



**Transforming the  
Way We Do Business  
to Build a More  
Sustainable Future**



## Our Company

# Letter from the Chairman

**The people of Dominion Energy are leading the country's transition to clean energy.**

We are transforming everything we do to build a more sustainable future for our customers, the planet and our company.

It looks like this...

## From the Chairman

- We have launched the **country's largest offshore wind system**. The goal: To provide Virginia customers more renewable energy and to establish a new industry on the East Coast.
- Our clean energy system includes the **country's fourth-largest system of solar energy**, stretching from the Atlantic Ocean to the Pacific.
- We are creating the **most renewable natural gas in the country**. Our advanced technology helps farmers transform manure — yes, you read that right — into renewable energy. Customers get natural gas that's renewed every day, and farmers turn their biggest cost — managing waste — into new revenue.
- We are cutting **methane emissions in half by 2030**, and other companies are following our lead. We have already prevented 250,000 metric tons of methane from entering the atmosphere over the past decade. In air quality terms, that is equal to planting over 103 million new trees. This **builds on the 52 percent reduction in carbon emissions** we have achieved.
- We are **offering to replace diesel school buses with emission-free electric school buses**. Public schools will



## Letter from the Chairman

pay less in maintenance, and schoolchildren will get quieter buses with air that's six times cleaner. (And seat belts.) **No other energy company is doing anything like this.** Goodbye, diesel school buses. Hello, electric.

- **We operate the country's largest battery**, storing energy that can power 750,000 homes. That is more energy than the Hoover Dam produces — and it generates zero emissions.
- We are investing in **new technology to advance carbon-free nuclear energy**. While other companies mothball nuclear power, we are extending the life of nuclear power stations — because they provide clean energy that is safe and reliable.
- Our **program to excavate and recycle coal ash is a model for U.S. energy companies**, as they move away from a century of burning coal to generate electricity. We are digging it up, moving most of it to modern lined landfills — and turning the rest into bricks and concrete.
- We **donated nearly \$35 million last year to the community**, and our people volunteered more than 126,000 hours. We commit to do more every year.

We deliver all of this with one of the **strongest safety records** in the country and some of the **lowest residential and industrial rates in the nation**.

Our people make this possible. One of every five people we hire is a veteran, and the average Dominion Energy worker earns six figures and great benefits. Our employees work 24/7 to deliver energy in all kinds of weather and conditions. We are proud to serve customers across the United States, large and small businesses, and America's military and national security facilities.

This legacy of service stretches back to the time of George Washington. And while we are proud of our rich history, we are embracing change. Our eyes are on the future.

These are exciting times as innovation propels energy forward. We are excited to continue this journey with you, as we all work to shape a clean energy future.

Sincerely,

**Thomas F. Farrell, II**

CHAIRMAN, PRESIDENT AND CEO

**Actions Speak Louder.<sup>SM</sup>**



## Our Company

# About Us

By embracing change and leaning into innovation, we are transforming the way we do business to build a more sustainable future for the planet and for our customers, employees and communities.

# #1

**BEST YEAR  
EVER**  
in safety

# 52%

**REDUCTION**  
in carbon emissions  
since 2005



## WHAT YOU SHOULD KNOW

**A Fortune 500 energy company serving 7.5 million customers in 18 states**

**Fourth largest solar fleet in operation or development among utility holding companies**

**Carbon emissions cut in half since 2005, and a commitment to cut them 80 percent by 2050**

**Methane emissions cut by 250,000 metric tons, and a commitment to cut them 50 percent by 2030**

**Ranked among best companies for women and diversity**



## At A Glance

Nearly 7.5 million customers in 18 states energize their homes and businesses with electricity or natural gas from Dominion Energy (NYSE: D), headquartered in Richmond, Va.

The company is committed to sustainable, reliable, affordable and safe energy and is one of the nation's largest producers and transporters of energy with more than \$100 billion of assets providing electric generation, transmission and distribution, as well as natural gas storage, transmission, distribution and import/export services. The company expects to cut generating fleet carbon dioxide emissions 55 percent by 2030 and 80 percent by 2050, and reduce methane emissions from its gas assets 50 percent by 2030. Please visit [DominionEnergy.com](https://www.dominionenergy.com) to learn more.

### We Are the National Leader in:



Electric School Buses



Offshore Wind



Renewable Natural Gas (RNG)



Battery Storage



Nuclear Relicensing



Methane Reduction



Coal Ash Remediation



## About Us

### We Are the National Leader in:



Safety



Low Rates



Carbon Reduction



Veteran Hiring



Solar Generation

## Key Stats

(as of December 31, 2018, unless noted)

### Environmental

85%

of energy generation from either clean energy sources such as nuclear, renewables and hydro, or natural gas-fired generation that supports renewables

4th

largest solar fleet in operation or development among utility holding companies

LARGEST 52%

renewable liquid natural gas (RNG) partnership in U.S. history

reduction in carbon emissions since 2005

## Environmental

# 53%

reduction in carbon  
emissions intensity  
since 2000

# 50%

reduction in  
methane emissions  
2010–2030 (target)

# 250,000

(approximate) metric tons  
of methane prevented from  
entering the atmosphere  
over the past decade —  
equivalent to taking over  
1.3 million cars off the road  
or planting over 103 million  
new trees

# 2,600 MW

of solar generation in  
operation or development —  
enough to power  
650,000 homes

# 43,000

acres of open space  
converted to habitat  
suitable for birds, bees and  
other pollinators

## Social

# \$34.9M

contributed to  
social betterment

# 126,000+

hours of volunteer  
time donated by  
company employees

# \$2M

contributed to match  
employee gifts

# 820,000

families assisted with  
energy bills since 1982



## Social

22,000

homes weatherized  
since 2015

99%

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

99%

of all Dominion Energy  
leaders completed sexual  
harassment course

30

Number of “Energizing  
Our Communities”  
community-improvement  
projects completed by  
employee volunteers

#1

Best year in safety

16,200

employees as of  
December 31, 2018

## Governance

31%

Share of Board of Directors  
who are diverse (as of  
August 31, 2019)

6.9

years average tenure  
(as of March 2019)

46%

under 60 years of age  
(as of January 1, 2019)

8 of 13

have professional  
experience in  
environmental matters

7 of 13

have professional  
experience in innovation  
and technology

## Financial

**\$78B**

total assets

**#238**

on the Fortune 500

**\$4.05**

operating earnings per share

**\$4.34**

dividends declared per share in 2018

**\$13.3B**

total operating revenue

**\$48.6B**

market capitalization

**\$700+M**

state and local taxes paid

## Operating Groups\*

(as of December 31, 2018, unless noted)

### 2018 Earnings % by Primary Operating Segment

\*Excludes Corporate and Other

#### Power Generation

41%

#### Power Delivery

19%

#### Gas Infrastructure

40%

- 41% of 2018 primary operating segment earnings
- Utility power production
- Merchant power production



- 19% of 2018 primary operating segment earnings
- Electric transmission
- Electric distribution



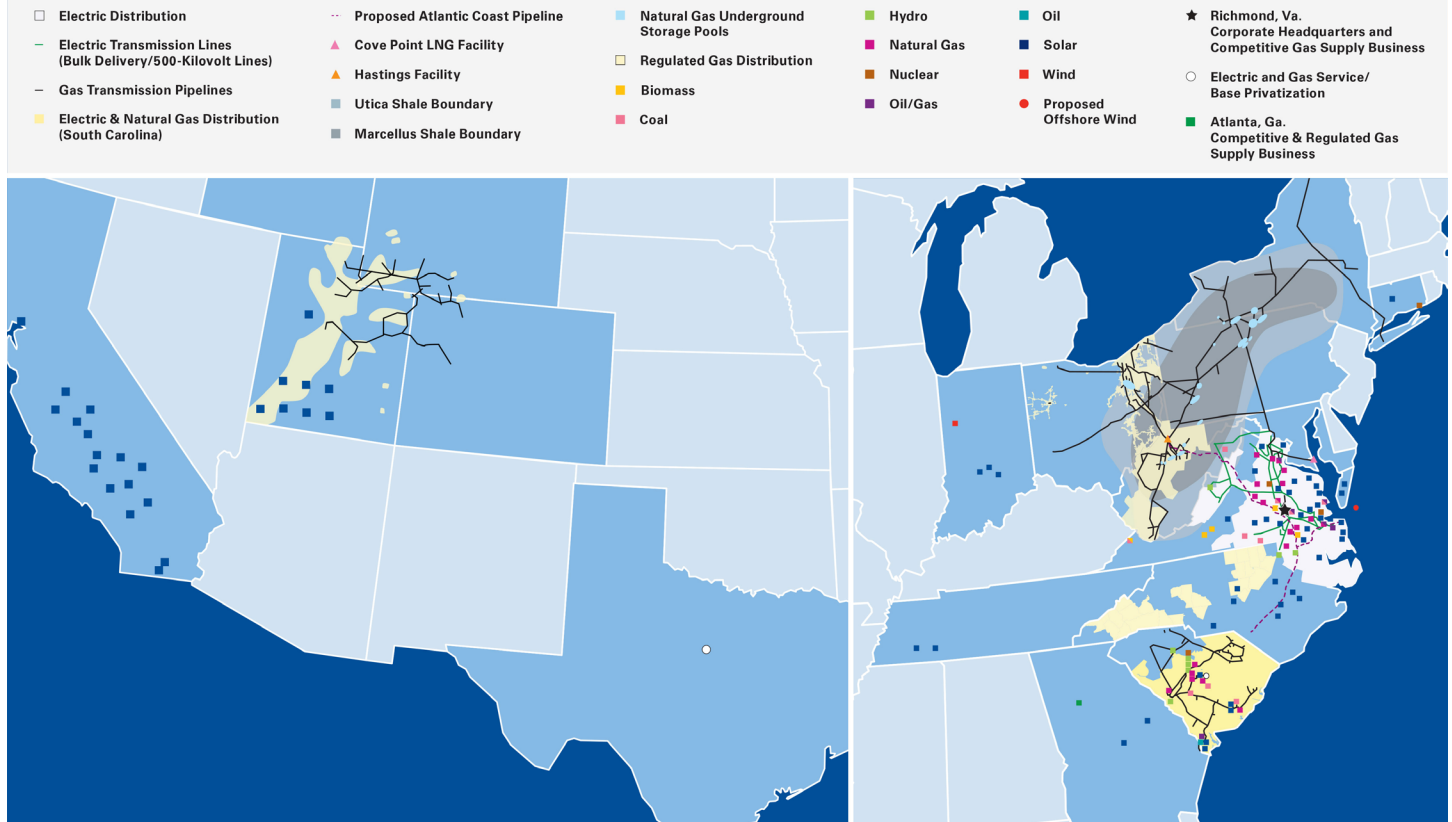
- 40% of 2018 primary operating segment earnings
- Natural gas transmission and storage
- Natural gas distribution
- Liquefied natural gas services
- Retail energy marketing





## About Us

### Where We Work (as of January 1, 2019)



## Awards and Recognition — 2018

### America's Best Employers

*Forbes*

### Best Employers for Diversity

*Forbes*

### Best Employers for Women

*Forbes*

### Ranked in Top Quartile of Utilities

by JUST Capital

### Best Companies for Women

Womens Choice Award

### Management Top 250

*The Wall Street Journal*

### Highest Possible Score (1) for Audit & Risk Oversight

from ISS Corporate Solutions

### 2018 Trendsetter Award

from the Center for Political Accountability

### "Best for Vets" Employer

from *Military Times*

### Ranked a "Top 10 Military Friendly Company"

in 2018 — for the 10th consecutive year — and the highest-ranking energy company on the list (*G.I. Jobs*)

### HIRE Vets Medallion Program Demonstration Award (Platinum) for Recruiting, Hiring and Retaining Veterans

U.S. Department of Labor

### Virginia Values Veterans V3 Influencer Award

Commonwealth of Virginia

### Outstanding Business Supporter of Arts & Culture

Southeastern Connecticut Cultural Coalition

### Emergency Recovery Award for Outstanding Power Restoration Efforts

Edison Electric Institute

### Safety Achievement Award to Dominion Energy Ohio

American Gas Association

### Five-Diamond Employer

West Virginia Chamber of Commerce

### 2018 Environmental Excellence Award

Utah Board of Oil, Gas & Mining

### 2018 Residential Customer Champion Utility Award to Dominion Energy West

Market Strategies International—Morpace

### Top Industry Practice (TIP) Award

Nuclear Energy Institute

### 2018 Vision Award for Sustainability Reporting

League of American Communications Professionals

### 2018 Safety Achievement Award for Outstanding Commitment to Gas Employee Safety

American Gas Association (AGA)



## Values, Ethics & Compliance

At Dominion Energy, everything starts with clear values. Doing the right thing is a constant thread woven throughout the fabric of our culture — one that we keep front of mind through intentional effort. Maintaining the trust of investors, customers, regulators and other stakeholders is crucial. And we believe that how much we are trusted depends on our actions, not just our words.



### WHAT YOU SHOULD KNOW

**Our company is driven by five core values: Safety, Ethics, Excellence, Embrace Change and One Dominion Energy.**

**Our values are not just slogans on a wall; we live them every day.**

**We have rigorous systems in place to ensure compliance with laws and regulations.**

**When we fall short of our high standards, we are usually the first to say so — and we take action to remedy our shortcomings.**

## Our Values



**Safety**



**Ethics**



**Excellence**



**Embrace  
Change**



**One Dominion  
Energy**

Five core values guide the people of Dominion Energy: Safety, Ethics, Excellence, Embrace Change and One Dominion Energy — our term for teamwork. These values define who we are. They form the basis of our company culture, set the course for our actions, align our culture and strategy, and create the environment for long-term success.

We reinforce these values through management tone and oversight that start at the top. New employees learn them on day one. They are continually modeled and reinforced throughout the company and throughout everyone's career. For example, we begin all meetings with a safety message; our employees coach one another on safe work habits and are subject to a safety-based incentive compensation metric.

In 2018, Dominion Energy added the new core value of Embrace Change. This formalized a tradition of evolution and growth established by our corporate ancestors, who dug canals and made ice before moving into new lines of business. We have been evolving ever since. Adopting Embrace Change as one of our core values recognizes this part of our culture and reinforces the importance of innovation to everyone at Dominion Energy.



## Our Values in Brief



### Safety

Safety is our highest priority — in the workplace and in the community. The work we do can be dangerous. So our first and fundamental goal is to send every employee home safe and sound, every day. That is the only acceptable standard of performance.

### Ethics

Integrity, individual responsibility and accountability go hand-in-hand with bottom-line results. We cannot and will not take shortcuts to achieve our goals and fulfill our obligations to stakeholders. Ethical behavior matters, and our reputation depends on it.

### Excellence

We set high performance standards and are committed to continuous improvement in all areas of our business. The odds of long-term success improve when we go beyond “good” and strive for “great.” Our aim is not to be the biggest energy company, just the best.

### Embrace Change

Transformation and growth are the keys to long-term prosperity. A culture of receptivity to change and passion for innovation propels our company forward, ensuring that our stakeholders will continue to flourish and that our best days still lie ahead.

### One Dominion Energy

It’s about teamwork. It is a unifying outlook that transcends organizational boundaries and focuses on our shared mission and purpose. We know that strong, sustainable performance depends on how well we support one another in executing our business plan.

Each of these values plays an integral role in sustainability — by safeguarding the health and welfare of our employees, communities and environment; fostering trust between Dominion Energy and others; and ensuring that the company uses innovative strategies to ensure the well-being of all our stakeholders, today and long into the future.

“We care first about how we do things, not just the results we achieve.”

#### CEO Tom Farrell

ESG presentation to investors, March 25, 2019

## Values in Action

Naming your values does little good if you don't also live them. At Dominion Energy, we take our values down off the wall and put them into action. Here are just a few of many examples from 2018.

### Safety

We consider any on-the-job harm unacceptable, and we strive relentlessly to reach our injury goal: zero. The company set a record for safety performance in 2018, with only 89 OSHA-recordable injuries in 32 million hours worked by our employees. That translates to an OSHA-recordable incident rate of 0.55, eclipsing our record-setting 2017 rate of 0.60. Since 2010, we have cut our injury rate in half.

### Ethics

Dominion Energy has long practiced an ethic of care toward all living things. One illustration of this involves protecting birds from being harmed by our electric transmission and distribution network through collision or electrocution. We have a vigorous Environmental Management Policy, and in 2018 we adopted an official policy on environmental justice. For more on that, see the "Engaging Communities" section of this report.

### Excellence

Elsewhere in this report, you will find a section listing various awards the company has won — for everything from being among the best workplaces for diversity to being one of the best-managed companies in America. We don't chase after such applause, but we are grateful for it — because it shows that our striving for high performance is paying off, not only in our own eyes but in the eyes of others.

Among many other honors the company received in 2018, Dominion Energy was proud to attain the highest rating at each of its nuclear power plants from the Institute of Nuclear Power Operations for exemplary operational performance.

### Embrace Change

We are aggressively seeking ways to foster an even more innovative culture. One way we do that is by using innovation guides and innovation accelerators who help foster idea generation and shepherd new ideas toward development. In 2018, we also created the position of Vice President — Innovation to ensure a more strategic approach to the creation and advancement of new ideas.

### One Dominion Energy

In early 2018, we looked around the company and realized that, in addition to corporate programs, individual business units had their own employee-development programs, and working together could produce even better results. The outcome was the Dominion Energy Development Council. With representatives from across the business who share ideas and strategies with one another, the council ensures that employees receive a consistent learning and development experience no matter where they work in the company.

## Ethics & Compliance

Dominion Energy will always follow the law and regulations. After all, compliance is important and necessary — but we never consider it sufficient. A commitment to strong values is imperative. To reinforce that commitment, employees complete annual training in ethics and compliance. Employees also certify annually that any potential compliance items have been reported or are being addressed.

Dominion Energy maintains a comprehensive Ethics and Compliance Program to uphold the expectation that our leaders, employees and suppliers act with integrity, respect and good judgment — and in compliance with the law. Our Ethics and Compliance Program defines responsibilities through the Code of Ethics and Business Conduct, provides resources and, when necessary, administers disciplinary action. The program has the following key elements.

## Management Oversight

The Board of Directors oversees the Ethics and Compliance Program through its Audit Committee. To address ethics issues on a day-to-day basis, the company's chief compliance officer has established a Compliance Council. Its members are senior officers representing our business units and key areas of responsibility. Additionally, the Ethics and Compliance team members work along with the Law Department, Corporate Security and Human Resources to ensure that Dominion Energy follows all applicable laws, regulations and company policies, and maintains high ethical standards in its business activities.

“Ethics is a core value at Dominion Energy. That means qualities such as integrity, individual responsibility and accountability matter as much as bottom-line results. Dominion Energy believes doing right and doing well are inseparable.”

**Carter Reid**

Executive Vice President, Chief Administrative & Compliance Officer and Corporate Secretary

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## Training

All employees, officers and Board members receive comprehensive annual training on the company's Code of Ethics and Business Conduct. New hires also receive this training. In addition, other interactive ethics and compliance training and education events are made available to leaders and employees throughout the year. The code requires employees to know and comply with all regulatory requirements that apply to their business areas. Those affected by various regulatory requirements receive training on federal and state codes and standards of conduct, and other applicable regulations.

## Advice and Guidance

The Ethics and Compliance Program receives numerous questions from employees seeking advice on ethical matters. Since a variety of scenarios can raise questions of ethical conduct, we encourage employees to ask whenever they are unsure about a situation, to avoid even the perception of a conflict of interest. Employees may use a dedicated email account to ask questions or seek guidance about ethical concerns and compliance issues.

## Reporting and Addressing Concerns

Employees have a duty to report any concerns whenever they suspect misconduct or illegality. In all cases, retaliation for good-faith reporting is strictly prohibited. We provide a variety of reporting options, including a dedicated, confidential compliance telephone line and website that allow employees to remain anonymous, if they wish. Employees

also may report concerns by contacting the ethics and compliance staff and other appropriate personnel. Each year, we survey employees to help identify and address potential compliance concerns.

Dominion Energy stakeholders can report concerns by contacting the compliance line or by [communicating directly \(https://www.dominionenergy.com/company/governance/contact-the-board\)](https://www.dominionenergy.com/company/governance/contact-the-board) with independent members of the Board of Directors. We categorize reported concerns by type of allegation to facilitate investigation by appropriate company representatives and review every question and concern to determine if it is covered under the Ethics and Compliance Program. This also promotes our ability to identify, monitor and address any trends by category of allegation. A compliance attorney oversees all ethics and compliance investigations. Questions and concerns that raise ethical or compliance issues are investigated and resolved under the guidance of the program

## Supplier Code of Ethics and Business Conduct

Dominion Energy expects all suppliers to share our commitment to ethics and compliance. Our [Supplier Code of Ethics and Business Conduct \(https://www.dominionenergy.com/library/domcom/media/suppliers/supplier-code-of-ethics/supplier-code-of-ethics-and-business-conduct.pdf?modified=20180913163946\)](https://www.dominionenergy.com/library/domcom/media/suppliers/supplier-code-of-ethics/supplier-code-of-ethics-and-business-conduct.pdf?modified=20180913163946) outlines these minimum



## Values, Ethics & Compliance

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expectations, including in the areas of human labor practices, responsible sourcing, and the health and safety of suppliers' employees. The code's main purpose is to promote lawful and ethical behavior in all of our business dealings.

In addition, we expect our suppliers to follow our company's guidelines in other important areas, including:

- Ethics and compliance;
- Health and safety;
- Supplier diversity;
- Conflicts of interest;
- Business courtesies;
- Accounting and financial reporting;
- Regulatory requirements;
- Environmental compliance and stewardship;
- International business conduct;
- Protection and proper use of Dominion Energy assets; and
- Antitrust.

## Political Participation

Dominion Energy bears a responsibility to a wide range of stakeholders. Those include our shareholders — the company's owners — as well as our employees, customers, contractors and retirees.

These and other stakeholders depend on the company's long-term stability for their financial security. The decisions of local, state and federal policy-makers can affect our company's operations immensely, so we owe it to our stakeholders to stay abreast of political and policy developments that could affect the company's fiscal health, and to exercise the constitutional right to petition government on our own and their behalf.

Some of the company's employees want to do even more. So Dominion Energy also operates a political action committee, or PAC. Participation is strictly voluntary and nonpartisan. Membership is open to employees and the Board of Directors. The PAC aims to articulate the company's views at all levels of the political process.

## Transparency

In the interest of transparency, every year we voluntarily [report](https://www.dominionenergy.com/company/governance/political-contributions) (<https://www.dominionenergy.com/company/governance/political-contributions>) the corporate political contributions we make to tax-exempt 527 organizations, as well as the lobbying portion of trade association payments and dues. In addition, we disclose our political contributions on the website of the Federal Election Commission and the electoral board website of the states in which we contribute to state and local elections. Because of such efforts, the Center for Political Accountability recognized Dominion Energy as a trendsetter for [transparency and disclosure](https://www.trackyourcompany.org/cpa-zicklin-index.html#Utilities) (<https://www.trackyourcompany.org/cpa-zicklin-index.html#Utilities>) with regard to political contributions in 2018.

## Governance and Risk Oversight

Most of what goes right with an enterprise — and most of what goes wrong with it — can be traced back to decisions made at the top. Good corporate governance and risk oversight ensure that Dominion Energy remains a reliable steward of the resources in our care and a trusted partner to our customers and communities.



### WHAT YOU SHOULD KNOW

**Ultimate responsibility for the oversight of company performance and strategic direction rests with the Board of Directors, including on sustainability and ESG matters.**

**The Board has a separate committee dedicated to sustainability and corporate responsibility.**

**Dominion Energy has a firm commitment to human rights that is consistent with our company's core values and cuts across all of our operations.**

**We expect our suppliers to meet the same standards we impose on ourselves.**

## Governance and Risk Oversight

## Governance Structure

Good corporate governance ensures that Dominion Energy remains a proficient and trustworthy steward of the resources entrusted to our care. This accountability goes hand-in-hand with our core values of safety, excellence, ethics, embrace change and One Dominion Energy and is essential to preserving the long-term sustainability of Dominion Energy for our shareholders, employees, customers, the communities in which we work and the natural environment in which we operate.

At the top of the leadership pyramid sits the Board of Directors. It has a fiduciary duty to oversee the management of the company's business and uphold shareholder interests. Accordingly, our Board of Directors has oversight of the company's environmental performance and sustainability initiatives, along with our long-term growth strategy — which addresses the interests of shareholders and other stakeholders, including customers, employees, suppliers, our neighbors in the communities we serve and the environment.

We have a well-rounded and diverse board in the broadest sense — one that reflects a diversity of gender, race, age, board tenure, professional experience, community involvement, skills, geography and other attributes. In accordance with our Corporate Governance Guidelines, the Compensation, Governance and Nominating (CGN) Committee recommends director candidates who represent a mix of backgrounds and experiences that will enhance the quality of the Board's deliberations and decisions. For biographical information, including key experience, attributes, skills and qualifications, for each of our directors, see our [proxy statement \(https://s2.q4cdn.com/510812146/files/doc\\_downloads/annual\\_meeting/2019/2019-Proxy-Statement.pdf\)](https://s2.q4cdn.com/510812146/files/doc_downloads/annual_meeting/2019/2019-Proxy-Statement.pdf).

The Board operates through four committees: Audit, CGN, Sustainability and Corporate Responsibility, and Finance and Risk Oversight. All four committees are composed entirely of independent directors, and we have an independent lead director who chairs the executive session of our independent, non-management directors at each regularly scheduled board meeting.

The Board's structure and responsibilities are outlined in its Corporate Governance Guidelines, which also include the duties and responsibilities of our lead director and our director independence standards.

We review our governance documents and policies regularly

and propose changes whenever new rules or regulations are introduced; or whenever changes are consistent with good governance practice and in the best interests of our company and our shareholders.

The Corporate Governance Guidelines, each committee's charter, and other governance policies can be found on our [Governance webpage \(https://www.dominionenergy.com/company/governance\)](https://www.dominionenergy.com/company/governance).

Stakeholders may contact our non-management directors by [clicking here for more information \(https://www.dominionenergy.com/company/governance/contact-the-board\)](https://www.dominionenergy.com/company/governance/contact-the-board).

OR at

**Board of Directors**  
**c/o Corporate Secretary**  
**Dominion Energy, Inc.**  
**P.O. Box 26532**  
**Richmond, VA 23261**

## Sustainability and Corporate Responsibility Committee

In 2018, the Board formed the Sustainability and Corporate Responsibility Committee, which assists the Board by:

- Overseeing strategies, activities and policies regarding environmental sustainability, human talent management, corporate social responsibility and public issues of significance that may affect the company's stakeholders;
- Reviewing and discussing the company's annual sustainability and corporate responsibility report and similar communications and reporting to stakeholders on environmental and social responsibility initiatives and activities; and
- Monitoring company sustainability targets and receiving progress reports on achieving those commitments.

## Human Rights

Dominion Energy believes every person has a right to be treated with dignity and respect; to exercise autonomy and

## Governance and Risk Oversight

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self-determination; to receive fair and equal treatment; and to work in a safe and supportive workplace regardless of individual attributes or membership in a demographic class. This commitment to human rights is consistent with our company's core values and cuts across all of our operations.

## Workplace Expectations

Dominion Energy demands a humane workplace free from discrimination, harassment, physical coercion, hazing and any form of violence. Our values of Ethics and One Dominion Energy motivate us to promote an inclusive, productive and welcoming work environment. We expect our employees — especially our leaders — to act in a professional manner and treat one another with respect, honesty and decency. Respect in the workplace includes fostering a culture of diversity and inclusion. An inclusive environment encourages the coming together of different talents, thoughts and energies.

Under no circumstance should any employee, contractor or other agent, or job applicant be treated less favorably because of race, color, ancestry, sex, gender, religion (including religious dress and grooming practices), national origin, age, actual or perceived physical or mental disability, medical condition, genetic information, sexual orientation, gender identity or expression, military or veteran status, marital status, status as a victim of domestic violence or any other classification protected by state, federal or local law.

As part of our commitment to safety, we will not tolerate any form of workplace violence. Violence includes any verbal or physical conduct that causes someone to fear for his or her personal safety, the safety of coworkers or the safety of company property.

Supervisors have an additional responsibility to set an example through their own conduct. Leaders are expected to keep lines of communication open so employees feel comfortable asking questions and reporting concerns. Leaders must ensure that employees are fully trained about the company's policies regarding individual rights, non-discrimination, diversity and inclusion.

Employees who have concerns can contact the Dominion Energy Compliance Line (1-800-628-1798) twenty-four hours a day, seven days a week or go online to visit our [Dominion Energy Compliance Line Online \(https://ethicsandcompliance.alertline.com/gcs/welcome\)](https://ethicsandcompliance.alertline.com/gcs/welcome). Employees who know of workplace violence or suspect it might be imminent should contact corporate security.

Dominion Energy values openness and respects the contributions of employees who help enforce its code of business conduct. The company does not tolerate retaliation against any employee who in good faith reports suspected unethical conduct or violation of laws, rules, regulations or company policies, or anyone who cooperates with the investigation of a concern.

## Supplier Expectations

Dominion Energy contracts with hundreds of vendors, and — where we can — we use diverse suppliers. For more details, see the "Supplier Diversity" section of our chapter on Community Development.

We hold all our suppliers to the same expectations, beginning with full adherence to all applicable legal and regulatory obligations, including those governing consumer and environmental protection, labor relations and employee welfare. In addition, we have our own [Supplier Code of Ethics and Business Conduct \(https://www.dominionenergy.com/library/domcom/media/suppliers/supplier-code-of-ethics/supplier-code-of-ethics-and-business-conduct.pdf?modified=20180913163946\)](https://www.dominionenergy.com/library/domcom/media/suppliers/supplier-code-of-ethics/supplier-code-of-ethics-and-business-conduct.pdf?modified=20180913163946). It outlines our standards and expectations with regard to safety, workplace conduct, supplier diversity, conflicts of interest, environmental stewardship, human rights, antitrust and privacy.

Suppliers must comply with Dominion Energy's commitment to a humane workplace free from discrimination, harassment, physical coercion and any form of workplace violence. Suppliers have a responsibility to uphold Dominion Energy's commitment and report any acts of harassment, intimidation or coercion related to race, color, ancestry, sex, gender, religion (including religious dress and grooming practices), national origin, age, actual or perceived physical or mental disability, medical condition, genetic information, sexual orientation, gender identity or expression, military or veteran status, marital status, status as a victim of domestic violence or any other classification protected by law.

Dominion Energy's suppliers shall support and respect internationally recognized human rights. Suppliers shall not use, or participate in, the exploitation of workers, or forced or involuntary labor. Child labor is not acceptable. Suppliers shall not employ any person under the minimum legal age for employment as prescribed by local authority, and no workforce members under age 18 shall perform work that may expose them to inappropriate hazards. Suppliers are expected to ensure that wages, benefits and hours of work



## Governance and Risk Oversight

comply with all applicable laws and regulations.

Dominion Energy has a responsibility to safeguard the personal information of its stakeholders, and it expects its suppliers to do the same. Suppliers who are provided with confidential information regarding Dominion Energy's customers, shareholders or employees have an ethical and legal responsibility to preserve the privacy, confidentiality and security of this information, and use it only for appropriate business reasons and in compliance with applicable privacy laws and contractual requirements. At Dominion Energy, privacy is an important part of how we do business, and we expect our suppliers with access to personal information to protect it and collect, maintain and transmit such information securely.

If a supplier becomes aware of any violation of legal requirements, Dominion Energy policies or the Supplier Code of Ethics and Business Conduct, the supplier should notify Dominion Energy's Supply Chain Management by calling the Dominion Energy Compliance Line at 1-800-628-1798 or by using the [Dominion Energy Compliance Line Online \(https://ethicsandcompliance.alertline.com/gcs/welcome\)](https://ethicsandcompliance.alertline.com/gcs/welcome).

## Risk Oversight

Dominion Energy's Board of Directors oversees our long-term strategy and the various risks the company faces, including climate-related risk. The Board believes that the company's interests are advanced by responsibly addressing these risks, no matter who raises them — employees, customers, the communities in which Dominion Energy operates or external observers such as non-governmental organizations (NGOs) and advocacy groups.

While the Board and its committees oversee risk policies, company management carries them out. The company has robust enterprise risk management (ERM) processes embedded throughout the organization that help identify and manage risk. The Board and its committees regularly receive and discuss reports from members of management, including the chief risk officer and chief information officer, who are involved in risk assessment and risk management on a daily basis. These reports cover a wide range of topics including safety; environmental, employee and customer concerns; social responsibility; and financial performance, economic issues and long-term strategy.

We identify and assess, at least annually, major risks associated with each of our key business units. Risk assessments also are conducted at a corporate level for Dominion Energy, Inc. These assessments include a wide range of educated assumptions about what the future will look like, especially in regard to external factors outside the company's control. The company's approach has always been to employ the Precautionary Principle — which is to minimize known risks and mitigate risks that are not yet fully understood, but for which "road signs" provide some indication of a possible future event or outcome.

