Accountant II	Profile 12	9
GRC146	Area Forester	Profile 13	7
GRC150	SDGE Professional/Technical - Role 9	Profile 14	2
GRC152	SDGE Professional/Technical - Role 10	Profile 14	1
GRC153	Senior Account Executive II	Profile 15	6
GRC158	SDGE Professional/Technical - Role 11	Profile 14	1
GRC159	Principal Environmental Specialist & Policy Advisor	Profile 15	6
GRC165	Regulatory Case Manager III	Profile 16	7
GRC181	SDGE Professional/Technical - Role 12	Profile 12	1
GRC182	SDGE Professional/Technical - Role 13	Profile 12	1
GRC183	Senior Transaction Scheduler	Profile 16	5
GRC185	SDGE Professional/Technical - Role 14	Profile 12	2
GRC186	SDGE Professional/Technical - Role 15	Profile 13	2
GRC187	Principal Business System Analyst	Profile 16	6
GRC188	SDGE Professional/Technical - Role 16	Profile 14	1
GRC19	Engineer II	Profile 14	5
GRC192	SDGE Professional/Technical - Role 17	Profile 13	3
GRC194	SDGE Professional/Technical - Role 18	Profile 17	3
GRC206	SDGE Professional/Technical - Role 19	Profile 14	3
GRC207	SDGE Professional/Technical - Role 20	Profile 17	1
GRC209	SDGE Professional/Technical - Role 21	Profile 14	3
GRC210	SDGE Professional/Technical - Role 22	Profile 16	1
GRC229	SDGE Professional/Technical - Role 23	Profile 15	1
GRC230	SDGE Professional/Technical - Role 24	Profile 16	1
GRC236	Regulatory Case Manager I	Profile 14	6
GRC244	SDGE Professional/Technical - Role 25	Profile 16	3
GRC249	NERC System Operations Trainer	Profile 17	4
GRC25	Associate Engineer	Profile 11	6
GRC250	SDGE Professional/Technical - Role 26	Profile 16	1
GRC254	SDGE Professional/Technical - Role 27	Profile 13	1

SDG&E Professional/Technical Benchmark Jobs Included in Study

2028 GRC Study Position #	SDGE Benchmark Job Title	Profile Number	Number of SDGE Employees
GRC26	Senior Customer Programs Advisor & Project Manager	Profile 16	40
GRC272	SDGE Professional/Technical - Role 28	Profile 14	2
GRC30	Operations Training Instructor	Profile 14	4
GRC336	SDGE Professional/Technical - Role 29	Profile 14	3
GRC337	Area Resource Scheduling, Construction & Operations Planner	Profile 15	14
GRC338	Software Engineer II	Profile 13	5
GRC344	Program Delivery Manager	Profile 17	7
GRC345	Principal SAP Domain Engineer	Profile 16	7
GRC346	Claims Advisor	Profile 13	6
GRC347	SDGE Professional/Technical - Role 30	Profile 16	3
GRC348	Regulatory Case Manager & Compliance Advisor	Profile 14	9
GRC349	Senior Marketing Comms Advisor	Profile 16	9
GRC352	SDGE Professional/Technical - Role 31	Profile 14	3
GRC353	SDGE Professional/Technical - Role 32	Profile 11	1
GRC358	Principal Product Owner	Profile 16	11
GRC380	Senior Field Utility Specialist	Profile 14	11
GRC73	Senior Environmental Specialist	Profile 14	11
GRC83	Billing Analyst I	Profile 12	11
GRC98	Principal Accountant	Profile 16	11
GRC385	Senior Software Engineer - B	Profile 15	10
GRC81	Business Analyst II - Supply Chain	Profile 12	10
GRC916	Senior Product Owner	Profile 16	10
GRC919	Domain Engineer II	Profile 14	10
GRC58	Customer Programs Advisor II	Profile 16	9
GRC82	Senior Business Analyst - I	Profile 13	9
GRC933	Senior Data Analyst	Profile 14	9
GRC382	Construction Management Specialist	Profile 13	8
GRC411	Distribution Designer I	Profile 11	8
GRC53	Business System Analyst I	Profile 12	8
GRC910	Principal Data Analyst	Profile 15	8
GRC940	Business / Economics Advisor	Profile 12	8
GRC951	Principal Engineer, Electrical System & Grid Planning	Profile 17	8
GRC952	Senior Engineer, Electrical Distribution	Profile 15	8
GRC959	Cybersecurity Domain Engineer II	Profile 15	8
GRC67	Associate Billing Analyst	Profile 11	7
GRC932	Senior Construction & Operations Planner	Profile 16	7
GRC947	Design Supervisor	Profile 16	7
GRC950	Senior Engineer, Electrical System & Grid Planning	Profile 16	7
GRC960	Cybersecurity Senior Domain Engineer	Profile 17	7
GRC366	Senior Welding Training Specialist	Profile 15	6
GRC94	Construction Project Manager II	Profile 15	6
GRC360	Senior Construction Standards AdMeter	Profile 17	5
GRC371	Community Relations Manager	Profile 14	5
GRC384	Senior Software Engineer - A	Profile 16	5
GRC389	Domain Architect	Profile 16	5
GRC42	Business System Analyst II	Profile 15	5
GRC897	Senior Technology Analyst	Profile 13	5
GRC362	SDGE Professional/Technical - Role 33	Profile 11	3
GRC367	SDGE Professional/Technical - Role 34	Profile 16	3
GRC79	SDGE Professional/Technical - Role 35	Profile 14	3
GRC931	SDGE Professional/Technical - Role 36	Profile 12	3
GRC44	SDGE Professional/Technical - Role 37	Profile 15	2
GRC401	SDGE Professional/Technical - Role 38	Profile 17	1
GRC92	SDGE Professional/Technical - Role 39	Profile 12	1
TOTAL:			934
Benchmark Incumbents		934	
Total Incumbents		1,806	
Coverage		51.7%	

SDG&E Physical/Technical Benchmark Jobs Included in Study

2028 GRC Study Position #	SDGE Benchmark Job Title	Profile Number	Number of SDGE Employees
GRC6	Lineman	Profile 10	156
GRC16	Service Tech	Profile 9	72
GRC21	Locator	Profile 9	64
GRC20	Substation Electrician	Profile 10	51
GRC329	Apprentice Lineman	Profile 8	50
GRC23	Meter Services Person	Profile 9	46
GRC33	Troubleshooter	Profile 10	43
GRC41	Fleet Maintenance Tech	Profile 9	37
GRC43	Electrical Distribution Working Foreman	Profile 10	34
GRC51	Inspector A	Profile 10	30
GRC65	Gas / Ug Tech (A)	Profile 8	29
GRC328	Apprentice Electrician	Profile 8	26
GRC47	Gas Patroller	Profile 8	23
GRC129	Electrical GIS Tech	Profile 5	20
GRC52	Distirbution System Operations	Profile 10	18
GRC372	District Crew Dispatcher	Profile 9	17
GRC403	Gas/UG Tech (A) - Emergency Response	Profile 9	17
GRC395	Gas/Ug Tech (B) - GROC	Profile 7	16
GRC402	Working Foreman - Gas Emergency Response	Profile 10	15
GRC394	Gas/Ug Tech (A) - GROC	Profile 8	14
GRC80	Traffic Control Assistant	Profile 7	13
GRC106	Working Substation Foreman	Profile 10	11
GRC377	Material Scheduler	Profile 8	10
GRC91	Electrician NACE	Profile 9	10
GRC379	Garage Working Foreman	Profile 10	9
GRC61	Electrical Meter Tester	Profile 10	9
GRC126	Gas Welder - GROC	Profile 8	8
GRC373	District Stockkeeper	Profile 9	8
GRC374	Electrician Assistant	Profile 7	8
GRC375	Field Mechanic	Profile 10	8
GRC378	Transmission System Operator	Profile 10	8
GRC414	Meter Shop Tech	Profile 8	8
GRC62	Line Assistant	Profile 7	7
GRC151	Technical Support Assistant	Profile 6	5
GRC167	Gase, Transmission & Instrument Control Tech	Profile 10	5
GRC105	Operations Coordinator	Profile 5	4
GRC301	Laborer - GROC	Profile 7	4
GRC398	Electrician - Shops/PET Lab	Profile 10	4
GRC78	SDGE Physical/Technical - Role 1	Profile 10	3
GRC138	SDGE Physical/Technical - Role 2	Profile 10	2
GRC376	SDGE Physical/Technical - Role 3	Profile 7	2
GRC896	SDGE Physical/Technical - Role 4	Profile 6	2
GRC895	SDGE Physical/Technical - Role 5	Profile 5	1
TOTAL:			927
Benchmark Incumbents		927	
Total Incumbents		1,634	
Coverage		56.7%	

SDG&E Clerical Benchmark Jobs Included in Study

2028 GRC Study Position #	SDGE Benchmark Job Title	Profile Number	Number of SDGE Employees
GRC10	Dispatch Specialist	Profile 4	28
GRC68	FSD & Gas Utility Coordinator	Profile 1	20
GRC890	Admin Associate	Profile 1	19
GRC408	Project Supply Coordinator	Profile 1	18
GRC32	Program/Project Specialist	Profile 1	10
GRC111	Executive Assistant	Profile 2	8
GRC383	Customer Programs Specialist II - SDGE	Profile 1	7
GRC178	Senior Legal Admin Associate	Profile 2	6
GRC109	Customer Program/Project Specialist I	Profile 2	4
GRC144	Accountant/Invoicing Specialist	Profile 2	4
GRC184	SDGE Clerical - Role 1	Profile 2	3
GRC357	SDGE Clerical - Role 2	Profile 2	3
GRC397	SDGE Clerical - Role 3	Profile 2	3
GRC173	SDGE Clerical - Role 4	Profile 1	2
GRC195	SDGE Clerical - Role 5	Profile 2	2
GRC370	SDGE Clerical - Role 6	Profile 1	2
GRC404	SDGE Clerical - Role 7	Profile 2	2
GRC45	SDGE Clerical - Role 8	Profile 2	2
GRC40	SDGE Clerical - Role 9	Profile 2	1
	TOTAL:		144
	Benchmark Incumbents	144	
	Total Incumbents	236	
	Coverage	61.0%	

Corporate Center Executive Benchmark Jobs Included in Study

2028 GRC Study Position #	Corp Center Benchmark Job Title	Profile Number	Number of Corp Center Employees
GRC312	Corp Center Executive - Role 1	Profile 24	1
GRC314	Corp Center Executive - Role 2	Profile 24	1
	TOTAL:		2
	Benchmark Incumbents	2	
	Total Incumbents	10	
	Coverage	20.0%	

Corporate Center Manager/Supervisor Benchmark Jobs Included in Study**Manager/Supervisor**

2028 GRC Study Position #	Corp Center Benchmark Job Title	Profile Number	Number of Corp Center Employees
GRC142	Manager, Tax	Profile 20	7
GRC179	Manager, Audit Services	Profile 20	5
GRC836	Managing Attorney	Profile 22	4
GRC219	Corp Center Management - Role 1	Profile 23	3
GRC205	Corp Center Management - Role 2	Profile 19	2
GRC218	Corp Center Management - Role 3	Profile 21	2
GRC221	Corp Center Management - Role 4	Profile 22	2
GRC193	Corp Center Management - Role 5	Profile 19	1
GRC227	Corp Center Management - Role 6	Profile 22	1
GRC263	Corp Center Management - Role 7	Profile 20	1
GRC264	Corp Center Management - Role 8	Profile 23	1
GRC266	Corp Center Management - Role 9	Profile 21	1
GRC269	Corp Center Management - Role 10	Profile 19	1
GRC275	Corp Center Management - Role 11	Profile 23	1
GRC277	Corp Center Management - Role 12	Profile 20	1
GRC280	Corp Center Management - Role 13	Profile 21	1
GRC284	Corp Center Management - Role 14	Profile 22	1
GRC285	Corp Center Management - Role 15	Profile 21	1
GRC287	Corp Center Management - Role 16	Profile 23	1
GRC289	Corp Center Management - Role 17	Profile 22	1
GRC290	Corp Center Management - Role 18	Profile 19	1
GRC825	Corp Center Management - Role 19	Profile 19	1
	TOTAL:		40
	Benchmark Incumbents	40	
	Total Incumbents	110	
	Coverage	36.4%	

Corporate Center Professional/Technical Benchmark Jobs Included in Study**Professional/Technical**

2028 GRC Study Position #	Corp Center Benchmark Job Title	Profile Number	Number of Corp Center Employees
GRC393	Staff Accountant I	Profile 11	19
GRC141	Staff Accountant II	Profile 12	7
GRC152	Business Advisor & Senior Accountant	Profile 14	7
GRC155	Principal Tax Analyst	Profile 15	6
GRC176	Senior Auditor	Profile 13	6
GRC220	Principal Financial Analyst	Profile 15	6
GRC124	Senior Tax Analyst	Profile 15	5
GRC427	Senior Service Protection Agent	Profile 16	5
GRC431	Principal Corporate Development & Strategy Advisor	Profile 15	5
GRC118	Senior Financial Analyst	Profile 12	4
GRC150	Senior Paralegal	Profile 14	4
GRC154	Audit Services Project Manager	Profile 16	4
GRC216	Financial Analyst	Profile 11	4
GRC282	Tax Analyst	Profile 12	4
GRC900	Principal Accountant - Corporate	Profile 15	4
GRC177	Corp Center Professional/Technical - Role 1	Profile 12	3
GRC223	Corp Center Professional/Technical - Role 2	Profile 15	2
GRC432	Corp Center Professional/Technical - Role 3	Profile 12	2
GRC143	Corp Center Professional/Technical - Role 4	Profile 16	1
GRC148	Corp Center Professional/Technical - Role 5	Profile 13	1
GRC187	Corp Center Professional/Technical - Role 6	Profile 16	1
GRC202	Corp Center Professional/Technical - Role 7	Profile 14	1
GRC217	Corp Center Professional/Technical - Role 8	Profile 16	1
GRC222	Corp Center Professional/Technical - Role 9	Profile 16	1
GRC224	Corp Center Professional/Technical - Role 10	Profile 17	1
GRC271	Corp Center Professional/Technical - Role 11	Profile 16	1
GRC273	Corp Center Professional/Technical - Role 12	Profile 16	1
GRC274	Corp Center Professional/Technical - Role 13	Profile 12	1
	TOTAL:		107
	Benchmark Incumbents	107	
	Total Incumbents	205	
	Coverage	52.2%	

Corporate Center Physical/Technical Benchmark Jobs Included in Study

2028 GRC Study Position #	Corp Center Benchmark Job Title	Profile Number	Number of Corp Center Employees
GRC268	Executive Protection Agent II (Call-In)	Profile 5	11
GRC428	Executive Protection Agent I (Call-In)	Profile 6	4
	TOTAL:		15
	Benchmark Incumbents	15	
	Total Incumbents	19	
	Coverage	78.9%	

Corporate Center Clerical Benchmark Jobs Included in Study**Clerical**

2028 GRC Study Position #	Corp Center Benchmark Job Title	Profile Number	Number of Corp Center Employees
GRC111	Executive Assistant	Profile 2	9
GRC178	Corp Center Clerical - Role 1	Profile 2	3
GRC204	Corp Center Clerical - Role 2	Profile 2	3
GRC890	Corp Center Clerical - Role 3	Profile 1	3
GRC276	Corp Center Clerical - Role 4	Profile 2	1
	TOTAL:		19
	Benchmark Incumbents	19	
	Total Incumbents	28	
	Coverage	67.9%	

APPENDIX B – I: Detailed Competitive Summary by Employee Category – SDG&E²

² Jobs have been sorted by Sempra GRC Code.