We are committed to discussing our approach to risk management in our external reporting, including in our regular Securities and Exchange Commission (SEC) filings. We detail our approach to climate-related risks specifically in our Climate Report published in late 2018. Here are links to those reports.

[SEC Filings](#)

<https://www.sec.gov/cgi-bin/browse-edgar?CIK=d&owner=exclude&action=getcompany&Find=Search>

[Climate Report](#)

<https://www.dominionenergy.com/library/domcom/media/community/environment/reports-performance/2018-dominion-energy-climate-report.pdf?la=en>

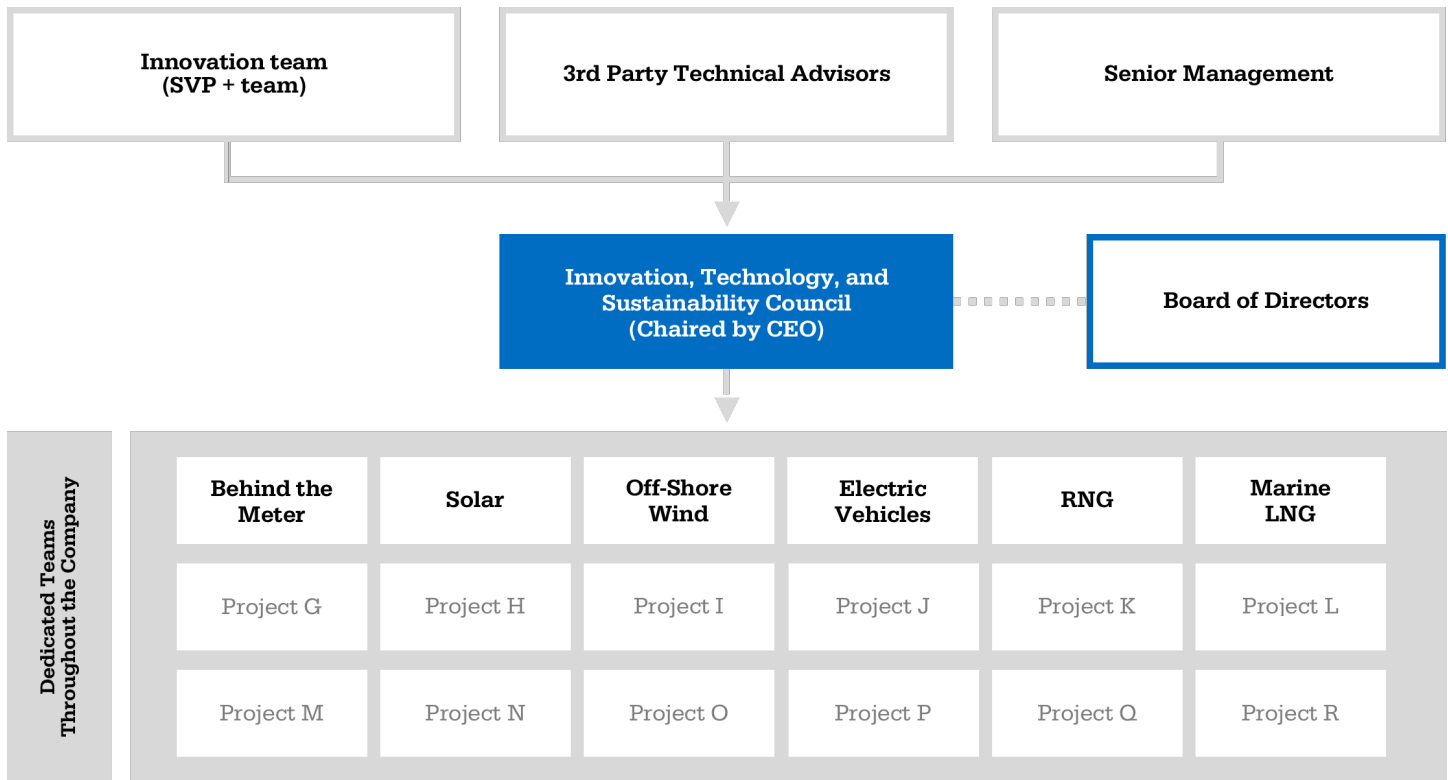
## Opportunities

Our analysis of risk is closely linked to opportunities — especially those related to the ongoing clean energy transition.

Our focus on these opportunities starts at the top. Our Innovation, Technology, and Sustainability (ITS) Council — chaired by our CEO — drives the execution of strategic programs across the company. The ITS Council seeks input from a variety of sources, including our internal Innovation team and third-party technical advisors. It then ensures that teams throughout the company are deployed to carry out development and execution of the initiatives.

As the chart on the next page indicates, we are pursuing a wide range of programs — including some we are not yet ready to disclose. The lettered blocks do not represent placeholders, but real programs in various stages of development.

## Governance and Risk Oversight



Many of our programs are focused on the electrification of different sectors of the economy, where we see considerable opportunity. For example:

- Electrification of the transportation sector: Electric cars and trucks not only will sharply increase the demand for power generation, they also will need extensive refueling infrastructure; and
- Shore power, which would connect vessels in port to the mainland electric grid, eliminating the need to burn dirty bunker fuel to power shipboard operations.

Another opportunity involves the increasing need for utility-scale energy storage to support intermittent renewable generation sources such as solar and wind. Dominion Energy already operates the world's largest rechargeable battery: a 3,003-megawatt pumped-storage power station in Bath County, Virginia. (For more information, see the section on Clean Energy Diversity & Security). We are exploring the potential for other pumped-storage facilities as well.

We also are looking at opportunities involving distributed energy sources; have launched programs to provide smart thermostats to customers; are piloting a program to partner with home builders to design and build net-zero homes; and are using our infrastructure to serve as a middle-mile provider of broadband internet service, partnering with builders to develop sustainable communities; and more.

## Cybersecurity

### Protecting Critical Infrastructure

Generating and transferring energy is necessary for health and safety, national security, maintaining the economy and sustaining our way of life. If the energy grid is disrupted, people can lose their livelihoods. That's why we employ an extensive system of rigorous security protocols, overseen by experts who work directly in protecting against cyberattacks. We continuously improve our security controls, going beyond

## Governance and Risk Oversight

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compliance with regulations and continuously identifying opportunities to improve our security posture.

### Our Strategy

We deploy cybersecurity systems using a defense-in-depth approach, continuously strengthening our posture to identify and prevent external attacks as well as insider threats. We revise the cybersecurity strategic plan at least annually, and provide status updates and performance metrics to the board of directors and senior leadership. We educate employees about cybersecurity threats through security-awareness training and test them regularly. We conduct vulnerability scans and penetration tests to find weak points in our defenses. We take part in cybersecurity drills and simulations to make us better at responding to cybersecurity threats and events. We validate recovery procedures and system resiliency to ensure we can return critical systems to normal operating levels in a timely manner.

### Combatting Threats

We prioritize cybersecurity investments and activities based on three primary components:

- **Situational Awareness:** We cooperate with information-sharing organizations in the energy sector — as well as local, state and federal agencies — to gain insight into, and actionable intelligence about, cyber threats.
- **Security Controls:** Our controls include both digital defenses such as malware detection and human ones such as phishing simulations that teach employees how to be on guard against malicious emails.
- **Assessments:** We use internal and external vulnerability assessments, penetration tests, drills and simulations to search continuously for security gaps and improvement opportunities. We leverage both internal resources and third parties that specialize in security services to perform the assessments. We conduct drills with other utilities, regulatory agencies and law enforcement.

In 2018, we trained employees on two major cybersecurity topics: phishing and data protection. To improve cybersecurity proficiency even further, we published multiple security-awareness articles per month on the company intranet.

We conducted drills to sharpen the communication between internal cyber security operations, physical security and incident command, to improve our response to a simultaneous attack on company assets across many areas of the company, and to advance communication response with industry groups. After each drill we identified the lessons learned, and made appropriate changes to our response plan.

Our four vulnerability scans were concluded on schedule, followed by the remediation of critical findings to protect our infrastructure. We executed eight penetration tests of a wide range of company assets, from industrial control systems to our new standard workstation, allowing us to identify and address issues to protect critical systems. Cyber-vulnerability assessments conducted in accordance with the North American Reliability Corporation were completed at the end of the year.

### Safeguarding Sensitive Information

Our customers, shareholders and employees trust us to keep their information secure, and doing so forms an essential component of our cybersecurity strategy. Because our people provide the first and last line of defense, employees receive annual training on how to protect information. The more sensitive the data, the higher the level of security controls we apply. We have beefed up both the monitoring of threats and protections against them to help make sure that sensitive data, such as customer personal information, remains secure.

### Managing Change

The threat landscape is constantly changing. As we deploy more intelligent devices to modernize the grid and improve reliability and efficiency, our risk profile changes. Because of that, we continuously seek to strengthen cyber defenses, secure critical system-to-system communications against unauthorized access and increase the resiliency of business operations. We continue to improve awareness training to help workers better identify malicious communications and report suspicious activities. And we routinely use information gathered during drills and penetration tests to shore up any weaknesses we find and improve those defenses that are already robust.

## Our Company

# Commitments

At Dominion Energy, actions speak louder. We don't just make promises, we keep them — and then document how we performed, so there is never any doubt.

## 2019 and Beyond

### Our Company

Category	Commitments: 2019 and Beyond
Values, Ethics & Compliance	To continue to reinforce the importance of ethics, employees will complete annual training in ethics and compliance. In addition, employees will certify annually that any potential compliance items have been reported or are already being addressed.
Values, Ethics & Compliance	We will continue to promote and enforce our ethics and compliance program consistently throughout the organization.
Governance & Risk Oversight	Engagement with Directors on ESG matters will continue at each regularly scheduled Board of Directors meeting.
Governance & Risk Oversight	We will continue to improve our communication transparency on ESG matters with all company stakeholders.
Governance & Risk Oversight	We will continue to enhance Board oversight of environmental sustainability and social responsibility matters.



## Commitments

### Governance & Risk Oversight

We will continue to deploy cybersecurity systems using a defense-in-depth approach, continuously strengthening our posture to identify and prevent external attacks as well as insider threats. We will revise the cybersecurity strategic plan at least annually, and will provide status updates and performance metrics to the Board of Directors and senior leadership. We will educate employees about cybersecurity threats through security-awareness training and test them regularly. We will conduct vulnerability scans and penetration tests to find weak points in our defenses. We will take part in cybersecurity drills and simulations to make us better at responding to cybersecurity threats and events. We will validate recovery procedures and system resiliency to ensure we can return critical systems to normal operating levels in a timely manner.

## Clean Energy

### Category

### Commitments: 2019 and Beyond

#### Innovation

We will double the number of crowdsourced business and technical solutions in 2019 (compared to prior year); expand the company's innovation accelerator program from the pilot program in one organization to all business units; collaborate with university faculty and students in the states where we operate; and deploy technologies such as data analytics, edge devices and mixed reality. We plan to substantially increase the number of pitch sessions across the company, where employees can present their ideas to broader audiences and gain exposure to bring ideas through the implementation stage. Dominion Energy is committed to seeking out disruptions to our industry and partnering with start-ups to infuse energy into our employees and business processes.

Through innovation we intend to grow the business and enhance performance. Our philosophy for success is that innovation is not a department, it is a culture. To bolster our innovation culture and capabilities in 2020 we will focus on deployment of the tools, skills, mindsets and processes necessary to embed and scale innovation. This effort will allow our employees to rapidly detect, define, develop and deliver innovative solutions that delight customers, grow the business and achieve new heights of excellence within core operations.

#### Investing in Infrastructure

We will continue construction of the Atlantic Coast Pipeline to provide reliable natural gas to the region and pursue license extensions for our carbon-free nuclear fleet.

#### Clean Energy Diversity & Security – Virginia

Dominion Energy commits to having 3,000 megawatts of new solar and wind under development or in operation by 2022. Further, Dominion Energy commits to completing the 12-megawatt Coastal Virginia Offshore Wind (CVOW) pilot project off the coast of Virginia, which is expected to be operational by the end of 2020.

## Our Company

### Commitments

Clean Energy Diversity & Security – Virginia	With successful completion and operation of the CVOW pilot and public policy support in Virginia, Dominion Energy commits to the development of over 2,500 megawatts of commercial offshore wind production by 2026.
Clean Energy Diversity & Security – Virginia	Dominion Energy is seeking Virginia State Corporation Commission concurrence with infrastructure programs including the deployment of 2.1 million smart meters to streamline integration of renewables while ensuring safe, secure and reliable service to customers.
Clean Energy Diversity & Security – Virginia	The self-healing and grid-hardening activities in the company's proposed Grid Transformation Plan will reduce outages by 25 percent over the next 10 years.

## Environment

Category	Commitments: 2019 and Beyond
Cleaner Air	<p>Carbon intensity reduction from electric generation of 60 percent by 2030 compared to 2000 levels.</p> <p>Carbon emissions reduction from electric generation of 55 percent by 2030 compared to 2005 levels.</p> <p>Carbon emissions reduction from electric generation of 80 percent by 2050 compared to 2005 levels.</p>
Cleaner Air	Methane Reductions: Dominion Energy East Ohio and Dominion Energy West Virginia have implemented a pipeline replacement program for main and service lines, committing to replace unprotected steel and cast-iron pipes at a level that meets or exceeds the EPA Natural Gas STAR Methane Challenge.
Cleaner Air	By 2030, achieve over 3 billion miles driven by electric transportation in Virginia, resulting in the avoidance of 1 million tons of carbon emissions.
Cleaner Air	25 percent of light-duty fleet converted to electric or plug-in hybrid by 2025.
Cleaner Air	The company commits to reduce <u>methane intensity</u> from its natural gas business by 50 percent by 2030 (from 2010 baseline).
Cleaner Air	The company intends to reduce <u>methane emissions</u> from its natural gas business by 50 percent by 2030 compared to 2010.

## Commitments

Cleaner Air	<p>In our natural gas transmission businesses:</p> <ul style="list-style-type: none"> <li>• We will reduce or eliminate venting during planned maintenance and inspection.</li> <li>• We will replace targeted infrastructure and equipment with new, lower-emission equipment.</li> <li>• We will expand leak detection and repair programs.</li> </ul>
Cleaner Air	<p>In our natural gas distribution businesses:</p> <ul style="list-style-type: none"> <li>• Beginning in 2019, we are voluntarily going beyond the regulatory requirements in Ohio to increase annual inspections and maintenance from 20 percent to 33 percent of our gas-regulator stations to identify leaks and help avoid methane emissions.</li> <li>• Beginning in 2019, we have invested in large-diameter stopping equipment, which expanded our ability to reduce the amount of gas blow-down on large-diameter construction projects, which will reduce methane emissions.</li> <li>• The company has committed to test and pilot new technology to reduce natural gas loss during inline pipe inspections.</li> </ul>
Cleaner Air	<p>Beginning in 2019, Wexpro is lowering BTU output of all production burners to match current demand and will also perform a stack test with instrumentation to ensure complete combustion at optimal levels.</p>
Clean Water	<p>Our business plans will result in a 50 percent reduction from 2000 levels in freshwater withdrawn per MW to generate electricity by 2030.</p>
Clean Water	<p>The new produced water treatment system installed in 2018 at the Canyon Creek Unit Produced Water Evaporation Facility will allow an estimated 21 million gallons of water to be reused over the next five years.</p>
Clean Water	<p>We will continue to proactively replace oil-filled electrical equipment to mitigate the risk of an oil release to the environment.</p>
Clean Water	<p>We will implement measures to keep soils out of waterways by going above and beyond regulatory requirements during the construction of the Atlantic Coast Pipeline. A few examples include:</p> <ul style="list-style-type: none"> <li>• More environmental inspectors and more frequent and rigorous inspections during rainstorms to make sure storm water protections are preventing runoff.</li> <li>• Stronger protections for sensitive streams, including increased distances for equipment refueling and additional controls to capture more sediment.</li> <li>• The strongest protections for steep-slope construction ever used by the industry, specifically designed to stabilize soils and protect ridgelines in mountainous areas.</li> </ul>

## Our Company

### Commitments

Reducing Waste	We will continue our zero-landfill policy by recycling IT equipment that we no longer use.
Reducing Waste	We will increase the amount of waste recycled.
Reducing Waste	We intend to divert 50,000 pounds of food waste from landfills through our organic recycling programs in 2020.
Habitat & Wildlife Protection	We will continue to implement new design standards that include increased spacing on distribution lines for avian protection, animal guards on exposed equipment and other deterrents to animals coming near equipment.
Habitat & Wildlife Protection	We commit to establish over 500 acres of pollinator habitat by 2020 and to pilot habitat plots on solar-farm sites.
Habitat & Wildlife Protection	To protect birds near our gas-produced water evaporation ponds, we use netting or bird deterrents and will continue to implement these systems as new facilities are constructed in 2019.

## Serving Customers and Communities

Category	Commitments: 2019 and Beyond
Energy Reliability & Affordability	To ensure reliability, we plan to rebuild 90 miles of electric transmission line in 2019 and 90 miles in 2020.
Energy Reliability & Affordability	We will continue to enhance reliability and resiliency by converting approximately 260 miles of the most outage-prone overhead distribution tap lines to underground in 2019 and again in 2020.
Energy Reliability & Affordability	In 2019, we will inspect 25 percent of company electric equipment housed in customer-owned vaults to ensure it is working properly. In 2020, we will inspect the remaining percentage.
Energy Reliability & Affordability	We will perform line inspections on 2,500 miles of distribution main feeders, focusing on the reliability and safe operation of this equipment.



## Commitments

Energy Reliability & Affordability	Our Western-state operations in Utah, Wyoming and Idaho will continue to replace high-priority natural gas infrastructure. This includes high-pressure mains, distribution mains and service lines.
Energy Reliability & Affordability	In our natural gas distribution systems in West Virginia and Ohio, we will continue to implement our pipeline replacement programs to maintain reliability and reduce methane emissions.
Energy Reliability & Affordability	In 2019, we will invest \$5.4 million to help families with electric energy bills, will conduct 460 strategic outreach events and will allocate \$6 million for weatherization efforts. In 2020, we will invest \$7.85 million to help families with electric energy bills, will conduct strategic outreach events and will allocate \$10.4 million for weatherization efforts.
Energy Reliability & Affordability	We will achieve a 50 percent increase in savings of natural gas through energy efficiency programs by 2025.
Energy Reliability & Affordability	Through our ThermWise program, we expect to increase savings from natural gas energy efficiency by 5 percent in 2019 compared to 2018.
Engaging Communities	We will continue to work with stakeholders and Native American tribes to improve the way we engage with our neighbors. We also will continue to work closely with landowners to reasonably minimize impact to their property as we expand and modernize electric and gas infrastructure. We will further refine our engagement processes, and continue working with landowners to reach mutually acceptable agreements.
Safety	In workplace safety, we will maintain and enhance our programs designed to maintain zero work-related fatalities and to lead the industry in eliminating serious injuries. We aim to demonstrate that commitment by achieving and maintaining first-quartile performance in the Southeastern Electric Exchange peer utility benchmark and we strive to achieve first quartile performance compared to American Gas Association (AGA) companies of similar size and category.
Safety	Dominion Energy pipelines have partnered with the industry to improve response times. To support this initiative, we have committed to install an additional 250 remote-controlled or automated valves across the Dominion Energy footprint by 2020.
Safety	We expect to increase the number of storage wells logged to more than 87 percent in 2019 and 90 percent in 2020.

## Commitments

Safety	<p>By the end of 2019, we will inspect 125,000 wood poles to ensure they meet Dominion Energy's safe design standards.</p> <p>Beyond 2019, we will inspect one-twelfth of our wood poles to ensure they meet Dominion Energy's safe design standards. (Poles are inspected on a 12-year cycle.)</p>
Safety	<p>We will inspect approximately 20,000 padmount transformers each year in 2019 and 2020 to ensure they meet the company's safety and operational standards.</p>
Safety	<p>Our gas distribution operations have implemented damage prevention programs to lower third-party damage rates and reduce methane emissions. Ongoing evaluation and implementation of additional prevention programs will continue.</p>
Community Development	<p>In support of our partnerships with small, local and diverse businesses, we will conduct matchmaking events, pairing local businesses with our own employees to discuss upcoming opportunities. We will continue to cultivate and expand relationships with local businesses and advocacy organizations to encourage economic growth in our communities.</p> <p>We will also enable opportunities for small, local and diverse businesses and increase spending with these organizations by:</p> <ul style="list-style-type: none"> <li>• Improving procedures to drive additional inclusion of small, local and diverse businesses in the procurement process.</li> <li>• Participating in and facilitating events to pair small, local and diverse businesses with Dominion Energy.</li> <li>• Continuing to develop our relationships with advocacy organizations and community partners to best enable opportunities for small, local and diverse businesses.</li> </ul>
Community Development	<p>We will enhance environmental and social sustainability in procurement and supply chain operations by:</p> <ul style="list-style-type: none"> <li>• Partnering and benchmarking with environmental advocacy organizations and peers.</li> <li>• Reviewing and improving supplier evaluation, onboarding, education and measurement.</li> <li>• Improving business processes, policies and contract language to improve supply chain sustainability and advance at least 2 EUISSCA (Electric Utility Industry Sustainable Supply Chain Alliance) sustainability framework practices by 1 maturity level.</li> <li>• Conducting training, education and reporting activities to minimize reportable environmental events.</li> </ul>

## Our Company

### Commitments

Community Development	In 2019, we plan to invest nearly \$35 million to support community needs in addition to encouraging and supporting employee volunteerism. Our goal is to exceed 130,000 hours of employee volunteer time. In 2020, we plan to invest more than \$40 million to support community needs, in addition to encouraging and supporting employee volunteerism. We expect that employees will exceed 130,000 hours of volunteer time.
Community Development	In 2019, our volunteers will weatherize 10 homes of veterans in need.

## Employee Experience<sup>1</sup>

Category	Commitments: 2019 and Beyond
Attracting Talent	To provide a positive work environment for employees, we will continue to strive for Leadership in Energy & Environmental Design construction standards in all new office spaces.
Attracting Talent	Dominion Energy is committed to be an employer of choice.
Attracting Talent	At Dominion Energy, our target for recruitment is to match the representation of the communities we serve.
Developing Talent	We will increase training provided to employees by 10 percent or more in 2019 over 2017 levels.
Developing Talent	We will have nearly 100 graduates or graduates in training of our Emerging Leader Program by the end of 2019.

<sup>1</sup> A previous version of the 2018 Sustainability and Corporate Responsibility Report erroneously included two draft Employee Experience commitments. The report was corrected on February 10, 2020 to omit those two items.

## Commitments / 2018 Commitments

### WHAT YOU SHOULD KNOW

At Dominion Energy, actions speak louder. We don't just make promises, we keep them — and then document how we performed, so there is never any doubt.

## Commitments and Performance: 2018

### Our Company

Category	2018 Commitment	2018 Performance
Values, Ethics & Compliance	To continue to reinforce the importance of ethics, employees will complete annual training in ethics and compliance. In addition, employees will certify annually that any potential compliance items have been reported or are already being addressed.	The annual code of ethics and business conduct training was completed by 98 percent of employees. The annual compliance survey was completed by 8,330 — or 52 percent of — employees (the survey was sent only sent to non-union employees). It was completed by 100 percent of executive officers. The ethical culture was reinforced in new employee orientation and in new leader and existing leadership development programs.
Governance & Risk Oversight	The Board of Directors will receive an annual report on our sustainability targets, strategy and progress.	<p>In January 2018, the Board was updated on the sustainability targets for 2018 and provided an overview of the company's strategy.</p> <p>The Board was provided a sustainability update in September 2018, during which the company's strategy was discussed, including increasing disclosures with respect to the company's environmental performance through participation in the various CDP surveys, the Climate Report and EEI and AGA metrics, among other reports. The Board was informed that the company was on track to meet the targets established in the March 2018 Sustainability and Corporate Responsibility Report and was working on establishing future targets.</p> <p>In December 2018, the Sustainability and Corporate Responsibility Committee was updated on the status of performance against 2018 targets and informed of 2019 targets.</p>



## Commitments / 2018 Commitments

Governance & Risk Oversight	<p>Employees will complete annual training to educate them in their role as the first defense in cybersecurity. In addition, internal and third party-led exercises to evaluate cybersecurity defenses will be performed. We will conduct four cybersecurity drills in 2018. These are conducted with both internal resources and external parties, including other utilities, regulatory agencies and law enforcement.</p> <p>We will conduct four independent vulnerability scans in 2018. These scans are conducted by third parties to identify any public-facing cyber vulnerabilities. We will conduct six penetration tests in 2018. These tests are targeted testing of vulnerabilities of our external and internal systems. We target enterprise and industrial control systems, with remediation of any issues found as a high priority.</p> <p>We will conduct North American Electric Reliability Critical Infrastructure Protection (NERC CIP) program Cyber Vulnerability Assessments at 65 locations in 2018. We aim to remain in the top quartile of BitSight assessments, a third-party organization that conducts external cyber assessment and scoring of major companies. We revise the cyber security strategic plan and prioritize cyber security investments based on these external assessments, threat intelligence and our assessment of risk.</p>	<p>Employees were trained on two major cyber security topics: phishing and data protection. In addition, we published 36 security awareness articles on the company Intranet for all employees to see. We conducted drills exercising the communication between internal cybersecurity operations, physical security and incident command; response to attack on company assets involving many areas of the company; and communication response with industry groups. After each drill we identified lessons learned and made appropriate changes to our response plan. Our four vulnerability scans were concluded on schedule and no critical findings were identified. We executed eight penetration tests in 2018. We tested a wide range of company assets from industrial control systems to our new standard workstation. These tests identified several areas to address and many critical items have already been closed. The NERC CIP CVAs were completed at the end of the year. A few minor items were identified and are currently being addressed. Our Bitsight score remains strong and now includes the companies recently merged Dominion Energy.</p>
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## Clean Energy

Category	2018 Commitment	2018 Performance
Innovation	<p>We will continue to reward innovation to create a culture in which employees are encouraged to experiment. Retaining the attributes that have made us successful, we will place even more emphasis on innovation and customer focus. We are committed to looking out for disruptions to our industry and partnering with start-ups to infuse energy into our employees and processes.</p>	<p>Within Dominion Energy, a number of initiatives were put in place to create a culture of innovation. Full-time innovation leads known as "Innovation Guides" were established in each business unit. An employee volunteer program known as "Innovation Accelerators" was piloted to provide local, on-the-ground support</p>

to employee innovators. Sixteen innovation crowdsourcing challenges were completed. An Innovation Summer Summit was held in Richmond for 125 employees. The company's inaugural Innovation Expo hosted 500 employees. The Chairman's Excellence Awards for Innovation were awarded at the Expo. The event also showcased employee innovations and new technologies from outside vendors. The first company-wide "New Idea Competition" was held and culminated in a live "Shark Tank"-style pitch competition. Innovation efforts were highlighted on both an internal and external website. We began employee skill-building efforts in the form of design thinking and innovation sprint workshops. Finally, multiple immersive innovation experiences were executed to expose leaders and individual contributors to the speed of change and innovation occurring in the energy sector.

**EXTERNAL EFFORTS:**

- Instituted resources to scout energy and sustainability startups in Silicon Valley.
- Awarded "Innovative Company of the Year" in the Plug and Play Technology Center Energy and Sustainability vertical.
- Sponsored Richmond Inno, a new online media organization dedicated to covering innovation news in Virginia.
- Founded and implemented the Corporate Innovation Roundtable in the greater Richmond area.
- Partnered with Randolph-Macon College to initiate a student and professional startup pitch competition.
- Dominion Energy IT conducted a Design-a-thon in partnership with Major League Hacks and Virginia Commonwealth University to foster university ideas and innovations for a new Dominion Energy app.
- Sponsored student innovation projects at Virginia Commonwealth University and the University of Virginia.

## Commitments / 2018 Commitments

Investing in Infrastructure	We plan to begin construction of the 600-mile Atlantic Coast Pipeline, fully operationalize the Cove Point liquefaction project in Maryland, pursue re-licensing of our carbon-free nuclear fleet and continue investing in renewable energy. We plan to rebuild 120 miles of electric transmission lines.	We began construction of the 600-mile Atlantic Coast Pipeline in parts of West Virginia and North Carolina. In April 2018, we brought online the Cove Point liquefaction project in Maryland. In August, we sought permission to construct a pilot offshore wind project in the Atlantic Ocean. In October 2018, we submitted an application to renew the license for Surry Power Station and are working to submit a similar application for North Anna Power Station in 2020. As of mid-year 2018, 128 miles of electric transmission lines were rebuilt.
Clean Energy Diversity & Security	The company announced plans to continue to increase our reliance on cleaner generation technologies.	In the past five years, we have invested \$3.5 billion in renewable generation and grown our solar fleet from zero to approximately 2,600 megawatts in service, in construction or under development. In 2018, we filed for approval of an offshore wind pilot project — the second such project in the United States and the first to be owned by an electric utility.

## Environment

Category	2018 Commitment	2018 Performance
Cleaner Air	Dominion Energy will increase disclosures around greenhouse gases by participating in the climate CDP reporting on greenhouse gases in 2018.	Dominion Energy increased disclosures around greenhouse gases by participating in the climate CDP reporting on greenhouse gases in 2018. The CDP was submitted in August 2018. Additional public disclosures completed include an update to the Methane Management Report and participation in the EEI ESG and AGA ESG sustainability metrics pilots. Dominion Energy ESG metrics from transmission were also disclosed. A Climate Report including a two-degree scenario analysis was posted in November 2018. In addition, our natural gas businesses joined the One Future Coalition and participated in the inaugural report from the Coalition relative to methane leak rate disclosures.

## Commitments / 2018 Commitments

Cleaner Air	The company intends to reduce our carbon intensity to 50 percent by 2030 from 2000 levels.	Carbon intensity has been reduced by 50 percent since 2000.
Cleaner Air	Methane Reductions: Dominion Energy East Ohio and Dominion Energy West Virginia will implement a pipeline replacement program for its main and service lines and commit to replacing at least 1.5 percent of the unprotected steel and cast iron pipes every year by 2021.	In 2018, Dominion Energy Ohio and Dominion Energy West Virginia replaced a combined 3 percent, or 191 miles, of the unprotected-steel and cast-iron pipes. A combined 380 miles of unprotected-steel and cast-iron pipe has been replaced since the methane reduction commitment began.
Cleaner Air	Methane Reductions: Dominion Energy Wexpro will install instrument air systems (air compressors and air dryers) to 31 end devices at Canyon Creek and Church Buttes, eliminating 46,000 MCF of gas lost and related emissions.	Wexpro installed the instrument air compressor at Church Buttes and was operational in October 2018. The compressor installation allowed for 14 different devices to be converted, which will result in 22,326 MCF/year of natural gas loss savings per year. Sundry approvals from the Bureau of Land Management are still pending for the installation at Canyon Creek. Installation is expected in February 2019, which will address 17 different devices and an additional 23,692 MCF of natural gas savings per year.
Clean Water	Dominion Energy generation has already reduced its water withdrawals by using low-water-use technologies (for example, dry-cooled condensers) for new generation, and will further reduce water use in the future as we continue to add to our renewable generation portfolio.	The Greenville Power Station became operational in 2018. It uses dry-cooled condensers and additional solar generation was also added to the fleet – all of which use low-water-use technology or no water to generate electricity.
Clean Water	In 2018, Dominion Energy Wexpro will install a produced water treatment system for water reuse at the Canyon Creek Unit Produced Water Evaporation Facility.	In 2018, Dominion Energy Wexpro installed a produced water treatment system at the Canyon Creek Unit Produced Water Evaporation Facility. During commissioning of the system, needed modifications to the system were identified, and a process is underway to make those modifications.
Reducing Waste	We will continue our zero-landfill policy by recycling IT equipment that we no longer use.	109,020 pounds of IT equipment were either reused or recycled instead of being sent to a landfill.
Habitat & Wildlife Protection	We will continue to implement new design standards that include increased spacing on distribution lines for avian protection, animal guards on exposed equipment and other deterrents to animals coming near equipment.	Design standards were implemented by increasing phase spacing on certain energized equipment. In addition, the wildlife guard installation process was streamlined.

## Serving Customers and Communities

Category	2018 Commitment	2018 Performance
Energy Reliability & Affordability	To ensure reliability, we plan to rebuild 120 miles of electric transmission lines in 2018.	128 miles of electric transmission lines were rebuilt to enhance reliability.
Energy Reliability & Affordability	300 miles of electric distribution lines will be placed underground in 2018 to enhance reliability and safety.	300 miles of electric distribution lines were placed underground to enhance reliability and safety.
Energy Reliability & Affordability	Annually we will inspect 25 percent of Dominion Energy electric equipment housed in customer-owned vaults to ensure it is working properly.	Each year the company is inspecting an average of 30 percent of company electric equipment housed in customer-owned vaults to ensure it is working properly.
Energy Reliability & Affordability	Our Western-state operations in Utah, Wyoming and Idaho are committed to spend \$95 million in 2018 on aging natural gas infrastructure replacement. This includes high-pressure mains, distribution mains and service lines.	Our Western-state operations in Utah, Wyoming and Idaho spent more than \$96 million in 2018 on aging natural gas infrastructure replacement (high-pressure mains, distribution mains and service lines).
Energy Reliability & Affordability	We will invest \$200 million or more annually over the next two decades to upgrade about 5,600 miles of aged bare-steel, cast-iron, wrought-iron and copper pipe in our Ohio pipeline system — reducing methane emissions at the same time.	In 2018, Dominion Energy invested \$204 million and replaced approximately 167 miles of aged bare-steel, cast-iron, wrought-iron and copper pipe in our Ohio pipeline system. Since the beginning of the Pipeline Infrastructure Replacement program, Dominion Energy has invested nearly \$1.6 billion to replace 1,733 miles of pipe.
Energy Reliability & Affordability	To ensure affordability, we will grow EnergyShare, which helps all customers, with a special focus on senior citizens, individuals living with disabilities and military veterans. Our 2018 target for EnergyShare is to invest \$5 million to help 20,000 families or individuals; participate in 440 outreach events; and weatherize 3,000 homes of low-income customers.	\$5.65 million was allocated for bill pay assistance on behalf of 19,897 families. Employees participated in 460 outreach events. In addition, 4,372 homes were weatherized.
Energy Reliability & Affordability	The ThermWise energy-efficiency programs have a total 2018 budget for energy efficiency of \$24.5 million. ThermWise is forecasting over 81,000 customers will participate in the	It is estimated that more than 70,000 customers participated in the program in 2018 with a natural gas savings of 950,000 Dth. An estimated \$23 million was spent for



## Commitments / 2018 Commitments

	<p>program in 2018. ThermWise is forecasting 1.15 million dekatherms (Dth) of natural gas savings from 2018 programs, which equates to the annual usage of nearly 14,500 customers.</p>	<p>energy-efficiency programs. The savings were equivalent to more than 50,000 tons of CO<sub>2</sub> avoided in 2018.</p>
Engaging Communities	<p>With stakeholders, improvements to our community engagement processes will be identified and implemented. We also will continue to work closely with landowners to minimize impact to their property as we expand both electric and gas infrastructure. We will continue our outreach efforts for the Atlantic Coast Pipeline.</p>	<p>An Environmental Justice Policy was established in 2018 — one of the first in our industry.</p> <p>Initial implementation phase projects were conducted on a 230 kV electric transmission project in Power Delivery and on a solar project in Power Generation to help inform the implementation guidelines for the policy. Gas distribution and gas transmission projects were also evaluated to help develop these guidelines. Besides consideration of the company's new policy, recommendations broadly followed these two foundational principles:</p> <ul style="list-style-type: none"> <li>• For projects that require environmental-justice reviews, we will expand our review to better inform our outreach and siting.</li> <li>• For projects that do NOT require environmental justice reviews, we will voluntarily consider environmental-justice principles and use associated resources and materials to inform our outreach and siting.</li> </ul> <p>In electric transmission, nearly 300 people attended 27 public events related to a variety of projects. Additionally, we directly mailed project information to 53,000 community members, providing pertinent information and ways that they could provide feedback.</p> <p>Eleven open houses and 15 community meetings associated with Gas Infrastructure projects were held. The majority of the open houses and meetings were associated with the ACP.</p>
Safety	<p>We will maintain and enhance our programs designed to maintain zero work-related fatalities and to lead the industry in eliminating serious injuries. We aim to demonstrate that commitment by achieving and maintaining first-quartile performance in the Southeastern Electric Exchange peer utility benchmark.</p>	<p>In 2018, Dominion Energy's safety performance set a new all-time company low for OSHA-recordable injuries, with no work-related fatalities. The company's safety performance was in the first quartile in the Southeastern Electric Exchange peer utility benchmark.</p>

## Commitments / 2018 Commitments

Safety	Our Western-state gas operations plan to implement a pipeline excavation damage prevention program for safety and to reduce methane emissions.	In 2018, our Utah operations enhanced damage prevention by providing personnel to monitor excavation around large distribution lines, leading to a lower damage rate.
Safety	As part of our comprehensive pipeline integrity programs we consistently seek ways to go beyond compliance and improve our effectiveness. Dominion Energy conducts reviews for targeted portions of our pipelines each year. And we have proactively committed to replace 50 miles of bare transmission pipeline by 2020 across the Dominion Energy Transmission, Inc., system.	As of the end of 2018, 33 miles of bare pipe have been replaced.
Safety	Dominion Energy pipelines have partnered with the industry to improve response times. To support this initiative, we have committed to install an additional 250 remote-controlled or automated valves across the Dominion Energy footprint by 2020.	As of the end of 2018, 191 remotely controlled valves have been installed.
Safety	As another proactive program to improve response times, Dominion Energy has committed to install 20 additional mainline valves on critical areas of our natural gas pipeline systems.	As of the end of 2018, 22 mainline valves had been replaced.
Safety	We expect to increase the number of storage wells logged to more than 80 percent, with plans to exceed 84 percent in 2018.	We logged 84 percent of storage wells in 2018.
Safety	By the end of 2019, we will inspect 125,000 wood poles to ensure they meet Dominion Energy's safe design standards.	As of the end of 2018, 117,000 wood poles were inspected to ensure they meet Dominion Energy's safe design standards, placing us on track to accomplish this two-year target.
Community Development	In support of our partnerships with small, local and diverse businesses, we will conduct matchmaking events, pairing local businesses with our own employees, to discuss upcoming opportunities. We will continue to cultivate relationships with local businesses and advocacy organizations to encourage economic growth in our communities.	<p>Four diverse-supplier matchmaking events and two luncheons were held in 2018 to develop new partnerships and strengthen existing ones.</p> <p>As a result of the luncheons, we expanded our partnerships to include 11 new advocacy organizations.</p> <p>In 2018, diverse spending was up by 7.2 percent over 2017, setting a new company record, and the Supplier Diversity spending goal was extended to leadership across the company.</p>

## Commitments / 2018 Commitments

Community Development	In 2018, we plan to invest more than \$30 million to support community needs in addition to encouraging and supporting employee volunteerism. Our goal is also to exceed 100,000 hours of employee volunteer time.	In 2018, we directed almost \$35 million to community needs. Employees volunteered 126,554 hours, surpassing the target of 100,000 hours.
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## Employee Experience

Category	2018 Commitment	2018 Performance
Attracting Talent	Improving Workplaces: To provide a positive work environment for employees, we will strive for Leadership in Energy & Environmental Design (LEED) design construction standards in all new office spaces.	Construction is underway or completed for a number of buildings for LEED design standards: 600 Canal Place in Richmond and the Petersburg District Office are under construction in Virginia. Construction was completed for the Greenville, Virginia, Power Station administrative building; the Pleasant Valley Administration Building in Centreville, Virginia; the Hampton, Virginia, Office Building and Garage; the Lima, Ohio, Office Building; and our Oakford Office Building outside of Delmont, Pennsylvania.
Retaining Talent	Leaders and employees will complete training in diversity and inclusion.	<p>In 2018, 99 percent of all Dominion Energy employees completed a diversity and inclusion session approved by the Office of Diversity &amp; Inclusion. Sessions were offered by Diversity Councils, Employee Resource Groups and the Office of Diversity &amp; Inclusion. There were 164 sessions offered across the Dominion Energy footprint that discussed topics related to workforce diversity, workforce inclusion or cultural awareness; 98.5 percent of employees rated the diversity sessions favorably</p> <p>Ninety-nine percent of all Dominion Energy leaders completed a sexual harassment course offered by the company's Office of Diversity &amp; Inclusion. Sixty-seven sessions were offered across the Dominion Energy footprint; 99.9 percent of leaders rated the sexual harassment sessions favorably.</p>

## About This Report

Accountability begins with transparency. This report provides an account of how far we've come, where we are and where we're going.

This report covers the activities of Dominion Energy and its charitable foundation for calendar year 2018. Where relevant or helpful for context, it includes information about previous years.

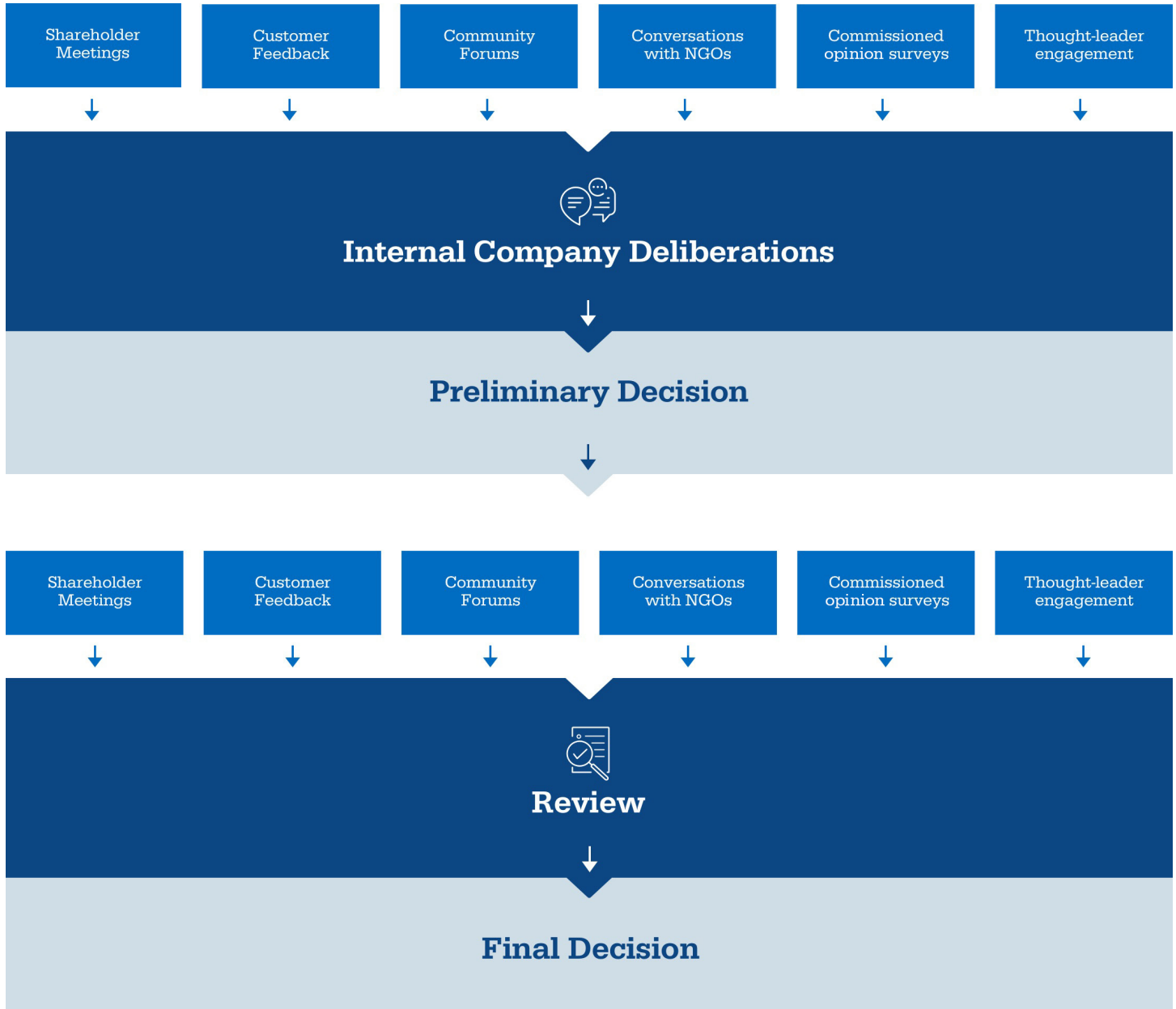
The report has been prepared in accordance with the Core Option of the Global Reporting Initiative (GRI) Standards. As defined by those standards, material topics are those that “reflect the ... organization’s significant economic, environmental, and social impacts; or substantively influence the assessments and decisions of stakeholders.” Elsewhere in the report, we included an index cross-referencing the topics covered in this report with the relevant GRI standards. In the interest of even greater transparency, we have mapped disclosures in this report to two other important sets of standards: the United Nations Sustainable Development Goals and Sustainability Accounting Standards Board standards.

The company conducts business in 18 states (see: About Us), and those states define the physical boundary of the company’s impacts, with two exceptions: (1) carbon dioxide and methane emissions, which contribute to global climate change, and (2) our customers, suppliers and investors, which are spread across the country (and, in certain cases, the world).

While we have relied on third-party input to help compile the report, the report has not been third-party assured. However, the greenhouse-gas emissions in this report have been third-party assured by an independent consultant.

Our stakeholder engagement process is nearly continuous. We pursue feedback through a wide variety of means, including meetings, calls and written correspondence with investors; scrutiny of external documents that convey stakeholder perspectives; internal and external surveys; monitoring of media coverage; interviews with employees who regularly interact with external stakeholders; public hearings; town halls; and more. In 2018 alone, we had more than 600 meetings with nonprofit groups. (For more detail, see the Community Engagement section.) This stakeholder engagement informs our materiality assessment, which is carried out by a cross-functional team within the company.

## Our Stakeholder Engagement Process





## About This Report

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While the report is organized into five primary topic areas, some material falls under two or more categories. For instance, our renewable natural gas partnership with Smithfield Foods could reasonably be filed under “Energy Diversity,” “Innovation,” “Clean Natural Gas,” or in any discussion of reducing our customers’ greenhouse-gas footprint. To avoid repetition in these cases, the report discusses the particular material in depth in one section and provides a cross-reference to related discussions in other sections.

There have been no significant changes to the organization, capital structure or supply chain during the reporting period covered. In 2018, Dominion Energy did pursue a merger with SCANA Corporation, a regulated public utility with operations in South Carolina, North Carolina and Georgia. The merger was completed in January 2019, so information related to SCANA generally falls outside the scope of this report. Next year’s report, covering the activities of 2019, will fully incorporate legacy SCANA material.

Please direct all feedback, including any questions, to:  
[esg@DominionEnergy.com](mailto:esg@DominionEnergy.com)

## About This Report / Materiality Index

### WHAT YOU SHOULD KNOW

Who our operations affect, and how.

### Our Company

	Impact / Reason for Inclusion	Stakeholders Affected	Management Approach
<b>Values, Ethics &amp; Compliance</b>	Our values as a company set the course for everything we do and are therefore responsible for all of our impacts, both good and bad.	Customers; Employees; Shareholders; Communities we serve.	We reinforce our values through regular communication and annual training. We measure our performance by requiring employees to certify that any compliance issues have been reported or are being addressed.
<b>Governance &amp; Risk Oversight</b>	Proper corporate governance ensures that the company preserves long-term value and sustainability for shareholders, employees, customers, the communities in which we work and the natural environment in which we operate.	Customers; Employees; Shareholders; Communities we serve.	We review governance documents regularly. The Board of Directors discusses Environmental, Social & Governance (ESG) matters during each regularly scheduled Board meeting and, starting in 2018, receives an annual report on our sustainability targets, strategy and progress. The Board also maintains a standing Sustainability and Corporate Responsibility Committee.
<b>Cybersecurity</b>	Customers, employees and shareholders all depend on Dominion Energy to protect their sensitive information and to protect our services against interruption.	Customers; Shareholders; Employees.	We take extensive measures to protect the integrity of our critical infrastructure, continuously strengthening our defenses to identify and prevent external attacks as well as insider threats. We revise our cybersecurity plan at least once annually.

### Clean Energy

	Impact / Reason for Inclusion	Stakeholders Affected	Management Approach
<b>Innovation</b>	Our ability to innovate has a substantial effect on our financial strength, our ability to meet evolving customer expectations and the degree to which we affect the communities we serve and the natural environment.	Employees; Customers; Shareholders; Communities we serve.	We are aggressively seeking ways to foster an even more innovative culture, grow and transform the business, and enhance the performance of existing assets. We have established a position of chief innovation officer and created an innovation strategy focused on enhancing a culture to foster innovation. We measure our progress based on successful new products, services and processes.
<b>Investing in Infrastructure</b>	Building and maintaining infrastructure directly affects our ability to serve customers and shareholders well. It also helps ensure the safety of the communities we serve and the natural habitats around them.	Customers; Shareholders; Communities in which we operate.	We seek to construct infrastructure to produce and deliver energy, with a special emphasis on renewable energy and smart-grid technology. We measure our effectiveness by tracking service outages, megawatts of renewable generation in operation and completion of infrastructure projects.
<b>Clean Energy Diversity &amp; Security</b>	A diverse energy mix helps ensure service reliability and affordability for our customers. It also protects the company against over-exposure in any one sector. The use of renewable energy reduces our impact on the environment.	Customers; Shareholders; Communities in which we operate.	We consider potential risks in developing our company strategy for supplying energy. We invest in the grid to allow for the addition of more renewables to our carbon-free nuclear and low-carbon fleet as we transition to a lower-carbon economy. We will continue to invest in natural gas and in making the electric grid smarter and harder. We will measure our progress against project milestones.

## About This Report / Materiality Index

### Environment

	Impact / Reason for Inclusion	Stakeholders Affected	Management Approach
<b>Cleaner Air</b>	Our stakeholders want cleaner, affordable and reliable energy. Providing cleaner energy includes a focus on reducing air emissions, including carbon and methane, in our business strategy.	Local communities; Employees; Shareholders; Customers.	We have an environmental management system in place which has policies and appropriate procedures to ensure compliance and to identify and implement opportunities to improve environmental performance. We measure our performance through self-assessments, inspections, audits and air emissions metrics to demonstrate improvement.
<b>Clean Water</b>	As we produce energy, our stakeholders expect us to do so by protecting the waters near our operations and infrastructure projects and by using water resources efficiently.	Local communities; Employees; Shareholders; Customers.	We have an environmental management system in place which has policies and procedures appropriate to ensure compliance, and to identify and implement opportunities to improve environmental performance. We measure our performance through self-assessments, inspections, audits and water quality and water use metrics to demonstrate improvement.
<b>Reducing Waste</b>	Careful stewardship of natural resources reduces our impact on the environment.	Employees; Shareholders; Local communities; Customers.	We have an environmental management system in place which has policies and procedures appropriate to ensure compliance, and reduce or recycle wastes. We measure our performance through self-assessments, inspections, audits and waste generated and recycled metrics to demonstrate improvement.
<b>Habitat &amp; Wildlife Protection</b>	As we produce energy and transport it from place to place there is the potential to impact wildlife and habitat. Our efforts to avoid impacts where we can and mitigate them where appropriate are important to our stakeholders.	Local communities; Employees; Shareholders; Customers	We maintain a robust environmental management system, which has policies and procedures in place to ensure compliance and to identify and implement opportunities to improve environmental performance. We measure our performance with self-assessments, audits and metrics

### Serving Customers and Communities

	Impact / Reason for Inclusion	Stakeholders Affected	Management Approach
<b>Energy Reliability &amp; Affordability</b>	7.5 million customers rely on Dominion Energy's services for their well-being. Service must be reliable and affordable to support daily needs.	Customers; Shareholders; Employees.	We invest to maintain and upgrade our delivery systems. We maximize operational efficiency to keep costs down, and spend millions on energy-assistance programs for our customers in need. Processes and procedures are in place to ensure we provide reliable and safe energy and to prepare and respond to severe weather. We evaluate outage performance for opportunities to improve performance.
<b>Engaging Communities</b>	Serving the needs of our customers and communities is important. To do so, we seek to better understand those needs and to create opportunities to meet them. While the resulting projects respond to demand, they can create controversy because of concerns about property values, aesthetics and the environment.	Local communities; Customers; Shareholders; Employees.	Our goal is to ensure that people's voices are heard. We hold public meetings and meet with stakeholder groups to hear ideas and understand needs. We are developing new processes to help us coordinate with groups whose voices are not always heard. We use surveys and ongoing interactions to evaluate the effectiveness of our engagement, and continue to evaluate our approaches for opportunities to improve it.
<b>Safety</b>	Physical safety is one of the most basic of human needs. Employees, communities and customers count on us to minimize the risk of potential harm.	Employees; Customers; Local communities.	Safety ranks first among the company's core values, and that is reflected in our communications, system designs and training. Our primary metrics are the number and rate of OSHA-recordable incidents and lost time incidents.

## About This Report / Materiality Index

	Impact / Reason for Inclusion	Stakeholders Affected	Management Approach
<b>Community Development</b>	Our communities expect us to support local needs and businesses. As members of the community, our employees want to invest their time and efforts to support the communities where they live. Our customers want to partner on projects to mutually support the community.	Local communities; Employees; Customers.	We listen to our stakeholders and then invest in worthy causes. We work to build partnerships with businesses in the communities where we operate. We have established processes to support suppliers, including diverse suppliers, in the communities. We measure our impact in terms of number of projects, individuals helped, dollars invested in the community and similar indices.

## Employee Experience

	Impact / Reason for Inclusion	Stakeholders Affected	Management Approach
<b>Attracting, Developing &amp; Retaining Talent</b>	Dominion Energy's hiring, retention, and promotion practices have a substantial effect on the company's financial success, the well-being of its employees and the ability of people and communities in the areas where we operate to flourish.	Employees; Customers; Shareholders; Communities we serve.	We want a diverse and inclusive workplace that reflects the communities we serve. We promote diversity at every level of the organization. We offer extensive training, as well as directed and self-guided learning, and provide robust benefits, including paid parental leave and flexible work schedules. We have policies and procedures in place to ensure fair and appropriate treatment of employees. We measure our progress with demographic data, employee surveys and internal communication channels.

## About This Report / Stakeholder Engagement

### WHAT YOU SHOULD KNOW

How we connect with others to gather their input.

#### Communities

TYPE OF ENGAGEMENT	FREQUENCY	DOMINION ENERGY APPROACH
Community Partner meetings	Periodically as needed	Community Development Energy Reliability & Affordability Safety Cleaner Air Clean Water Reducing Waste Habitat & Wildlife Protection Clean Energy Diversity & Security Investing in Infrastructure
Nonprofits, Chambers, Associations, Clubs; attending and supporting events & programs	Regularly throughout the year	
Volunteering (Board service, events, programs)	Regularly throughout the year	
Education partners for recruitment; education programs (Board service, events, programs)	Regularly throughout the year	
Diversity partners for recruitment of employees and business partners (Board service, events, programs)	Regularly throughout the year	
Open houses associated with a project, event, programs	Periodically as needed	



## About This Report / Stakeholder Engagement

### Customers

TYPE OF ENGAGEMENT	FREQUENCY	DOMINION ENERGY APPROACH
Dominion Energy Website	Regularly throughout the year	Community Development Energy Reliability & Affordability Safety Cleaner Air Clean Water Reducing Waste Habitat & Wildlife Protection Clean Energy Diversity & Security Investing in Infrastructure
Dominion Energy Social Media (Twitter, Facebook)	Regularly throughout the year	
Billing statements and customer newsletter	Monthly	
Customer feedback through call center	Continuously	
Key customer meetings	Regularly	
Customer focus groups	Periodically	
Press releases and local media	As needed	

### Employees

TYPE OF ENGAGEMENT	FREQUENCY	DOMINION ENERGY APPROACH
Leadership updates	Throughout the year	Safety Community Development Attracting Talent Developing Talent Retaining Talent Cleaner Air Clean Water Reducing Waste Habitat & Wildlife Protection Innovation Governance & Risk Oversight Values, Ethics & Compliance
Company intranet	Updated regularly	
Training and development	Regular	
Employee Resource Groups	Meet regularly, hold community events	
Engagement survey	Once every two years	
Volunteerism	Throughout the year	
Putting Our Energy to Work events	Throughout the year	
Performance reviews	Quarterly	

## About This Report / Stakeholder Engagement

### Facility Neighbors

TYPE OF ENGAGEMENT	FREQUENCY	DOMINION ENERGY APPROACH
Community meetings associated with specific facility updates, projects or events	Periodically as needed	Safety Energy Reliability & Affordability Investing in Infrastructure Community Development Cleaner Air Clean Water Reducing Waste Habitat & Wildlife Protection
Letters to neighbors concerning projects and updates	Periodically as needed	
Local media, press releases	Periodically as needed	
Volunteer events	Throughout the year	

### Governments

TYPE OF ENGAGEMENT	FREQUENCY	DOMINION ENERGY APPROACH
Attendance at meetings and hearings	Throughout the year	Energy Reliability & Affordability Community Development Community Engagement Cleaner Air Clean Water Reducing Waste Habitat & Wildlife Protection Clean Energy Diversity & Security Investing in Infrastructure Safety Values, Ethics & Compliance
Press releases and local media	As needed	
Volunteer events	Throughout the year	
Community meetings	Periodically as needed	

### Shareholders

TYPE OF ENGAGEMENT	FREQUENCY	DOMINION ENERGY APPROACH
Investor calls and meetings	Throughout the year	About Us Governance & Risk Oversight Values, Ethics & Compliance Investing in Infrastructure Clean Energy Diversity & Security Safety Cleaner Air Clean Water Waste Management Habitat & Wildlife Protection Innovation Attracting Talent Developing Talent Retaining Talent
Investor Relations website	Updated regularly	
ESG website and disclosures	Updated regularly	
Presentations at investor meetings, earnings calls	Quarterly and throughout the year	
Press releases	As needed	

## About This Report / GRI Index

**The Global Reporting Initiative provides a framework disclosing information of particular interest to stakeholders materially affected by a company's operations. The index below shows where to find such information in this report.**

A materiality analysis was conducted in 2018 to help shape our sustainability strategy by understanding the issues important to our investors, employees, customers and communities. The analysis was conducted using both internal and external interviews. In addition to external interviews, external documents that provided stakeholder perspectives were reviewed. The internal interviews focused on those who directly engage with stakeholders on a regular basis. In addition, a targeted employee survey was used to hear directly from employees on issues important to them. With the help of external sustainability experts, an internal team of stakeholders considered the issues that had been identified, and then selected a list of material issues that were then vetted with internal leaders.

## General Disclosures

Disclosure	Description	Report Location
<b>Organizational Profile</b>		
102-1	Report the name of the organization	Front page
102-2	Description of the organization's activities	About Us
102-3	Report the location of the organization's headquarters	About Us
102-4	Report the number of countries where the organization operates, and the names of the countries where it has significant operations and/or that are relevant to the topics covered in the report	About Us
102-5	Report the nature of ownership and legal form	Publicly-traded corporation (Look up ticker symbol "D" on U.S. Securities and Exchange Commission website)
102-6	Report markets served, including: <ul style="list-style-type: none"> <li>Geographic location where products and services are offered;</li> <li>Sectors served; and</li> <li>Types of customers and beneficiaries.</li> </ul>	About Us
102-7	Report scale of the organization, including: <ul style="list-style-type: none"> <li>Geographic location where products and services are offered;</li> <li>Sectors served; and</li> <li>Types of customers and beneficiaries.</li> </ul>	About Us

## About This Report / GRI Index

Disclosure	Description	Report Location
<b>Organizational Profile (continued)</b>		
102-8	Report information on employees and other workers, including: <ul style="list-style-type: none"> <li>Total number of employees by employment contract (permanent and temporary), by gender;</li> <li>Total number of employees by employment contract (permanent and temporary), by region;</li> <li>Total number of employees by employment type (full-time and part-time), by gender;</li> <li>Whether a significant portion of the organization's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of work performed by workers who are not employees;</li> <li>Any significant variations in the numbers reported in Disclosures 102-8-a, 102-8-b, and 102-8-c (such as seasonal variations in the tourism or agricultural industries); and</li> <li>An explanation of how the data have been compiled, including any assumptions made.</li> </ul>	About Us; Attracting Talent; Developing Talent; Retaining Talent; Metrics;
102-8 EU	Organizational Profile — contractor workforce by employment type, contract, and regulatory regime	Attracting Talent; Developing Talent; Retaining Talent; Metrics;
102-8 EU	Organizational Profile — percentage of contractor workforce working for reporting organization covered by collective bargaining agreements by country or regulatory regime	Retaining Talent; Metrics;
102-9	Report a description of the organization's supply chain, including main elements as they relate to the organization's activities, primary brands, products and services.	Governance & Risk Oversight
102-10	Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or supply chain, including: <ul style="list-style-type: none"> <li>Changes in the location of, or changes in, operations, including facility openings, closings, and expansions;</li> <li>Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations); and</li> <li>Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination.</li> </ul>	N/A
102-11	Report whether and how the organization applies the precautionary principle or approach.	Governance & Risk Oversight
102-12	Report a list of externally-developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses.	Methane Challenge; Natural Gas STAR Program; One Future; Electric Utility Industry Sustainable Supply Chain Alliance; CDP Supporter and participation in the Climate and Water CDP for 2018; Tree City USA; The Nature Conservancy Steep Slope Construction Guidelines, EEl ESG Sustainability Metrics, AGA ESG Sustainability Metrics, INGAA Methane Reduction Initiative
102-13	Report a list of main memberships of industry or other associations, and national or international advocacy organizations.	Values, Ethics & Compliance; additional memberships include the Utility Water Act Group, the Utility Solid Waste Activities Group and the Electric Power Research Institute among others.