San Diego Gas & Electric
Executive

			SDGE Average				Competitive Market Average				Variance - SDGE +/- Market			
2023 GRC Study Position #	SDGE Benchmark Job Title	# of SDGE Center EEs	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary	Target Total Cash	Total Cash	Benefits	LTI %	Target Total Comp.
GRC317	SDGE Executive - Role 1	1	\$312	\$452	\$567	\$168	\$249	\$620	-2.6%	-2.6%	11.6%	18.0%	18.0%	0.4%
GRC320	SDGE Executive - Role 2	1	\$356	\$516	\$647	\$204	\$285	\$720	12.7%	16.6%	35.7%	24.9%	18.0%	33.0%
GRC322	SDGE Executive - Role 3	1	\$270	\$392	\$469	\$162	\$216	\$555	-27.1%	-31.0%	-13.6%	-19.8%	8.0%	-15.3%
GRC379	SDGE Executive - Role 4	1	\$434	\$651	\$809	\$232	\$520	\$883	-0.1%	-3.5%	13.3%	10.6%	25.9%	12.6%
Benchmark Incumbents			4	\$1,372	\$2,011	\$767	\$1,271	\$2,778	-4.3%	-5.1%	8.2%	6.8%	17.5%	7.7%
Total Incumbents			14											
Coverage			28.6%											



2028 GRC Study Position #		# of SDOE Center/EEs		SDOE Average					Competitive Market Average										Variance - SDOE +/- Market									
				Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.							
San Diego Gas & Electric Manager/Supervisor	GRC29	52	29	\$107	\$215	\$225	\$97	\$173	\$173	\$76	--	\$312	\$321	\$157	\$173	\$173	\$76	--	\$312	\$321	19.1%	24.5%	30.1%	27.9%	--	25.5%	29.4%	
	GRC30	52	29	\$202	\$243	\$264	\$98	\$341	\$341	\$96	--	\$341	\$342	\$202	\$222	\$222	\$96	--	\$341	\$342	0.3%	0.3%	4.7%	14.6%	13.3%	--	7.0%	14.2%
	GRC415	28	17	\$161	\$186	\$192	\$77	\$263	\$263	\$63	--	\$263	\$269	\$147	\$160	\$163	\$63	--	\$263	\$269	9.0%	16.0%	17.8%	21.7%	--	--	17.6%	18.9%
	GRC430	27	20	\$263	\$287	\$304	\$81	\$276	\$276	\$78	--	\$276	\$287	\$181	\$205	\$201	\$78	--	\$276	\$287	--	--	-5.0%	21.8%	4.8%	--	-2.3%	2.8%
	GRC416	15	14	\$141	\$165	\$165	\$63	\$167	\$167	\$61	--	\$167	\$168	\$149	\$167	\$165	\$61	--	\$167	\$168	-5.5%	-5.5%	-0.3%	7.3%	--	--	-1.2%	0.8%
	GRC407	15	14	\$160	\$184	\$191	\$77	\$188	\$188	\$73	--	\$188	\$191	\$171	\$190	\$188	\$73	--	\$188	\$191	--	--	-0.7%	4.1%	7.3%	--	-1.5%	5.0%
	GRC104	14	17	\$127	\$147	\$154	\$68	\$132	\$132	\$49	--	\$132	\$133	\$97	\$103	\$102	\$49	--	\$132	\$133	31.9%	42.3%	51.3%	38.3%	--	--	41.1%	47.1%
	GRC107	13	19	\$192	\$228	\$248	\$82	\$240	\$240	\$78	--	\$240	\$242	\$165	\$206	\$212	\$78	--	\$240	\$242	3.8%	10.4%	17.1%	18.3%	--	--	12.5%	17.4%
	GRC108	10	16	\$165	\$185	\$191	\$77	\$185	\$185	\$73	--	\$185	\$186	\$165	\$185	\$185	\$73	--	\$185	\$186	--	--	0.0%	18.3%	18.3%	--	--	18.3%
	GRC411	8	20	\$201	\$231	\$244	\$93	\$231	\$231	\$72	--	\$231	\$232	\$166	\$198	\$184	\$72	--	\$231	\$232	20.9%	20.9%	33.1%	30.1%	--	--	25.5%	32.1%
	GRC431	8	20	\$225	\$261	\$284	\$120	\$261	\$261	\$103	--	\$261	\$264	\$165	\$198	\$184	\$103	--	\$261	\$264	4.3%	10.7%	24.1%	17.1%	--	--	12.6%	22.2%
	GRC831	7	20	\$201	\$231	\$244	\$94	\$231	\$231	\$74	--	\$231	\$232	\$166	\$181	\$183	\$70	--	\$231	\$232	21.3%	27.5%	33.6%	32.8%	--	--	28.0%	33.4%
	GRC815	7	20	\$240	\$289	\$315	\$123	\$315	\$315	\$103	--	\$315	\$318	\$189	\$217	\$216	\$90	--	\$315	\$318	13.4%	13.4%	45.9%	35.9%	--	--	33.8%	42.9%
	GRC8213	6	18	\$187	\$224	\$240	\$90	\$240	\$240	\$72	--	\$240	\$241	\$165	\$189	\$186	\$72	--	\$240	\$241	--	--	18.9%	29.7%	24.5%	--	20.5%	28.3%
	GRC821	6	20	\$209	\$251	\$275	\$109	\$275	\$275	\$81	--	\$275	\$276	\$191	\$216	\$212	\$90	--	\$275	\$276	9.8%	18.3%	30.4%	21.7%	--	--	17.9%	27.8%
	GRC822	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%
	GRC823	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%
	GRC824	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%
	GRC825	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%
	GRC826	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%
	GRC827	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%
	GRC828	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%
	GRC829	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%
	GRC830	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%
	GRC831	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%
	GRC832	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%
	GRC833	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%
	GRC834	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%
	GRC835	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%
	GRC836	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%
	GRC837	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%
	GRC838	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%
GRC839	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC840	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC841	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC842	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC843	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC844	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC845	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC846	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC847	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC848	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC849	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC850	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC851	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC852	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC853	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC854	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC855	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC856	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC857	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC858	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC859	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC860	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC861	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC862	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--	37.3%	43.0%	
GRC863	6	20	\$198	\$182	\$183	\$60	\$182	\$182	\$72	--	\$182	\$183	\$123	\$132	\$132	\$58	--	\$182	\$183	--	--	37.4%	45.7%	38.0%	--			



San Diego Gas & Electric
Professional/Technical

2028 GRC Study				SDGE Average				Competitive Market Average				Variances - SDGE +/- Market			
Position #	SDGE Benchmark Job Title	# of SDGE Center EEs	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Cash	Total Cash	Benefits	LTI	Base Salary	Total Cash	Total Cash	Total %
GRC364	Project Planner & Manager I	76	\$107	\$123	\$126	\$50	--	\$117	\$117	\$46	--	\$110	\$117	-2.4%	8.8%
GRC365	Project Manager II	70	\$147	\$169	\$176	\$79	--	\$156	\$156	\$88	--	\$156	\$169	-1.4%	9.3%
GRC366	Senior Customer Programs Advisor & Project Manager	40	\$165	\$189	\$201	\$92	--	\$203	\$203	\$98	--	\$203	\$203	-18.4%	-9.5%
GRC397	Business System & Solution Engineer	29	\$121	\$139	\$146	\$57	--	\$196	\$203	\$264	--	\$196	\$203	-13.4%	-9.0%
GRC392	Senior Domain & Solution Engineer	28	\$153	\$176	\$183	\$91	--	\$177	\$186	\$102	--	\$177	\$186	-13.4%	-4.3%
GRC396	Project Manager, Customer Programs & Technical/Intake Planning	27	\$117	\$134	\$137	\$52	--	\$180	\$182	\$100	--	\$180	\$182	-13.4%	-4.3%
GRC412	Distribution & Substation Designer	26	\$113	\$129	\$132	\$50	--	\$166	\$168	\$55	--	\$166	\$168	-20.3%	-14.8%
GRC368	Project Planner & Manager	24	\$146	\$168	\$172	\$66	--	\$234	\$237	\$65	--	\$234	\$237	23.5%	34.0%
GRC388	Principal Business Analyst	21	\$161	\$186	\$190	\$75	--	\$166	\$166	\$68	--	\$166	\$166	-3.0%	10.0%
GRC381	Principal Construction Project Coordinator	19	\$161	\$186	\$190	\$94	--	\$166	\$166	\$68	--	\$166	\$166	16.6%	23.0%
GRC399	Electrical Construction Project Coordinator	18	\$108	\$124	\$128	\$53	--	\$177	\$181	\$49	--	\$177	\$181	-4.8%	3.7%
GRC373	Senior Business Analyst II	15	\$120	\$135	\$144	\$53	--	\$157	\$158	\$55	--	\$157	\$158	-12.4%	-8.4%
GRC393	Staff Accountant I	15	\$74	\$85	\$83	\$34	--	\$89	\$89	\$33	--	\$89	\$89	-16.2%	-11.6%
GRC337	Area Resource Scheduling, Construction & Operations Planner	14	\$113	\$130	\$132	\$54	--	\$164	\$166	\$49	--	\$164	\$166	-4.3%	3.0%
GRC372	Senior Customer Project Planner & Distribution Designer	14	\$123	\$142	\$146	\$66	--	\$164	\$166	\$49	--	\$164	\$166	-4.3%	4.8%
GRC372	Senior Accountant	12	\$123	\$141	\$148	\$53	--	\$164	\$166	\$49	--	\$164	\$166	-8.6%	-5.2%
GRC368	Field Utility Specialist	12	\$96	\$111	\$114	\$46	--	\$172	\$172	\$47	--	\$172	\$172	-14.4%	-8.7%
GRC358	Principal Product Owner	11	\$158	\$182	\$189	\$90	--	\$167	\$167	\$78	--	\$167	\$167	-10.8%	-3.9%
GRC380	Senior Field Utility Specialist	11	\$129	\$148	\$155	\$56	--	\$204	\$210	\$51	--	\$204	\$210	-7.8%	1.0%
GRC73	Senior Environmental Specialist	11	\$123	\$142	\$145	\$54	--	\$195	\$199	\$41	--	\$195	\$199	-5.1%	0.4%
GRC83	Billing Analyst I	11	\$93	\$108	\$112	\$45	--	\$153	\$157	\$41	--	\$153	\$157	-0.1%	6.4%
GRC98	Principal Accountant	11	\$143	\$164	\$173	\$74	--	\$154	\$153	\$65	--	\$154	\$153	6.5%	13.3%
GRC385	Senior Software Engineer - B	10	\$158	\$181	\$188	\$70	--	\$251	\$258	\$65	--	\$251	\$258	0.1%	5.9%
GRC81	Business Analyst II - Supply Chain	10	\$96	\$110	\$114	\$46	--	\$156	\$160	\$58	--	\$156	\$160	-1.8%	9.0%
GRC916	Senior Product Owner	10	\$145	\$167	\$174	\$75	--	\$172	\$189	\$188	--	\$172	\$249	-15.7%	-11.9%
GRC919	Domain Engineer II	10	\$127	\$146	\$153	\$55	--	\$201	\$208	\$41	--	\$201	\$208	11.2%	20.3%
GRC141	Staff Accountant II	9	\$91	\$105	\$106	\$45	--	\$150	\$151	\$37	--	\$150	\$151	-1.7%	9.1%
GRC348	Regulatory Case Manager & Compliance Advisor	9	\$120	\$138	\$142	\$53	--	\$191	\$195	\$50	--	\$191	\$195	-4.0%	2.3%
GRC348	Senior Marketing Comms Advisor	9	\$120	\$138	\$142	\$70	--	\$191	\$195	\$50	--	\$191	\$195	-4.0%	5.0%
GRC349	Senior Marketing Comms Advisor	9	\$121	\$139	\$145	\$53	--	\$192	\$197	\$56	--	\$192	\$197	-4.0%	2.3%
GRC32	Senior Business Analyst - I	9	\$107	\$123	\$126	\$53	--	\$163	\$163	\$51	--	\$163	\$163	-16.2%	-13.5%
GRC933	Senior Data Analyst	9	\$125	\$143	\$152	\$54	--	\$128	\$143	\$56	--	\$128	\$143	-16.2%	-7.2%
GRC123	Senior Accountant II	8	\$105	\$121	\$126	\$52	--	\$198	\$206	\$51	--	\$198	\$206	-4.7%	2.2%
GRC382	Construction Management Specialist	8	\$97	\$112	\$113	\$49	--	\$173	\$178	\$51	--	\$173	\$178	-8.7%	-2.8%
GRC411	Distribution Designer I	8	\$95	\$109	\$108	\$40	--	\$161	\$163	\$57	--	\$161	\$163	-10.7%	-2.9%
GRC53	Business System Analyst I	8	\$89	\$102	\$99	\$44	--	\$149	\$149	\$49	--	\$149	\$149	-43.2%	-40.9%
GRC910	Principal Data Analyst	8	\$139	\$160	\$168	\$63	--	\$145	\$142	\$50	--	\$145	\$142	-15.5%	-8.6%
GRC940	Business / Economics Advisor	8	\$107	\$123	\$125	\$50	--	\$167	\$166	\$56	--	\$167	\$166	-15.4%	-14.3%
GRC951	Principal Engineer, Electrical System & Grid Planning	8	\$217	\$250	\$261	\$107	--	\$173	\$175	\$50	--	\$173	\$175	-13.2%	-5.2%
GRC352	Senior Engineer, Electrical Distribution	8	\$162	\$187	\$194	\$72	--	\$356	\$367	\$101	--	\$356	\$367	-1.1%	-4.7%
GRC358	Cybersecurity Domain Engineer II	7	\$130	\$150	\$155	\$60	--	\$258	\$265	\$66	--	\$258	\$265	-4.9%	0.3%
GRC165	Area Foreman	7	\$164	\$189	\$194	\$82	--	\$210	\$215	\$49	--	\$210	\$215	8.7%	7.6%
GRC165	Area Foreman	7	\$164	\$189	\$194	\$82	--	\$210	\$215	\$49	--	\$210	\$215	8.7%	7.6%
GRC344	Program Delivery Manager	7	\$175	\$202	\$209	\$90	--	\$271	\$283	\$79	--	\$271	\$283	-7.3%	-4.5%
GRC344	Program Delivery Manager	7	\$175	\$202	\$209	\$90	--	\$271	\$283	\$79	--	\$271	\$283	-7.3%	-4.5%
GRC345	Principal SAP Domain Engineer	7	\$171	\$197	\$205	\$85	--	\$282	\$289	\$84	--	\$282	\$289	-9.9%	-2.8%
GRC67	Associate Billing Analyst	7	\$85	\$97	\$100	\$37	--	\$193	\$219	\$215	--	\$193	\$219	-11.4%	-8.8%
GRC347	Senior Construction & Operations Planner	7	\$129	\$149	\$155	\$69	--	\$134	\$137	\$51	--	\$134	\$137	12.7%	21.6%
GRC947	Design Supervisor	7	\$160	\$184	\$191	\$90	--	\$218	\$224	\$53	--	\$218	\$224	-4.1%	0.3%
GRC950	Senior Engineer, Electrical System & Grid Planning	7	\$178	\$205	\$214	\$98	--	\$264	\$272	\$74	--	\$264	\$272	-11.6%	-0.3%
GRC960	Cybersecurity Senior Domain Engineer	7	\$188	\$216	\$224	\$95	--	\$293	\$302	\$78	--	\$293	\$302	-0.3%	3.1%
GRC153	Senior Account Executive II	6	\$130	\$149	\$158	\$60	--	\$183	\$204	\$92	--	\$183	\$204	2.4%	5.6%
GRC159	Principal Environmental Specialist & Policy Advisor	6	\$139	\$159	\$167	\$63	--	\$209	\$218	\$64	--	\$209	\$218	-14.6%	-15.7%
GRC187	Principal Business System Analyst	6	\$152	\$175	\$185	\$78	--	\$223	\$231	\$66	--	\$223	\$231	-13.3%	-8.3%
GRC236	Regulatory Case Manager I	6	\$124	\$143	\$145	\$54	--	\$192	\$216	\$84	--	\$192	\$216	-20.8%	-19.6%
GRC25	Associate Engineer	6	\$87	\$100	\$98	\$36	--	\$122	\$121	\$46	--	\$122	\$121	9.1%	17.2%
GRC346	Claims Advisor	6	\$105	\$120	\$119	\$52	--	\$153	\$126	\$50	--	\$153	\$126	-7.3%	0.6%



2024 CRC Study Position /		SDGE Benchmark Job Title		SDGE Average				Competitive Market Average				Variance - SDGE +/- Market							
				# of SDGE Contr. FTEs	Base Salary	Target Total Cash	Benefits	LTI	Target Total Comp.	Base Salary	Target Total Cash	Benefits	LTI	Target Total Comp.	Base Salary %	Target Total Cash %	Benefits %	LTI %	Target Total Comp. %
GRC366	Senior Welding Training Specialist	6	\$136	\$156	\$164	\$62	--	\$219	\$226	\$219	\$226	\$219	\$226	--	25.9%	25.9%	--	22.6%	25.8%
GRC364	Construction Project Manager II	6	\$179	\$206	\$217	\$78	--	\$294	\$295	\$194	\$197	\$98	\$284	--	9.8%	13.5%	--	8.4%	10.8%
GRC108	Senior Safety Advisor	5	\$129	\$148	\$155	\$55	--	\$203	\$211	\$134	\$142	\$51	\$203	--	6.5%	9.5%	--	5.4%	9.1%
GRC163	Senior Transaction Scheduler	5	\$146	\$170	\$179	\$76	--	\$246	\$255	\$161	\$169	\$89	\$246	--	-1.2%	9.5%	--	3.2%	1.8%
GRC19	Engineer II	5	\$166	\$195	\$161	\$36	--	\$214	\$216	\$154	\$155	\$65	\$214	--	-0.3%	9.3%	--	4.5%	4.3%
GRC338	Software Engineer II	5	\$126	\$145	\$145	\$24	--	\$209	\$210	\$144	\$145	\$66	\$209	--	-0.6%	9.3%	--	5.1%	5.0%
GRC336	Senior Construction Coordinator	5	\$186	\$209	\$186	\$23	--	\$286	\$295	\$186	\$187	\$95	\$286	--	21.3%	24.9%	--	21.8%	20.3%
GRC360	Senior Construction Standards Admin/Mr	5	\$102	\$108	\$108	\$97	--	\$186	\$195	\$105	\$105	\$90	\$186	--	19.3%	25.2%	--	21.4%	25.7%
GRC371	Community Relations Manager	5	\$118	\$136	\$142	\$52	--	\$188	\$194	\$117	\$125	\$77	\$188	--	8.4%	13.3%	--	9.1%	12.7%
GRC384	Senior Software Engineer - A	5	\$162	\$186	\$194	\$91	--	\$267	\$275	\$159	\$172	\$171	\$267	--	7.9%	13.5%	--	10.1%	14.1%
GRC389	Domain Architect	5	\$164	\$189	\$196	\$92	--	\$270	\$278	\$179	\$197	\$196	\$270	--	-1.1%	15.6%	--	-1.3%	1.9%
GRC42	Business Systems Analyst II	5	\$116	\$134	\$141	\$55	--	\$189	\$196	\$133	\$143	\$54	\$189	--	-0.4%	2.6%	--	-4.1%	0.4%
GRC397	Senior Technology Manager	5	\$109	\$126	\$130	\$53	--	\$179	\$183	\$99	\$102	\$182	\$179	--	23.3%	27.4%	--	22.5%	25.3%
GRC287	Regulatory Code Manager II	4	\$141	\$163	\$172	\$64	--	\$227	\$236	\$162	\$162	\$67	\$227	--	-10.6%	-5.1%	--	-9.0%	-4.9%
GRC249	NERC System Operations Trainer	4	\$197	\$226	\$230	\$99	--	\$325	\$329	\$173	\$198	\$280	\$325	--	14.3%	15.0%	--	16.7%	17.2%
GRC30	Operations Training Instructor	4	\$134	\$154	\$162	\$57	--	\$212	\$219	\$158	\$158	\$56	\$212	--	-6.9%	2.2%	--	-1.3%	2.6%
GRC13	SDGE Professional/Technical - Role 2	3	\$115	\$132	\$135	\$65	--	\$188	\$191	\$122	\$130	\$129	\$188	--	1.6%	5.4%	--	2.7%	4.8%
GRC116	SDGE Professional/Technical - Role 3	3	\$143	\$165	\$172	\$65	--	\$230	\$237	\$165	\$181	\$179	\$230	--	-12.9%	-9.0%	--	-8.6%	-2.6%
GRC139	SDGE Professional/Technical - Role 7	3	\$91	\$105	\$109	\$44	--	\$149	\$153	\$87	\$92	\$39	\$149	--	4.8%	14.5%	--	14.8%	17.1%
GRC138	SDGE Professional/Technical - Role 8	3	\$105	\$121	\$127	\$52	--	\$173	\$179	\$102	\$111	\$108	\$173	--	3.7%	17.1%	--	9.5%	15.5%
GRC132	SDGE Professional/Technical - Role 17	3	\$103	\$119	\$120	\$51	--	\$170	\$172	\$125	\$131	\$131	\$170	--	-3.6%	-1.7%	--	-1.6%	-6.3%
GRC144	SDGE Professional/Technical - Role 18	3	\$108	\$124	\$125	\$49	--	\$174	\$176	\$124	\$125	\$125	\$174	--	-2.8%	-1.4%	--	-1.7%	-6.5%
GRC268	SDGE Professional/Technical - Role 19	3	\$108	\$124	\$130	\$49	--	\$172	\$178	\$123	\$135	\$136	\$172	--	-10.8%	-8.2%	--	-4.5%	-3.5%
GRC209	SDGE Professional/Technical - Role 20	3	\$122	\$140	\$148	\$53	--	\$194	\$201	\$123	\$134	\$133	\$194	--	-1.1%	5.1%	--	6.0%	10.5%
GRC244	SDGE Professional/Technical - Role 25	3	\$147	\$169	\$179	\$75	--	\$244	\$254	\$153	\$170	\$169	\$244	--	-3.9%	-0.7%	--	2.0%	6.6%
GRC36	SDGE Professional/Technical - Role 29	3	\$114	\$131	\$135	\$51	--	\$181	\$186	\$107	\$110	\$112	\$181	--	6.4%	18.8%	--	18.8%	20.3%
GRC347	SDGE Professional/Technical - Role 30	3	\$125	\$151	\$152	\$67	--	\$212	\$219	\$139	\$149	\$149	\$212	--	-9.6%	3.1%	--	-0.3%	3.1%
GRC352	SDGE Professional/Technical - Role 31	3	\$115	\$132	\$139	\$51	--	\$183	\$190	\$98	\$104	\$103	\$183	--	-3.3%	1.6%	--	-0.3%	3.1%
GRC362	SDGE Professional/Technical - Role 33	3	\$93	\$107	\$104	\$40	--	\$146	\$144	\$102	\$107	\$108	\$146	--	-9.3%	-3.4%	--	26.8%	31.5%
GRC367	SDGE Professional/Technical - Role 34	3	\$155	\$178	\$181	\$78	--	\$256	\$259	\$167	\$165	\$58	\$256	--	0.5%	3.7%	--	6.4%	8.1%
GRC79	SDGE Professional/Technical - Role 35	3	\$129	\$149	\$155	\$56	--	\$205	\$211	\$151	\$167	\$165	\$205	--	-14.1%	-11.0%	--	-9.4%	-5.9%
GRC931	SDGE Professional/Technical - Role 36	3	\$98	\$113	\$117	\$47	--	\$159	\$164	\$110	\$127	\$125	\$164	--	-14.0%	-11.5%	--	-6.2%	-3.9%
GRC150	SDGE Professional/Technical - Role 9	2	\$119	\$137	\$133	\$52	--	\$189	\$195	\$114	\$117	\$117	\$189	--	7.9%	16.4%	--	15.8%	14.7%
GRC185	SDGE Professional/Technical - Role 14	2	\$102	\$117	\$121	\$48	--	\$165	\$169	\$133	\$142	\$41	\$165	--	-23.7%	-17.6%	--	-15.2%	-12.6%
GRC186	SDGE Professional/Technical - Role 15	2	\$95	\$109	\$114	\$48	--	\$157	\$162	\$82	\$86	\$46	\$157	--	15.1%	32.7%	--	25.5%	29.4%
GRC272	SDGE Professional/Technical - Role 28	2	\$107	\$123	\$130	\$48	--	\$172	\$179	\$128	\$128	\$48	\$172	--	-10.0%	-3.6%	--	1.1%	1.7%
GRC273	SDGE Professional/Technical - Role 37	2	\$107	\$123	\$130	\$48	--	\$172	\$179	\$128	\$128	\$48	\$172	--	-10.0%	-3.6%	--	1.1%	1.7%
GRC112	SDGE Professional/Technical - Role 1	1	\$150	\$172	\$180	\$77	--	\$246	\$256	\$150	\$177	\$72	\$246	--	-6.0%	2.6%	--	0.2%	3.9%
GRC121	SDGE Professional/Technical - Role 4	1	\$147	\$169	\$173	\$79	--	\$248	\$252	\$178	\$204	\$201	\$248	--	-17.2%	-16.9%	--	-13.2%	-11.2%
GRC131	SDGE Professional/Technical - Role 5	1	\$111	\$128	\$135	\$50	--	\$177	\$184	\$111	\$118	\$45	\$177	--	0.3%	14.1%	--	8.9%	13.2%
GRC132	SDGE Professional/Technical - Role 6	1	\$84	\$97	\$96	\$42	--	\$139	\$138	\$81	\$86	\$35	\$139	--	3.7%	12.9%	--	13.1%	13.7%
GRC152	SDGE Professional/Technical - Role 10	1	\$125	\$144	\$150	\$54	--	\$198	\$204	\$114	\$123	\$43	\$198	--	9.2%	16.5%	--	16.7%	20.6%
GRC158	SDGE Professional/Technical - Role 11	1	\$111	\$128	\$131	\$50	--	\$177	\$181	\$99	\$105	\$41	\$177	--	12.4%	21.8%	--	21.5%	24.1%
GRC181	SDGE Professional/Technical - Role 12	1	\$100	\$115	\$122	\$47	--	\$162	\$169	\$111	\$119	\$120	\$169	--	-9.9%	3.1%	--	-1.9%	1.3%
GRC182	SDGE Professional/Technical - Role 13	1	\$87	\$100	\$103	\$43	--	\$143	\$146	\$103	\$112	\$111	\$143	--	-10.5%	-7.5%	--	-8.3%	-6.1%
GRC188	SDGE Professional/Technical - Role 16	1	\$121	\$139	\$143	\$53	--	\$192	\$193	\$153	\$153	\$55	\$192	--	-13.9%	-8.8%	--	-7.8%	-5.9%
GRC207	SDGE Professional/Technical - Role 20	1	\$205	\$235	\$248	\$102	--	\$337	\$349	\$248	\$251	\$96	\$337	--	-5.3%	-5.3%	--	-2.3%	0.7%
GRC210	SDGE Professional/Technical - Role 22	1	\$147	\$169	\$178	\$76	--	\$245	\$253	\$148	\$163	\$67	\$245	--	4.1%	9.7%	--	6.5%	10.5%
GRC229	SDGE Professional/Technical - Role 23	1	\$140	\$161	\$172	\$64	--	\$225	\$236	\$146	\$161	\$59	\$225	--	-4.4%	0.1%	--	2.2%	8.5%
GRC230	SDGE Professional/Technical - Role 24	1	\$176	\$202	\$217	\$87	--	\$289	\$304	\$192	\$216	\$119	\$289	--	-8.4%	0.0%	--	-3.4%	1.1%
GRC250	SDGE Professional/Technical - Role 26	1	\$122	\$140	\$142	\$50	--	\$206	\$216	\$104	\$110	\$109	\$206	--	17.1%	12.3%	--	28.0%	27.7%
GRC251	SDGE Professional/Technical - Role 27	1	\$104	\$126	\$131	\$47	--	\$187	\$194	\$104	\$110	\$109	\$187	--	-1.4%	2.8%	--	1.8%	3.0%
GRC353	SDGE Professional/Technical - Role 32	1	\$93	\$107	\$114	\$36	--	\$170	\$176	\$90	\$90	\$40	\$170	--	-4.2%	3.1%	--	4.5%	6.6%
GRC401	SDGE Professional/Technical - Role 38	1	\$131	\$151	\$160	\$50	--	\$223	\$233	\$127	\$138	\$141	\$223	--	2.8%	9.3%	--	12.0%	14.7%
GRC292	SDGE Professional/Technical - Role 39	1	\$107	\$123	\$127	\$50	--	\$173	\$173	\$106	\$114	\$45	\$173	--	1.1%	8.3%	--	9.0%	-0.7%
Benchmark Incumbents		934	\$14,346	\$16,498	\$17,059	\$6,965	--	\$23,363	\$23,924	\$16,535	\$16,480	\$6,418	\$23,363	--	0.5%	4.1%	--	2.3%	4.9%
Total Incumbents		934																	
Coverage		51.7%																	