## About This Report / GRI Index

Disclosure	Description	Report Location
<b>Organizational Profile (continued)</b>		
102-EU2	Net Energy Output Broken Down by Primary Energy Source and by Regulatory Regime	Metrics
102-EU3	Number of Residential, Industrial, Institutional, and Commercial Customer Accounts	Metrics
102-EU4	Length of Above and Underground Transmission and Distribution Lines by Regulatory Regime	Metrics
102-EU5	Allocation of CO <sub>2</sub> e Emissions Allowances or Equivalent, Broken Down by Carbon Trading Framework	In 2018, the company purchased Regional Greenhouse Gas Initiative (RGGI) allowances for its Manchester Power Station located in areas subject to the RGGI framework. The company completed the sale of this plant in December 2018.
<b>Strategy</b>		
102-14	Report a statement from the most senior decision maker of the organization (e.g. CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the strategy for addressing sustainability.	Letter from the Chairman
102-15	Report a description of key impacts, risks, and opportunities.	Governance & Risk Oversight (see also company's Climate Report, SEC filings, Summary Annual Report)
<b>Ethics and Integrity</b>		
102-16	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct, codes of ethics, etc.	Values, Ethics & Compliance
102-17	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and organizational integrity; and reporting concerns about unethical or unlawful behavior, and organizational integrity.	Values, Ethics & Compliance
<b>Governance</b>		
102-18	Report the governance structure of the organization including committee of the highest governance body and committees responsible for decision-making on economic, environmental and social topics.	Governance & Risk Oversight
102-19	Report the processes for delegating authority for economic, environmental, and social topics from the highest governance body to senior executives and other employees.	Governance & Risk Oversight



## About This Report / GRI Index

Disclosure	Description	Report Location
<b>Governance (continued)</b>		
102-22	Report the composition of the highest governance body and its committees by: <ul style="list-style-type: none"> <li>• Executive or non-executive;</li> <li>• Independence;</li> <li>• Tenure on the governance body;</li> <li>• Number of each individual's other significant positions and commitments, and the nature of the commitments;</li> <li>• Gender;</li> <li>• Membership of under-represented social groups;</li> <li>• Competencies relating to economic, environmental, and social topics; and</li> <li>• Stakeholder representation.</li> </ul>	Governance & Risk Oversight see also company's annual Proxy Statement on SEC Schedule 14A)
102-23	Report whether the chair of the highest governance body is also an executive officer in the organization. If the chair of the highest governance body is also an executive officer in the organization, describe his/her function within the organization's management and the reasons for this arrangement.	Governance & Risk Oversight (see also company's annual Proxy Statement on SEC Schedule 14A)
102-24	Report the nomination and selection processes for the highest governance body and its committees and the criteria used for nominating and selecting highest governance body members, including whether and how: <ul style="list-style-type: none"> <li>• Stakeholders (including shareholders) are involved;</li> <li>• Diversity is considered;</li> <li>• Independence is considered; and</li> <li>• Expertise and experience relating to economic, environmental and social topics are considered.</li> </ul>	Governance & Risk Oversight (see also company's annual Proxy Statement on SEC Schedule 14A)
102-28	Report the following information regarding the highest governance body's performance: <ul style="list-style-type: none"> <li>• Processes for evaluating the highest governance body's performance with respect to governance of economic, environmental, and social topics;</li> <li>• Whether such evaluation is independent or not, and its frequency;</li> <li>• Whether such evaluation is a self-assessment; and</li> <li>• Actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental, and social topics, including, as a minimum, changes in membership and organizational practice.</li> </ul>	(Governance & Risk Oversight see also company's annual Proxy Statement on SEC Schedule 14A)
102-31	Report the frequency of the highest governance body's review of economic, environmental, and social topics and their impacts, risks, and opportunities.	Governance & Risk Oversight (see also company's annual Proxy Statement on SEC Schedule 14A)
<b>Stakeholder Engagement</b>		
102-40	Provide a list of stakeholder groups engaged by the organization.	About This Report; throughout the report
102-40 OG	Stakeholder Engagement—Indigenous Peoples inclusion	Engaging Communities
102-41	Report the percentage of total employees covered by collective bargaining agreements.	Retaining Talent

## About This Report / GRI Index

Disclosure	Description	Report Location
<b>Stakeholder Engagement (continued)</b>		
102-42	Report the basis for identification and selection of stakeholders with whom to engage.	About This Report; throughout the report
102-43	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	About This Report; Engaging Communities
102-43 OG	Stakeholder Engagement—Indigenous Peoples Engagement and effectiveness of actions taken by company to address issues	Engaging Communities
102-44	Report the key topics and concerns that have been raised through stakeholder engagement, including: <ul style="list-style-type: none"> <li>How the organization has responded to those key topics and concerns, including through its reporting; and</li> <li>The stakeholder groups that raised each of the key topics and concerns.</li> </ul>	Engaging Communities
<b>Reporting Practice</b>		
102-45	Report a list of all entities included in the organization's consolidated financial statements or equivalent documents. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	See company's SEC filings
102-46	Report an explanation of the process for defining the report content and the topic boundaries and an explanation of how the organization has implemented the reporting principles for defining report content.	About This Report
102-47	Report a list of the material topics identified in the process for defining report content.	About This Report
102-48	Report the effect of any restatements of information given in previous reports, and the reasons for such restatements.	About This Report (no restatements for this report)
102-49	Report significant changes from previous reporting periods in the list of material topics and topic boundaries.	About This Report
102-50	Report the reporting period for the information provided.	About This Report
102-51	Report, if applicable, the date of the most recent previous report.	December 2018
102-52	Report the reporting cycle.	About This Report
102-53	Report the contact point for questions regarding the report or its contents.	About This Report (esg@DominionEnergy.com)
102-54	Report the claim made by the organization, if it has prepared a report in accordance with the GRI Standards, either: <ul style="list-style-type: none"> <li>"This report has been prepared in accordance with the GRI Standards: Core option";</li> <li>"This report has been prepared in accordance with the GRI Standards: Comprehensive option".</li> </ul>	About This Report (this report has been prepared in accordance with the GRI Standards: Core Option)

## About This Report / GRI Index

Disclosure	Description	Report Location
<b>Reporting Practice (continued)</b>		
102-55	<p>Report the GRI context index, which specifies each of the GRI Standards used and lists all disclosures included in the report. For each disclosure, the content index shall include:</p> <ul style="list-style-type: none"> <li>The number of the disclosure (for disclosures covered by the GRI Standards);</li> <li>The page number(s) or URL(s) where the information can be found, either within the report or in other published materials; and</li> <li>If applicable, and where permitted, the reason(s) for omission when a required disclosure cannot be made.</li> </ul>	GRI Index
102-56	<p>Report a description of the organization's policy and current practice with regard to seeking external assurance for the report. If the report has been externally assured, report the following:</p> <ul style="list-style-type: none"> <li>A reference to the external assurance report, statements, or opinions. If not included in the assurance report accompanying the sustainability report, a description of what has and what has not been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process;</li> <li>The relationship between the organization and the assurance provider; and</li> <li>Whether and how the highest governance body or senior executives are involved in seeking external assurance for the organization's sustainability report.</li> </ul>	About This Report
<b>Management Approach</b>		
103-1	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> <li>An explanation of why the topic is material;</li> <li>The Boundary for the material topic, which includes a description of: where the impacts occur and the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships; and</li> <li>Any specific limitation regarding the topic Boundary.</li> </ul>	About This Report; throughout the report
103-2	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> <li>An explanation of how the organization manages the topic;</li> <li>A statement of the purpose of the management approach; and</li> <li>A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> <li>Policies</li> <li>Commitments</li> <li>Goals and targets</li> <li>Responsibilities</li> <li>Resources</li> <li>Grievance mechanisms</li> <li>Specific actions, such as processes, projects, programs and initiatives</li> </ul> </li> </ul>	Throughout the report
103-3	<p>For each material topic, the reporting organization shall report an explanation of how the organization evaluates the management approach, including:</p> <ul style="list-style-type: none"> <li>The mechanisms for evaluating the effectiveness of the management approach;</li> <li>The results of the evaluation of the management approach; and</li> <li>Any related adjustments to the management approach.</li> </ul>	Throughout the report

# Economic

Disclosure	Description	Report Location
<b>Economic Performance</b>		
201-2	Financial implications and other risks and opportunities for the organization's activities	Governance & Risk Oversight due to climate change (see also company's <a href="https://www.dominionenergy.com/library/domcom/media/community/environment/reports-performance/2018-dominion-energy-climate-report.pdf?la=en&amp;modified=20190524164236">Climate Report (https://www.dominionenergy.com/library/domcom/media/community/environment/reports-performance/2018-dominion-energy-climate-report.pdf?la=en&amp;modified=20190524164236)</a> and response to the Climate CDP, which can be found on the company's <a href="https://www.dominionenergy.com/company/esg">ESG web site (https://www.dominionenergy.com/company/esg)</a> )
<b>Market Presence</b>		
DMA - OG	Market Presence	Attracting Talent; Developing Talent; Retaining Talent
202 OG	Market Presence including Local Context	About Us
<b>Indirect Economic Impacts</b>		
203-1	Infrastructure investments and services supported	Investing in Infrastructure for Clean Energy
<b>Procurement Practices</b>		
204 OG-DMA	Procurement Practices	Values, Ethics & Compliance; Supplier Diversity
204-1	Proportion of spending on local suppliers	Supplier Diversity
<b>Anti-Corruption</b>		
205 OG	Anti-Corruption	Values, Ethics & Compliance
205-2	Communication and training about anti-corruption policies and procedures	Values, Ethics & Compliance
<b>Sector-Specific</b>		
200-EU	DMA: Demand-Side Management (EU sector specific) — No indicators given	Energy Reliability & Affordability
200-EU	DMA: Management approach to ensure short and long-term electricity availability and reliability	Energy Reliability & Affordability
200-EU	DMA: Research and Development (EU sector specific) — No indicators given	Innovation

# Environmental

Disclosure	Description	Report Location
301-2	Recycled input materials used	Reducing Waste
<b>Energy</b>		
302-4	Reduction of energy consumption	Attracting Talent
302-OG2	Total amount invested in renewable energy	Clean Energy Diversity and Security
302-OG3	Total amount of renewable energy generated by source	Clean Energy Diversity and Security
<b>Water</b>		
303-1, G4-EN8	Water withdrawal by source	Metrics; (see also the company's response to the Water CDP, which can be found on our <a href="https://www.dominionenergy.com/company/esg">ESG website (https://www.dominionenergy.com/company/esg)</a> )
303-3	Water recycled and reused	Metrics
<b>Biodiversity</b>		
304 OG	Ecosystem services including biodiversity	Habitat & Wildlife Protection
304-DMA	Report approaches for pest and vegetation management along transmission and distribution corridors.	Habitat & Wildlife Protection
304-2	Significant impacts of activities, products, and services on biodiversity	Habitat & Wildlife Protection
304-3	Habitats protected or restored	Habitat & Wildlife Protection
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Habitat & Wildlife Protection
<b>Emissions</b>		
305 OG	GHG Emissions (report on operational control and on an equity basis)	Cleaner Air; Metrics
305-1	Direct (Scope 1) GHG emissions	Metrics
305-2 EU	Energy Indirect GHG Emissions Scope 2	Metrics
305-4	GHG emissions intensity	Cleaner Air; Metrics
305-5	Reduction of GHG emissions	Cleaner Air
305-5 OG	Reduction of GHG emissions	Cleaner Air
305-6	Emissions of ozone-depleting substances (ODS)	Metrics
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Cleaner Air; Metrics

## About This Report / GRI Index

Disclosure	Description	Report Location
<b>Effluence and Waste</b>		
306- OG DMA	Describe the management strategy and storage methods for different types of radioactive waste.	Reducing Waste
306-2	Waste by type and disposal method	Reducing Waste; Metrics
<b>Environmental Compliance</b>		
307-1	Non-compliance with environmental laws and regulations	Metrics
<b>Supplier Environmental Compliance</b>		
308-1	New suppliers that were screened using environmental criteria	Our supplier screening process for proposals to conduct works with the company considers how the supplier would implement the environmental protection aspects of the proposed work. Suppliers are required to acknowledge and adhere to all requirements and expectations in the Supplier Code of Ethics & Business Conduct, which includes environmental stewardship expectations.

## Social

Disclosure	Description	Report Location
<b>Employment</b>		
401 EU and OG	Employment	About Us
401-3	Parental leave	Retaining Talent
401-EU	Program and processes to ensure the availability of a skilled workforce	Developing Talent
DMA-OG	Report policies, standards and practices for all workers on site.	Safety
401-18 EU	Percentage of contractor and subcontractor employees that have undergone relevant health and safety training	Safety
<b>Labor / Management Relations</b>		
402-1	Minimum notice periods regarding operational changes	The company follows the US WARN Act, which requires a 60-day notice period for station closings.



## About This Report / GRI Index

Disclosure	Description	Report Location
<b>Occupational Health and Safety</b>		
403-1	Workers representation in formal joint management-worker health and safety committees	Safety
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Safety
<b>Training and Education</b>		
404-2	Programs for upgrading employee skills and transition assistance programs	Attracting Talent; Developing Talent
404-3	Percentage of employees receiving regular performance and career development reviews	Developing Talent
<b>Diversity Equal Opportunity</b>		
405-1	Diversity of governance bodies and employees	Attracting Talent; Governance & Risk Oversight
<b>Non-discrimination</b>		
406	Incidents of discrimination	Governance & Risk Oversight
<b>Freedom of Association and Collective Bargaining</b>		
407-EU	Freedom of association and collective bargaining	Retaining Talent
<b>Child Labor</b>		
408-1	Operations and suppliers identified as having significant risk for incidents of child labor	None. U.S. law prohibits child labor, and Dominion Energy prohibits these practices within the company. We hold our suppliers to that same standard. See our <a href="https://www.dominionenergy.com/suppliers/supplier-code-of-ethics">Supplier Code of Ethics and Business Conduct (https://www.dominionenergy.com/suppliers/supplier-code-of-ethics)</a> for more details.
<b>Forced or Compulsory Labor</b>		
409-1	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor	None. U.S. law prohibits child labor, and Dominion Energy prohibits these practices within the company. We hold our suppliers to that same standard. See our <a href="https://www.dominionenergy.com/suppliers/supplier-code-of-ethics">Supplier Code of Ethics and Business Conduct (https://www.dominionenergy.com/suppliers/supplier-code-of-ethics)</a> for more details.

## About This Report / GRI Index

Disclosure	Description	Report Location
<b>Security Practices</b>		
410-1	Security personnel trained in human rights policies or procedures	Dominion Energy security personnel maintain a standard of professional conduct that requires a high degree of integrity and ethical behavior. This includes treatment of third parties with dignity, fairness and respect at all times; exercising prudent judgment in decision-making and risk analyses; and compliance with applicable laws.
<b>Rights of Indigenous People</b>		
411-1	Incidents of violations involving Indigenous peoples	None. See Engaging Communities for more information on tribal engagement.
<b>Human Rights Assessment</b>		
412-2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Leaders and employees are completing diversity and inclusion training in 2018 as well as training for leaders related to harassment. 99% of leaders completed sexual harassment training.
<b>Local Communities</b>		
413-1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Engaging Communities
413-EU	Stakeholder participation in decision making processes related to energy planning and infrastructure development	Engaging Communities
<b>Supplier Social Assessment</b>		
414-1	New suppliers that were screened using social criteria	Potential suppliers are screened as part of the request for proposal process for safety, supplier diversity (including supplier business diversity information and a request to use diverse subcontractors if the supplier is not diverse). Suppliers are required to acknowledge and adhere to all requirements and expectations in the Supplier Code of Ethics & Business Conduct which includes expectations for social aspects of their business conduct.

## About This Report / GRI Index

Disclosure	Description	Report Location
<b>Public Policy</b>		
415-1	Political contributions	Values, Ethics & Compliance
<b>Customer Health and Safety</b>		
416-1	Assessment of the health and safety impacts of product and service categories	Safety
<b>Product and Service Labeling</b>		
417-1	Requirements for product and service information and labeling	This is not applicable to our products
<b>Customer Privacy</b>		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	There have been none in the reporting period.
<b>Socio-economic Compliance</b>		
419-1	Non-compliance with laws and regulations in the social and economic area	Not aware of any material non-compliance for the reporting period.
<b>Sector-Specific</b>		
400-OG	DMA: Emergency Preparedness (OG sector specific) — No Indicators	Safety; <a href="https://www.dominionenergy.com/library/domcom/media/community/environment/reports-performance/2019-methane-emissions-reduction-report.pdf?modified=20190521180614&amp;la=en">Methane Emissions Reduction Report (https://www.dominionenergy.com/library/domcom/media/community/environment/reports-performance/2019-methane-emissions-reduction-report.pdf?modified=20190521180614&amp;la=en)</a>
400-EU	DMA: Disaster/Emergency Planning and Response (EU sector-specific) — No indicators specified	Governance & Risk Oversight
400-EU28	DMA: Access (EU sector-specific) Power Outage Frequency	Energy Reliability & Affordability
400-EU29	DMA: Access (EU sector specific) Average Power Outage Duration	Energy Reliability & Affordability
400-OG	DMA: Financial implications and risks associated with the organization's activities due to climate change	Governance & Risk Oversight
400-OG	DMA: Integrity and Process Safety	Natural Gas Safety in Safety (see also company's <a href="https://www.dominionenergy.com/library/domcom/media/community/environment/reports-performance/2019-methane-emissions-reduction-report.pdf?modified=20190521180614&amp;la=en">Methane Emissions Reduction Report (https://www.dominionenergy.com/library/domcom/media/community/environment/reports-performance/2019-methane-emissions-reduction-report.pdf?modified=20190521180614&amp;la=en)</a> )

## About This Report / U.N. Sustainable Development Goals

### WHAT YOU SHOULD KNOW

The United Nations Sustainable Development Goals (UN SDGs) outline a blueprint for businesses, government and other organizations to work together toward sustainable development. Below is a mapping of Dominion Energy's sustainability initiatives to the applicable UN SDGs (note: a number of the UN SDG targets are not applicable to our business lines).



## Sustainable Development Goal Mapping

### Our Company

Sustainability Issues & Initiatives	Aligns with This Sustainable Development Target
<b>Values, Ethics and Compliance</b>	<p>16.6 Develop effective, accountable and transparent institutions at all levels</p> 
<b>Governance and Risk Oversight</b>	<p>16.6 Develop effective, accountable and transparent institutions at all levels</p> 

### Clean Energy

Sustainability Issues & Initiatives	Aligns With This Sustainable Development Target
<b>Investing in Infrastructure for Clean Energy</b>	<p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services</p> <p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>  
<b>Clean Energy Diversity and Security</b>	<p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services</p> <p>7.2 By 2030, increase substantially the share of renewable energy in the global energy mix</p> <p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes</p>  

## About This Report / U.N. Sustainable Development Goals

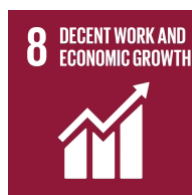
### Clean Energy (continued)

#### Sustainability Issues & Initiatives

#### Aligns with This Sustainable Development Target

##### Innovation

**8.3** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services



### Environment

#### Sustainability Issues & Initiatives

#### Aligns with This Sustainable Development Target

##### Cleaner Air

**7.2** By 2030, increase substantially the share of renewable energy in the global energy mix

**9.4** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities

**13.2** Integrate climate change measures into national policies, strategies and planning



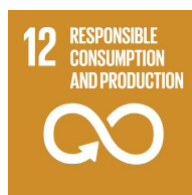
##### Clean Water

**6.4** By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity



##### Reducing Waste

**12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse





## About This Report / U.N. Sustainable Development Goals

### Environment (continued)

#### Sustainability Issues & Initiatives

#### Aligns with This Sustainable Development Target

#### Habitat and Wildlife Protection

**15.9** By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts



### Serving Customers and Communities

#### Sustainability Issues & Initiatives

#### Aligns with This Sustainable Development Target

#### Safety

**8.8** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment



#### Energy Reliability and Affordability

**7.1** By 2030, ensure universal access to reliable and modern energy services

**7.3** By 2030, double the global rate of improvement in energy efficiency

**13.1** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries



#### Engaging Communities

**17.17** Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships



## Serving Customers and Communities (continued)

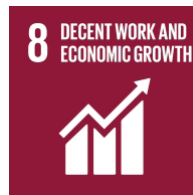
### Sustainability Issues & Initiatives

### Aligns with This Sustainable Development Target

#### Community Development

**8.3** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

**17.17** Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships



## Employee Experience

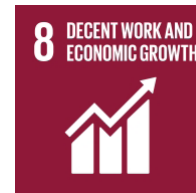
### Sustainability Issues & Initiatives

### Aligns with This Sustainable Development Target

#### Attracting Talent; Developing Talent; Retaining Talent

**4.7** By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

**8.5** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value



## About This Report / SASB Map

### WHAT YOU SHOULD KNOW

The Sustainability Accountability Standards Board provides another framework for disclosing information of interest to stakeholders. The map below shows where to find SASB disclosures in this report.

## Electric Utilities & Power Generators

Topic	Accounting Metric	Location
Greenhouse Gas Emissions & Energy Resource Planning	IF-EU-110a.1 - (1)Gross global Scope 1 emissions	Metrics; Cleaner Air
	IF-EU-110a.3 - IF-EU-110a.3 - Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets and an analysis of performance against those targets	Cleaner Air; <a href="https://www.dominionenergy.com/library/domcom/media/community/environment/reports-performance/2018-dominion-energy-climate-report.pdf?la=en&amp;modified=20190524164236">Climate Report (https://www.dominionenergy.com/library/domcom/media/community/environment/reports-performance/2018-dominion-energy-climate-report.pdf?la=en&amp;modified=20190524164236)</a> <a href="https://www.dominionenergy.com/esg">Climate CDP (https://www.dominionenergy.com/esg)</a>
Air Quality	IF-EU-120a.1 - Air emissions of the following pollutants: (1) NO <sub>x</sub> , (2) SO <sub>2</sub> , (5) Hg for generation sources	Metrics
Water Management	IF-EU-140a.1 - (1) Total water withdrawn (2) Total water consumed	Metrics
	IF-EU-140a.2 - Number of incidents of non-compliance with water quality and/or quality permits, standards, and regulations	Metrics
	IF-EU-140a.3 - Description of water management risks and discussion of strategies and practices to mitigate those risks.	<a href="https://www.dominionenergy.com/esg">Water CDP (https://www.dominionenergy.com/esg)</a>
Coal Ash Management	IF-EU-150a.1 - Amount of coal combustion residuals (CCR) generated, percentage recycled	Metrics
Energy Affordability	IF-EU-240a.1 - Average retail rate for residential customers.	Energy Reliability & Affordability
	IF-EU-240a.2 - Typical monthly electric bill for residential customers for 1000 kWh of electricity delivered per month	Energy Reliability & Affordability
	IF-EU-240a.4 - Discussion of impact of external factors on customer affordability of electricity, including the economic condition of the service territory	Energy Reliability & Affordability
Safety	IF-EU-320a.1 - (1) Total recordable incident rate (TRIR), (2) Fatality rate	Safety; Metrics

## About This Report / SASB Map

Topic	Accounting Metric	Location
End-Use Efficiency & Demand	<b>IF-EU-420a.1</b> - Percentage of electric utility revenues from rate structures that (1) are decoupled and (2) contain a lost revenue adjustment mechanism (LRAM)	All electric utility rate structures for 2018 contained a lost revenue adjustment mechanism.
	<b>IF-EU-420a.2</b> - Percentage of electric load served by smart grid technology	Metrics
	<b>IF-EU-420a.3</b> - Customer electricity savings from efficiency measures, by market	Metrics
Nuclear Safety & Emergency Management	<b>IF-EU-540a.1</b> - Total number of nuclear power units, broken down by U.S. Nuclear Regulatory Commission (NRC) Action Matrix Column	All 6 units are in the License Response Column.
	<b>IF-EU-540a.2</b> - Description of efforts to manage nuclear safety and emergency preparedness	Safety
Grid Resiliency	<b>IF-EU-550a.2</b> - (1) System Average Interruption Duration Index (SAIDI), (2) System Average Interruption Frequency Index (SAIFI), and (3) Customer Average Interruption Duration Index (CAIDI), inclusive of major events	Energy Reliability & Affordability; Metrics

## Gas Utilities & Distributors

Topic	Accounting Metric	Location
Energy Affordability	<b>IF-GU-240a.1</b> - Average retail gas rate for residential customers	Energy Reliability & Affordability
	<b>IF-GU-240a.4</b> - Discussion of impact of external factors on customer affordability of gas including the economic conditions of the service territory	Energy Reliability & Affordability
End-Use Efficiency	<b>IF-GU-420a.1</b> - Percentage of gas utility revenues from rate structures that (1) are decoupled or (2) contain a lost revenue adjustment mechanism (LRAM)	Rates are decoupled
	<b>IF-GU-420a.2</b> - Customer gas savings from efficiency measures by market	Energy Reliability & Affordability
	<b>IF-GU-540a.2</b> - Percentage of distribution pipeline that is (1) cast and/or wrought iron and (2) unprotected steel	Energy Reliability & Affordability
	<b>IF-GU-540a.3</b> - Percentage of gas (1) transmission and (2) distribution pipelines inspected	
	<b>IF-GU-540a.4</b> - Description of efforts to manage the integrity of gas delivery infrastructure, including risks related to safety and emission	Safety; <a href="https://www.dominionenergy.com/library/dominionenergy.com/media/community/environment/reports-performance/2019-methane-emissions-reduction-report.pdf?modified=20190521180614&amp;la=en">Methane Emissions Reduction Report (https://www.dominionenergy.com/media/community/environment/reports-performance/2019-methane-emissions-reduction-report.pdf?modified=20190521180614&amp;la=en)</a>

## Oil & Gas Midstream

Topic	Accounting Metric	Location
Greenhouse Gas Emissions	<b>EM-MD-110a.1</b> - Gross global Scope 1 emissions, percentage methane, percentage covered under emission limiting regulations	Cleaner Air; <a href="https://www.dominionenergy.com/library/dominionenergy.com/media/community/environment/reports-performance/2019-methane-emissions-reduction-report.pdf?modified=20190521180614&amp;la=en">Methane Emissions Reduction Report (https://www.dominionenergy.com/media/community/environment/reports-performance/2019-methane-emissions-reduction-report.pdf?modified=20190521180614&amp;la=en)</a>
	<b>EM-MD-1101.2</b> - Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emission reduction targets, and an analysis of performance against those targets	Cleaner Air; <a href="https://www.dominionenergy.com/media/community/environment/reports-performance/2019-methane-emissions-reduction-report.pdf?modified=20190521180614&amp;la=en">Methane Emissions Reduction Report (https://www.dominionenergy.com/media/community/environment/reports-performance/2019-methane-emissions-reduction-report.pdf?modified=20190521180614&amp;la=en)</a>
	<b>EM-MD-160a.1</b> - Description of environmental management policies and practices for active operations	Environment Overview; Habitat & Wildlife Protection
Ecological Impacts	<b>EM-MD-160a.1</b> - Description of environmental management policies and practices for active operations	Environment Overview; Habitat & Wildlife Protection
	<b>EM-MD-540a.2</b> - Percentage of (1) natural gas and (2) hazardous liquid pipelines inspected	Safety
	<b>EM-MD-540a.4</b> - Discussion of management systems used to integrate a culture of safety and emergency preparedness throughout the value chain and throughout project lifecycles	Safety

# Oil & Gas Exploration & Production

Topic	Accounting Metric	Location
Greenhouse Gas Emissions	EM-EP-110a.1 - Gross global Scope 1 emissions, percentage methane, percentage covered under emissions limiting regulations	Metrics; <a href="https://www.dominionenergy.com/library/dominionenergy.com/media/community/environment/reports-performance/2019-methane-emissions-reduction-report.pdf?modified=20190521180614&amp;la=en">Methane Emissions Reduction Report (https://www.dominionenergy.com/media/community/environment/reports-performance/2019-methane-emissions-reduction-report.pdf?modified=20190521180614&amp;la=en)</a>
	EM-EP-110a.3 - Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Cleaner Air; Methane Emissions <a href="https://www.dominionenergy.com/media/community/environment/reports-performance/2019-methane-emissions-reduction-report.pdf?modified=20190521180614&amp;la=en">Reduction Report (https://www.dominionenergy.com/media/community/environment/reports-performance/2019-methane-emissions-reduction-report.pdf?modified=20190521180614&amp;la=en)</a>
Water management		
Biodiversity Impacts	EM-EP-160a.1 - Description of environmental management policies and practices for active sites	Environment Overview; Cleaner Air; Clean Water; Reducing Waste; Habitat & Wildlife Protection
Security, Human Rights & Indigenous Peoples	EM-EP-210a.3 - Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights and operation in areas of conflict	Engaging Communities
Workforce Health & Safety	EM-EP-320a.1 - (1) Total recoverable incident rate (TRIR), (2) Fatality rate	Safety; Metrics
Business Ethics & Transparency	EM-EP-510a.2 - Description of the management system for prevention of corruption and bribery throughout the value chain	Values, Ethics & Compliance



## Metrics

Our story in numbers.

## Environmental

### Dominion Energy Portfolio

YEAR	2000 Baseline	2005 Baseline	2014	2015	2016	2017	2018
<b>Owned Nameplate Generation Capacity at end of year (MW)</b>	13,887	24,396	20,845	20,972	22,796	23,293	23,309
Coal	5,992	7,937	4,406	4,406	4,406	4,402	4,406
Natural Gas	1,800	7,107	7,815	7,836	9,256	9,297	9,187
Nuclear	3,253	5,726	5,349	5,349	5,349	5,349	5,349
Petroleum	2,476	3,219	2,171	2,171	2,171	2,168	2,155
Total Renewable Energy Resources	327	407	1,089	1,195	1,599	2,062	2,197
Biomass/Biogas	0	80	236	236	236	236	236
Hydroelectric	327	327	318	318	318	318	316
Solar	0	0	253	359	763	1,226	1,363
Wind	0	0	282	282	282	282	282
Other	39	0	15	15	15	15	15

## Metrics

YEAR	2000 Baseline	2005 Baseline	2014	2015	2016	2017	2018
Net Generation for the data year (MWH)	71,536,133	109,328,723	93,696,990	98,455,046	108,368,094	102,060,029	101,428,432
Coal	37,772,810	51,607,246	25,293,153	22,613,052	21,947,757	15,376,307	12,306,493
Natural Gas	3,698,671	7,601,149	21,095,859	28,605,110	37,883,532	37,490,646	39,475,861
Nuclear	26,552,901	44,164,092	43,608,790	42,888,281	43,951,909	44,548,239	43,540,516
Petroleum	3,021,949	4,838,068	1,177,295	1,100,742	946,626	435,005	737,432
Total Renewable Energy Resources	489,802	1,118,168	2,521,892	3,247,861	3,638,270	4,209,832	5,368,130
Biomass/Biogas		540,007	1,128,153	1,193,180	1,266,746	1,163,454	1,196,109
Hydroelectric	489,802	578,161	616,868	613,069	771,100	488,627	866,848
Solar			95,053	747,748	934,322	1,983,498	2,686,996
Wind			681,818	693,864	666,103	574,253	618,177
YEAR				2017	2018		
Miles Distribution Lines-Electric (regulated utility)				58,277	58,300		
Miles Transmission Lines-Electric (regulated utility)				6,600	6,700		
Includes circuit miles, including overhead and underground lines							

## Air

YEAR	2000 Baseline	2005 Baseline	2014	2015	2016	2017	2018
Total generation (net GWH) (by ownership)	71,536	109,329	93,697	98,455	108,368	102,060	101,428
Total CO <sub>2</sub> e emissions (MT) (by ownership)	42.62	58.12	33.64	34.25	37.19	30.16	27.76
CO <sub>2</sub> e intensity rate (MT/net MWH) (by ownership)	0.596	0.532	0.359	0.348	0.343	0.296	0.274
Total CO <sub>2</sub> emissions (MT) (by ownership)	42	57.3	33.1	33.8	36.7	30.14	27.66
CO <sub>2</sub> intensity rate (MT/net MWH) (by ownership)	0.587	0.524	0.353	0.343	0.339	0.295	0.273

## Metrics

### Air (continued)

YEAR	2000 Baseline	2005 Baseline	2015	2016	2017	2018
<b>Purchased Power* (Net MWH)</b>	16,753,741	18,987,726	14,656,975	7,486,404	13,419,239	18,600,961
Total Purchased Generation CO <sub>2</sub> Emissions (MT)	12,159,115	13,780,442	10,637,376	5,443,297	9,739,083	13,499,745
Total Purchased Generation CO <sub>2</sub> Emissions Intensity (MT/Net MWH)	0.73	0.73	0.73	0.73	0.73	0.73
Carbon Dioxide Equivalent (CO <sub>2</sub> e)						
Total Purchased Generation CO <sub>2</sub> e Emissions (MT)	13,604,038	15,418,034	11,901,464	6,078,960	10,898,034	15,103,980
Total Purchased Generation CO <sub>2</sub> e Emissions Intensity (MT/Net MWH)	0.812	0.812	0.812	0.812	0.812	0.812

\*Purchased power emissions calculated using an estimated intensity rate and CO<sub>2</sub>e conversion factor.

YEAR	2000 Baseline	2005 Baseline	2015	2016	2017	2018
<b>Owned Generation + Purchased Power* (Net MWH)</b>	88,289,874	128,316,449	113,112,021	115,854,498	115,479,268	120,029,393
Total Owned + Purchased Generation CO <sub>2</sub> Emissions (MT)	54,148,573	71,042,641	44,398,852	42,092,716	39,876,085	41,158,753
Total Owned + Purchased Generation CO <sub>2</sub> Emissions Intensity (MT/Net MWH)	0.613	0.544	0.393	0.363	0.345	0.343
Carbon Dioxide Equivalent (CO <sub>2</sub> e)						
Total Owned + Purchased Generation CO <sub>2</sub> e Emissions (MT)	56,223,338	73,539,166	46,154,768	43,265,615	41,056,221	42,867,367
Total Owned + Purchased Generation CO <sub>2</sub> e Emissions Intensity (MT/Net MWH)	0.637	0.573	0.408	0.373	0.356	0.357

\*Purchased power emissions calculated using an estimated intensity rate and CO<sub>2</sub>e conversion factor.

YEAR	2014	2015	2016	2017	2018
<b>Methane Emissions</b>					
Methane Emissions from Gas Operations* (MT)	57,087	53,328	60,838	62,625	63,543

\*As reported in EPA's GHG reporting program. In 2016, Dominion Energy began reporting additional emissions from pipeline blow-downs, gathering and boosting as part of EPA's reporting program.

## Metrics

### Air (continued)

YEAR	2000 Baseline	2005 Baseline	2014	2015	2016	2017	2018
<b>Other Air Emissions</b>							
Nitrogen oxide, sulfur dioxide and mercury generation basis for calculation (MWH)	71,421,615	108,511,203	93,268,950	97,958,771	108,050,001	101,775,887	101,143,310
Nitrogen oxide emissions (MT) (by ownership)	132,895	101,106	16,987	15,361	13,883	10,559	10,621
Nitrogen oxide emissions intensity (MT/net MWH) (by ownership)	0.001861	0.000932	0.000182	0.000157	0.000128	0.000104	0.000105
Sulfur dioxide emissions (MT) (by ownership)	372,732	283,213	25,960	12,921	9,665	5,490	7,439
Sulfur dioxide emissions intensity (MT/net MWH) (by ownership)	0.005219	0.002610	0.000278	0.000132	0.000089	0.000054	0.000074
Mercury emissions (kg) (by ownership)	2,194	931	230.9	54	52	32	31
Mercury emissions intensity (kg/net MWH) (by ownership)	0.0000307	0.0000086	0.0000025	0.0000006	0.0000005	0.0000003	0.0000003
Sulfur hexafluoride (MT)			3.32	2.36	1.9	1.66	1.75
CO <sub>2</sub> e of sulfur hexafluoride (MT)			75,671	53,819	42,847	37,841	39,900

### Water

YEAR	2000 Baseline	2005 Baseline	2014	2015	2016	2017	2018
Water reused/recycled (million liters) (by ownership)			2,017	2,097	5,598	5,066	4,194,700*
Water reused/recycled (million liters/net MWH) (by ownership)			21.68	21.33	51.33	49.46	41,687.29*
Fresh water withdrawn (billion liters)			7,858.50	7,983.70	7,760	7,625	6,885
Fresh water consumed (billion liters)				33.2	38	29	16.7
Water withdrawals - consumptive (billion liters/net MWH)	0.0000006	0.00000007		0.00000026	0.0000004	0.00000003	0.00000017
Water withdrawals - non-consumptive (billion liters/net MWH)	0.000142	0.000133		0.000082	0.0000703	0.000074	0.000068

\* The significant increase is due to the inclusion of Bath County Pumped Storage and the nuclear facilities that withdraw/discharge water from the same source as reused/recycled water, in addition to improved accounting.

## Metrics

### Recycled and Reused Materials

YEAR	2014	2015	2016	2017	2018
Coal combustion byproducts (tons)	724,499	776,765	718,257	433,927	340,695
Gypsum (tons)	179,945	193,747	191,071	110,503	97,157
Biomass combustion products (tons)	17,287	13,896	7,473	7,110	6,564
Oils, fluids for reclamation / recovery (tons)	26,114	10,241	12,335	11,151	10,481
Scrap metals (tons)	20,712	8,145	20,553	17,661	18,973
Paper, cardboard, plastic, glass (tons)	648	721	495	528	723.6
E-waste (tons)	46	14	34	50	54

### Other

YEAR	2014	2015	2016	2017	2018
Coal ash produced / reused produced / reused (million tons) (by ownership)	3.6/0.5	3.3/0.6	3.2/0.5	2.53/0.5	2.21/34
Coal combustion byproducts produced / reused (million tons) (by ownership)	3.8/0.7	3.4/0.8	3.4/0.7	2.53/0.5	2.31/0.44
Percent of coal combustion reused / recycled (million tons) (by ownership)	18%	24%	21%	20%	19%
Hazardous waste produced (million lbs) (by ownership)	2.22	2.39	3.67	3.56	3.72
Notices of violation (NOVs)	18	14	12	17	18
Environmental penalties paid	\$420,500	\$447,732	\$404,415	\$178,324	\$485,111

## Metrics / Natural Gas Metrics

### WHAT YOU SHOULD KNOW

Our story in numbers.

### AGA Voluntary Sustainability Metrics: Quantitative Information — DE Gas Utilities

**Disclaimer:** All information below is being provided on a voluntary basis, and as such, companies may elect to include or exclude any of the topics outlined below and customize the template to their specific needs. The decision to include data for historical and future years is at the discretion of each company and the specific years (e.g., historical baseline) should be chosen as appropriate for each company.

<b>Parent Company</b>	Dominion Energy Inc
<b>Operating Company(s)</b>	DEUWI, DETI, DEOH, DEWV, DECGT, DEQP, DEWexpro
<b>Business Type(s)</b>	Vertically integrated
<b>State(s) of Operation</b>	VA, PA, OH, MD, NY, SC, WV, UT, WY, ID, CO
<b>Regulatory Environment</b>	<i>Regulated and Unregulated</i>
Note: Data from operating companies is rolled up to the corporate level.	
<b>Report Date</b>	12/31/2018

### Natural Gas Distribution

#### 1. Methane Emissions and Mitigation from Distribution Mains

Ref. No.	Metric	Year 2017	Year 2018	Definitions	Comments
1.1	Number of Gas Distribution Customers	2,146,290*	1,998,574		For all EPA-reported distribution companies.
1.2	Distribution Mains in Service	40,834	41,290	These metrics should include all local distribution companies (LDCs) held by the Parent Company that are above the LDC Facility reporting threshold for EPA's 40 C.F.R. 98, Subpart W reporting rule.	For all EPA-reported distribution companies.
1.2.1	Plastic (miles)	23,088	23,710		For all EPA-reported distribution companies.
1.2.2	Cathodically Protected Steel - Bare & Coated (miles)	12,116	12,119		For all EPA-reported distribution companies.
1.2.3	Unprotected Steel - Bare & Coated (miles)	5,598	5,437		For all EPA-reported distribution companies.
1.2.4	Cast Iron / Wrought Iron - without upgrades (miles)	31	24		For all EPA-reported distribution companies.



## Metrics / Natural Gas Metrics

Ref. No.	Metric	Year 2017	Year 2018	Definitions	Comments
1.3	Plan/Commitment to Replace / Upgrade Remaining Miles of Distribution Mains (# years to complete)	15	14	These metrics should provide the number of years remaining to take out of service, replace or upgrade cathodically unprotected steel mains, and cast iron/wrought iron mains, consistent with applicable state utility commission authorizations.	For all EPA-reported distribution companies.
1.3.1	Unprotected Steel (Bare & Coated)	15	14	This metric should be the longest period of all distribution companies.	DEUT replaced all unprotected steel and cast iron over 10 years ago.
1.3.2	Cast Iron / Wrought Iron	15	14	This metric should be the longest period of all distribution companies.	DEUT replaced all unprotected steel and cast iron over 10 years ago.

\* 2017 value adjusted to reflect value reported to ONE Future.

## 2. Distribution CO<sub>2</sub>e Fugitive Emissions

Ref. No.	Metric	Year 2017	Year 2018	Definitions	Comments
2.1	CO <sub>2</sub> e Fugitive Methane Emissions from Gas Distribution Operations (metric tons)	800,728	782,483	Fugitive methane emissions (not CO <sub>2</sub> combustion emissions) stated as CO <sub>2</sub> e, as reported to EPA under 40 CFR 98, Subpart W, sections 98.236(q)(3)(ix)(C) and (D), 98.236(r)(1)(iv) and (v), and 98.236(r)(2)(v)(A) and (B). This metric should include fugitive methane emissions above the reporting threshold for all natural gas local distribution companies (LDCs) held by the Parent Company that are above the LDC Facility reporting threshold for EPA's 40 C.F.R. 98, Subpart W reporting rule.	Reports fugitive methane emissions only - Does not include CO <sub>2</sub> emissions which are reported to EPA (783,426 with CO <sub>2</sub> ).
2.1a	Fugitive Methane Emissions from Gas Distribution Operations (metric tons)	32,029	31,299		Methane emissions from EPA-reported LDCs DEUT, DEWV, and DEOH.
2.2	Natural Gas Throughput from Gas Distribution Operations in thousands of scf	511,578,083	570,763,719	This metric provides gas distribution throughput reported under Subpart W, 40 C.F.R. 98.236(aa)(9)(i) through (iii), as reported on the Subpart W e-GRRT integrated reporting form in the "Facility Overview" worksheet Excel form, gas received (column 1) plus the gas withdrawn (column 2) minus the gas injected into storage (column 3). See screenshot of e-GRRT report provided in template instructions.	
2.3	CO <sub>2</sub> e Fugitive Methane Emissions Rate (metric tons per thousands scf of Throughput)	0.0016	0.0014	2.1 divided by 2.2	
2.3a	Fugitive Methane Emissions Rate (metric tons methane per methane content of the above mscf of Throughput)	0.0034	0.003	(Row 2.1a divided by density of CH <sub>4</sub> ) / (Row 2.2 times 0.95 percent CH <sub>4</sub> in gas)	

## Metrics / Natural Gas Metrics

### Natural Gas Transmission & Storage

Ref. No.	Metric	Year 2017	Year 2018	Definitions	Comments
1.2	Transmission Pipelines, Blow-down Volumes, and Fugitive Emissions				
1.2.1	Total Miles of Transmission Pipeline Operated by gas utility (miles)	N/A	N/A		No DE utilities report under this segment.
1.2.2	Volume of Transmission Pipeline Blow-down Emissions - outside storage and compression facilities (metric tons of CO <sub>2</sub> e):	N/A	N/A	As reported to EPA under 40 CFR 98, Subpart W.	No DE utilities report under this segment.
1.2.2.1	SCF of natural gas	N/A	N/A		Not reported to EPA.
1.2.2.3	Metric tons CO <sub>2</sub> e	N/A	N/A		No DE utilities report under this segment.
1.3	Underground Natural Gas Storage Emissions				
1.3.2	Storage Compressor Station Emissions (metric tons CO <sub>2</sub> e)	3,917	5,430	As reported to EPA under 40 CFR 98, Subpart W.	Total EPA-reported DEOH storage station emissions (Chippewa & Robinson) minus wellhead emissions. Only the DEOH storage facilities are technically within a utility.
1.3.3	Storage Facility Wellhead Component Fugitive Emissions (metric tons of CO <sub>2</sub> e)	1,764	1,764	Utilizing EPA emissions factors, as reported to EPA under Subpart W, 40 CFR 98.236, on the e-GRRT integrated reporting form, "Equipment Leaks Surveys and Population Counts [98.236 (q, r)]" tab.	Total EPA-reported DEOH storage station emissions (Chippewa & Robinson) minus wellhead emissions. Only the DEOH storage facilities are technically within a utility.

### 2. CO<sub>2</sub>e Emissions for Transmission and Storage Compression

Ref. No.	Metric	Year 2017	Year 2018	Definitions	Comments
2.1	CO <sub>2</sub> e Emissions for Transmission Pipelines (metric tons)		26,649	CO <sub>2</sub> combustion emissions as reported to EPA under 40 CFR 98, Subpart C and methane emissions stated as CO <sub>2</sub> e as reported under Subpart W.	Total EPA-reported DEOH transmission station (Switzerland) emissions including Subpart C. 2018 was the first year reporting for Switzerland Station.
2.2	CO <sub>2</sub> e Emissions for Storage Facilities (metric tons)	42,007	45,545	CO <sub>2</sub> combustion emissions as reported to EPA under 40 CFR 98, Subpart C and methane emissions stated as CO <sub>2</sub> e as reported under Subpart W.	Total EPA-reported DEOH storage station (Chippewa and Robinson) emissions including Subpart C.

## Metrics / Natural Gas Metrics

### 3. Conventional Air Emissions from Transmission and Storage Compression

Ref. No.	Metric	Year 2017	Year 2018	Definitions	Comments
3.1	Emissions reported for all permitted sources (minor or major)			The number of permitted sources for conventional emissions may not be the same number of sources reporting under the EPA GHG reporting rule. Companies may wish to describe which, or how many, sources are included in the conventional pollutants data and whether the CO <sub>2</sub> e data reported includes all of these sources.	
3.1.1	NOx (metric tons per year)	206	174		From DEOH (Chippewa, Robinson, and Switzerland).
3.1.2	VOC (metric tons per year)	63	52		From DEOH (Chippewa, Robinson, and Switzerland).

## Natural Gas Gathering & Boosting

### 1. Methane Emissions

Ref. No.	Metric	Year 2017	Year 2018	Definitions	Comments
1.1	Gathering and Boosting Pipelines, Blow-down Volumes, and Emissions				
1.1.1	Total Miles of Gathering Pipeline Operated by gas utility (miles)	838	844		DEOH is the only EPA-reported G&B utility facility.
1.1.2	Volume of Gathering Pipeline Blow-down Emissions (scf)	N/A	N/A	This metric is collected to support calculations under EPA 40 CFR 98, Subpart W.	Not reported to EPA.
1.1.4	Gathering Pipeline Blow-down Emissions outside storage and compression facilities (metric tons CO <sub>2</sub> e)	84	84		DEOH is the only EPA-reported G&B utility facility.

### 2. CO<sub>2</sub>e Combustion Emissions for Gathering & Boosting Compression

Ref. No.	Metric	Year 2017	Year 2018	Definitions	Comments
2.1	CO <sub>2</sub> e Emissions for Gathering & Boosting Compression Stations (metric tons)	43,108	53,046	CO <sub>2</sub> combustion emissions as reported to EPA under 40 CFR 98, Subpart C, as directed in Subpart W, 98.232(k).	There is no Subpart C for G&B. Combustion emissions are reported under Subpart W. The value represents DEOH G&B emissions reported to EPA under Subpart W.

## Metrics / Natural Gas Metrics

### 3. Conventional Combustion Emissions from Gathering & Boosting Compression

Ref. No.	Metric	Year 2017	Year 2018	Definitions	Comments
3.1	Emissions reported for all permitted sources (minor or major)			The number of permitted sources for conventional emissions may not be the same number of sources reporting under the EPA GHG reporting rule. Companies may wish to describe which, or how many, sources are included in the conventional pollutants data and whether the CO <sub>2</sub> e data reported includes all of these sources.	
3.1.1	NOx (metric tons per year)		181		Emissions reported to the state of Ohio for the following DEOH G&B stations: Austintown, Cambridge, and Pike.
3.1.2	VOC (metric tons per year)		18		Emissions reported to the state of Ohio for the following DEOH G&B stations: Austintown, Cambridge, and Pike.

### Dominion Energy Utility and Non-Utility T&S Voluntary Sustainability Metrics: Quantitative Information

Disclaimer: All information below is being provided on a voluntary basis, and as such, companies may elect to include or exclude any of the topics outlined below and customize the template to their specific needs. The decision to include data for historical and future years is at the discretion of each company and the specific years (e.g., historical baseline) should be chosen as appropriate for each company.

Parent Company	Dominion Energy Inc (Transmission and Storage)
Operating Company(s)	DETI, DECGT, DEQP, DEOH
Business Type(s)	Vertically integrated
State(s) of Operation	VA, PA, WV, OH, MD, NY, SC, UT, WY, CO
Regulatory Environment	Unregulated
Note: Data from operating companies is rolled up to the corporate level.	
Report Date	12/31/2018

### Methane Emissions from Natural Gas Transmission & Storage

#### 1. Transmission Pipelines Blow-downs (between compressor stations)

Ref. No.	Metric	Year 2017	Year 2018	Definitions	Comments
1.1	Transmission Pipeline Miles represented in EPA Subpart W Transmission Pipeline Blow-down Reports	3,887	6,056	As reported to EPA under 40 CFR 98, Subpart W.	DETI and DEQP are the only companies that triggered the GHGRP, Subpart W, threshold in 2018.
1.2	Transmission Pipeline Blow-downs (metric tons CH <sub>4</sub> )	7,617	7,741	As reported to EPA under 40 CFR 98, Subpart W.	DETI and DEQP only.

## Metrics / Natural Gas Metrics

Ref. No.	Metric	Year 2017	Year 2018	Definitions	Comments
1.3	Transmission Pipeline Natural Gas Throughput (mscf)	3,592,799,547	5,504,485,551	As reported to EPA under 40 CFR 98, Subpart W, Quantity of natural gas received at all custody transfer stations in the calendar year (mscf) plus net storage withdrawals.	DETI and DEQP only.
1.4	Methane Intensity of Blow-downs along Transmission Pipelines (between compressor stations)	0.0001	0.0001	(Row 1.2 divided by density of CH <sub>4</sub> )/(Row 1.3 times 0.95 percent CH <sub>4</sub> in gas)	Similar methodology to be used for 2019 Methane Management Report (2018 data) intensity calculations.

## 2. Transmission & Storage Compressor Stations

Ref. No.	Metric	Year 2017	Year 2018	Definitions	Comments
2.1	Number of Stations represented in EPA Subpart W T&S Reports	28	31	As reported to EPA under 40 CFR 98, Subpart W, counting each station separately, even if reporting with another station as a co-located facility.	23 Transmission Stations, 8 Storage, from DETI, DECGT, DEOH, and DEQP.
2.2	Transmission & Storage Compressor Station Emissions (metric tons CH <sub>4</sub> )	3,886	5,913	As reported to EPA under 40 CFR 98, Subpart W, CH <sub>4</sub> only.	Total EPA-reported DETI, DECGT, DEQP and DEOH T&S station CH <sub>4</sub> emissions. Same methodology to be used for 2019 Methane Management Report (2018 data) intensity calculations.
2.3	Storage Pool Wellhead Component Fugitive Emissions (metric tons CH <sub>4</sub> )	325	282	Utilizing EPA emissions factors, as reported to EPA under Subpart W, 40 CFR 98.236, on the e-GRRT integrated reporting form, "Equipment Leaks Surveys and Population Counts [98.236 (q, r)]" tab.	Total EPA-reported DETI, DEQP, and DEOH storage station wellhead CH <sub>4</sub> emissions.
2.3	Transmission and Storage Station Combined Natural Gas Throughput (mscf)	3,591,972,569	2,526,550,111	As reported to EPA under 40 CFR 98, Subpart W, Quantity of natural gas received at all custody transfer stations in the calendar year (mscf).	Similar methodology to be used for 2019 Methane Management Report (2018 data) intensity calculations.
2.4	Methane Intensity from T&S Compressor Stations	0.0001	0.0001	(Row 2.2 divided by density of CH <sub>4</sub> )/(Row 2.3 times 0.95 percent CH <sub>4</sub> in gas)	Similar methodology to be used for 2019 Methane Management Report (2018 data) intensity calculations.

## Metrics / Natural Gas Metrics

## Dominion Energy Utility and Non-Utility Gathering Voluntary Sustainability Metrics: Quantitative Information

**Disclaimer:** All information below is being provided on a voluntary basis, and as such, companies may elect to include or exclude any of the topics outlined below and customize the template to their specific needs. The decision to include data for historical and future years is at the discretion of each company and the specific years (e.g., historical baseline) should be chosen as appropriate for each company.

<b>Parent Company</b>	Dominion Energy Inc (Gathering & Boosting)
<b>Operating Company(s)</b>	DETI, DEOH, DEWexpro
<b>Business Type(s)</b>	Vertically integrated
<b>State(s) of Operation</b>	PA, WV, UT, WY, CO
<b>Regulatory Environment</b>	<i>Unregulated</i>
Note: Data from operating companies is rolled up to the corporate level.	
<b>Report Date</b>	12/31/2018

## Methane Emissions from Natural Gas Gathering & Boosting

### 1. Gathering and Boosting Basin Emissions

Ref. No.	Metric	Year 2017	Year 2018	Definitions	Comments
1.1	Gathering Pipeline Miles represented in EPA Subpart W G&B Reports	4,067	4,047	As reported to EPA under 40 CFR 98, Subpart W.	For EPA-reported G&B basins reported under DETI, DEOH, and DEWexpro.
1.2	Number of geologic basins represented in EPA Subpart W G&B Reports	3	3	As reported to EPA under 40 CFR 98, Subpart W.	Green River Basin (535), Appalachian Basin (160), and Appalachian Basin (Eastern Overthrust) (160A).
1.3	Gathering and Boosting Emissions (metric tons CH <sub>4</sub> )	2,768	4,206	As reported to EPA under 40 CFR 98, Subpart W, CH <sub>4</sub> only.	For EPA-reported G&B basins reported under DETI, DEOH, and DEWexpro. Same methodology to be used for 2019 Methane Management Report (2018 data) intensity calculations.
1.4	Throughput of Natural Gas through Gathering & Boosting	362,442,426	255,044,846	Gas received by G&B facilities, as reported to EPA under 40 CFR 98, Subpart W.	For EPA-reported G&B basins reported under DETI, DEOH, and DEWexpro. Similar methodology to be used for 2019 Methane Management Report (2018 data) intensity calculations.
1.5	Methane Intensity of Gathering & Boosting	0.0004	0.0009	(Row 2.2 divided by density of CH <sub>4</sub> )/(Row 2.3 times 0.95 percent CH <sub>4</sub> in gas)	Similar methodology to be used for 2019 Methane Management Report (2018 data) intensity calculations.



## Metrics / Social and Workforce Metrics

### WHAT YOU SHOULD KNOW

Our story in numbers.

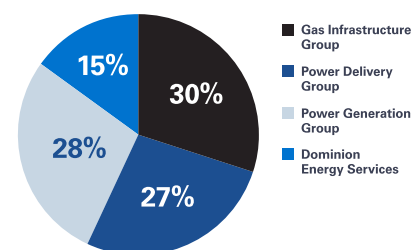
### Workforce Metrics

YEAR	2014	2015	2016	2017	2018
Total Number of Employees	14,400	14,670	14,579	16,200	16,014

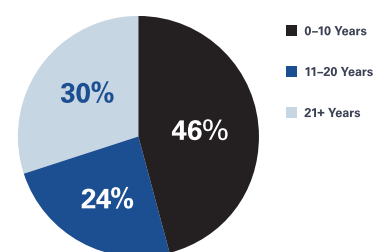
YEAR	2018	2019*
Temporary workers as a percentage of workforce	0.2%	
Women as a percentage of workforce		22%
Minorities as a percentage of workforce		19%
Women as a percentage of management		17%
Minorities as a percentage of management		13%

\*As of 8/31/2019

Breakdown of employees by Dominion Energy business unit



Breakdown of employees by Dominion Energy tenure



## Metrics / Social and Workforce Metrics

### Employee Safety Metrics

YEAR	2014	2015	2016	2017	2018
Recordable Incident Rate	0.75	0.74	0.66	0.60	0.55
Lost-time Case Rate	0.23	0.22	0.18	0.17	0.17
Days Away, Restricted, and Transfer (DART) Rate	0.33	0.38	0.30	0.28	0.30
Work-related Fatalities	0	0	0	0	0

### Customer Metrics

YEAR	2014	2015	2016	2017	2018
Retail Electric Customer Count (at end of year)	2,500,541	2,525,460	2,550,017	2,574,679	2,614,240
Commercial	270,271	272,359	273,813	275,136	277,678
Industrial	631	663	654	648	642
Residential	2,229,639	2,252,438	2,275,550	2,298,895	2,335,920
Average Gas Distribution Customer Accounts	1,296,000	1,297,000	2,305,000	2,326,000	2,366,627

### Governance Metrics

YEAR	2014	2015	2016	2017	2018	2019*
Board of Directors						
Total Number on Board of Directors/Trustees	11	10	11	12	12	13
Total Women on Board of Directors/Trustees	2	2	2	3	3	3
Total Minorities on Board of Directors/Trustees	1	1	1	1	1	2

\*As of 8/31/2019

## Other Employee Information

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### Workforce Information

- The vast majority of Dominion Energy's employees are full time.
- Dominion Energy used subcontracted workers throughout 2018 to assist during outages and to provide supplemental staffing support.
- The company employs a variety of people with education up to the Ph.D. level.

### Dominion Energy's compensation and benefits philosophy

- Dominion Energy's compensation philosophy is designed to reward employees for their contributions toward achieving the company's objectives. The foundation of the compensation program is to provide fair and equitable pay that is externally competitive, internally aligned, compliant and supports the achievement of our business strategy by attracting, retaining and engaging employees.
- Dominion Energy's benefits philosophy is to provide a fair, equitable and market competitive total benefits package. Our benefit programs are designed to offer choice in acknowledgement of our diverse demographic workforce as well as to support our employees' physical and financial well-being. We review our benefits strategy annually to ensure we evolve in response to marketplace changes and employee preferences.

### Alignment of CEO pay

- Consistent with our objective to reward strong performance based on achievement of short-term and long-term goals, a significant portion of compensation for our CEO and other executives is tied to the achievement of performance goals or is stock based. Approximately 90% of Mr. Farrell's targeted 2018 total direct compensation was performance-based. This compares to a significantly lower percentage of total variable pay for our non-officer employees. The exact percentage of variable pay under the company's annual incentive plan (AIP) for non-officer employees varies by job title, and payout under AIP is contingent on achieving certain diversity, environmental and sustainability, operational and safety goals.
-

## Clean Energy

**More renewables.  
Lower emissions. A  
greener portfolio for a  
healthier world.**

We work tirelessly to produce energy that is safe, reliable, affordable and better for the planet.



**4th largest**  
solar portfolio

**\$200**

**MILLION**  
annual spending to reduce  
methane emissions from  
gas pipelines

**3,000**

**MEGAWATTS**  
new solar and wind  
generation by 2022



**Renewable Gas  
Partnership**  
captures more emissions  
than it produces

## Environment

**We're Not Just Aware  
of Our Impact on the  
Environment—We're  
Working to Reduce It**

By 2030, we expect to cut our carbon emissions 55 percent versus 2005 levels and our methane emissions 50 percent versus 2010 levels.



**80%**

**REDUCTION**  
in carbon emissions  
by 2050



**250,000 TONS**  
methane kept out of the  
atmosphere over the  
past decade



**54 TONS**  
of IT equipment reused or  
recycled in 2018



**43,000 acres**  
converted to  
pollinator habitat

Serving Customers and Communities

## Making a Difference in People's Lives

**\$34.9 MILLION**

**CONTRIBUTED**

to social betterment in 2018 through energy assistance programs, grants to cultural and educational organizations, matching gifts and sponsorships.



**\$629**

**Million**

spent with diverse suppliers



**126,000+ hours**

of volunteer time donated by our employees



**Environmental justice**

policy adopted to safeguard the interests of underrepresented voices

**1,433**

**Grants**

to arts, education and other worthy causes

Employee Experience

## Seeking Out Top Performers From All Walks of Life, and Helping Them Grow

We provide generous benefits and promote a culture of dignity, fairness and respect toward all.



**Best year ever**

for safety

**99%**

**of employees**

participate in diversity and inclusion sessions

**\$7,500**

**Education reimbursement**

(annual amount per non-union employee)



**Up to 3 weeks**

paid parental leave



## Clean Energy

# Clean Energy Overview

We are making major changes in how we conduct our business — with a special focus on making the energy we provide cleaner and more environmentally friendly. We are investing heavily in renewables such as solar and wind, along with no- and low-carbon sources of energy to support them, and intensifying our focus on innovation so we can accelerate our progress toward a clean-energy future.



## INVESTING IN INFRASTRUCTURE

We make substantial investments to build and maintain the systems that deliver energy to our customers

We are shifting focus from big projects to big programs.

We are transforming our gas and electricity delivery networks.

**4th**

largest solar fleet in operation or development among utility holding companies

## CLEAN ENERGY DIVERSITY & SECURITY



We are making major investments in solar, wind and other forms of renewable energy.

We use nuclear power and natural gas to diversify our energy mix and provide backup for renewably sourced power on cloudy or windless days.

**85%**

of energy generation comes from either clean energy sources such as nuclear, renewables and hydro, or natural gas-fired generation that supports renewables

## INNOVATION

We have a clearly defined innovation strategy.

We are creating a culture that encourages employees to experiment.

We seek out industry disruptions and external partnerships to sharpen our innovation skills.

We use internal and external partnerships to drive innovation forward.

## Clean Energy Overview

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Providing clean, safe and reliable electricity and gas at affordable rates has always been the heart of business, and that will never change. But we know doing things the same way, or slightly better, is not good enough. We are making major changes in how we conduct our business — with a special focus on making the energy we provide cleaner and more environmentally friendly.

## Investing in Infrastructure

We are transforming the networks that carry electricity and gas. We are seeking to extend the life of our carbon-free nuclear plants and exploring the potential for modular nuclear facilities. We are extending the reach of natural gas to make it available to the people and places that would benefit from it most, including gas-constrained regions of the eastern U.S. and foreign countries that still rely to a great extent on coal for power generation, oil for manufacturing, and propane for home heating.

We are diversifying our energy mix: adding more solar and wind power to displace fossil fuel generation; increasing storage capacity to backstop renewables on cloudy or windless days; creating new ways for customers to get and use energy; and expanding into new business lines, such as renewable natural gas — which takes more greenhouse gas out of the atmosphere than it puts back in.

## Innovation

Advancements like these make up a key part of our clean-energy strategy, so we are cultivating an innovative spirit in every corner of our company — while working with external partners and startups to ensure we are constantly looking at ourselves with fresh eyes.

We are not changing our mission, just our methods — and in the process, transforming the future of energy in America.





## Clean Energy

# Investing in Infrastructure for Clean Energy

New kinds of energy require new ways to deliver them. We are upgrading the electric grid and our gas operations to better meet the next-generation energy needs of the communities we serve.

## WHAT YOU SHOULD KNOW

We make substantial investments to build and maintain the systems that deliver energy to our customers.

We are shifting focus from big projects to big programs that focus on providing resiliency and sustainability to our customers.

We are transforming the gas and electricity delivery networks.

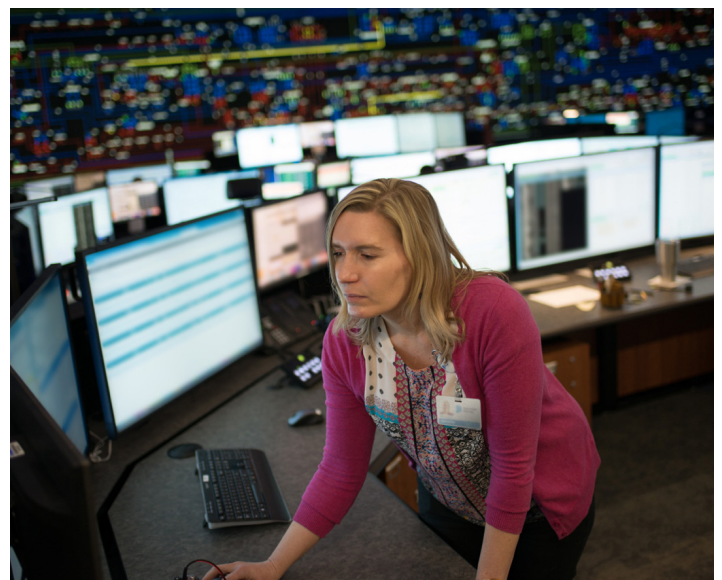
We are exploring the potential for new kinds of infrastructure.



## From Big Projects to Big Programs

Providing around-the-clock energy to millions of customers requires a massive system of production, storage and delivery. Dominion Energy has spent decades constructing such a system. We will continue investing more than \$4 billion a year in growth capital through 2023 to make it cleaner, more robust and more secure.

At the same time, we will shift from big projects to more programmatic investments. While we will continue to make major infrastructure investments where they are called for, we are turning our attention to more programmatic enterprises that address next-generation energy needs for the communities we serve.



## Investing in Infrastructure for Clean Energy

### Grid and Gas Transformation

Virginia's 2018 Grid Transformation and Security Act (GTSA) supports additional solar power — up to 3,000 megawatts (enough to power 750,000 homes) by 2022. That's in addition to nearly 1,800 megawatts of solar generating capacity in service by the end of 2018. The legislation also supports more energy conservation — with the goal of at least \$870 million for efficiency measures over the next decade.

The GTSA represents an important policy statement by Virginia by recognizing the importance of transformational change in the electric distribution system. The existing grid was designed for one-way power flows: from dispatchable, centralized generating stations through the transmission and distribution systems to end-use customers. The current distribution grid cannot effectively integrate ever-increasing amounts of renewable generation, including customer-level distributed energy. That is why the GTSA made possible a proposed 10-year upgrade of the electric grid in Virginia. This grid transformation program will enable:

- More smart meters — 2.1 million of them, to give our customers improved service with more information and control over how and when they use energy, support new rate designs, and enable a smarter grid.
- Improved customer experience — through deployment of a modern digital customer information platform (CIP) enabling a wide range of new capabilities and greatly expanding customer opportunities to engage with us and learn ways to conserve energy and save money.
- A smarter grid — brought about by automated control systems and digital intelligent-grid devices that will both cut restoration times when outages occur and provide the grid with self-healing capabilities, automatically isolating system faults and rerouting power flows to restore as many customers as possible with minimal intervention from system operators.
- A stronger grid — with grid hardening activities to physically strengthen infrastructure and improve the resiliency, performance and condition of the grid as well as help guard against cyber and physical attacks.
- A greener grid — improving our ability to efficiently connect the growing number of distributed-energy resources to the distribution grid and make the grid more adaptable for emerging technologies, including battery storage and electric vehicles.



We also expect continued growth in our regulated gas business. Our programmatic and project-related investments are expected to include:

- Up to \$350 million per year to replace pipelines at our local distribution companies in Ohio, Utah and West Virginia. These investments not only improve reliability and ensure public safety, but also reduce methane emissions.
- Up to \$175 million per year (beginning in 2021) to modernize and improve our gas transmission system — ensuring continued security and safety for our neighbors, enhancing flexibility for our customers and improving environmental friendliness for the planet. These capital programs — whether on a customer-specific, regional or pipeline-wide basis — are in addition to the millions that we already invest each year, as required to maintain the Gas Transmission and Storage asset base.
- Up to \$450 million over two years for expansion of our gas transmission and distribution network. These next-generation investments will emphasize projects to add flexibility and ensure maximum utilization of existing pipeline and storage infrastructure. As we adapt to an economy that features greater reliance on intermittent energy sources, the durability of the natural gas grid is a vital component of a secure cleaner-energy future.

## Carbon-Free Nuclear

### Nuclear Relicensing

Dominion Energy's nuclear stations provide more than a third of its total electricity generation — enough energy to power nearly 3.9 million homes around the clock. This safe, reliable energy is completely carbon-free, making it a crucial component of the effort to alleviate climate change. In fact, the executive director of the International Energy Agency (IEA), Fatih Birol, wrote in a [recent IEA report \(https://webstore.iea.org/download/direct/2779?fileName=Nuclear\\_Power\\_in\\_a\\_Clean\\_Energy\\_System.pdf\)](https://webstore.iea.org/download/direct/2779?fileName=Nuclear_Power_in_a_Clean_Energy_System.pdf) that "without action to provide more support for nuclear power, global efforts to transition to a cleaner energy system will become drastically harder and more costly. Wind and solar energy need to play a much greater role in order for countries to meet sustainability goals, but it is extremely difficult to envisage them doing so without help from nuclear power." The IEA [estimates \(https://www.iea.org/publications/nuclear/\)](https://www.iea.org/publications/nuclear/) that "[n]uclear power has avoided about 55 [gigatons] of CO<sub>2</sub> emissions over the past 50 years, nearly equal to 2 years of global energy-related CO<sub>2</sub> emissions."