San Diego Gas & Electric
Physical/Technical

2028 GRC Study				SDGE Average				Competitive Market Average				Variance - SDGE +/- Market			
Position #	SDGE Benchmark Job Title	# of SDGE Center EEs	Base Salary	Target Total Cash	Target Total Comp.	LTI	Base Salary	Target Total Cash	Target Total Comp.	LTI	Base Salary	Target Total Cash	Target Total Comp.	LTI	Target Total Comp.
GRC6	Lineman	156	\$162	\$162	\$236	--	\$139	\$143	\$143	--	11.5%	13.4%	14.0%	--	14.0%
GRC16	Service Tech	72	\$124	\$124	\$175	--	\$111	\$109	\$115	--	11.5%	12.9%	14.0%	--	14.0%
GRC21	Locator	64	\$110	\$110	\$158	--	\$100	\$102	\$103	--	10.5%	11.5%	12.7%	--	12.7%
GRC20	Substation Electrician	51	\$154	\$154	\$225	--	\$127	\$130	\$131	--	21.1%	18.7%	17.5%	--	19.4%
GRC329	Apprentice Lineman	50	\$115	\$115	\$158	--	\$86	\$89	\$94	--	34.5%	29.2%	21.8%	--	27.1%
GRC23	Meter Services Person	46	\$107	\$107	\$154	--	\$107	\$112	\$113	--	-0.7%	-5.2%	-4.3%	--	-3.9%
GRC33	Troubleshooter	43	\$173	\$173	\$251	--	\$129	\$129	\$129	--	40.3%	33.9%	32.6%	--	33.5%
GRC41	Fleet Maintenance Tech	37	\$117	\$117	\$166	--	\$123	\$129	\$132	--	-9.9%	-11.5%	-10.1%	--	-11.1%
GRC43	Electrical Distribution Working Foreman	34	\$179	\$179	\$259	--	\$138	\$147	\$149	--	29.2%	23.6%	22.2%	--	20.9%
GRC51	Inspector A	30	\$125	\$125	\$185	--	\$85	\$91	\$94	--	46.8%	37.4%	32.5%	--	35.9%
GRC65	Electrical Technician	26	\$97	\$97	\$134	--	\$95	\$98	\$98	--	2.2%	-0.8%	1.3%	--	-0.7%
GRC328	Apprentice Electrician	26	\$112	\$112	\$153	--	\$83	\$97	\$101	--	15.8%	10.8%	6.5%	--	10.4%
GRC47	Gas Patrolter	23	\$104	\$104	\$143	--	\$83	\$95	\$97	--	11.0%	9.0%	6.8%	--	8.8%
GRC129	Electrical GIS Tech	20	\$70	\$77	\$112	--	\$88	\$91	\$91	--	-19.9%	-15.4%	-8.6%	--	-12.9%
GRC52	Distribution System Operations	18	\$169	\$169	\$245	--	\$155	\$176	\$175	--	9.0%	-3.3%	2.6%	--	-2.0%
GRC372	District Crew Dispatcher	17	\$114	\$114	\$164	--	\$86	\$91	\$91	--	32.9%	25.9%	19.6%	--	24.0%
GRC403	GasUG Tech (A) - Emergency Response	17	\$107	\$107	\$153	--	\$89	\$91	\$92	--	19.9%	16.7%	13.3%	--	15.6%
GRC395	GasUG Tech (B) - GROC	16	\$73	\$73	\$93	--	\$83	\$95	\$96	--	-20.7%	-22.7%	-14.5%	--	-20.5%
GRC402	Working Foreman - Gas Emergency Response	15	\$162	\$162	\$236	--	\$117	\$120	\$124	--	38.1%	35.4%	33.5%	--	34.8%
GRC394	GasUG Tech (A) - GROC	14	\$100	\$100	\$138	--	\$95	\$98	\$98	--	5.2%	2.1%	1.6%	--	2.5%
GRC80	Traffic Control Assistant	13	\$58	\$58	\$84	--	\$55	\$56	\$57	--	6.0%	4.1%	2.5%	--	4.1%
GRC106	Working Substation Foreman	11	\$165	\$165	\$240	--	\$130	\$139	\$141	--	27.3%	18.9%	17.0%	--	19.6%
GRC377	Material Scheduler	10	\$104	\$104	\$143	--	\$87	\$90	\$90	--	20.1%	15.4%	12.5%	--	14.6%
GRC91	Electrician NACE	10	\$133	\$133	\$188	--	\$113	\$121	\$123	--	18.6%	10.2%	8.4%	--	14.6%
GRC379	Garage Working Foreman	9	\$134	\$134	\$198	--	\$122	\$129	\$127	--	9.5%	4.0%	5.9%	--	7.0%
GRC61	Electrical Meter Tester	9	\$140	\$140	\$206	--	\$106	\$111	\$112	--	32.5%	26.6%	25.5%	--	26.5%
GRC126	Gas Welder - GROC	8	\$125	\$125	\$169	--	\$87	\$90	\$90	--	21.7%	15.3%	15.2%	--	14.6%
GRC374	District Stockkeeper	8	\$114	\$114	\$166	--	\$87	\$90	\$90	--	30.3%	25.8%	27.9%	--	23.9%
GRC374	Electrician Assistant	8	\$81	\$81	\$112	--	\$104	\$111	\$112	--	-28.8%	-31.2%	-22.0%	--	-28.9%
GRC375	Field Mechanic	8	\$123	\$123	\$183	--	\$104	\$111	\$111	--	18.3%	11.2%	14.9%	--	12.4%
GRC378	Transmission System Operator	8	\$178	\$178	\$257	--	\$139	\$142	\$143	--	25.7%	25.3%	24.3%	--	25.7%
GRC414	Meter Shop Tech	8	\$80	\$80	\$113	--	\$105	\$109	\$110	--	-5.6%	-9.3%	-10.5%	--	-8.1%
GRC151	Line Assistant	7	\$80	\$80	\$113	--	\$113	\$115	\$120	--	-29.1%	-30.4%	-21.2%	--	-28.1%
GRC167	Technical Support Assistant	5	\$84	\$92	\$113	--	\$81	\$84	\$84	--	3.9%	9.2%	8.0%	--	10.9%
GRC105	Gas, Transmission & Instrument Control Tech	5	\$139	\$139	\$205	--	\$115	\$121	\$119	--	20.8%	15.5%	16.6%	--	16.3%
GRC301	Operations Coordinator	4	\$84	\$86	\$120	--	\$95	\$96	\$96	--	-15.5%	-12.0%	-10.3%	--	-9.9%
GRC107	Laborer - GROC	4	\$51	\$51	\$75	--	\$68	\$68	\$68	--	-24.9%	-24.9%	-13.8%	--	-21.7%
GRC398	Electrician - Shops/PET Lab	4	\$156	\$156	\$228	--	\$123	\$129	\$129	--	26.9%	21.4%	20.9%	--	21.9%
GRC78	SDGE Physical/Technical - Role 1	3	\$152	\$152	\$222	--	\$129	\$138	\$142	--	12.9%	5.2%	10.4%	--	6.6%
GRC138	SDGE Physical/Technical - Role 2	2	\$145	\$145	\$213	--	\$129	\$138	\$142	--	12.9%	5.2%	10.4%	--	6.6%
GRC376	SDGE Physical/Technical - Role 3	2	\$55	\$55	\$80	--	\$68	\$68	\$68	--	-19.1%	-19.1%	-10.2%	--	-16.5%
GRC986	SDGE Physical/Technical - Role 4	2	\$78	\$86	\$95	--	\$85	\$86	\$88	--	-8.1%	-0.2%	8.7%	--	3.2%
GRC995	SDGE Physical/Technical - Role 5	1	\$69	\$76	\$110	--	\$85	\$86	\$88	--	-18.9%	-12.2%	-4.2%	--	-9.7%
			\$5,014	\$5,051	\$5,059	\$0	\$4,503	\$4,749	\$4,699		10.2%	6.8%	9.0%		7.4%
	Benchmark Incumbents	927													
	Total Incumbents	1634													
	Coverage	56.7%													



San Diego Gas & Electric
Clerical

2026 GRC Study Position #			SDGE Average							Competitive Market Average							Variance - SDGE +/- Market						
			# of SDGE Center EEs	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary %	Target Total Cash %	Total Cash %	Benefits %	LTI %	Target Total Comp. %		
GRC10	Dispatch Specialist	28	\$120	\$120	\$121	\$54	--	\$174	\$95	\$100	\$99	\$48	--	\$174	26.0%	19.7%	22.0%	13.4%	--	17.6%	19.2%		
GRC68	FSD & Gas Utility Coordinator	20	\$68	\$75	\$77	\$38	--	\$113	\$75	\$77	\$77	\$37	--	\$113	-6.3%	0.0%	1.6%	2.3%	--	0.7%	1.8%		
GRC890	Admin Associate	19	\$78	\$86	\$88	\$41	--	\$127	\$79	\$81	\$82	\$39	--	\$127	-0.8%	5.9%	7.3%	6.2%	--	6.0%	7.0%		
GRC408	Project Supply Coordinator	18	\$81	\$83	\$90	\$43	--	\$136	\$105	\$110	\$110	\$47	--	\$136	-18.0%	-10.2%	-12.2%	-5.8%	--	-8.9%	-10.3%		
GRC32	Program/Project Specialist	10	\$92	\$105	\$106	\$46	--	\$152	\$83	\$85	\$85	\$40	--	\$152	10.6%	24.3%	25.0%	17.2%	--	22.1%	22.5%		
GRC111	Executive Assistant	8	\$97	\$111	\$116	\$59	--	\$170	\$112	\$118	\$118	\$56	--	\$170	-12.7%	-4.6%	-0.9%	5.5%	--	-1.4%	1.1%		
GRC383	Customer Programs Specialist II - SDGE	7	\$90	\$104	\$107	\$46	--	\$150	\$100	\$105	\$106	\$45	--	\$150	-9.8%	-1.3%	1.2%	1.1%	--	-0.5%	1.2%		
GRC178	Senior Legal Admin Associate	6	\$102	\$112	\$116	\$59	--	\$171	\$104	\$107	\$108	\$53	--	\$171	-2.5%	4.3%	7.6%	11.7%	--	6.7%	8.3%		
GRC109	Customer Program/Project Specialist I	4	\$87	\$99	\$98	\$55	--	\$154	\$91	\$93	\$93	\$49	--	\$154	-4.3%	6.0%	5.8%	13.0%	--	8.4%	8.3%		
GRC144	Accountant/Invoicing Specialist	4	\$74	\$85	\$84	\$51	--	\$136	\$88	\$95	\$95	\$49	--	\$136	-16.0%	-10.9%	-10.9%	2.7%	--	-6.3%	-6.2%		
GRC184	SDGE Clerical - Role 1	3	\$89	\$102	\$105	\$56	--	\$158	\$87	\$90	\$90	\$48	--	\$158	2.3%	13.3%	17.4%	17.4%	--	14.7%	17.4%		
GRC357	SDGE Clerical - Role 2	3	\$82	\$94	\$97	\$53	--	\$148	\$80	\$82	\$82	\$45	--	\$148	-5.3%	4.0%	8.1%	11.9%	--	6.7%	9.4%		
GRC173	SDGE Clerical - Role 3	3	\$79	\$87	\$90	\$51	--	\$138	\$80	\$82	\$82	\$45	--	\$138	-1.6%	5.3%	8.8%	12.8%	--	8.0%	10.2%		
GRC195	SDGE Clerical - Role 4	2	\$84	\$88	\$89	\$51	--	\$139	\$81	\$81	\$81	\$38	--	\$139	-20.9%	-12.9%	-15.1%	-5.0%	--	-10.4%	-11.9%		
GRC370	SDGE Clerical - Role 5	2	\$80	\$88	\$89	\$51	--	\$138	\$65	\$67	\$68	\$41	--	\$138	23.6%	30.4%	26.7%	26.7%	--	29.7%	29.0%		
GRC404	SDGE Clerical - Role 6	2	\$97	\$112	\$116	\$59	--	\$171	\$99	\$102	\$104	\$51	--	\$171	-6.2%	3.4%	8.1%	4.6%	--	3.8%	7.0%		
GRC405	SDGE Clerical - Role 7	2	\$95	\$109	\$112	\$58	--	\$171	\$99	\$102	\$104	\$51	--	\$171	-1.6%	9.6%	11.4%	15.1%	--	11.4%	12.6%		
GRC45	SDGE Clerical - Role 8	2	\$95	\$109	\$112	\$58	--	\$171	\$94	\$94	\$94	\$49	--	\$167	0.7%	15.6%	18.6%	18.9%	--	16.9%	18.7%		
GRC40	SDGE Clerical - Role 9	1	\$74	\$81	\$82	\$49	--	\$131	\$66	\$68	\$68	\$41	--	\$131	12.8%	20.2%	21.2%	20.9%	--	20.5%	21.1%		
Benchmark Incumbents			144	\$1,626	\$1,824	\$1,855	\$949	--	\$2,772	\$1,672	\$1,734	\$1,734	\$863	--	\$2,772	1.8%	7.3%	9.1%	9.0%	--	7.9%	9.1%	
Total Incumbents			236																				
Coverage			61.0%																				



APPENDIX B – II: Detailed Competitive Summary by Employee Category – Corporate Center

2025 GRC Study Position #			Corp Center Benchmark Job Title		Sempra Corporate Averages					Competitive Market Average					Variance SDGE +/- Market						
# of Corp Center Center EEs			Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary %	Target Total Cash %	Total Cash %	Benefits %	LTI %	Target Total Comp. %	
GRC312	1		\$313	\$454	\$501	\$169	\$250	\$670	\$349	\$502	\$496	\$162	\$0	\$622	-10.5%	-9.7%	1.0%	4.5%	18.0%	-6.3%	1.8%
GRC314	1		\$286	\$414	\$441	\$156	\$229	\$570	\$352	\$520	\$541	\$167	\$0	\$570	-18.9%	-20.3%	-18.5%	-6.2%	8.0%	-16.9%	-15.6%
Benchmark Incumbents			2	\$599	\$942	\$325	\$479	\$1,193	\$702	\$1,022	\$1,037	\$328	\$0	\$1,193	-14.7%	-15.0%	-8.8%	-0.9%	13.0%	-11.6%	-6.9%
Total Incumbents			10																		
Coverage			20.0%																		



Sempra Energy
Manager/Supervisor

2023 GRC Study Position #	Corp Center Benchmark Job Title	# of Corp Center Center EEs	Sempra Corporate Averages					Competitive Market Average					Variance SDOE +/- Market								
			Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary %	Target Total Cash %	Total Cash %	Benefits %	LTI %	Target Total Comp. %	
GRC142	Manager, Tax	7	\$195	\$234	\$244	\$93	--	\$327	\$198	\$233	\$232	\$86	--	\$327	-1.5%	0.1%	5.2%	8.3%	--	2.3%	6.1%
GRC179	Manager, Audit Services	5	\$191	\$229	\$237	\$92	--	\$320	\$185	\$215	\$213	\$80	--	\$320	3.3%	6.3%	11.3%	13.8%	--	8.4%	12.0%
GRC386	Managing Attorney	4	\$298	\$372	\$348	\$153	\$67	\$525	\$268	\$329	\$326	\$128	\$0	\$525	11.2%	13.2%	6.8%	19.6%	-0.7%	15.0%	10.4%
GRC219	Corp Center Management - Role 1	3	\$294	\$367	\$394	\$161	\$98	\$529	\$282	\$358	\$354	\$135	\$0	\$529	4.1%	2.0%	11.4%	19.1%	11.0%	7.2%	13.5%
GRC205	Corp Center Management - Role 2	2	\$148	\$170	\$172	\$76	--	\$245	\$183	\$212	\$210	\$77	--	\$245	-19.4%	-20.0%	-18.0%	-8.5%	--	-16.8%	-15.3%
GRC218	Corp Center Management - Role 3	2	\$180	\$216	\$227	\$89	--	\$305	\$176	\$202	\$200	\$128	\$0	\$305	2.5%	7.3%	13.6%	15.6%	--	9.6%	14.1%
GRC221	Corp Center Management - Role 4	2	\$233	\$291	\$314	\$124	\$78	\$415	\$256	\$330	\$314	\$128	\$0	\$415	-8.8%	-11.6%	-3.1%	11.0%	--	-9.2%	-10.8%
GRC193	Corp Center Management - Role 5	1	\$180	\$216	\$220	\$91	--	\$307	\$205	\$237	\$233	\$90	--	\$307	-12.1%	-8.7%	-5.8%	0.8%	--	-6.0%	-3.9%
GRC227	Corp Center Management - Role 6	1	\$187	\$224	\$233	\$100	--	\$324	\$161	\$181	\$180	\$78	--	\$324	15.9%	23.9%	29.9%	27.6%	--	25.0%	29.2%
GRC263	Corp Center Management - Role 7	1	\$185	\$222	\$231	\$89	--	\$312	\$165	\$218	\$218	\$81	--	\$312	0.0%	2.1%	6.0%	10.2%	--	4.3%	7.1%
GRC264	Corp Center Management - Role 8	1	\$321	\$402	\$432	\$174	\$108	\$576	\$260	\$374	\$372	\$141	\$0	\$576	10.7%	7.3%	16.3%	23.7%	11.0%	11.8%	16.3%
GRC266	Corp Center Management - Role 9	1	\$224	\$280	\$300	\$110	\$75	\$389	\$264	\$363	\$391	\$132	\$0	\$389	-24.0%	-27.0%	-23.3%	-17.1%	11.0%	-24.4%	-21.6%
GRC269	Corp Center Management - Role 10	1	\$186	\$223	\$234	\$93	--	\$317	\$185	\$216	\$212	\$84	--	\$317	0.6%	3.5%	10.5%	11.3%	--	5.7%	10.7%
GRC275	Corp Center Management - Role 11	1	\$353	\$476	\$541	\$201	\$119	\$678	\$340	\$437	\$418	\$161	\$0	\$678	3.9%	8.9%	29.6%	25.5%	11.0%	13.3%	28.4%
GRC277	Corp Center Management - Role 12	1	\$202	\$243	\$252	\$96	--	\$339	\$168	\$216	\$215	\$81	--	\$339	7.4%	12.2%	17.1%	19.1%	--	14.1%	17.6%
GRC280	Corp Center Management - Role 13	1	\$182	\$219	\$229	\$89	--	\$308	\$176	\$200	\$198	\$76	--	\$308	3.5%	9.2%	15.8%	17.2%	--	11.5%	16.2%
GRC284	Corp Center Management - Role 14	1	\$219	\$263	\$275	\$114	--	\$376	\$196	\$226	\$221	\$93	--	\$376	11.9%	15.9%	21.5%	21.5%	--	17.6%	23.6%
GRC285	Corp Center Management - Role 15	1	\$236	\$295	\$317	\$115	\$79	\$409	\$242	\$371	\$353	\$129	\$0	\$409	-19.2%	-20.5%	-10.3%	-10.5%	11.0%	-18.0%	-10.4%
GRC287	Corp Center Management - Role 16	1	\$270	\$365	\$380	\$160	\$83	\$525	\$288	\$361	\$342	\$136	\$0	\$525	-6.1%	0.9%	11.0%	17.4%	11.0%	5.4%	12.8%
GRC289	Corp Center Management - Role 17	1	\$232	\$289	\$313	\$123	\$78	\$413	\$258	\$320	\$319	\$125	\$0	\$413	-10.2%	-9.7%	-2.0%	-1.3%	11.0%	-7.3%	-1.8%
GRC290	Corp Center Management - Role 18	1	\$165	\$198	\$195	\$85	--	\$283	\$197	\$230	\$220	\$88	--	\$283	-16.5%	-14.0%	-3.1%	-3.7%	--	-11.2%	-9.2%
GRC825	Corp Center Management - Role 19	1	\$170	\$196	\$199	\$84	--	\$280	\$139	\$155	\$152	\$65	--	\$280	22.7%	26.1%	30.9%	29.2%	--	27.0%	30.4%
Benchmark Incumbents			\$4,850	\$5,989	\$6,288	\$2,511	\$784	\$8,500	\$4,941	\$6,005	\$5,892	\$2,277	\$0	\$8,500	0.0%	1.9%	7.1%	11.0%	3.0%	4.4%	8.2%
Total Incumbents			40																		
Coverage			110																		
			36.4%																		