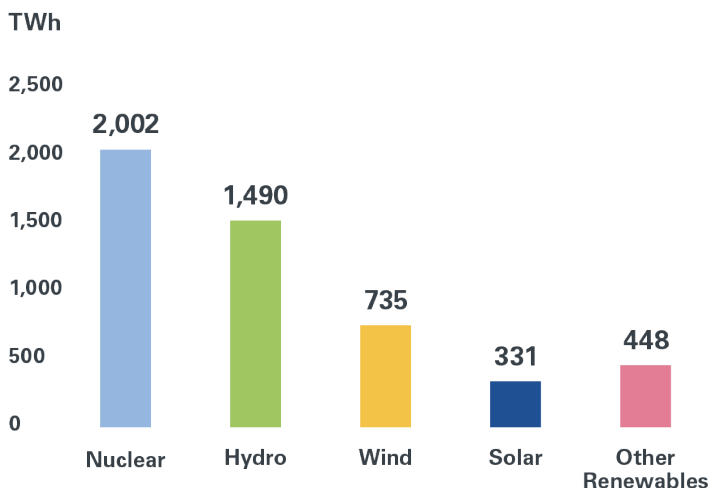
In late 2017, Dominion Energy notified the federal Nuclear Regulatory Commission of its intent to renew the license for its North Anna Power Station for another 20-year term. We expect to file the application in 2020. In October, 2018, we submitted a license renewal application for the Surry Power Station. As part of the relicensing process, the company expects to spend up to \$4 billion in upgrades to the units. Also last year, Dominion Energy's Millstone Power Station received regulatory approval from Connecticut to compete in zero-carbon energy auctions.

These efforts will help ensure that our customers will benefit from the zero-carbon power the stations produce for decades to come.

### Exploring Modular Nuclear

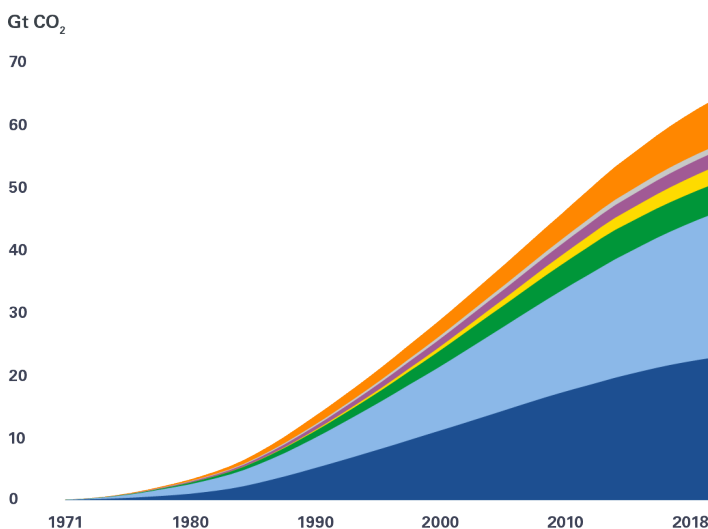
Dominion Energy is staying engaged with developments in small modular reactor (SMR) technology, including modest investment in a conceptual design. This type of reactor has the potential to reduce construction and operating costs, and thereby to help keep rates low for our customers while safely and reliably generating zero-carbon electricity.

Low-Carbon Electricity Power Generation in Advanced Economies by Source 2018



Source: International Energy Agency IEA (2019), Nuclear Power in a Clean Energy System. All rights reserved.

Cumulative CO<sub>2</sub> Emissions Avoided by Global Nuclear Power to Date, 1971–2018



Source: International Energy Agency IEA (2019), Nuclear Power in a Clean Energy System. All rights reserved.



## Investing in Infrastructure for Clean Energy

According to the think tank Third Way, small nuclear reactors could help cut carbon emissions in numerous circumstances. The examples are easy to imagine: remote Alaskan towns that currently pay extremely high rates for electricity; naval stations that want microgrid capability for increased energy security, without having to house large on-site diesel generators; intermodal transportation hubs that seek to power passenger rail systems, and offer to charge their riders' electric vehicles in their park-and-ride lots; and industrial manufacturers who need the consistent carbon-free, high-heat energy that solar and wind power have difficulty providing.



Artist's rendering courtesy of Third Way

**Small Modular Nuclear reactors at transit hubs could simultaneously power passenger rail systems while charging electric vehicles in park-and-ride lots.**

### HIGHLIGHT

## Natural Gas: Demonstrably Cleaner

In recent years, some have disputed whether natural gas truly is cleaner than coal when the entire fuel life cycle is taken into consideration. The U.S. Environmental Protection Agency, for example, has observed that "at the power plant, natural gas is a cleaner burning fuel than coal, but uncertainties exist in the amount of methane leakage occurring upstream in the extraction and production of natural gas. At high leakage levels, these methane emissions could outweigh the benefits of switching from coal to natural gas." ("Role of Natural Gas in Meeting an Electric Sector Emissions Reduction Strategy

and Effects on Greenhouse Gas Emissions," <https://cfpub.epa.gov>).

However, research suggests that concerns about supply chain methane emissions offsetting natural gas's superior greenhouse-gas profile are overblown. A recent [study](https://www.nature.com/articles/s41558-019-0457-1) (<https://www.nature.com/articles/s41558-019-0457-1>) in the journal Nature Climate Change concluded that shifting from coal to gas reduces long-term climate impacts. "Our conclusion that the benefits of natural gas outweigh the possible risks is robust under a broad range of methane leakage, and under uncertainties in emissions data and metrics," says lead researcher Katsumasa Tanaka.

(<https://www.sciencedaily.com/releases/2019/04/190422112759.htm>)

## Sustainable Natural Gas

Natural gas plays a major role in reducing greenhouse-gas and other emissions. It has enabled Dominion Energy to transition away from coal — which once made up roughly half our electric production, and now accounts for 12 percent. (For more detail, see the section on Greenville Power Station below.) Natural gas also has supported greater use of renewable energy sources by providing the quick-start back-up that renewables need when renewables aren't available.

While we are happy about these developments, we are

not content to rest on our success. So Dominion Energy is focusing on three key areas to become more sustainable.

- First, we are investing in new equipment and technology to drastically reduce any methane emissions on our system. As a result, we are committed to reducing emissions by 50 percent by the end of the next decade.
- Next, we are investing in resiliency programs to make our system safer, more secure, more flexible and more sustainable. These programs will allow us to be part of the solution by adding more renewables onto the system.

## Investing in Infrastructure for Clean Energy

- Third, Dominion Energy is pursuing other ways to reduce our customers' carbon footprint by extending the benefits of natural gas to our customers and communities, including modular LNG service and renewable natural gas (RNG). The RNG process actually removes more greenhouse gases from the atmosphere than are generated by the end user, by a factor of 25 to 1. For more detail about these programs, see this report's section on Natural Gas Diversity.

### Greensville Power Station

On December 8, 2018, Dominion Energy Virginia fired up its Greensville County Power Station — a \$1.3 billion, 1,588-megawatt combined-cycle natural gas station. One of the cleanest natural gas power stations in the U.S., Greensville has the strictest CO<sub>2</sub> limit in the country.

In its first year of operation, the station is expected to provide up to \$7 million in property taxes for Greensville County. Post-construction economic benefits are projected to amount to about \$36 million annually, and about 166 jobs will be supported, with roughly half of those in Greensville County. Over its expected life, the station will save Dominion Energy customers about \$2.1 billion as a result of the company not having to purchase power from market sources.



Greensville Power Station.

### Atlantic Coast Pipeline

When completed, the 600-mile Atlantic Coast Pipeline (ACP) will transport natural gas to electric and gas utilities and industrial customers alike. The ACP will provide a cleaner, lower-cost and more reliable energy supply from the Dominion Energy South Point gas market hub to consumers across Virginia and North Carolina. For a region facing pipeline constraints, economic challenges, and the ongoing transition to cleaner energy, the project is essential for energy security, economic vitality and environmental health.

The new infrastructure of the ACP would draw from low-cost supply basins, including the Appalachians, through an alternative route that is not available today. By competing with the lone current route for supply, ACP enhances the reliability of electric and gas utility service and potentially lowers costs for consumers. It also would help alleviate constraints and expand access to gas in underserved communities, and attract manufacturing and other new industries — building a foundation for long-term job creation and economic growth. In fact, the ACP is expected to create



17,240 jobs during construction and support thousands more with new industries.



**Investing in Infrastructure for Clean Energy****Cove Point**

In 2014, construction began on a \$4 billion facility to liquefy natural gas at Dominion Energy's Cove Point on the western shore of the Chesapeake Bay. The facility entered commercial operation in 2018, and a transport ship carrying the first cargo of LNG produced for export left Cove Point on March 1.

The facility's footprint has not expanded to accommodate the project, and the facility maintains a surrounding nature preserve. In addition to the nearly 3,000 construction jobs created when Cove Point was built, the facility also has produced nearly 100 permanent jobs at the site and has committed to contribute \$40 million in new annual revenue to Calvert County, Maryland. Cove Point is a pivotal corporate citizen, providing nearly 13 percent of the county's total expected revenue in 2020.



Cove Point.

Cove Point contributes to the environmental sustainability of energy production worldwide by providing American allies in Japan and India with a new source of natural gas for the next two decades or more. This infrastructure is helping those countries reduce their carbon footprints while improving the reliability of their gas and electric utilities. In recent years, India has pursued an ambitious program of rural electrification. Despite those efforts, rural areas still face considerable challenges with regard to power quality and reliability — a problem that disproportionately affects the poor. LNG from Cove Point can help alleviate that disparity. 17,240 jobs during construction and support thousands more with new industries.

**Modular LNG**

NiChe LNG (<https://www.niche-llc.com/>), a partnership between Dominion Energy and REV LNG, arose to meet the needs of customers in areas with little or no access to permanent natural gas infrastructure. NiChe LNG deliveries have facilitated demonstration projects that will convince industrial consumers to switch from fuel oil to cleaner-burning natural gas. Smaller-scale LNG investments provide the peak-day reliability that energy consumers need, in order to securely forego reliance on other sources. For more on this program, see the section on Natural Gas Diversity.



## Clean Energy

# Clean Energy Diversity & Security

**Expanding our energy portfolio** enables us to provide our customers with cleaner options, while protecting the power supply from potential disruption.

## WHAT YOU SHOULD KNOW

We are making major investments in solar, wind and other forms of renewable energy.

We use nuclear power and natural gas to diversify our energy mix and provide backup for renewably sourced power on cloudy or windless days.

We are focused on making our natural gas system more sustainable.

We provide a spectrum of renewable options for customers, from solar to renewable natural gas.



# Clean Energy Diversity & Security / Strategy

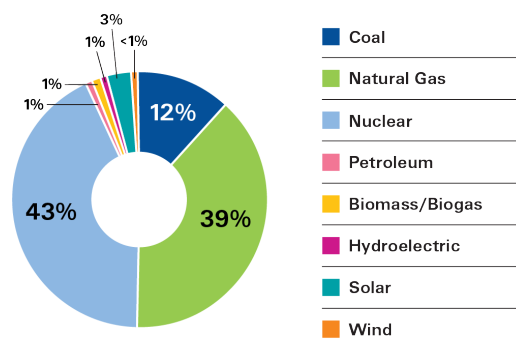
## WHAT YOU SHOULD KNOW

Our integrated strategy has diversified our portfolio, cut carbon emissions and decreased the risks associated with over-reliance on any single power source.

## A New Mix

Diversity advances sustainability; it's as simple as that. Any one energy source can tax our natural resources if relied upon too heavily. And any single-threaded supply chain more easily falls prey to supply constraints, price swings, operational disruptions or external threats. By employing a variety of energy sources — including renewable sources —

Power Generation Mix 2018



Based on 2018 data from company-owned generation, power-purchase agreements, and PJM data for market purchases.



Dominion Energy safeguards the environment, protects the power supply and makes sure that our customers receive superior service around the clock.

Dominion Energy's integrated strategy has significantly reduced both the volume of our greenhouse-gas emissions and our emissions intensity (a measure of the amount of greenhouse gases emitted per unit of energy produced). Over the past two decades, the company has both changed the fuel mix it uses to generate electricity and improved the systems that make up its natural-gas operations.

Our strategy for greater energy diversity and security includes the elements discussed in the following sections.

## Clean Energy Diversity & Security / Electric Diversity

### WHAT YOU SHOULD KNOW

**We're combining a cleaner, greener generation mix with a broad spectrum of renewable options for customers who want them.**

## Renewables

Dominion Energy is committed to lowering greenhouse-gas emissions as a matter of principle. A major pillar of our strategy for doing so involves investing more in carbon-free, renewable sources of power such as solar and wind.

### Solar

Since 2013, we have invested more than \$3.5 billion in renewables and have increased our total solar generation portfolio, including our purchases from third-party generating capacity, from 41 megawatts to nearly 2,600 megawatts — enough power to supply about 650,000 homes. In 2018, we were ranked fourth in the country among utility holding companies for ownership of solar facilities, either operational or under development.

In 2018, our company brought online another six solar facilities, representing 136 megawatts of solar energy, and



Photo courtesy of Ørsted.

signed five agreements for more solar projects representing 415 megawatts in Virginia and North Carolina. Those projects will be completed in 2019. In March, Dominion Energy Virginia also received regulatory approval of new tariffs for renewable generation and renewable facilities, as well as a pilot program for community solar (for more on these, see the section on A Spectrum of Renewable Options for Customers).

## Clean Energy Diversity &amp; Security / Electric Diversity

In most cases, we own and operate the solar facility and other parties (such as utilities) contract with us to buy the power over an extended period. For example, the Commonwealth of Virginia and the U.S. Navy have a power-purchase agreement with Dominion Energy for an 18-megawatt solar facility (<https://www.dominionenergy.com/company/making-energy/renewable-generation/solar-generation/virginia-solar-projects/oceana>) at Naval Air Station Oceana in Virginia Beach. Under a similar arrangement (<https://www.dominionenergy.com/company/making-energy/renewable-generation/solar-generation/virginia-solar-projects/uva-hollyfield-uva-puller>), the University of Virginia and its Darden School of Business have agreed to buy the entire electric output of our 17-megawatt solar facility in King William County, Virginia. In some cases, Dominion Energy agrees to buy solar power from third-party generators, such as solar-development companies, which is then distributed across our electric grid.

By the start of 2022, the company intends to have another 3,000 megawatts of solar and wind generation in operation or development; roughly one-fifth of that target has been met by projects recently placed into service.

## Wind

In August 2018, we announced the launch of our Coastal Virginia Offshore Wind pilot project — only the second such project in the country, and the first owned by an electric utility. We have signed an agreement and strategic partnership with Ørsted Energy of Denmark, a global leader in offshore wind development, to build two 6-megawatt turbines approximately 27 miles off the coast of Virginia Beach.

The project is expected to begin generating emissions-free energy for customers by late 2020. If this launch is successful, it also could lay the groundwork for potential large-scale development of wind energy in a 176-square-mile area, which Dominion Energy has leased from the Bureau of Ocean Energy Management. That larger development could produce 2,600 or more megawatts of energy — enough to power half a million homes.

## Hydropower

Dominion Energy operates three hydropower stations, which use the energy from river flow or the release of dammed

water to spin turbines and generate electricity. The three stations — in Thelma, North Carolina; Louisa, Virginia; and Roanoke Rapids, North Carolina — serve 79,000 homes.

## Nuclear Power and Gas

Our always-on nuclear fleet provides crucial carbon-free baseload generation. Our fast-start gas-fired generation facilities provide competitively priced energy in their own right, and backstop renewable energy supplies when it's cloudy or the wind isn't blowing. Both energy sources are essential to a diverse power supply that can shrug off changes in weather, market conditions, supply streams, and other variables to ensure a steady, reliable flow of electricity.

## Storage

Dominion Energy operates the world's largest rechargeable battery: a 3,003-megawatt pumped-storage power station in Bath County, Virginia. When electricity demand is low, the company pumps water from the lower of two reservoirs to the upper one. When demand spikes, valves open to let water run back to the lower reservoir at a rate of 13.5 million gallons per minute. The station powers 750,000 homes and provides reliable backup energy if other sources go offline.

We are exploring the potential for other energy storage systems, including another pumped-storage facility in the coalfields of Southwest Virginia, and battery energy storage system pilot projects to provide additional energy storage capacity to help balance future renewable resources.

We also already operate a significant source of market-area energy storage that supports quick-start power generation, meets weather-sensitive energy demand, and moderates energy price swings when supplies are constrained: the second-largest natural gas storage system in the nation. Dominion Energy's robust, flexible gas storage system is described more fully below.

Moreover, through the Grid Transformation and Security Act of 2018, Virginia established a policy framework for battery energy storage pilot projects. The legislation provides the pathway for Dominion Energy Virginia to propose projects totaling up to 30 megawatts of storage to assess the ability of such systems to meet five different use cases. Dominion

Energy Virginia began exploring concepts for GTSA-enabled battery storage pilot projects soon after the legislation was enacted. The company also participated in the proceeding initiated by the State Corporation Commission of Virginia to establish guidelines for the pilot programs. In November 2018, the Commission issued an Order Establishing Guidelines for these pilot programs, which was the final step needed to enable submission of pilot proposals for consideration and approval.

## A Spectrum of Renewable Options for Customers

Dominion Energy is not the only one embracing change: Our customers increasingly want to be able to customize what kind of energy they use and how they get it. To meet this desire, Dominion Energy Virginia has developed a variety of service and payment options. They include:

### Green Power

This program — available to residential and commercial customers, universities, and local governments — allows participants to purchase renewable energy certificates in increments to offset up to 100 percent their energy use. A renewable energy certificate, or “REC,” provides proof that a given amount of electricity came from renewable sources. The program offers maximum flexibility with minimal commitment. In 2018, participation passed the 30,000-customer milestone. About half of participants offset their entire energy consumption with RECs.

### Virginia Community Solar Pilot

Approved in 2018, the Community Solar program enables residential, commercial and industrial customers to purchase energy from participating new solar facilities located in communities throughout Dominion Energy Virginia’s service territory.

### Schedule RG (Renewable Generation)

Similar to the Community Solar program, but for larger commercial customers, Schedule RG enables companies to have Dominion Energy Virginia develop a renewable-energy portfolio with a unique rate structure for all their locations. Through Schedule RG, Dominion Energy either builds renewable energy facilities for those customers or finds



Bath County hydro pumped-storage facility.

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## Clean Energy Diversity &amp; Security / Electric Diversity

facilities on the open market that support the customer's unique sustainability goals. The program received regulatory approval in 2018.

### Schedule RF (Renewable Facility)

Dominion Energy Virginia also offers a larger-scaled renewable program to large industrial customers, data centers, and others who want to procure RECs from a newly constructed renewable energy source. Through Schedule RF, an identified renewable energy source is dedicated and sized to meet the specific customer's energy load. The program received regulatory approval in 2018.

### Net Metering

Customers who install renewable energy generators (solar panels, wind turbines, etc.) on their own property can apply to interconnect their renewable system to Dominion Energy's electric grid. Customers who consume more electricity than they generate pay only for their net usage — their total electricity consumption minus their own generation. Customers who generate more electricity than they use can receive credit for each kilowatt-hour delivered to the grid. From 2017 to 2018 alone, year-over-year participation in our net metering program grew 60 percent.

## Electric Transportation

In 2018, the company assembled a team to examine our role in the electrification of the transportation sector. The team concluded that Dominion Energy should reach for an ambitious goal: 3 billion electric vehicle miles driven in Virginia by 2030. That single change would prevent 1 million tons of carbon emissions.

Dominion Energy can take a variety of steps to help consumers make the shift to electric vehicles. For example, we can make it easier to learn more about the benefits — both financial and environmental — of home chargers, and how to install them. It is important for Dominion Energy to optimize the electric grid, to meet the increased demand when those chargers are likely to be in use. We also plan to offer options and incentives for electric-vehicle owners and commercial and industrial customers to charge during off-peak hours, and partner with municipalities and institutions such as colleges and universities to help them electrify their fleets and buses.



One of the best ways to motivate our customers to adopt electric vehicles is to lead by example. So we intend to have workplace vehicle charging stations at every one of our offices in Virginia and North Carolina by 2021. We are evaluating incentives for our employees to buy electric vehicles or get discounted chargers for their home. And by 2025, we aim to convert 25 percent of our light-duty fleet to electric or plug-in hybrid vehicles.

## Clean Energy Diversity & Security / Natural Gas Diversity

### WHAT YOU SHOULD KNOW

**We're introducing new ways to produce and deliver natural gas that are better for the environment and more convenient for customers.**

Natural gas does not come in a one-size-fits-all package any more than electricity does. At Dominion Energy, we are committed to meeting both our customers' need for flexible natural gas delivery and our communities' demand for a cleaner environment. To these ends, Dominion Energy is developing an array of programs, partnerships and options that improve how natural gas is produced and delivered.

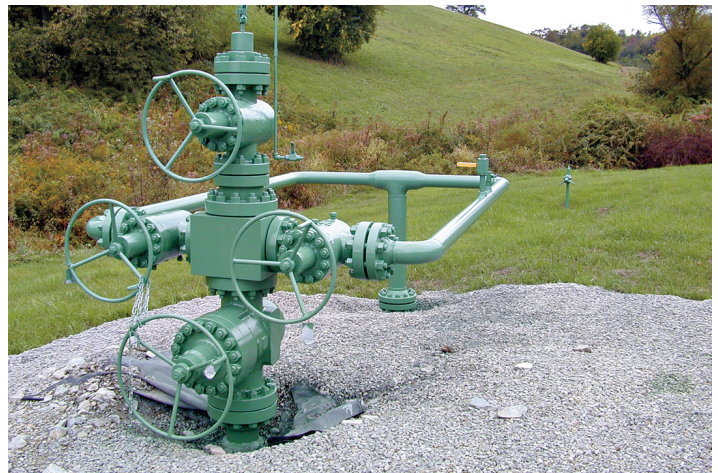
These include: Storage, Renewable Natural Gas, and Modular LNG.



### Storage

We operate one of the largest natural gas systems in the country, providing about 1 trillion cubic feet of storage capacity in five states (New York, Ohio, Pennsylvania, Utah and West Virginia). The system consists of more than 2,300 underground storage wells into which we inject natural gas so it is available when customers and communities need it. This dedicated energy supply proves invaluable in ensuring reliability. On days when demand is highest, up to half the gas delivered by our transmission network originates from our storage system.

We are working on new services to make this storage even more flexible so that our natural gas reserves, together with quick-start power generation, can act as a large-scale utility battery to provide reliable, on-demand power at any time. This will allow more renewables to be added to the grid.



### Renewable Natural Gas

Waste, as R. Buckminster Fuller said, is simply a resource out of place. Dominion Energy is taking action: directing otherwise-wasted methane to a more productive part of the ecological cycle.

**Clean Energy Diversity & Security / Natural Gas Diversity**

The agriculture industry is the largest source of methane released to the atmosphere in the United States, accounting for roughly 36 percent of all emissions. And raw methane is 25 times more potent as a greenhouse gas than carbon dioxide. To reduce these methane emissions, our company has partnered with Smithfield Foods, the world's largest pork producer, to form the largest renewable natural gas partnership in history.

The partnership — known as [Align RNG \(https://www.alignrng.com/\)](https://www.alignrng.com/) — will capture waste methane from hog farms and deliver this truly “natural gas” that can be introduced into the pipeline system to power homes and businesses. The energy is renewable because hogs create more waste every day. Moreover, it might be the cleanest energy source of all. The products of methane combustion are water and carbon dioxide. Because the RNG process captures more methane from hog farms than the carbon dioxide that is released by the end user, renewable natural gas is not only GHG-neutral, it is GHG-negative, by a factor of 25 to 1.



The partnership's first four RNG projects in Virginia, North Carolina and Utah will produce enough energy to power 13,000 homes. According to the latest EPA calculations, the resulting GHG reduction will be equivalent to taking more than 100,000 non-electric vehicles (non-EV) cars off the road or planting over 7.8 million trees. Over the next decade, the partnership plans to expand RNG operations across 90 percent of Smithfield Foods' hog farms in Utah and North Carolina, with some additional operations in Virginia. In addition to making agriculture more sustainable, the venture will provide extra income for family farms that participate.

In Utah, we began pursuing a renewable natural gas program for customers in the fall of 2018 that would allow customers to contribute, voluntarily, to a fund that would be used to buy RNG.

Even outside of these investments, we intend to grow the amount of RNG provided to customers over the coming years. We are working to attract RNG developers onto our system and make it easy for them to connect. The aim is to make RNG 4 percent of our distribution throughput by 2040 — a rate that will markedly reduce our customers' greenhouse-gas footprint. At a 25:1 ratio, this greenhouse-gas reduction target will serve to make the customers of the Dominion Energy gas distribution network effectively greenhouse-gas neutral.



## Modular LNG

A driver who wants to fill the car's gas tank takes it to a filling station. But suppose the filling station could come to the driver? That's the idea behind **NiChe LNG** (<https://www.niche-llc.com/>), a partnership between Dominion Energy and REV LNG, Inc.

The modular LNG process cools natural gas until it reaches liquid state, at which point it is stored in an insulated tank. From the tank it is loaded onto trucks, which can deliver it anywhere pipelines are lacking or capacity is constrained. The LNG is allowed to warm back up as natural gas, ready for use by utilities, commercial and industrial users, transporters — even marine fleets.

Because modular LNG operations are flexible and scalable, they can be customized to meet the specific needs of different end users. LNG can serve as an as-needed fuel source for customers who may not want or need the long-term commitment of pipeline service. The service targets regions where customers are forced to use higher-polluting fuels to meet their needs. LNG is also a practical standby source of fuel for backup generation or during periods of high demand, when some customers would otherwise pay a high premium for delivered energy.



## Clean Energy

# Innovation

**We know a proud history does not guarantee a prosperous future.** So we are not just keeping up with the changing times — we are setting the pace by driving forward innovations that will benefit our customers, our investors and the communities we serve.



## WHAT YOU SHOULD KNOW

**We have a clearly defined innovation strategy.**

**We are creating a culture that encourages employees to experiment.**

**We seek out industry disruptions and external partnerships to sharpen our innovation skills.**



**We have created an array of internal programs to drive innovation forward.**

A company cannot stand still and hope to remain successful; it must evolve to stay abreast with the changing times. At Dominion Energy, we do more than stay abreast — we drive change forward.

Our corporate ancestry includes companies involved in everything from canal navigation and horse-shoe manufacturing to streetcar and railway operation. Today we deliver electricity and natural gas. But changing customer behavior, lower barriers to entry and new technologies and marketplaces are disrupting or upending traditional business models.

While Dominion Energy currently enjoys success, we know a proud history will not guarantee a prosperous future. Progress in the years ahead will not be shaped by the strength of our legacy, but by how well we embrace innovation.



## Our Strategy

Our company is determined to create changes that improve our customers' experience, exceed our stakeholders' expectations and position our company for sustainable, agile and long-term success. We need not only to foresee technological advancements, but to develop them in order to find new and better ways of serving our customers and bringing them value.

To invigorate that process, in 2018 Dominion Energy created a new position: Vice President — Innovation, who oversees a group of dedicated innovation professionals and who works in support of our Chief Innovation Officer. The company has crafted an innovation strategy built on three pillars:

- Grow the future;
- Enhance performance; and
- Accelerate the culture.

The strategy is designed to grow business and earnings by fostering a growth culture inside our organization, enhancing the assets that belong to it, and developing partnerships and encouraging start-ups outside our organization.

## Growing Business and Earnings

### Exploring Markets

We are exploring new markets for our existing businesses, and new lines of business in adjacent or other markets. Some of the areas we are looking into include autonomous electric transportation as a community sustainability solution; blockchain technology as a potential improvement to settle renewable-energy transactions; distributed-energy solutions to maximize the value of renewables to the grid and utilities; and customer solutions focusing on using our assets to reduce our customers' emissions.

Other elements of our innovation strategy include innovation accelerators, external partnerships and more.



Dominion Energy has a track record for encouraging innovation and being first in the industry to try new things. Matthew Boys, former intern turned employee, was part of a Dominion-sponsored team from Virginia Tech that created and built theFutureHAUS™, a net-positive-energy home that generates more power than it uses.



## Growth Culture

### Innovation Guides

Each of Dominion Energy’s business units has an Innovation Guide — an employee who works with our Innovation Group to find and create innovative, sustainable value for the business. They help employees in the business units develop their skill sets, support crowdsourcing challenges, help individual contributors flesh out their ideas and encourage collaboration on promising new ideas.

### Innovation Accelerators

In 2018, the company piloted an “innovation accelerator” program. Ten employees across Dominion Energy Ohio were named innovation accelerators and given basic training in how to foster idea generation. The aim was to decentralize innovation by relying on existing influencers, educators and coaches on the front lines — rather than exhortation from top leadership — to cultivate creative thinking at the grassroots level and in all corners of the business. The results were encouraging: a sharp increase in both employee engagement and crowdsourcing within a matter of weeks.

In 2019, the company is taking the lessons from this experience and expanding the innovation accelerator program across all our business units.

### Crowdsourcing challenges

“The wisdom of crowds” has entered business vernacular for good reason: Large groups of people often prove better at idea generation and problem solving than small groups of experts, even when the large groups lack expertise themselves. Dominion Energy has made use of this phenomenon by issuing crowdsourcing challenges to solve existing problems or think of creative solutions to problems that might one day arise. The company completed 15 crowdsourcing challenges in 2018 and will likely double that in 2019.

Recent winning ideas in our crowdsourcing challenge include using advanced pattern recognition software to improve equipment monitoring and maintenance by detecting subtle deviations from normal operating conditions, and improving safety by including a sticker inside hard hats with the wearer’s personal and supervisor-contact information.



At Dominion Energy, innovation has its rewards — literally.

**Innovation**

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**Sprint Teams**

In 2018, we also launched more than 20 different sprint teams focused on discovering new business models and opportunities for growth in areas from solar energy and electric vehicles to marine LNG. We also expanded our innovation program by forming a small beachhead team consisting of strategists, designers and Innovation Guides. The team reports to the Vice President — Innovation, a new position.

The group fosters a culture of innovation and creative thinking through workshops and events such as Innovation Expos and the 2nd annual Innovation Summit held in June 2018. The summit provided employees the opportunity to learn about exponential technologies — those that display a rate of exponential or accelerating growth, rather than linear growth — and the effects they might have on our business.



“We live in a rapidly evolving world. We are determined not only to respond to that evolution, but to lead the evolution. In order to do this, we must think bigger, [and] shift our culture to plan faster and more innovatively for the long term.”

**Carter Reid**

Executive Vice President, Chief Administrative & Compliance Officer and Corporate Secretary – Dominion Energy Services

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**INTERVIEW WITH AUGUSTUS JOHNSON****Innovation Guide with the Power Delivery Group****How long have you been at Dominion Energy?**

Fourteen and a half years, all of which have been spent in the Power Delivery Group.

**What is an Innovation Guide?**

Innovation Guides foster innovative capabilities within each business unit. Each Innovation Guide embraces change by convening and catalyzing employee ingenuity. We also provide a bridge between each business unit and the Innovation team by providing insight into the needs of each business unit.

**What led to your becoming one?**

Innovation and embracing change are a big part of our company's future and it's exciting to have the opportunity to be a part of it. I was approached with the opportunity to become an Innovation Guide and saw this as a fantastic opportunity to help to guide the future of our company, help my colleagues learn to become more innovative and help to push their ideas forward.

**What is being an Innovation Guide like?**

No two days are the same. Part of the fun in being an Innovation Guide is getting to see and experience the wide variety of innovation here at Dominion Energy — from the great ideas that come from all of our teammates to the potentially game-changing initiatives and opportunities that come from external companies that we could partner with one day.

**Do you work with employees to shape and refine their innovation ideas, or is your role strictly to help them get their ideas in front of the right people?**

Both.

**What's the biggest lesson you have learned about innovation through your participation in the program?**

I kind of knew this coming in, but innovation is both big and small and can come from anyone, anywhere and at any time. Nowhere is this more evident than in looking at the wide swath of ideas that have been submitted to the various crowdsourcing challenges that the company has run over the years. It's amazing to see what people come up with when you simply ask for their thoughts and opinions.