Sempra Energy
Professional/Technical

Sempra Corporate Averages										Competitive Market Average										Variances SDOE V- Market										
2025 GRC Study Position #	Corp Center/Benchmark Job Title	# of Corp Center Center EEs	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Total Comp.	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Total Comp.	Base Salary %	Target Total Cash %	Total Cash %	Benefits %	LTI %	Target Total Comp. %	Total Comp. %	Base Salary %	Target Total Cash %	Total Cash %	Benefits %	LTI %	Target Total Comp. %	Total Comp. %
GRC0393	Staff Accountant I	19	\$76	\$87	\$84	\$34	--	\$122	\$118	\$86	\$90	\$90	\$33	--	\$122	\$118	-11.1%	-2.8%	-2.8%	4.0%	--	\$122	\$118	-3.9%	-1.0%	-1.0%	-3.9%	--	\$122	\$118
GRC0411	Business Accountant II	7	\$88	\$102	\$101	\$44	--	\$145	\$145	\$86	\$84	\$84	\$37	--	\$145	\$145	10.1%	20.4%	20.4%	18.6%	--	\$145	\$145	19.9%	20.3%	20.3%	18.6%	--	\$145	\$145
GRC0152	Business Advisor & Senior Accountant	7	\$112	\$129	\$126	\$54	--	\$179	\$176	\$136	\$151	\$150	\$54	--	\$179	\$176	-17.3%	-14.5%	-14.5%	-16.0%	--	\$179	\$176	-13.5%	-13.5%	-13.5%	-16.0%	--	\$179	\$176
GRC0155	Principal Tax Analyst	6	\$159	\$183	\$184	\$71	--	\$254	\$254	\$200	\$231	\$236	\$79	--	\$254	\$254	-20.5%	-20.9%	-20.9%	-22.0%	--	\$254	\$254	-18.4%	-19.3%	-19.3%	-22.0%	--	\$254	\$254
GRC0176	Senior Auditor	6	\$128	\$147	\$147	\$59	--	\$206	\$206	\$149	\$164	\$163	\$62	--	\$206	\$206	-14.4%	-10.6%	-10.6%	-9.7%	--	\$206	\$206	-8.9%	-8.2%	-8.2%	-9.7%	--	\$206	\$206
GRC0220	Principal Financial Analyst	6	\$145	\$167	\$160	\$65	--	\$232	\$225	\$198	\$233	\$225	\$80	--	\$232	\$225	-26.6%	-28.2%	-28.2%	-17.9%	--	\$232	\$225	-25.6%	-26.2%	-26.2%	-17.9%	--	\$232	\$225
GRC0224	Senior Tax Analyst	5	\$130	\$150	\$153	\$60	--	\$210	\$213	\$154	\$172	\$173	\$62	--	\$210	\$213	-16.4%	-13.0%	-13.0%	-3.3%	--	\$210	\$213	-10.4%	-9.5%	-9.5%	-3.3%	--	\$210	\$213
GRC0237	Senior Service Protection Agent	5	\$141	\$162	\$165	\$73	--	\$235	\$238	\$152	\$168	\$165	\$69	--	\$235	\$238	-7.2%	-3.4%	-3.4%	0.0%	--	\$235	\$238	-0.5%	1.9%	1.9%	0.0%	--	\$235	\$238
GRC0431	Principal Corporate Development & Strategy Advisor	5	\$176	\$203	\$198	\$77	--	\$279	\$279	\$178	\$200	\$201	\$70	--	\$279	\$279	-1.0%	-1.8%	-1.8%	8.6%	--	\$279	\$279	-3.1%	1.9%	1.9%	8.6%	--	\$279	\$279
GRC0431	Senior Financial Analyst	5	\$110	\$126	\$128	\$51	--	\$177	\$179	\$157	\$174	\$174	\$61	--	\$177	\$179	-30.2%	-27.3%	-27.3%	-26.4%	--	\$177	\$179	-24.8%	-24.1%	-24.1%	-26.4%	--	\$177	\$179
GRC0190	Senior Paralegal	4	\$114	\$131	\$129	\$51	--	\$181	\$180	\$110	\$117	\$117	\$45	--	\$181	\$180	3.3%	10.3%	10.3%	13.3%	--	\$181	\$180	11.1%	11.1%	11.1%	13.3%	--	\$181	\$180
GRC0194	Audit Services Project Manager	4	\$160	\$184	\$174	\$81	--	\$265	\$265	\$193	\$210	\$215	\$82	--	\$265	\$265	-9.2%	-18.7%	-18.7%	-14.4%	--	\$265	\$265	-14.0%	-14.0%	-14.0%	-14.4%	--	\$265	\$265
GRC0201	Financial Analyst	4	\$109	\$125	\$124	\$48	--	\$171	\$171	\$89	\$102	\$102	\$42	--	\$171	\$171	-27.1%	-21.3%	-21.3%	-21.3%	--	\$171	\$171	-13.0%	-13.0%	-13.0%	-21.3%	--	\$171	\$171
GRC0282	Principal Analyst	4	\$101	\$116	\$112	\$48	--	\$164	\$164	\$98	\$104	\$104	\$42	--	\$164	\$164	2.7%	7.9%	7.9%	12.8%	--	\$164	\$164	1.7%	9.4%	9.4%	12.8%	--	\$164	\$164
GRC0300	Principal Accountant - Corporate	4	\$131	\$151	\$147	\$61	--	\$211	\$208	\$185	\$214	\$207	\$74	--	\$211	\$208	-29.1%	-29.5%	-29.5%	-18.6%	--	\$211	\$208	-26.7%	-26.2%	-26.2%	-18.6%	--	\$211	\$208
GRC0177	Corp Center Professional/Technical - Role 1	3	\$107	\$123	\$126	\$50	--	\$173	\$176	\$121	\$129	\$128	\$49	--	\$173	\$176	-11.8%	-4.9%	-4.9%	-1.2%	--	\$173	\$176	-3.3%	-0.6%	-0.6%	-1.2%	--	\$173	\$176
GRC0223	Corp Center Professional/Technical - Role 2	2	\$181	\$208	\$211	\$78	--	\$286	\$289	\$184	\$215	\$213	\$75	--	\$286	\$289	-19.0%	-3.4%	-3.4%	4.8%	--	\$286	\$289	-1.3%	0.6%	0.6%	4.8%	--	\$286	\$289
GRC0432	Corp Center Professional/Technical - Role 3	2	\$175	\$199	\$205	\$119	--	\$275	\$169	\$127	\$141	\$138	\$52	--	\$275	\$169	-14.0%	-10.9%	-10.9%	-13.6%	--	\$275	\$169	-9.0%	-10.9%	-10.9%	-13.6%	--	\$275	\$169
GRC0433	Corp Center Professional/Technical - Role 4	1	\$144	\$161	\$170	\$74	--	\$240	\$244	\$191	\$210	\$212	\$82	--	\$240	\$244	-24.4%	-21.0%	-21.0%	-8.8%	--	\$240	\$244	-17.5%	-17.5%	-17.5%	-8.8%	--	\$240	\$244
GRC0438	Corp Center Professional/Technical - Role 5	1	\$141	\$162	\$166	\$64	--	\$226	\$229	\$153	\$168	\$167	\$63	--	\$226	\$229	-8.1%	-4.0%	-4.0%	0.8%	--	\$226	\$229	-2.7%	0.2%	0.2%	0.8%	--	\$226	\$229
GRC0187	Corp Center Professional/Technical - Role 6	1	\$148	\$170	\$174	\$76	--	\$246	\$250	\$192	\$218	\$216	\$64	--	\$246	\$250	-23.1%	-21.9%	-21.9%	-9.8%	--	\$246	\$250	-18.5%	-18.5%	-18.5%	-9.8%	--	\$246	\$250
GRC0202	Corp Center Professional/Technical - Role 7	1	\$120	\$138	\$126	\$53	--	\$190	\$179	\$152	\$168	\$165	\$59	--	\$190	\$179	-17.9%	-19.3%	-19.3%	-10.3%	--	\$190	\$179	-15.9%	-20.3%	-20.3%	-10.3%	--	\$190	\$179
GRC0217	Corp Center Professional/Technical - Role 8	1	\$152	\$175	\$179	\$77	--	\$252	\$256	\$159	\$174	\$176	\$72	--	\$252	\$256	-4.1%	-1.8%	-1.8%	1.9%	--	\$252	\$256	-0.9%	3.6%	3.6%	1.9%	--	\$252	\$256
GRC0222	Corp Center Professional/Technical - Role 9	1	\$154	\$177	\$183	\$78	--	\$255	\$261	\$144	\$163	\$161	\$67	--	\$255	\$261	6.4%	8.7%	8.7%	16.2%	--	\$255	\$261	10.9%	14.1%	14.1%	16.2%	--	\$255	\$261
GRC0224	Corp Center Professional/Technical - Role 10	1	\$145	\$167	\$165	\$78	--	\$245	\$245	\$157	\$170	\$168	\$71	--	\$245	\$245	-7.8%	-1.7%	-1.7%	-7.0%	--	\$245	\$245	-1.5%	-6.8%	-6.8%	-7.0%	--	\$245	\$245
GRC0271	Corp Center Professional/Technical - Role 11	1	\$133	\$153	\$157	\$70	--	\$223	\$227	\$155	\$171	\$169	\$70	--	\$223	\$227	-14.2%	-10.7%	-10.7%	0.2%	--	\$223	\$227	-7.5%	-4.8%	-4.8%	0.2%	--	\$223	\$227
GRC0273	Corp Center Professional/Technical - Role 12	1	\$128	\$148	\$153	\$68	--	\$216	\$222	\$142	\$160	\$156	\$63	--	\$216	\$222	-9.4%	-6.6%	-6.6%	1.5%	--	\$216	\$222	-2.2%	1.5%	1.5%	1.5%	--	\$216	\$222
GRC0274	Corp Center Professional/Technical - Role 13	1	\$118	\$136	\$139	\$53	--	\$189	\$192	\$118	\$127	\$127	\$48	--	\$189	\$192	0.3%	9.9%	9.9%	8.8%	--	\$189	\$192	7.7%	9.9%	9.9%	8.8%	--	\$189	\$192
Benchmark Incumbents			107			\$1,732	\$0	\$5,918	\$5,891	\$4,194	\$4,652	\$4,630	\$1,750	\$0	\$5,918	\$5,891														
Total Incumbents			205																											
Coverage			52.2%																											



Sempra Energy Physical/Technical		Sempra Corporate Averages							Competitive Market Average					Variance SDGE +/- Market						
2025 GRC Study Position #	Corp Center Benchmark Job Title	# of Corp Center Center EEs	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary %	Target Total Cash %	Total Cash %	Benefits %	LTI %	Target Total Comp. %
GRC268	Executive Protection Agent II (Call-In)	11	\$94	\$94	\$94	\$39	--	\$133	\$55	\$56	\$56	\$28	--	\$133	70.5%	66.6%	66.5%	41.8%	--	58.4%
GRC428	Executive Protection Agent I (Call-In)	4	\$90	\$90	\$90	\$60	--	\$151	\$69	\$71	\$71	\$49	--	\$151	31.2%	27.5%	27.8%	22.5%	--	25.6%
Benchmark Incumbents		15	\$184	\$184	\$184	\$99	\$0	\$284	\$124	\$127	\$127	\$77	\$0	\$284	60.0%	56.1%	56.2%	36.7%	--	49.6%
Total Incumbents		19																		
Coverage		78.9%																		



Sempra Energy
Clerical

2023 GRC Study				Sempra Corporate Averages					Competitive Market Average					Variance SDOE +/- Market				
Position #	Corp Center Benchmark Job Title	# of Corp Center Center EEs	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp.	Base Salary	Target Total Cash	Total Cash	Benefits	LTI	Target Total Comp. %	Base Salary %	Target Total Cash %	Benefits %	Total Comp. %
GRC111	Executive Assistant	9	\$104	\$119	\$121	\$61	--	\$181	\$116	\$124	\$124	\$58	--	\$183	-10.7%	-3.4%	6.3%	-0.3%
GRC178	Corp Center Clerical - Role 1	3	\$99	\$109	\$110	\$58	--	\$167	\$104	\$107	\$108	\$53	--	\$168	-5.3%	1.3%	9.8%	4.1%
GRC204	Corp Center Clerical - Role 2	3	\$87	\$96	\$97	\$54	--	\$150	\$80	\$84	\$84	\$46	--	\$151	8.1%	14.3%	17.9%	15.6%
GRC890	Corp Center Clerical - Role 3	3	\$74	\$82	\$79	\$40	--	\$121	\$65	\$69	\$89	\$41	--	\$118	-12.6%	-7.9%	-2.4%	-6.1%
GRC276	Corp Center Clerical - Role 4	1	\$80	\$92	\$94	\$53	--	\$145	\$79	\$83	\$82	\$46	--	\$147	1.3%	10.9%	16.0%	12.7%
	Benchmark Incumbents	19	\$444	\$498	\$501	\$266	\$0	\$764	\$465	\$486	\$487	\$243	\$0	\$767	-6.5%	0.2%	7.8%	2.7%
	Total Incumbents	28																
	Coverage	67.9%																3.1%

APPENDIX C: Competitive Summary by Average Total Compensation Dollars

Table C-1: SDGE Study Summary (Excluding Corporate Center): Average Compensation Dollars (\$000s)

Employee Category	Total # of Employees (EEs)	SDGE					Market				
		Base Salary	Benefit Value	Target		Actual	Benefit Value	Target		Actual	LTI
				Total	Total			Total	Total		
Executive	14	\$343	\$192	\$503	\$623	\$815	\$182	\$719	\$761	\$267	
Manager/Supervisor	754	\$179	\$88	\$210	\$223	\$311	\$75	\$264	\$264	\$65	
Professional/Technical	1,806	\$130	\$63	\$150	\$155	\$218	\$59	\$211	\$211	--	
Physical/Technical	1,634	\$129	\$56	\$129	\$129	\$186	\$50	\$166	\$167	--	
Clerical	236	\$89	\$48	\$98	\$99	\$147	\$45	\$138	\$138	--	
Total	4,444										

Table C-2: SDGE Study Summary (Including Corporate Center): Average Compensation Dollars (\$000s)

Employee Category	Total # of Employees (EEs)	SDGE					Market				
		Base Salary	Benefit Value	Target		Actual	Benefit Value	Target		Actual	LTI
				Total	Total			Total	Total		
Executive	24	\$328	\$182	\$480	\$573	\$755	\$176	\$704	\$735	\$257	
Manager/Supervisor	864	\$183	\$91	\$216	\$229	\$319	\$78	\$275	\$274	\$66	
Professional/Technical	2,011	\$129	\$62	\$149	\$153	\$215	\$59	\$211	\$210	--	
Physical/Technical	1,653	\$129	\$56	\$129	\$129	\$185	\$50	\$165	\$166	--	
Clerical	264	\$90	\$49	\$99	\$100	\$149	\$45	\$141	\$141	--	
Total	4,816										

APPENDIX D: Competitive Summary by Aggregate Total Compensation Dollars

Table D-1: SDGE Study Summary (Excluding Corporate Center): Aggregate Compensation Dollars (\$000s)

SDGE										Market					
Employee Category	Total # of Employees (EEs)	EEs in Study	Base Salary	Target		Actual		Benefit Value	Target		Actual				
				Total	Cash	Total	Cash		Total	Comp.	Total	Comp.			
Executive	14	4	\$1,372	\$2,011	\$2,493	\$767	\$2,778	\$3,260	\$1,271						
Manager/Supervisor	754	353	\$63,127	\$73,959	\$78,583	\$31,157	\$105,115	\$109,740	\$500						
Professional/Technical	1,806	934	\$121,738	\$139,999	\$144,892	\$58,761	\$198,760	\$203,653	\$0						
Physical/Technical	1,634	927	\$119,668	\$119,903	\$119,975	\$52,301	\$172,204	\$172,276	\$0						
Clerical	236	144	\$12,887	\$14,110	\$14,289	\$6,877	\$20,988	\$21,167	\$0						
total	4,444														

Market										
	Base Salary	Target		Actual		Benefit Value	Target		Actual	
		Total	Cash	Total	Cash		Total	Comp.	Total	Comp.
	\$1,441	\$2,149	\$2,317	\$727	\$2,876	\$3,044	\$1,070			
	\$59,277	\$66,769	\$66,583	\$26,483	\$93,253	\$93,066	\$387			
	\$129,865	\$142,130	\$141,331	\$55,303	\$197,433	\$196,634	\$0			
	\$103,982	\$107,803	\$108,884	\$46,214	\$154,017	\$155,098	\$0			
	\$12,964	\$13,513	\$13,500	\$6,430	\$19,943	\$19,930	\$0			

Table D-2: SDGE Study Summary (Including Corporate Center): Aggregate Compensation Dollars (\$000s)

SDGE										Market					
Employee Category	Total # of Employees (EEs)	EEs in Study	Base Salary	Target		Actual		Benefit Value	Target		Actual				
				Total	Cash	Total	Cash		Total	Cash	Total	Cash			
Executive	24	6	\$1,970	\$2,878	\$3,435	\$1,092	\$3,971	\$4,527	\$1,750						
Manager/Supervisor	864	393	\$71,950	\$84,795	\$89,830	\$35,660	\$120,455	\$125,490	\$1,692						
Professional/Technical	2,011	1,041	\$134,518	\$154,696	\$159,408	\$64,705	\$219,400	\$224,113	\$0						
Physical/Technical	1,653	942	\$121,060	\$121,295	\$121,367	\$52,973	\$174,268	\$174,339	\$0						
Clerical	264	163	\$14,682	\$16,135	\$16,333	\$7,938	\$24,073	\$24,271	\$0						
total	4,816														

SDGE										Market					
Employee Category	Total # of Employees (EEs)	EEs in Study	Base Salary	Target		Actual		Benefit Value	Target		Actual				
				Total	Cash	Total	Cash		Total	Cash	Total	Cash			
Executive	24	6	\$1,970	\$2,878	\$3,435	\$1,092	\$3,971	\$4,527	\$1,750						
Manager/Supervisor	864	393	\$71,950	\$84,795	\$89,830	\$35,660	\$120,455	\$125,490	\$1,692						
Professional/Technical	2,011	1,041	\$134,518	\$154,696	\$159,408	\$64,705	\$219,400	\$224,113	\$0						
Physical/Technical	1,653	942	\$121,060	\$121,295	\$121,367	\$52,973	\$174,268	\$174,339	\$0						
Clerical	264	163	\$14,682	\$16,135	\$16,333	\$7,938	\$24,073	\$24,271	\$0						
total	4,816														

APPENDIX E: Detailed Benefits Methodology

BenVal® Valuation Methodology

Overview

WTW's BenVal is a method for determining the value of benefits provided by participating companies by applying a standard set of actuarial methods and assumptions to a common employee population. BenVal results provide a quantitative evaluation of each company's benefit provisions and overall benefit program, and facilitate a comparison of these benefit values against peer companies.

The valuation methodology reflects the timing of benefits -- whether deferred or immediate:

- Retirement benefits such as pension and retiree medical benefits are valued using projected unit credit (service prorate) methodology.
- Values for defined contribution plan benefits reflect amounts expected to be contributed for the year.
- Benefits potentially payable immediately such as life insurance and disability benefits are valued on a term cost basis, reflecting the probabilities of the various events occurring within the year, multiplied by the value of the benefit.

The employee population and the actuarial methods and assumptions are described in the following sections. The last section provides additional details with regard to plan-specific methodology used in valuing particular benefit plans.

Note that the relative values generated are not intended to represent actual costs incurred by plan sponsors. Plan sponsors may experience differences in benefit costs due to factors not reflected in BenVal -- varying participant demographics, regional cost differences, or differences in funding or provider arrangements.

Benefit Provisions Reflected

The benefit provisions reflected in BenVal are those applicable for new hires at each member company. BenVal assumes that these plans have been in place over each employee's full career and does not reflect the value of any transition or grandfathered provisions.

Where a plan summary reflects more than one plan for an organization, the plan values are based on the highest enrolled plans for salaried nonunion – general employees.

Benefit plan provisions are regularly updated, with update requests going out to all participating companies each year. You can see the “as of” date for any BDS U.S. company by referring to the effective year shown on the plan summary for each topic.

Demographics

Benefit values depend on a number of factors including age, pay, sex and length of service of the employee population. The standard population chosen is a representative sample of large U.S. companies. Key demographic statistics are as follows:

Count	850
average age	44
average service	10 years
% female	42%
average base salary	\$92,600
average total compensation	\$103,918

Base salary	Bonus assumption
< \$60,000	7% of pay
\$60,000 – \$89,999	9% of pay
\$90,000 – \$119,999	11% of pay
\$120,000 – \$159,999	15% of pay
\$160,000 +	20% of pay

Actuarial Assumptions

Economic

Discount rate		6.5%
Cash balance plan accumulation	1-year Treasury	3.9%
	5-year Treasury	4.6%
	10-year Treasury	4.8%
	30-year Treasury	5.0%
	PPA Segment Rate 1	4.0%
	PPA Segment Rate 2	5.0%
	PPA Segment Rate 3	6.0%
Compensation increase	3.5%	
Wage index (SSWB)	3.0%	
Inflation (CPI)	2.5%	
Healthcare cost trend (postretirement medical)	7.0% graded to 5% over 8 years	

Demographic

Retirement

Traditional defined benefit pension plans:
Incidence varies by the age at which retirement
benefits are available on an unreduced basis;
illustrative rates are shown below:

	Age for unreduced benefit			
Age at retirement	65	62	60	55
50	2%	2%	2%	2%
55	4%	4%	4%	15%
60	10%	10%	15%	15%
62	20%	30%	30%	30%
65	100%	100%	100%	100%

Example: for a plan that provides an unreduced benefit at age 62, 30% of employees are expected to retire upon reaching that age

Cash balance, other account-based plans and retiree medical: the rates for unreduced at age 65 are used.

Turnover

Illustrative rates are shown below:

age	rate
25	13.2%
35	8.1%
45	5.2%
55	2.2%
56+	0%

Mortality

Pri-2012 Mortality Tables projected (static) 20 years using scale MP-2018, applied on a sex-distinct basis (post-decrement only); illustrative rates are shown below:

Age	Deaths per 10,000 lives	
	Male	Female
25	6	2
35	9	3
45	10	6
55	57	37
65	101	76
75	248	190

Disablement (LTD)

1987 Commissioner's Group Disability Table, with six-month elimination period; adjusted where more restrictive LTD requirements apply

Termination of disability

1987 Commissioner's Group Disability Table (adjusted +11% to remove insurer margin)

Morbidity (STD)

Developed based on (1) large company experience, (2) Society of Actuaries STD experience data, (3) 1987 Commissioner's Disability Table

Percentage married

65%

Baseline active medical, retiree medical and active dental coverage level elections

Active employees	
Coverage level	% electing
Single	40%
Employee + 1	21%
Employee + family	20%
Opt Out	19%

Retirees	
Coverage level	% electing
Retiree only	38%
Retiree + spouse	42%
Opt Out	20%

Plan-Specific Methodology

Defined Benefit Plans

The present value of the annual benefit accrual is developed using the projected unit credit (service prorate) methodology. Benefits are allocated evenly over an employee's entire working history, reflecting projected pay and the plan's provisions for normal or early retirement (including any early retirement supplements), vesting, and refund of employee contributions.

Plan values are indexed based on the employer's stated policy. In addition, breakpoints in step-rate formulas at levels based on the Social Security Taxable Wage Base are assumed to increase with the wage index.

For cash balance plans, the assumed rate of interest credited on accumulated account balances is set to reflect the plan provisions.

Defined Contribution Plans

Included in this category are money purchase plans, profit-sharing plans and any type of savings plan (thrift or stock purchase). Plan values are determined as an estimate of current year contributions.

For savings plans, expected participation and contribution levels are determined based on the employee's total pay and age. The calculation differentiates, for example, between the total value of a profit-sharing plan with an average annual contribution of 3% of pay and a savings plan which allows the employee to contribute 6% of pay with a company match of 50% of matched employee contributions. It is expected that even for the most generous matched plans, some percentage of employees will not elect to join the savings plan or contribute the full matched amount.

The participation and deferral rates are determined based on the product of Table A and the sum of the weighted rates in Table B and Table C.

Table A
Assumed Participation Rates for Savings Plans
(other than stock purchase plans)

Total pay	Participation assumption
< \$30,000	80%
\$30,000 to \$50,000	90%
\$50,000 to \$75,000	95%
\$75,000 to \$100,000	95%
\$100,000 to \$150,000	95%
\$150,000 +	95%

Table B – Average Deferral Rate

Total Pay	Deferral rate
< \$30,000	4%
\$30,000 to \$50,000	6%
\$50,000 to \$75,000	7%
\$75,000 to \$100,000	8%
\$100,000 to \$150,000	10%
\$150,000 +	12%

Table C – Additional Average Deferral Rates

Age	Deferral rate
< Age 25	5.0%
Age 25 to age 34	6.5%
Age 35 to age 44	7.0%
Age 45 to age 54	8.0%
Age 55 to age 64	10.0%

Table D – Deferral Rate Weightings

Category	Weight
Total pay	70%
Age	30%

For example, an employee age 45 with 10 years of service and making \$80,000 of pay would have a participation rate of 95% and a weighted deferral rate of $8\% \times 70\% + 8.0\% \times 30\% = 8\%$

For example, a savings plan that matches 50% up to 6% of pay for the above employee would have the following result:

$$\text{Employee Contribution} = (\$80,000 \times .08 \times .95) = \$6,080$$

$$\text{Employer Contribution} = (\$80,000 \times .06 \times .50 \times .95) = \$2,280$$

The assumed value of a stock purchase plan is determined by the offering period if there is a lookback feature, the level of price discount and the assumed participation rates – see below.

Assumed Participation Rates for Stock Purchase Plans

Combined discount/option value	Up to 8% of pay	Over 8% of pay
none	0%	0%
1% - 24%	35%	17.5%
25% - 29%	38%	19%
30% - 39%	42%	21%
40% - 49%	46%	23%
50% and over	50%	25%

Note: The assumed subsidy reflects the discount applied to the stock price along with the value of the fixed price option determined based on the Black Scholes method, if applicable. (For a typical plan, the option value is generally in the range of 10% - 15%.)

For profit sharing plans and ESOPs, assumed contribution levels reflect the average of the past five years' actual contributions to the plan or the company's projected future contributions (if provided).

Life Insurance Plans

Values for pre-retirement basic group life and employer subsidized accidental death and dismemberment are calculated. Flat dollar life insurance benefits are assumed to remain constant. Occupational coverage is not valued, due to its assumed negligible value.

Disability Plans

Short-term and long-term disability benefits are valued. Short-term disability (STD) benefits include sick pay, salary continuance, intermittent and extended coverage, and sickness and accident policies.

Long-term disability values reflect the level and duration of benefits, the plan's definition of disability, definition of pay, and the plan's benefit integration provisions (e.g., coordination with Social Security).

Differentiation is made between plans with varying definitions of disablement. When more than one option for STD or LTD coverage is available to employees, the highest enrolled option is valued.

Medical and Dental Plans

Where multiple plans or options are available, it is assumed that all employees will elect the most prevalent choice as reported by the plan sponsor, i.e., the plan with the highest enrollment. Medical benefit values reflect such factors as: type of plan, deductibles and coinsurance, stop loss provisions, type and level of benefits provided, benefit limits, and the level of required employee contributions. Where coverage varies by network tier, the highest tier of coverage is valued. Out-of-network benefits are not reflected in the BenVal values.

The value for prescription drug coverage is reflected in the healthcare plan value even if covered under a separate plan.

Separate values are calculated for active employee coverage (term cost) and for postretirement coverage (projected unit credit service cost). The value for postretirement coverage reflects the plan's coordination with Medicare benefits at age 65. Postretirement dental coverage is not valued.

For ABHPs, the amount provided by the employer as an HRA or HSA contribution is added to the total value of the plan. The model assumes 100 percent utilization of the account during the year.

Contributions to accounts that are attributed to wellness incentives assume 60% participation in wellness activities.

Medical benefits continuing after retirement are valued on a projected unit credit cost basis.

For retiree medical plans that offer a retiree medical savings notional account at retirement to offset retiree medical costs, the account is assumed to be paid out over the life of the retiree and spouse. If the account can only be used to pay premiums or a portion of the premiums, the annual payout is set equal to the percent of the estimated per capita medical cost payable by the plan each year until the account is exhausted. If the account can be used to pay premiums and other healthcare expenses, such as deductibles and co-pays, the annual payout is set equal to 120% of the estimated per capita medical cost each year until the account is exhausted. Actual accounts that the company contributes to while the participant is an active employee are valued the same as other defined contribution plans.

Vacation and Holiday Plans

The values for vacation and holiday benefits reflect the employer's schedule of benefits. If an employer has multiple schedules, the schedule representing the largest group of employees being studied is valued. If this information is not known, the schedule representing the largest group of employees being studied in the \$50,000 to \$100,000 range is valued. For organizations that provide unlimited days, the assumptions used represent approximately the 90th percentile based on an average database employer and a mid-career employee.

The values for PTO plans reflect the permitted use of PTO days and the design of the employer's STD plan and holiday provisions, in addition to the aspects reflected for vacation and holiday benefits. If PTO days can be used for illness, the allocation to STD is determined based on the elimination period before subsequent STD/sick pay benefits are payable, to a maximum of the average annual absence day usage.

PTO days may be allocated to holidays depending on the number of plan holidays and PTO days available. The holiday allocation amount is 10 days minus the number of specified employer scheduled plus specified employee scheduled holidays. If the total scheduled holidays equals or exceeds 10 days, there is no allocation to holidays. The remaining days are allocated to vacation.