Augustus Johnson

## External Partnerships

A sustainable future depends on new ideas — and no company has a monopoly on good ones. We are always interested in what others are thinking and doing, and enthusiastic about helping them move their projects forward. To that end, Dominion Energy has developed a number of partnerships to foster innovation both inside and outside our company. Among them:

- We have joined forces with Randolph-Macon College in Ashland, Virginia, to host an annual [pitch competition](http://www.domininnovation.com/2019-pitch-competition) (<http://www.domininnovation.com/2019-pitch-competition>) for both startups and students. The winning company receives a \$10,000 award and membership in the Dominion Energy Innovation Center; the winning student teams earn the opportunity to pitch their ideas in front of a panel of judges; the winning team receives a cash prize and co-working space in the innovation center. The 2018 company winner was Babylon Micro-Farms, which creates modular indoor farms to supply fresh produce year-round.
- We are a [corporate partner](https://www.pluginandplaytechcenter.com/corporations/partners/) (<https://www.pluginandplaytechcenter.com/corporations/partners/>) with Plug and Play, a California venture capital firm and innovation accelerator that advises corporations on their innovation practices.
- We have worked with Virginia Commonwealth University on ventures such as its Power the Future design-a-thon and its multi-disciplinary Da Vinci Center.





## Internal Mindsets and Skills

To encourage employees to think like innovators, the company has put a number of programs in place that foster new ways of looking at things. These include: Innovation accelerators, external partnerships and more.

- *Blue Ocean Brain* — an online development platform where employees can take part in additional training at their own pace and challenge their cognitive skills with game-like brain exercises.
- *Design Thinking* — an eight-hour Learning Management System class open to all employees.
- *Knowledge Networks* — collaboration groups that provide Dominion Energy employees with diverse backgrounds across the company with a way to connect and share ideas around a particular technology or focus area.
- *The Chairman's Excellence Award* — an expansion of Dominion Energy's IDeAs innovation program, which encourages creativity in any aspect of our business and helps employee inventors take new products and services to market, the Chairman's Excellence Award recognizes employees who develop new ways to help the company save money, work more efficiently and effectively or provide better service to our customers. It provides cash awards of up to \$5,000.



## Enhancing Performance

Ideas accomplish nothing without action to move them forward. At Dominion Energy, an emphasis on follow-through has enabled innovation to make real improvements in how we work. Some examples:

- We are using Zero Emissions Vacuum and Compression (ZEVAC®) technology to capture methane before maintenance or inspection so it can be recycled for use. After piloting the technology on a limited scale, Dominion Energy recently purchased 20 ZEVAC® units from TPE Midstream for widespread use across its distribution and transmission pipeline systems. Using ZEVAC® leads to a 95 percent reduction in methane emissions. Eighty employees have been trained to use the technology so far.
- Our Electric Distribution business has developed an augmented-reality application to let customers "see"



Zero Emissions Vacuum and Compression (ZEVAC®) technology helps capture methane for reuse.

## Innovation

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how infrastructure proposed for their property will look once it's in place. The application overlays a 3-D image of a transformer or other equipment on an iPad camera view of the customer's home and yard; the image can be dragged and dropped to different locations, and because it is geopinned, the customer can take the iPad to different locations — including inside his or her home — to see how the equipment will look from multiple vantage points. The application, which the company began using in May 2018, won the 2018 Chairman's Excellence Award.

- At our North Anna nuclear plant, members of our Generation team devised a new, more cost-effective way to inspect the interior of auxiliary service water pipes. Because the pipes use a sleeved pipe-in-pipe configuration, conventional inspection methods — which involve excavation and uncoating — are difficult and expensive. Engineers at North Anna instead used a robotic crawler and electromagnetic acoustic transducers to inspect the pipe from within — lowering inspection costs of up to \$3 million to less than \$200,000.
- Also in 2018, the company teamed up with Texas-based Renu Robotics for a pilot project that will deploy autonomous, battery-powered mowers to manage the vegetation at two of our solar facilities. We are using augmented reality to improve safety and solar panels to power pumps at some of our natural gas facilities. We are also exploring how to take advantage of big data, the Internet of Things, and other advances in technology and innovation.

All these change-embracing efforts will improve how we serve our customers, shareholders and stakeholders — and help us make the world a better place in the process.

**“The innovation team is focused on identifying and pursuing opportunities that build a sustainable future for others as we are increasing the sustainability of our own operations.”**

**Mark Webb**

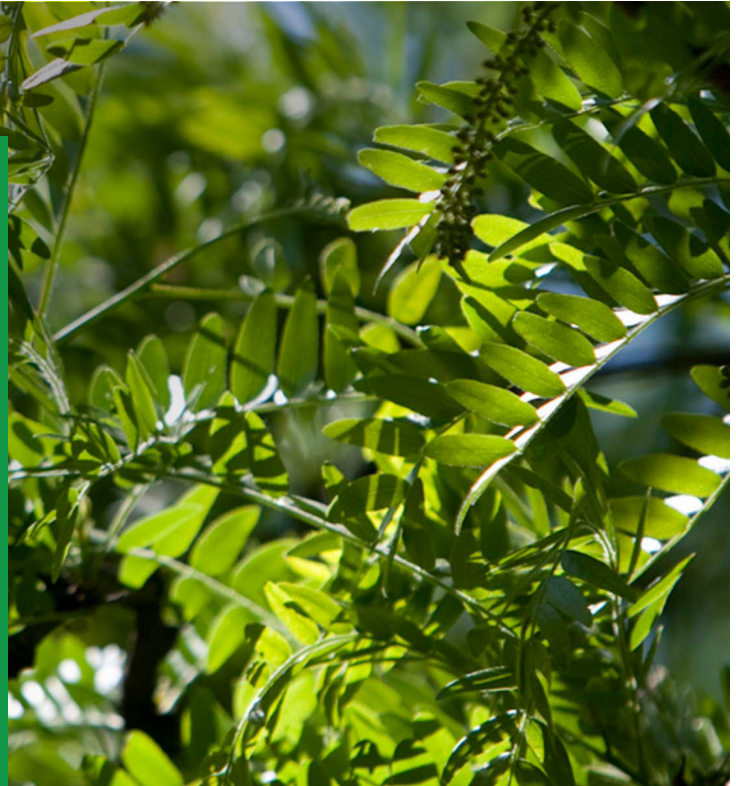
**Senior Vice President and Chief Innovation Officer**

## Environment

# Environment Overview

We have a deep appreciation for the environment around us, and we know others do as well. We're not only aware of our impact on the environment — we're working hard to reduce it. From lowering greenhouse-gas emissions to protecting water quality and preserving wildlife habitat, we're constantly looking for ways to ensure that future generations will be able to enjoy the world around them.

- Our commitment to environmental stewardship is driven by our core value of Ethics.
- Our Environmental Management System (EMS) promotes improved environmental performance.



## CLEAN AIR & WATER



We are committed to doing our part to help address climate change.

We are shifting focus from big projects to big programs.

We look for ways to minimize our water use. Whenever we can, we return the water we use to its source.

**52%**

reduction in carbon emissions since 2005

## REDUCING WASTE



We try to create as little waste as possible.

We strive to reuse as much waste material as we can. When we cannot reuse waste, we dispose of it responsibly.

**180,000**

metric tons of methane prevented from entering the atmosphere since 2010 — equivalent to 75 million trees planted

## HABITAT AND WILDLIFE PROTECTION



We continue to implement new design standards that avoid impacts to wildlife.

We strive to protect wildlife and habitat around our operations.

**43,000**

acres of open space converted to habitat suitable for birds, bees and other pollinators



## Environment Overview

## Setting High Standards

Dominion Energy is fully committed to meeting the energy needs of its customers in an environmentally responsible manner. Protecting natural and cultural resources is our duty, and it is also good business.

Our commitment is always to comply with laws and regulations and to act consistently with our core values. Those include ethics — and ethics requires not only compliance with laws and regulations, but also avoiding harm to people and the environment. While we always aim to meet our legal and regulatory obligations, we set our sights higher than mere compliance.



## Environmental Management System

Our strategy is to improve our environmental performance through an environmental management system, or EMS. While such a system was in place for years, in 2016 Dominion Energy started a multiyear effort to further enhance how the company maintains and improves environmental compliance and practices. In 2018, new processes and tools were added to the EMS to supplement the existing program.

The EMS is built on 12 corporate standards that set universal expectations for environmental compliance and stewardship. These standards provide the framework to manage, track and improve the company's environmental record. The EMS describes roles and responsibilities throughout all levels of the workforce because we recognize that clearly defined duties for our employees and leaders are essential for fostering accountability and sustaining the EMS.

To communicate our commitment to full compliance, all employees receive training on the company's environmental policy, potential environmental issues associated with their work, their contribution to the effectiveness of the EMS, and the implications of not conforming to it. In 2018, Human Resources revised the policy regarding "Employee Expectations" for all Dominion Energy Employees to say that work will be conducted in accordance with the EMS. Additionally, we deliver strong and consistent environmental awareness messages as part of new employee orientation and all training programs.



We feel it's important to instill a culture of compliance while also improving environmental risk management. We conduct periodic self-assessments at our sites and facilities to identify and eliminate potential compliance issues. When an environmental incident occurs, we conduct a robust root-cause analysis; promptly mitigate its effects; determine corrective actions on a short-term, long-term, and global basis; and track the effectiveness of corrective and preventative actions. Furthermore, Dominion Energy's Audit Program conducts internal audits and EMS evaluations to assess compliance with applicable environmental laws, regulations and policies.

These efforts have bolstered the EMS program and will guide the company toward enhanced environmental performance in the future. Please see our Corporate Environmental Management System (EMS) Standards below.

## Corporate Environmental Management System (EMS) Standards

### **Dominion Energy EMS Expectations:**

Dominion Energy promotes an understanding that environmental compliance is the baseline expectation while promoting a culture that looks for and implements opportunities to reduce future risk or impacts to the environment.

### **EMS Standards/Manual:**

Dominion Energy's EMS manual describes or directs readers to overarching policies, standards, procedures and programs that make up the company-wide EMS.

### **EMS Roles and Responsibilities:**

Detailed EMS Roles and Responsibilities are described for the Board of Directors, Chief Executive Officer, senior leadership, Audit Services, Legal Services, and environmental professionals, as well as all staff within the business groups.

### **Incident and Regulatory Alert Communications:**

Each business group uses an environmental event communication and response procedure to ensure that incidents are transparently responded to and reported throughout the appropriate levels of the organization.

### **Incident Response and Corrective Action:**

Each business group maintains environmental incident response and corrective action plans commensurate with its business operations and according to applicable regulatory requirements.

### **Environmental Root Cause Analysis (RCA):**

An RCA is conducted in response to an environmental incident in order to identify the initiating causes of events and prevent recurrence. Corrective actions are identified and implemented to improve performance and prevent recurrence.

### **Training and Personnel Qualifications:**

Business groups implemented environmental compliance training plans to educate employees and others engaged in environmental related tasks on both their overall obligations and on specific environmental risk areas related to their jobs.

### **Environmental Compliance Tools:**

Various tools and documents were developed to ensure environmental compliance, such as guidance documents, self-assessments, and facility-specific compliance tracking.

### **Goals, Metrics and Pollution Prevention:**

Metrics, including regulatory data, are used to track and evaluate performance in order to inform management decision making, while also communicating performance and progress. A pollution prevention standard ensures that the company is preventing, reducing, recycling, reusing, and minimizing wastes and emissions.

### **Risk-Based Self-Assessment Process:**

In addition to regulatory required monitoring, each business group implements a risk-based self-assessment process to proactively identify and correct any potential compliance deficiencies and eliminate potential compliance issues.

### **Document Management:**

Environmental documents and records are stored and retained as required by regulation and Dominion Energy standards, and are accessible to internal company stakeholders.

### **Environmental Data Management Systems:**

Environmental data management systems are secure and compliant with IT data management policies to ensure data integrity, consistency, information sharing, and effective decision making.

## Environment

### Cleaner Air

**Climate change is the most significant energy and environmental challenge** of our time. By cutting greenhouse-gas emissions — and other harmful air pollutants — Dominion Energy is committed to addressing it.

#### WHAT YOU SHOULD KNOW

**We are committed to doing our part to help address climate change.**

**We slashed carbon and methane emissions, and plan to cut them even further.**

**Our disclosures are voluntary and transparent.**



### Cleaner Air / Climate Change

#### WHAT YOU SHOULD KNOW

**We have made major reductions in carbon and methane emissions, but we are not stopping there. We have set bold new targets and are pursuing aggressive strategies to meet them.**

Climate change is one of the most challenging issues of our time, and Dominion Energy is committed to doing our part to reduce carbon and methane emissions. We are also helping our customers do the same.

We worked for two decades to diversify and transform our generation portfolio to support our low-carbon goals. Over the past decade we've made methane emission reductions through voluntary programs. We will continue transitioning our fleet and working to reduce carbon and methane emissions across our electric and natural gas infrastructure.



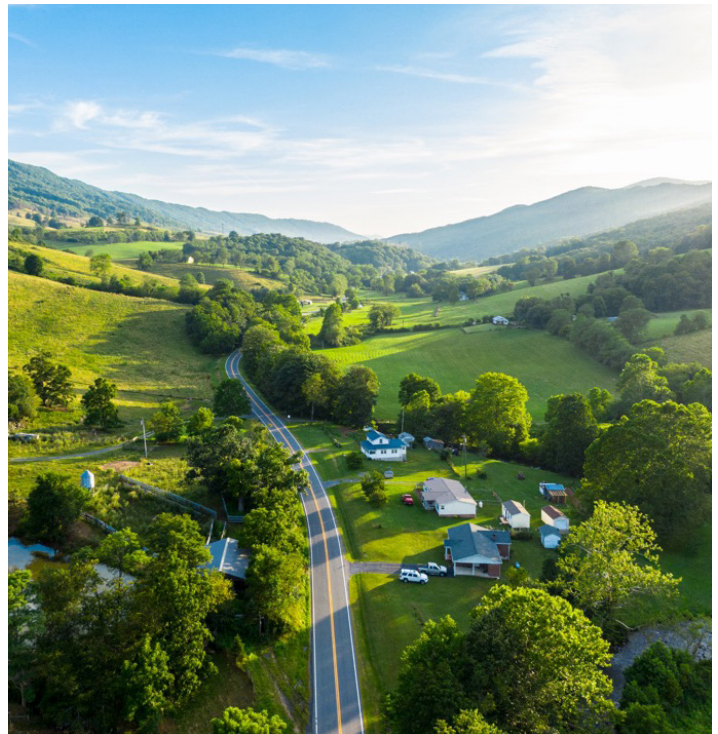
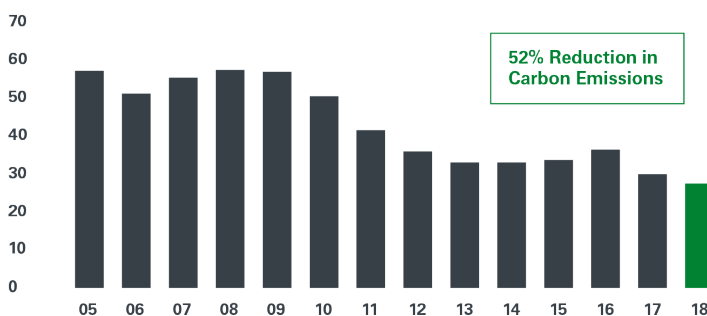


## Bold New Targets

We set ambitious targets across our company to improve environmental performance. We have committed to cut carbon emissions from our power stations by 55 percent between 2005 and 2030, and by at least 80 percent between 2005 and 2050. We have committed to reduce methane intensity and total emissions from our natural gas businesses by 50 percent between 2010 and 2030.

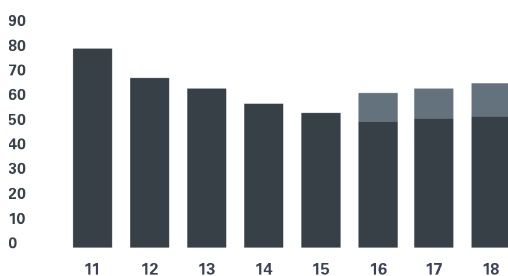
### Dominion Energy Carbon Emissions 2005-2018

Million Metric Tons Carbon



### Dominion Energy Methane Emissions 2011-2018

Methane Emissions (Thousands of Metric Tons)



- Existing Reporting Requirements Since 2011
- New Reporting Requirements in 2016\*

Natural Gas Businesses include: Dominion Energy Transmission; Dominion Gathering & Processing; Dominion Energy Ohio; Dominion Energy Questar Pipeline; Dominion Energy Utah; Dominion Energy Wexpro; Dominion Energy West Virginia; Dominion Energy Cove Point; and Dominion Energy Carolina Gas Transmission.

\*Data for 2016-2018 reflect Dominion Energy's addition of operating segments to the EPA Greenhouse Reporting Program (GHGRP).

## Cleaner Air / Climate Change / Carbon Reduction

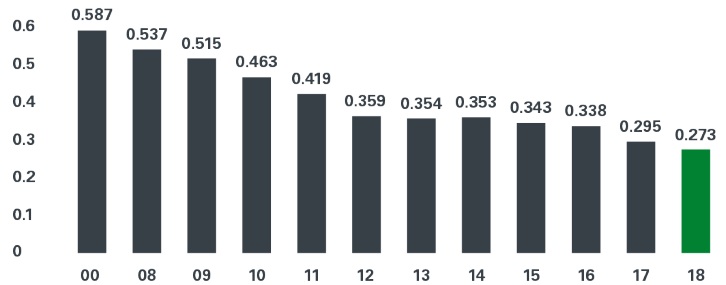
Our Climate Report, published in 2018, provides an overview of our climate strategy, sustainability and climate governance, two-degree scenario, business risks and business opportunities related to the reduction of carbon emissions for Dominion Energy's generation portfolio. The guiding concept behind this analysis is the "two degree" framework put forth in the Paris Agreement and the United Nations Framework for Climate Change Convention (UNFCCC) on which the agreement was built. Under the Paris Agreement, which became effective in 2016, the vast majority of countries around the world adopted a global response to the threat of climate change that entails keeping the increase in average global temperatures to less than two degrees Celsius below pre-industrial levels. The outcomes of the two-degree scenario analysis, in connection with our Climate Report, informed our carbon reduction goals.

### Strategy

A diverse energy mix coupled with a commitment to sustainability forms the foundation of our environmental strategy. Our commitment is to deliver safe, reliable, clean and affordable energy while fully complying with — if not going beyond — all applicable environmental laws and regulations. We are determined to create changes that improve our customers' experience, exceed our stakeholders'

### Carbon Intensity Rate Reductions 2000–2018

Carbon Intensity (MT/MWh) (by Ownership)



expectations and position our company for sustainable, agile and long-term success. Our integrated strategy to meet these objectives consists of three major elements:

1. Reduction of carbon and methane emissions;
2. Modernization of energy infrastructure, including natural gas and electric operations; and
3. Conservation and energy efficiency.

## Cleaner Air / Carbon Reduction

### WHAT YOU SHOULD KNOW

**A diverse mix of cleaner, more efficient and lower-emitting ways of generating energy will shrink our carbon footprint — while helping our customers shrink theirs.**

### Strategy

Our environmental strategy focuses heavily on reducing carbon and methane emissions. We are pursuing a diverse mix of cleaner, more efficient and lower-emitting methods of generating and delivering energy, while advancing aggressive voluntary measures to continue dramatically reducing emissions from traditional methods.



## Cleaner Air / Carbon Reduction

Our reduction strategy includes several initiatives that focus on the ways electricity is produced, transmitted and consumed, such as:

- Selling, closing, or converting to cleaner fuels a number of coal-fired generation units;
- Pursuing license extensions for existing carbon-free nuclear units;
- Enhancing conservation and energy efficiency programs to help customers use energy wisely;
- Evaluating power storage technologies, such as additional hydroelectric pumped storage and batteries, to support increased renewables;
- Constructing new infrastructure to modernize the grid, to expand the availability of cleaner fuel and to help deliver cleaner energy to population centers; and
- Continuing our efforts to voluntarily reduce methane from our gas infrastructure.

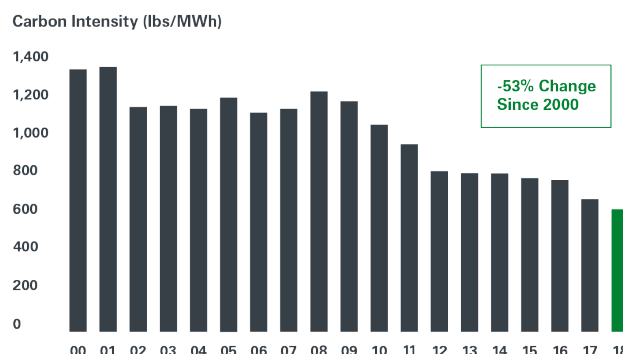
Dominion Energy placed several fuel generating units into cold reserve including: Bellemeade, Bremono and Mecklenburg; Chesterfield, units 3 and 4, and Possum Point, units 3 and 4. All cold reserve units were permanently retired in March 2019.

Our carbon-free nuclear fleet will continue to play a central role in reducing and preventing carbon emissions. Our three nuclear stations provide enough energy to power almost 3.9 million homes in the Southeast, mid-Atlantic and New England. The company also announced its intention to seek additional relicensing from the U.S. Nuclear Regulatory Commission for all four of its reactors in Virginia at the Surry and North Anna Power Stations for an additional 20 years. We are seeking to extend the licenses of our around-the-clock carbon-free nuclear facilities so they can continue to play an important role in providing clean energy to our customers.

We have substantially reduced both our total carbon emissions and our carbon intensity — the amount of carbon emitted per unit of energy — by generating electricity with an increasingly clean portfolio. From 2000 through the end of 2018, we cut our carbon intensity by more than 50 percent.

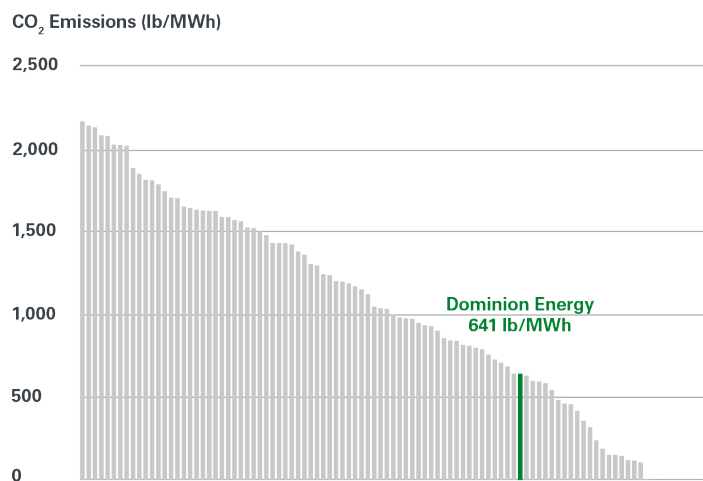
Our electric generating fleet's carbon emission rate is in the lowest quartile among energy producers in the United States, according to an annual benchmarking report published by the M.J. Bradley group for the sustainability nonprofit, CERES.

### Dominion Energy Carbon Intensity 2000–2018



Since 2005, we have lowered carbon emissions by 52 percent, the equivalent of taking over 6 million non-EV cars off the road.

### Carbon Emissions Benchmarking — M.J. Bradley Report



Note: Ratings based on 2017 emissions and generation (by ownership)  
Source: <https://www.mjbradley.com/content/emissions-benchmarking-emissions-charts>

Electric generation in the future will be more efficient, like the natural gas-fired power station that opened in Greensville County, Virginia in 2018. Able to power 400,000 homes, it is one of the largest, most efficient power stations in the United States. The station operates under one of the most stringent air permits in the United States with regard to carbon emissions. To learn more about Greensville, see the section on Investing in Infrastructure for Clean Energy.

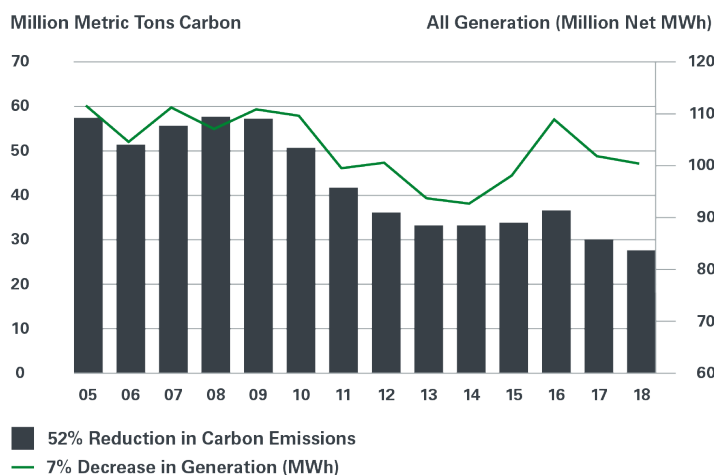
## A Cleaner Portfolio

We are rapidly expanding our generation from renewable and cleaner-generation technologies. From 2005 through 2018, Dominion Energy lowered the use of coal to generate electricity from 47 percent to 12 percent of our energy mix.

We produced our first megawatt of solar energy in 2013. In 2018, we brought 136 megawatts of solar generation online at six facilities, and signed additional solar agreements representing 415 megawatts. Since 2013, we increased our total solar generation portfolio from 41 megawatts to nearly 2,600 megawatts. In 2018, we announced the launch of our renewable Coastal Virginia Offshore Wind pilot project, which is only the second offshore wind project in the country and the first owned by an electric utility. We are investing in the grid to allow for reliable growth of renewables and in energy-efficiency programs.

In the next few years, we plan to invest another \$4 billion in renewable energy as we continue our transition to lower-carbon generation, including support or development of 3,000 megawatts of new solar or wind in Virginia by 2022.

**Dominion Energy Carbon Intensity  
2000–2018**



## Transparency and Disclosure

As part of our broader commitment to transparency, we increased our disclosures around carbon and methane emissions.

In 2018, Dominion Energy participated in climate, forest and water surveys issued by the CDP (formerly the Carbon Disclosure Project). The company is also participating in the climate and water CDP surveys in 2019.

We most recently disclosed our methane emissions in our May 2019 Methane Emissions Reduction Report. We began publishing annual methane reports in 2015, building on more than a decade of voluntary reporting on greenhouse gas emissions.

As noted above, in 2018 we conducted a two-degree scenario analysis and published a Climate Report to enhance our disclosures concerning our generation business, strategy, governance, and risks and opportunities. For information on risks to the current generating fleet from climate change and climate policy, see the Clean Energy section of this report, as



well as the [Climate Report \(https://www.dominionenergy.com/library/domcom/media/community/environment/reports-performance/2018-dominion-energy-climate-report.pdf?la=en\)](https://www.dominionenergy.com/library/domcom/media/community/environment/reports-performance/2018-dominion-energy-climate-report.pdf?la=en).



## Cleaner Air / Methane Emissions Reduction

### WHAT YOU SHOULD KNOW

**Replacing infrastructure, improving systems and pursuing a wide range of voluntary initiatives has cut methane emissions sharply. We are just getting started.**

Dominion Energy made significant progress over the last two decades in reducing methane emissions from natural gas infrastructure. There are three primary ways the company will continue to reduce methane emissions:

- Reducing or eliminating gas venting during maintenance;
- Replacing infrastructure and equipment across the system with new, low-emission equipment; and
- Expanding leak detection and repair programs.

### Venting

Gas venting during planned maintenance and inspection is one of the largest sources of methane emissions from Dominion Energy's natural gas system. To reduce operational venting, the company is now using pressure-reduction protocols and innovative equipment to limit, capture, recycle and reuse methane emissions where feasible.

In Utah, Dominion Energy Wexpro installed new air compressors and air dryers on 31 devices at Canyon Creek and Church Buttes compressor stations in 2018, eliminating the use of natural gas for this purpose and reducing over 22 million cubic feet of gas lost per year.

We continue to push ourselves to find innovative new ways to save natural gas and reduce methane emissions. One example is the company's use of Zero Emissions Vacuum and Compression (ZEVAC) technology to capture natural gas before maintenance or inspection so it can be recycled for use and methane emissions reduced. After piloting the technology on a limited scale, Dominion Energy recently purchased 20 ZEVAC units for widespread use across our distribution and transmission pipeline systems.

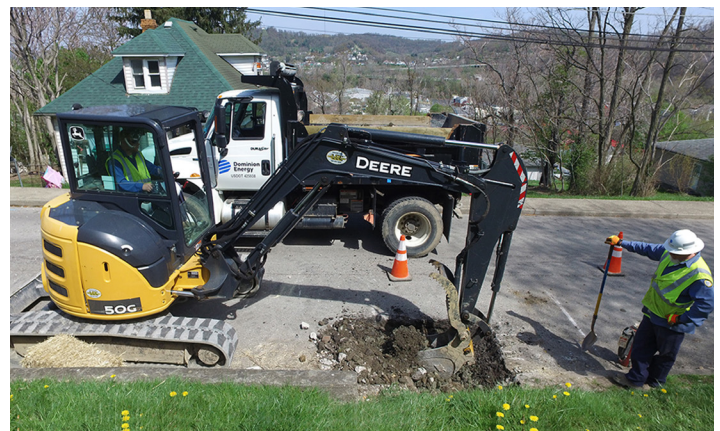


### New Infrastructure and Equipment

Replacing infrastructure and equipment across the natural gas delivery system also cuts methane emissions. The company is replacing equipment such as bare-steel and cast-iron pipe, valves and fittings with new lower-emission equipment.

In Utah, all cast-iron pipe was replaced in the 1980s, and all bare-steel pipe was replaced in the 1990s. In 2018, Dominion Energy Ohio and Dominion Energy West Virginia replaced a combined 191 miles of bare-steel and cast-iron pipes.

See the Energy Reliability & Affordability section of this report for more information on infrastructure replacement projects.





## Leak Detection and Repair (LDAR)

Other, more minor methane emissions from pipe or equipment leaks can be hard to detect. Over the last decade, Dominion Energy implemented tools and techniques, such as the use of infrared cameras, to identify such minor emission sources.

The export facility at our Cove Point liquefied natural gas (LNG) facility in Calvert County, Maryland, implemented the most aggressive and best-in-class leak detection and repair program in the state. In addition, an extensive flaring system was installed to reduce methane emissions from the liquefaction process.

Beyond that, Dominion Energy has taken on an extensive, voluntary LDAR program, and as of 2018 is now performing LDAR inspections on metering and regulating stations, as well as storage wells.



## RNG Partnerships

While we're lowering emissions from Dominion Energy systems, we're also helping other industries reduce their own methane emissions. In late 2018, Dominion Energy announced a joint venture with Smithfield Foods to capture waste methane from hog farms and convert that waste into clean, renewable natural gas to heat homes and power local business. The \$250 million joint venture, known as Align RNG, will substantially reduce agricultural methane emissions across Virginia, North Carolina and Utah, while creating a renewable resource for energy consumers. To learn more about this program, see the section on Clean Energy Diversity & Security.



## Progress to Date

Over the last decade, we have prevented approximately 250,000 metric tons of methane from entering the atmosphere, which is equivalent to taking over 1.3 million non-EV cars off the road or planting over 103 million new trees.



## Methane and Other Emissions Disclosures

Dominion Energy reports emissions of carbon and methane from its natural gas and electric generation facilities to the EPA under the EPA's greenhouse gas reporting rule. Because the EPA's greenhouse gas reporting rule sets boundaries for reporting, Dominion Energy is not required to report methane emissions from a number of the company's smaller compressor stations and other sources. However, in the interest of transparency, and to hold the company to a higher standard of accountability, we voluntarily include emission estimates from these smaller methane sources in our Corporate Methane Inventory and will routinely report them in our Methane Emissions Reduction Report.



During 2018, the company conducted a comprehensive review of its emissions tracking and reporting processes to find opportunities for improvement and to ensure that the inventory is all-encompassing. Based on these activities, Dominion Energy identified over a dozen areas of improvement for its Corporate Methane Inventory, which resulted in an increase of approximately 15 percent in reported methane emissions compared to a traditional inventory. Going forward, Dominion Energy will base its Corporate Methane Inventory on the enhanced format created in 2018.

We also reviewed our 2010 Corporate Methane Inventory, which serves as the baseline for our prospective methane emissions reduction targets, to apply the 2018 enhanced methodology. The enhanced 2010 Corporate Methane Inventory, as well as the enhanced 2018 Corporate Methane Inventory, are expected to be available by the end of 2019.

## Voluntary Initiatives

Beyond our voluntary commitment to reduce methane emissions by 50 percent between 2010 and 2030, Dominion Energy has been a founding member or leading participant in landmark methane emissions-reduction initiatives, including the EPA's Natural Gas STAR Program, the EPA's Methane Challenge Program, and the ONE Future Coalition.

As a member of the ONE Future Coalition, we are working with our peers to develop and improve the methane emission rate and reporting standard across the natural gas value

## Cleaner Air / Methane Emissions Reduction / Other Air Emissions

chain to ensure clarity and consistent performance. All Dominion Energy natural gas companies joined the ONE Future Coalition in 2018 and participated in the coalition's inaugural progress report.

As of 2018, all eligible Dominion Energy natural gas businesses have joined as members of the Natural Gas STAR Program and the Methane Challenge Program.

In 2015, we published our first methane report, building on more than a decade of voluntary reports on carbon and methane emissions. We continue to routinely update the report, most recently in 2019 (for 2017 emissions), to assure transparency on methane emissions.