APPENDIX F: Project Team Meeting Notes

Meeting	Project Planning Kick-off Meeting	
Attendees	Eric Bayona John Hustler Lisa McCue Debbie Robinson	Andrew Neidinger Catherine Hartmann Rhonda Rhoden
When	Monday, November 17, 2025	
Timing	3-4 PT/5-6 CT	
Location	Teams Call	

MEETING AGENDA

TOPIC	
1. General Discussion	Pulling LTI into the assessment - LTI is necessary component to Total Compensation Study (TCS) - Vesting date is not tied back to the original grant or in EE census Timeline for the Census Data - Data refresh available by first week of January 2026
2. Key Items	- Include LTI in the assessment - GRC due in May 26', meaning report delivery in March 26' - Confirm previous matches used from the 2020 EAPDIS Energy Technical Craft Clerical Survey as the survey has transitioned to WTW survey - Determine geographic differential early in the process
3. Action Items	Sempra - Set up "Sempra 2028 TCS - GRC" email box to ensure all communications are run through this email - Send through all documentation, meeting notes and correspondence WTW - DataLink set up by the end of the week November 11, 25' - Reach out for Sempra benefits data to complete the BENVAL analysis - Email for Non-Disclosure Agreements (NDAs) for the third-party surveys that are needed for the market pricing exercise

Meeting	Benchmarking Methodology Meeting	
Attendees	Eric Bayona Bryce Naanos Lisa McCue John Hustler Debbie Robinson	Catherine Hartmann Andrew Neidinger Rhonda Rhoden
When	Thursday, November 20, 2025	
Timing	3:30-4:30 PT / 5:30-6:30 CT	
Location	Teams Call	

MEETING AGENDA

TOPIC	DISCUSSION POINTS
1. Benchmark Selection Process	- Consistent with past rates cases, we will continue to use the previous five employee categories: 1.) Executive, 2.) Manager/Supervisor, 3.) Professional/Technical, 4.) Physical/Technical and 5.) Clerical - A meeting will be scheduled upon receipt of job and employee data, process will remain consistent with past rate cases to determine the appropriate benchmark coverage by employee category, for each entity, and for representation
2. Benchmark Methodology	- All compensation surveys will be aged to December 31, 2025, a change to our previous rate cases with Sempra (January 31st of the test year) - This change is aligned with current comparative CA utility cases and allows a full-year aging of the market data - All compensation survey market data will be aged by the annual factor of 3.5% that is aligned with World@Work, WTW and current Sempra annual aging factors - Considers both General Industry and Utility industry 2025 salary increases - Geographic differentials will continue to be applied to all employee categories except for Executive - Survey scopes will be weighted equally between Utilities and General Industry, where applicable and when data is available
3. Data Gathering and Approach	- Mercer MTCS will replace Mercer SIRS survey matches, as it is the same survey house - Long-term incentive data will be provided by Sempra as a percentage of base pay - Long-term incentive evaluations and comparisons will only be eligible when market median / average eligibility is greater than 50 percent - Additionally, the eligibility for Sempra incumbents must also exceed 50 percent
4. Action Items	- Sempra to provide employee data to WTW the week of 11/24 - WTW to provide draft Benefit peers to Sempra the week of 11/24 - WTW / Sempra to schedule meeting for Benefit peer selection for 12/1

Meeting	Benefits Peer Group Selection	
Attendees	Eric Bayona Debbie Robinson Lisa McCue	Andrew Neidinger Rhonda Rhoden
When	Monday, December 1, 2025	
Timing	6:00-7:00 CT	
Location	Teams Call	

MEETING AGENDA

TOPIC	
1. Guiding Principles	For consistency with past rate cases as well as other rate cases WTW and Sempra have established guiding principles in selecting benefit peer groups • Consistent organizations from past rate cases for Sempra • Peer utility organizations from previous GRCs • Other General Industry organizations that CA peer utilities have leveraged in GRCs • Appropriate size in both employee and revenue (where applicable) • Local geography considerations, in particular for the general industry peer group • Consideration of talent (people) competitors, organizations that Sempra competes for in broad and especially in technical roles
2. Benefits Peer Group Challenges	• Since the previous rate case there have been some fluctuations in data ability in both the General Industry peers and Utility peers • For the rate case, we will still continue to target and leverage 20 peers for both the General Industry and Utility industry
3. Action Items and Next Steps	Determined peer group will be reviewed, finalized and jointly signed-off by WTW team

Meeting	Benchmark Jobs Selection	
Attendees	Eric Bayona Debbie Robinson Lisa McCue John Hutsler	Andrew Neidinger Rhonda Rhoden
When	Thursday, December 4, 2025	
Timing	4:00-5:00 CT	
Location	Teams Call	

MEETING AGENDA

TOPIC	
1. Establishing Guiding Principles	Before reviewing and finalizing efforts around the benchmark selection, WTW has recommended a set of guiding principles around selecting benchmark roles • Select roles in which are able to be measured in the market • Maintain or increase representation for each TCS category • Target high incumbent jobs that are operationally critical to the organization • Leverage recent compensation modernization efforts to help focus appropriate job clean-ups – leveraging Family, Sub-family, Track and level to determine a job
2. Benchmark Selection	• Initial benchmark selections have produced similar number of jobs, with similar representations across categories • Our efforts have focused on ensuring appropriate GRC codes and current job codes are grouped by the work that is being completed to help increase representations and selection
3. Compensation Modernization Efforts	Semptra has recently conducted <i>Compensation Modernization</i> efforts that resulted in refinements to job variables; these clean-up efforts have led to direct changes to previous GRCs, specifically: • Job codes changing TCS category • Benchmark match and family/sub-family alignments • Realignments of GRC codes
4. Action Items & Next Steps	WTW will provide the following analysis to help Semptra understand the impact of the <i>Compensation Modernization</i> efforts on the GRC: • Changes in representation • Where have job codes/GRC codes contracted/expanded • Which job codes have changed TCS categories

Meeting	BENVAL Peer Group Discussion / Benchmark Jobs Selection / NDAs	
Attendees	Eric Bayona Lisa McCue Debbie Robinson John Hutsler Sara Steen	Catherine Hartmann Andrew Neidinger Rhonda Rhoden
When	Monday, December 15, 2025	
Timing	3:00-4:00 PST / 5:00-6:00 CST	
Location	Teams Call	

MEETING AGENDA

TOPIC	
1. Discussion	BENVAL Peer Group • WTW is currently gathering executive data • WTW has documented why selected; revenue size, employee size and geography • WTW uploaded some ancillary retirement and benefits questions Benchmark jobs selection • File includes summarization of selections compared to previous rate cases • Focused on Career Level and Job Family • Documented TCS category job changes as result of the comp modernization and GRC consolidation NDAs • Complete - all are in place
2. Key items	First draft of testimony due mid-February No significant changes to benefits
3. Action Items	WTW to schedule joint session for H&B team / Sempra team to assign responsibility / Sempra to provide times Sempra to provide any job descriptions WTW to send an email for Sempra to confirm regarding BENVAL approval

	Report Format Meeting	
Attendees	Eric Bayona Lisa McCue Debbie Robinson	Andrew Neidinger Catherine Hartmann Rhonda Rhoden
When	Tuesday, February 17, 2026	
Timing	4:00-5:00 PM CST / 2:00-3:00 PM EST	
Location	Teams Call	

MEETING AGENDA

TOPIC	
1. Report Structure - updates	- Semptra will include long-term incentive plan values for reference purposes only outside of the calculation of total compensation. - WTW will leverage language and efforts from the Compensation Modernization efforts conducted by Semptra in recent months as part of the study. - The Compensation Modernization effort was an update to Semptra's job architecture, leveling system, market pricing, and pay structures.
2. Benefits	- There have been slight delays in the Benefits Analysis that will result in a Mid-to Late March report delivery date. - WTW will deliver a draft report, prior to the benefit analysis, to allow Semptra to review current cash-based analysis (without benefits). - The report's benefit evaluation methodology will remain consistent with past rate cases.
3. Action Items	- WTW to deliver a draft report in March. - Semptra will provide revised SDG&E and SCG corporate expense percentages for 2025, so that WTW can conduct the right calculations.

APPENDIX G: Glossary of Terms

Average

The sum of all values of a data set divided by the number of values in that set. Equivalent to the mean.

Base Pay

The fixed compensation paid (hourly, weekly, monthly, or annual) to an employee for performing specific job responsibilities. Usually, these amounts are guaranteed.

Benchmark Job

A job that is commonly found and defined, used to make pay comparisons, either within the organization or to comparable jobs outside the organization. Pay data for these jobs are readily available in published surveys.

Black-Scholes Model

A mathematical model originally developed by Fisher Black and Myron Scholes to value stock options traded on public markets. It estimates the theoretical price an individual would pay for a traded option and considers stock price on grant date, option exercise price, number of years until exercise, dividend yield, risk free rate of return, and stock price volatility.

Career Level

A series of defined levels within a job family where the nature of the work is similar (e.g., accounting, engineering). The levels represent the organization's requirements for increased skill, knowledge and responsibility as the employee moves through a career.

Collective Bargaining Agreements

Agreements between employee groups and employers detailing work conditions including working hours, vacation and holiday entitlements, termination of service provisions, and sometimes benefit entitlements. These agreements may be specific to one company or industry or apply nationally.

Defined Benefit (DB) Pension Plan

Defined by the Employee Retirement Income Security Act of 1974 (ERISA) and the Internal Revenue Code (IRC) as any retirement plan that provides for future income and is not an individual account plan. It is a pension plan that specifies the benefits, or the methods of determining the benefits, but not the level or rate of contribution. Contributions are determined actuarially on the basis of the benefits expected to become payable.

Defined Contribution (DC) Pension Plan

Defined by the Employee Retirement Income Security Act of 1974 (ERISA) and the Internal Revenue Code (IRC) as a plan that provides for future income from an individual account for each participant with benefits based solely on (1) the amount contributed to the participant's account plus (2) any income, expenses, gains and losses, and forfeitures of accounts of other participants that may be allocated to the participant's account. The benefit amount to be received by the participant at retirement is unknown until retirement.

Exempt Employees

Employees who are exempt from the Fair Labor Standards Act of 1938 (FLSA) minimum wage and overtime provisions due to the type of duties performed. Includes executives, administrative employees, professional employees, and those engaged in outside sales as defined by the FLSA.

Fair Labor Standards Act of 1938 (FLSA)

A federal law governing minimum wage, overtime pay, child labor, and record-keeping requirements.

Incumbent

A person occupying and performing a job.

Long-Term Disability (LTD)

A form of long-term income protection that provides for some continuation of income in the event of

disability. Definitions of disability become increasingly narrow in LTD plans (e.g., disabled from engaging in one's own occupation or from any occupation).

Long-Term Incentive

Any incentive plan that requires sustained performance of the firm for a period longer than one fiscal year for maximum benefit to the employee. Some plans are based on capital shares (i.e., stock) of the organization and may require investment by the employee (i.e., Employee Stock Purchase Plan), while others are based on financial performance (i.e., profit sharing cash plans).

Mean

A simple arithmetic average obtained by adding a set of numbers and then dividing the sum by the number of items in the set.

Nonexempt Employees

Employees who are not exempt from the minimum wage and overtime pay provisions of the Fair Labor Standards Act of 1938 (FLSA), for example, employees in clerical jobs.

Paid Time Off (PTO)

Refers to vacation, holidays, sick leave, lunch periods, and other miscellaneous leave for which an employee is compensated.

Performance Share/Performance Unit/Cash Awards

A stock (or stock unit) grant/award plan in which the payout is contingent upon achievement of certain predetermined external or internal performance goals during a specified period (e.g., three to five years) before the recipient has rights to the stock. The employee receiving the shares pays ordinary income tax on the value of the award at the time of earning it.

Profit Sharing Plan

An employee benefit plan established and maintained by an employer whereby the employees receive a share of the profits of the business. The plan normally includes a predetermined and defined formula for allocating profit shares among participants, and for distributing funds accumulated under the plan. However, some plans are discretionary. Funds may be distributed in cash, deferred as a qualified retirement program or distributed in a cash/deferred combination.

Restricted Stock

Stock that is given (or sold at a discount) to an employee, who is restricted from selling or transferring it for a specified time period (usually three to five years). The executive receives dividends, but must forfeit the stock if he/she terminates employment before the restriction period ends. If the employee remains in the employ of the company through the restricted period, the shares vest, irrespective of employee or company performance.

Salary

Compensation paid by the week, month or year rather than hourly. A salary is usually a guaranteed amount that is not reduced for time not worked.

Shift Differential

Extra pay allowance made to employees who work on a shift other than a regular day shift (e.g., 9 a.m. to 5 p.m., Monday through Friday) if the shift is thought to represent a hardship, or if competitive organizations provide a similar premium. Shift differentials usually are expressed as a percentage or in cents per hour.

Short-Term Disability (STD)

A benefits plan designed to provide income during absences due to non-occupational-related illness or injury, when the employee is expected to return to work within a specified time, usually within six months. Usually coordinated or integrated with sick leave at the beginning and with long-term disability (LTD) at the end of STD.

Short-Term Incentive

Usually a lump-sum payment (cash) made once a year in addition to an employee's normal salary or wage for a fiscal or calendar year. Generally based on predetermined performance criteria or standards.

Spot Bonus

A one-time discretionary bonus given to key contributors. Spot bonuses are performance related, not for length of service or equity.

Stock Option

A right to purchase company shares at a specified price during a specified period of time.

Third-Party Survey

For purposes of this study, this term refers to all other survey sources used in the study other than Willis Towers Watson's surveys, such as the EAPDIS Energy Technical Craft Clerical Survey.

Total Cash Compensation

Total annual cash compensation (base salary plus annual/short-term incentives).

Target Total Cash Compensation

Target total annual cash compensation (base salary plus target annual/short-term incentives).

Total Direct Compensation

Total cash compensation plus the annualized expected value of long-term incentives.

Target Total Direct Compensation

Target total cash compensation plus the annualized expected value of long-term incentives.

Total Compensation

The sum of all elements of compensation provided by an employer to an employee. For this study, the total compensation was defined to include base salary, annual/short-term incentives, annualized expected value of long-term incentives, and the value of employee benefits.

Target Total Compensation

The sum of all elements of compensation provided by an employer to an employee. For this study, the target total compensation was defined to include base salary, target annual/short-term incentives, annualized expected value of long-term incentives, and the value of employee benefits.

Vesting

A term typically used in conjunction with a pension or stock plan. For a stock option, vesting refers to the point in time when stock options or stock appreciation rights become exercisable or when a pension benefit becomes a non-forfeitable benefit.

Note: Selected definitions included in this glossary were obtained from WorldatWork's Glossary of Compensation & Benefits Terms.

SoCalGas and SDG&E 2028 GRC Testimony Revision Log – September 2026

Page	Line or Table	Revision Detail
iv	Summary Table	Revised table
iv	Summary of Requests	Changed 295.113 to 290.710
iv	Summary of Requests	Changed 284.988 to 284.949
iv	Summary of Requests	Changed 10.126 to 5.761
iv	Summary of Requests	Changed 199.362 to 195.951
iv	Summary of Requests	Changed 206.738 to 204.548
iv	Summary of Requests	Changed 7.376 to 8.597
1	13	Changed 295 to 291
1	13	Changed 199 to 196
2	LM-1	Revised table
3	LM-2	Revised table
14	LM-3	Revised table
33	LM-8	Revised table
39	LM-11	Revised table
48	LM-15	Revised table
53	17	Changed 38.83 to 38.40
53	LM-18	Revised table
56	LM-21	Revised table
N/A	Appendix C	Revised Appendix C
N/A	Appendix E	Revised Appendix E – Volume II