Additional 2018 disclosure efforts include our work with the Edison Electric Institute and the American Gas Association to provide investors with a common set of information to assist with the review of our Environment, Social, and Governance (ESG) metrics. We posted this metric template in 2018, and went a step further by being one of the few companies to post metrics for our gas transmission and storage businesses.



## Cleaner Air / Other Air Emissions

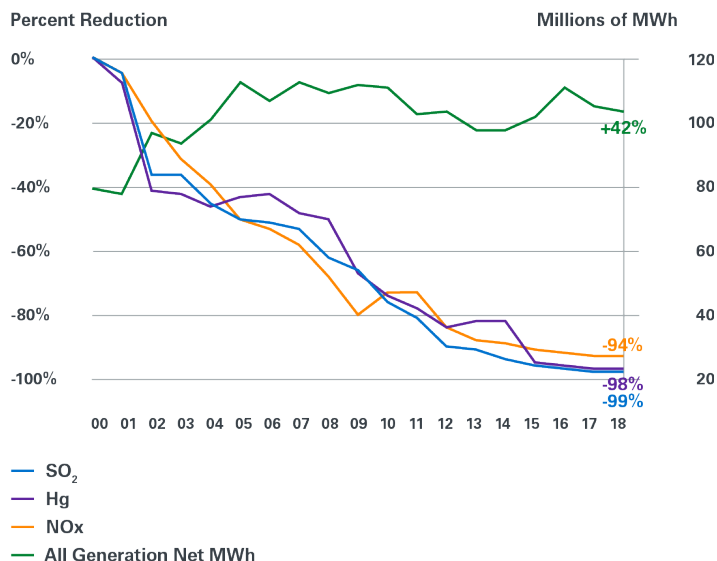
### WHAT YOU SHOULD KNOW

**By changing our generation mix and employing best practices, we have cut several types of emissions by as much as 98 percent.**

In addition to carbon and methane, other anthropogenic greenhouse gases include nitrous oxides and fluorinated gases, including sulfur hexafluoride.

Sulfur hexafluoride (SF<sub>6</sub>) is a potent greenhouse gas that is used as an electric insulator in high-voltage equipment along the power grid. The company implemented best-management practices to minimize SF<sub>6</sub> emissions from its electric transmission and distribution system, including the inspection of switch gear for gas pressure (which indicates leakage), replacing or conducting maintenance on leaking equipment, using SF<sub>6</sub> charging and reclamation equipment, removing SF<sub>6</sub> before breakers are sold or scrapped, testing

### Annual Reduction in Emissions by Percent



## Cleaner Air / Other Air Emissions

and reusing (i.e., recycling) SF<sub>6</sub>, deploying laser leak-detection equipment, and following extensive written procedures and conducting training for handling SF<sub>6</sub>. We reduced our SF<sub>6</sub> equipment leak rate by 84 percent and its emissions of SF<sub>6</sub> by approximately 66 percent since 2011.

From 2000 to 2018, we reduced emissions of nitrogen oxide, sulfur dioxide and mercury from our power generation fleet, measured in pounds per net megawatt-hour, by 94 percent, 99 percent and 98 percent respectively.

## Our Green Fleet

More than one in three of the vehicles in our on-road fleet, over 7,000 cars and trucks, are powered by alternative fuels. Our green fleet includes electric, natural gas and biodiesel vehicles that are helping us to lower carbon emissions, improve conditions in the field, and reduce worksite noise levels. By 2025, 25% of our light-duty fleet is expected to be battery-electric or plug-in electric vehicles.

Our western-state gas operations are looking to secure partnerships that can increase the use of renewable natural gas at our public compressed natural gas fueling stations. We applied for and received regulatory approval to allow third-party RNG suppliers to dispense RNG at our stations. We also intend to secure RNG for our own supply at such stations.





## Environment

### Clean Water

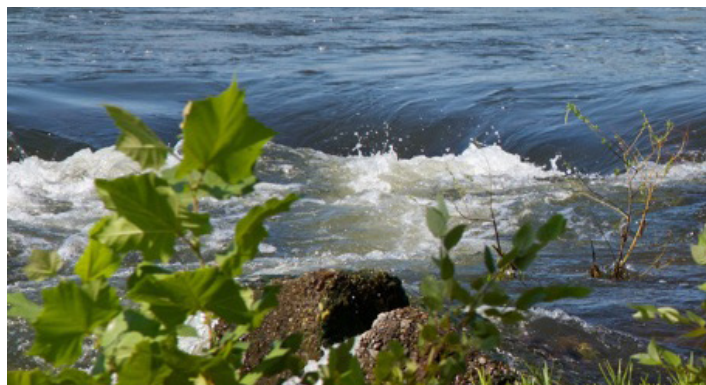
By adopting the latest technology and applying our own creativity, we are using less water and re-using what we do use. As we generate and deliver energy to our customers, we try to avoid impacts to waterways. Where we cannot, we put measures in place to protect them.

#### WHAT YOU SHOULD KNOW

We look for ways to minimize our water use.

Whenever we can, we return the water we use to its source.

We are finding innovative ways to conserve water even more.



### Producing Power with Less Water

Water is a key part of energy production. Our strategy is to use less water as we transform our fleet and provide natural gas to our customers, and to protect waterways near our operations.

Through the use of new technology and the expansion of our renewable-energy fleet, we are eliminating the need to use water in many cases and finding new ways to conserve the water we use.



Zero Emissions Vacuum and Compression (ZEVAC®) technology helps capture methane for reuse.



## Clean Water / Reducing Use

### WHAT YOU SHOULD KNOW

**Improving systems and equipment is enabling us to save tens of millions of gallons of water a year.**

Our goal is to use less water and to reuse water at our electric generation facilities, where the greatest amount of water is used to produce power. We are also actively working to reduce water in other areas of our business.

Our most recently constructed natural gas facilities (Warren County Power Station, Brunswick County Power Station, Greenville Power Station), one coal facility, Virginia City Hybrid Energy Center, and one older natural gas unit, Gordonsville, all use air-cooled condensers. Air-cooled condensers utilize significantly less water than once-through cooling systems and traditional wet cooling towers. The heat is released directly into the air instead of heating or evaporating water withdrawn from a natural source.



Brunswick County Power Station.

## Produced Water Evaporator

### Canyon Creek

In May and June of 2018, Dominion Energy Wexpro installed a produced water treatment system at the Canyon Creek Unit Produced Water Evaporation Facility. This system will allow an estimated 21 million gallons of produced water — water that is brought to the surface during the production of natural gas — to be reused over the next five years at Canyon Creek and operations in Wyoming. That change will eliminate an estimated 2,500 truck trips per year at an annual savings to customers of \$1 million.



Canyon Creek area in Wyoming.

## Power Stations

### Millstone Power Station

In the spring of 2018, Millstone Power Station reduced cooling water withdrawals by 33 percent through the use of adjustable electronic-control technology. By reducing the amount of water drawn into the cooling system, the station reduced impacts on winter flounder larvae.

## Warren County Power Station

Our Warren County Power Station estimates it will save 2.6 million gallons of water a year, as well as \$60,000 annually on water purchases, thanks to a 2018 project. Historically, steam blow-down sump pumps had cooling water running continuously. This cooling water is service water provided by a local municipality. With a few upgrades to the equipment design, water is now used only when the pumps are operating.



## Hopewell Power Station

In 2018, a creative group of employees at Hopewell Power Station designed and implemented a water reuse project to recycle cooling water. In the first six months of operation, the new recycling system saved nearly 12 million gallons of water in addition to over \$29,000 in cost savings on water purchases.

## Clean Water / Water Protection

### WHAT YOU SHOULD KNOW

**Through careful construction and design, we are reducing water runoff and discharges and protecting streams, karst and other critical aspects of the environment.**

Not only is Dominion Energy using less water at our facilities, we are taking measures to protect water amid construction activities.



## LNG Facility

### Cove Point

We use groundwater for facility processes and human consumption at our Cove Point liquefied natural gas terminal in Maryland. The facility's zero-discharge design is the first of its kind for an LNG facility. Process water is recycled and reused, not released to the environment.

Further, Cove Point was designed to protect water. Eleven manmade wetlands within the 131 acres in which we operate were designed to hold water and allow plants to absorb nutrients out of the water.



## Atlantic Coast Pipeline

As we build the Atlantic Coast Pipeline, we're going above and beyond regulatory requirements to protect waterways along the route. Steps we are taking include:

- More frequent and rigorous inspections to prevent runoff;
- Stronger protections for sensitive streams; and
- Protecting ridgelines during steep-slope construction.

We've adjusted the route on numerous occasions to avoid public drinking-water sources, private wells and natural springs. We've also adopted water-body crossing methods specifically designed to avoid affecting sensitive aquatic species such as mussels. We developed best-in-class construction and engineering techniques designed to protect karst geology. Dominion Energy, along with seven other energy companies, partnered with The Nature Conservancy (TNC) to develop best practices to minimize environmental impacts of pipeline construction in mountainous areas. A final report published in 2018, developed in close collaboration with TNC, is intended to serve as a catalyst for the pipeline industry to reduce the risks of landslides, slips, erosion and other environmental impacts on wildlife habitats and water quality.

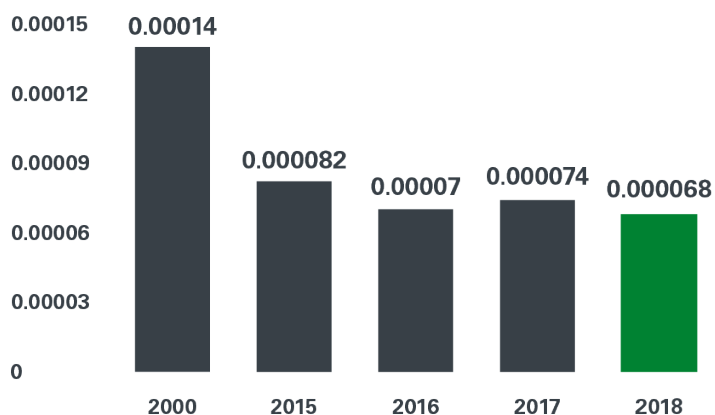


## Progress to Date

We set a target to achieve a 50 percent reduction (from 2000 levels) in freshwater withdrawn per MW to generate electricity by 2030. Since 2000, we reduced the amount of freshwater withdrawn for each MW generated by 51 percent. As we've made considerable progress to date, we are evaluating our target as we integrate the SCANA operations, which were acquired through merger as of January 1, 2019.

**Freshwater Withdrawn to Produce Power  
2000 and 2015–2018**

Billions of Liters/MWh of Generation





## Environment

# Reducing Waste

**Careful stewardship of resources benefits the environment** and helps ensure there is more to go around for everyone. Dominion Energy is finding ways to re-use everything from coal ash to food scraps, applying a zero-landfill policy where we can and applying best practices to waste disposal that cannot be avoided.

## WHAT YOU SHOULD KNOW

**We try to create as little waste as possible.**

**We strive to reuse as much waste material as we can.**

**When we cannot reuse waste, we dispose of it responsibly.**



New recycling and composting stations are helping us minimize landfill use.

## Management Approach

An important part of sustainability is the reduction of waste and an increase in reuse and recycling. Our strategy is to avoid creating waste whenever possible, and to reuse as much waste material as possible when it cannot be avoided. When we must dispose of waste, we do so responsibly. We monitor and inspect how we and our contractors manage waste at any of our facilities and locations, including audits of final disposal and recycling sites.

## Reuse and Recycling

### Cove Point Export Project

During construction of our Cove Point Terminal, we recycled nearly 1,500 tons of material at the facility. An existing oyster reef in the Chesapeake Bay was expanded with clean concrete material from project construction and an oyster bar was expanded in the Patuxent River as part of the liquefaction project.





## Reducing Waste

### Composting and Recycling at Company Locations

We reduce the waste-to-landfill impact of Dominion Energy's office facilities through recycling programs and by engaging employees in the process.

We continue our zero-landfill policy for IT by responsibly recycling technology equipment that we no longer use. In 2018, we reused or recycled 109,020 pounds (over 54 tons) of IT equipment instead of sending it to a landfill. The recycling process also led to the recovery of valuable materials, including aluminum, ferrous and copper.

In the summer of 2018, our company launched a corporate composting initiative at select facilities to divert non-recyclable office and food waste from landfills. Beginning at sites with corporate cafeterias, the company collaborated with external partners to collect compostable waste on-site, which is hauled off-site for processing. Portions of the finished compost are provided to our nonprofit community partners, like schools and community gardens, through philanthropic partnerships and volunteer events.

Materials collected include food scraps, coffee products, paper towels, and compostable serveware products such as cafeteria take-away boxes and cutlery. The program's launch in Cleveland, Ohio, recovered 2,537 pounds of material in half a year, and our Innsbrook facility in Glen Allen, Virginia, offset 1,820 pounds in its first two months. We also held our first "Zero Waste" Innovation Expo in October 2018.

We're continuing to expand this program to other company offices in 2019. We expect to offset 50,000 pounds of organic material by the end of 2020.

### Biomass Energy

Several of our power stations produce electricity from recycled biomass fuels. In Virginia, biomass fuel comes from waste wood — specifically, the tree tops and branches left behind in the forests as part of the logging process.

For example, the Virginia City Hybrid Energy Center uses a combination of biomass and waste coal, which makes up nearly 30 percent of its fuel source (approximately 533,000 tons per year). At our Altavista, Hopewell, Pittsylvania, and Southampton Power Stations, biomass accounts for over 99



New recycling and composting stations are helping us minimize landfill use.

percent of the facilities' fuel source.

### Coal Ash Recycling

In 2018, we recycled nearly 450,000 tons of coal ash material. This amount is lower than the 500,000 tons recycled last year in part because the amount of material generated was reduced. In 2018, about 19 percent of Dominion Energy's coal combustion byproducts (CCBs) was beneficially reused.



Virginia Hybrid Energy Center.

## Reducing Waste

To learn more about how we repurpose coal ash, [visit https://www.dominionenergy.com/company/electric-projects/coal-ash-pond-closure-management](https://www.dominionenergy.com/company/electric-projects/coal-ash-pond-closure-management)

## Coal Ash Cleanup

As we use more efficient natural gas and nuclear power, as well as renewable energy, less electricity comes from coal. As of the end of 2018, only 12 percent of our electricity comes from coal. In the meantime, we're permanently closing ash ponds that store coal ash.

We are committed to closing our ash ponds safely and to continue our ongoing responsibility to monitor the sites. In 2018, Dominion Energy worked with legislators, regulators, environmental groups and other stakeholders to craft a coal-ash compromise. It requires the company to remove and recycle or dispose of coal ash from our coal ash ponds at Bremo, Chesapeake, Chesterfield and Possum Point Power Stations in lined landfills. Because the resulting legislation allows for rate recovery, costs are capped on an annual basis to ensure limited impact on customers' bills. The next step will be to determine a permitting and compliance plan to meet the requirements of the legislation.

## Nuclear Waste Management

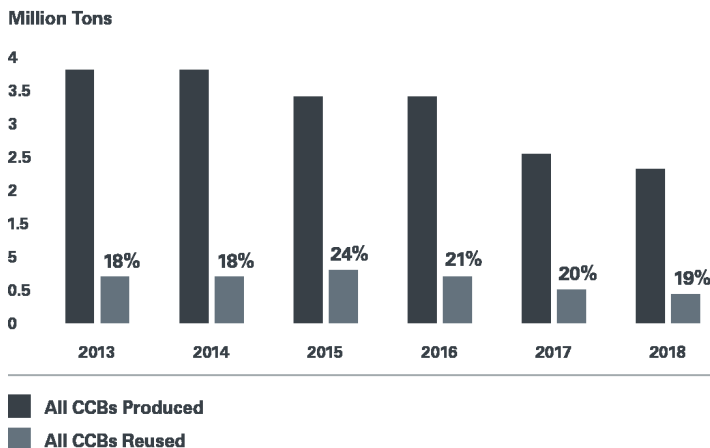
Dominion Energy produces safe, reliable and carbon-free electricity at its six operating units at three locations in Connecticut and Virginia.

Uranium fuel at our nuclear power stations is used for three 18-month operating cycles — or about four and a half years in total — before it is permanently removed from service. The used fuel is then stored safely and securely in fortified pools of water where it cools down to a point where it can be placed on-site in dry storage facilities. Both storage methods are safe and secure.

Dominion Energy was the first utility to pioneer dry storage; we began the practice at the Surry Power Station in 1986. The company now operates dry storage facilities at its Surry, North Anna, Millstone and decommissioned Kewaunee Power Stations. The company stores the used fuel in various types of containers designed to isolate the fuel from the public and the environment.

The company's nuclear stations have programs in place to

### Coal Combustion Byproducts (CCBs) Produced and Reused 2013–2018



We are committed to closing coal ash ponds safely.

minimize production of radioactive waste. One component of this commitment involves minimizing the small amount of solid, low-level radioactive waste produced at the stations. The treatment and disposal of this waste is highly regulated by the U.S. Nuclear Regulatory Commission. Low-level radioactive waste is dewatered as needed and packed in robust waste-disposal containers for transport to one of three licensed radioactive waste disposal facilities in the United States.



## Environment

# Habitat & Wildlife Protection

We work to avoid disturbing wildlife and natural habitats, and we have adopted a variety of measures to protect birds, fish and other wildlife. We partner with local communities and organizations in these efforts to ensure we have the right expertise in the geographical area.

## WHAT YOU SHOULD KNOW

We strive to protect wildlife and habitat around our operations.

We continue to implement new design standards that avoid impacts to wildlife.

We are creating habitat for birds, bees and other pollinators.

Our business involves producing reliable energy and transporting it to our customers, which has the potential to affect wildlife and habitat. Our strategy is to find ways to avoid impacts, and where we cannot we look for ways to minimize or mitigate them.

## Avoiding Impacts

We changed the route for the Atlantic Coast Pipeline more than 300 times to minimize effects on natural resources, threatened and endangered species, and state-protected species, and to accommodate landowner requests. At every stage of the project we've taken tremendous care to protect the environment and minimize impacts on landowners. Examples include:

- We relocated federally endangered Clubshell mussels.
- We conducted acoustic monitoring at bat caves in Virginia.
- We installed monitoring equipment to evaluate shade and soil moisture to protect federally threatened small whorled pogonia plants.
- We relocated ginseng in the George Washington National Forest.



Where we can, we adjust project footprints to minimize their impact on the environment.

## Habitat & Wildlife Protection

- In West Virginia, we relocated red spruce trees within Northern flying squirrel areas to ensure that the squirrel habitat is not diminished.
- We preserved 500 acres of land in West Virginia to protect running buffalo clover.

## Protecting Wildlife

### Nuclear Waste Management

Dominion Energy has a long history of protecting birds from adverse power line impacts — starting with eagle protection areas established in the early 1990s and updated in 2015 in response to the changing bald eagle population. When birds with large wingspans make contact with multiple wires, they can create a path for electricity and get hurt. Most injuries and deaths occur when the birds land on electrical equipment or collide with power lines.

We maintain an avian protection program that protects large birds such as bald eagles, ospreys, owls and vultures, and preserves avian protection zones along major rivers. For distribution construction upgrades in these zones, the company increases the horizontal space between electric lines on crossarms to prevent accidental phase to phase contact by large-winged birds. For crossarms that have reduced horizontal spacing, the company installs perch guards to discourage birds from landing on the crossarms. The company installs bird flight diverters when necessary to prevent birds from flying into the lines. The company uses wildlife guards and insulated leads on our equipment, such as transformers, to prevent accidental phase to ground contact. Construction occurring outside of the protection zones also includes most of these improved avian protections.

Dominion Energy is one of the first companies in the country to use aluminum-alloy nesting platforms to provide ospreys and bald eagles with an alternative to nesting on transmission towers. These durable aluminum platforms will last longer than wooden platforms, which are prone to be destroyed by high winds and storms. Keeping birds off the transmission towers protects them from harm and reduces power outages for the company's customers.

To protect birds around our Dominion Energy Wexpro produced-water evaporation facilities, we have covered one facility with netting to keep birds and other wildlife from



entering it. At three other facilities, we cooperated with the Fish and Wildlife Service and local regulatory agencies to adopt the Bird Avert System. Bird Avert uses radar to detect birds and then deploys oversized plastic falcons, strobes, and falcon vocals to deter birds from approaching.

We also take other measures to manage avian issues so that we can reduce risk to both wildlife and our customers. At our Surry nuclear power plant, for example, we either separated power lines to prevent birds from grounding between phases or installed bird flight diverters to allow the birds to “see” the lines and avoid them. Since these customized modifications we have not witnessed any bird strikes on our lines. In addition, we built poles for osprey nests around the site where the birds previously occupied local electric poles.

We work to avoid disturbing wildlife and natural habitat where we can, and we try to mitigate our effects upon them where we cannot. At our Chesterfield Power Station, we installed and repaired protection systems at the water intakes on the James River. These systems were specifically designed in consultation with Virginia Commonwealth University to protect adult Atlantic sturgeon from entering the intakes. Chesterfield Power Station also partnered with the Electric Power Research Institute to assess the feasibility of a variety of technologies and operational measures that may be used to reduce the effect of water temperature fluctuations on fish.



## Habitat & Wildlife Protection

Dominion Energy constructed fish passage facilities at Roanoke Rapids Power Station that allow eels to access their historic habitat. In 2009, Dominion Energy began operating eel ladders, or “eelways,” to capture, count and transport American eels upstream of the Roanoke Rapids Dam. These eels are transported above the dam to repopulate historic eel habitat and restore their ecological function. To date, more than 2 million eels moved upstream of the Roanoke Rapids Power Station, and more than 71,000 were passed upstream in 2018. We are currently designing similar upstream passage facilities to be constructed below Dominion Energy’s Gaston Power Station.

In addition to these infrastructure projects, Dominion Energy conducts monitoring studies at facilities where we use water to make power. These studies provide information that is used to ensure environmental effects of facility operations are not detrimentally impacting the water and fisheries resources, and to help optimize fishery management strategies.

Employees at our Warren County Power Station noticed that bats were being drawn into the large fans that are part of the station’s air-cooled condenser. To protect the bats, the company installed netting beneath the fans. Referred to as the Wildlife Exclusion System, this extensive netting protects bats from flying into the air-cooled condenser. Currently, there are no effective bat deterrent systems or technologies available that can be used on air-cooled condensers due to their sheer size. The design of the Wildlife Exclusion System is the first of its kind in the world to effectively minimize bat mortality without affecting performance. Based on two years of monitoring, the bat mortality at the Warren County Power Station was reduced by 98 percent. Dominion Energy included the Wildlife Exclusion System into the design of plants with similar air-cooled condensers.

As we design and plan projects, we also survey potentially sensitive habitats to better understand and minimize effects on wildlife. For example, at a solar site in Virginia we designed corridors for wildlife to pass between array fields or around the facilities.

## Creating, Protecting and Restoring Habitats

We are proud to cultivate long-standing partnerships with local communities to protect and enhance habitat.

For over 25 years Dominion Energy has partnered with the Elk Foundation to support elk conservation and education in Pennsylvania. We have contributed over \$500,000 to elk habitat enhancement, stewardship and relocation projects, and a state-of-the-art elk conservation education and tourism center.

We continue to work to protect a large freshwater marsh along the western shoreline of the Chesapeake Bay near our Cove Point facility. In addition to routine monitoring and maintenance of the beach and marsh, in 2018 we continued a partnership with local schools and educational groups and planted approximately 1,200 beach grasses to protect this important resource.

This year, biologists from Millstone Power Station collaborated with scientists from the Virginia Institute of Marine Science to publish “Rising Temperatures, Molting Phenology, and Epizootic Shell Disease in the American Lobster” in the November 2018 issue of *The American Naturalist*. The study used Millstone’s 40-year lobster-study tagging data and seawater temperature records to provide important insights into the causes of a recent disease outbreak in southern New England lobsters.

As a result of relicensing the Roanoke Rapids Power Station, dam releases were modified to help maintain river bank stability and eliminate downstream flooding that could have a detrimental impact on tree seedling regeneration in the Roanoke River National Wildlife Refuge.



To protect habitats, we also monitor the health of aquatic species.



## Habitat &amp; Wildlife Protection

## Pollinator Programs

We manage our electric rights-of-way to increase habitat for birds, bees, butterflies and other pollinators. Our Wings at Work program does this by creating and fostering pollinator habitats.

Here's what we have done recently:

- Managed over 43,000 acres of habitat suitable for pollinators;
- Modified our mowing practices to encourage the growth of native plants;
- Worked with landowners along the Atlantic Coast Pipeline to create pollinator sanctuaries; and
- Awarded \$50,000 in grants to seven pollinator projects through the Dominion Energy Charitable Foundation.

After planting a one-acre plot of pollinator species in 2018, the Bath County Pumped Storage Station is protecting wildlife on the remaining 99 acres of property through modified mowing practices. Reduced mowing on a rotational basis creates and fosters pollinator habitat.

The company also pledged to create more than 500 acres of additional habitat by the end of 2020. This includes 60 acres of additional pollinator habitat at its power stations and pilot plots for habitat at solar-farm sites.



## Serving Customers & Communities Overview

Providing essential energy to millions of customers safely, reliably and affordably is a critical part of what we do. We also strive to serve the common good in other ways — by engaging with our stakeholders so we can better understand their perspectives, by strengthening the communities in which we work and by supporting worthy causes through our charitable and volunteer programs.



### SAFETY



Every business unit has a comprehensive set of safety programs specific to its operations.

Safety is paramount among the company's core values.

**#1**

best year in safety

**50%**

reduction in injury rate in the past decade

### ENERGY RELIABILITY & AFFORDABILITY



We have a strong reliability record, and are transforming our electric grid and gas pipeline systems to improve our performance even further.

Dominion Energy helps customers improve their own energy efficiency and provides assistance programs for those who find themselves in financial difficulty.

**820,000**

families assisted with energy bills since 1982

### ENGAGING COMMUNITIES AND COMMUNITY DEVELOPMENT



We work hard to make our supply chain ever more diverse and inclusive.

In 2018, we enhanced our focus on environmental justice by adopting a formal policy with regard to it.

**\$34.9M**

contributed to social betterment in 2018. We see strengthening our communities as an essential part of doing the right thing.

## Serving Customers & Communities

### Serving Customers & Communities Overview

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At Dominion Energy, we have always believed doing well and doing good are inseparable. Our company provides a livelihood for thousands of employees and their families; delivers vital products and services to millions of customers; and generates financial return for pension funds, endowments and individuals.

Supporting all those stakeholders requires us to remain financially strong. But the common good extends well beyond finances, and we try to do right by people in multiple ways.

## Safety

That begins with safety — the first of our five core values. We insist on maintaining a safe workplace, and on keeping the public safe, too. We have developed rigorous protocols to minimize safety hazards, and we have substantially improved our safety performance. But we will not be satisfied until we reach our goal: zero accidents.



## Energy Reliability & Affordability

Looking out for others also means ensuring that they can get the energy they want, whenever they like. So we have launched a number of initiatives to improve the reliability of our delivery systems. Ensuring that people have access to electricity and natural gas also means keeping those services affordable. Our rates are highly competitive, and we maintain energy-assistance programs for customers who need financial support. We also operate a number of energy-efficiency programs to help customers conserve even more.

## Engaging Communities and Community Development

We also aim to support the communities where we work. So we constantly engage with those who live there, listen to their concerns and learn from their perspectives. We also strive to strengthen communities in other ways — through our Dominion Energy Charitable Foundation, signature educational and cultural programs, and a supplier-diversity initiative that seeks out diverse suppliers to provide the materials and expertise we need to do our business.

All of this flows from our belief that a company stays strong by strengthening others.



## Serving Customers & Communities

### Safety

**We put safety ahead of everything else**, because nothing else can succeed without it. Our relentless focus on safety has produced gratifying improvements in performance, but we are aiming even higher — because even one accident is one too many.

#### WHAT YOU SHOULD KNOW

**Safety is paramount among the company's core values.**

**In the past decade, we have cut our injury rate in half.**

**2018 was our best safety year ever.**

**Every business unit has a comprehensive set of safety programs specific to its operations.**



### Safety / Workplace Safety

#### WHAT YOU SHOULD KNOW

**Our most fundamental workplace goal is to send every employee home safe and sound, every day. That is the only acceptable standard of performance.**

At Dominion Energy, our five core values lead off with safety, because we recognize that no other value can last long without it. We are zealous about maintaining the safety of our operations, our customers and our communities. Our chief and most fundamental workplace goal is to send every employee home safe and sound, every day. That is the only acceptable standard of performance.



**Safety**



**Ethics**



**Excellence**



**Embrace Change**



**One Dominion Energy**

### Management Approach

More than a decade ago, we recognized that our safety performance did not match our expectations. So we launched

## Safety / Workplace Safety

a vigorous effort to instill safety awareness at every level of our organization. That same intense focus continues today, beginning at the very top. Safety plays a prominent role at our annual meetings for shareholders, for example, and our summary annual reports also emphasize the topic. Company meetings start with a safety message, company executives share personal messages about safety with all employees, and our leadership is directly engaged in reinforcing the safety culture.

In short, working safely is how we do business. The company expects employees and contractors to follow safe work practices and accept accountability for their actions. All levels of management and employees work together to foster this safety culture.

That culture is driven by four interdependent components:

- Management commitment and involvement at all levels;
- Employee commitment and involvement;
- Hazard analysis, prevention, and control; and
- Training and education.

Importantly, we expect our contractors to live up to the same standards we demand of our employees — especially in matters related to safety.



## Strategy & Tactics

### Strategy

Our strategy focuses on improving safety performance continually. To do this, the company relies on several basic practices acting in concert. We want to make sure personal accountability for safety remains strong, situational awareness remains high, workplace hazards are minimized, regulatory compliance is achieved, and public safety is never compromised. An active and visible leadership commitment to safety serves as a constant reminder of the important role a strong safety culture plays in the company's overall success.

The core of the safety program rests on a set of corporate policies that create clear expectations for safety excellence. For instance, supervisors and managers are expected to make sure that employees follow proper safety procedures, that hazards are addressed before work begins, that





## Safety / Workplace Safety

employees report workplace injuries, and that only trained, authorized employees are permitted to use or maintain machinery and equipment. Among other things, employees are expected to stop working if conditions are not safe, to report safety issues, and to refrain from horseplay or practical joking. The company's extensive Safety Policy covers everything from asbestos handling to the use of personal space heaters.

Each business group tailors these policies to its specific work activities. We foster strong collaboration and share incident information and best practices — both within the company and outside it, through peer groups such as the Southeastern Electric Exchange and the Edison Electric Institute, the American Gas Association, the Southern Gas Association and the Interstate Natural Gas Association of America.

### Tactics

Safety specialists from across the company meet regularly, and the company maintains standing safety committees that include employee members to highlight and reinforce heightened safety awareness both at work and at home.

When a significant safety incident occurs, we perform root-cause analysis to fully understand and address the factors that contributed to it. That analysis helps us apply effective measures to correct the contributing factors and develop preventive measures.

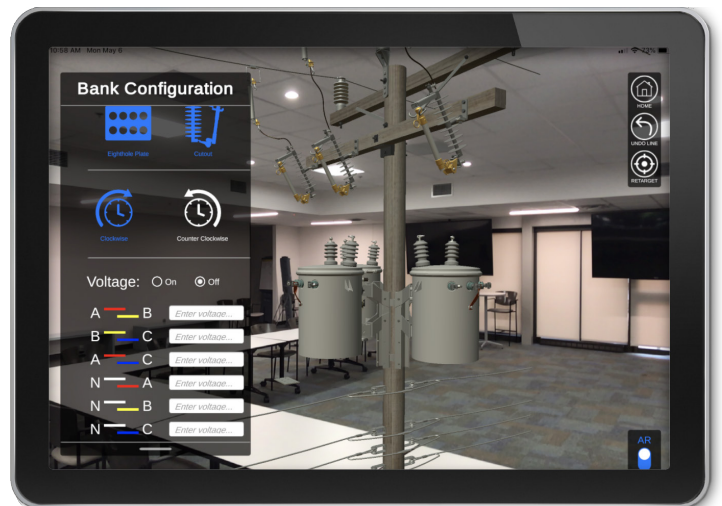
We reinforce safety expectations with employees and contractors through classroom and practical training on safe work practices, the use of personal protective equipment, and by stressing the importance of situational awareness. To make them effective, the lessons are tailored to specific jobs, and the company safety program is guided by the expertise of safety professionals with extensive education and experience.

Here are some of the methods we use to improve safety:

**Augmented Reality.** We use an augmented-reality (AR) application to teach workers the minimum distance they must maintain around equipment at a transmission substation when not wearing personal protective equipment. We use another AR application to train engineers and network linemen all the different cable layouts in underground vaults, so they can learn to build out systems correctly. Both of these



applications allow us to instruct workers about dangerous locations in a safe environment. A third AR program teaches employees how to wire transformers properly — a critical element in protecting the safety of both our co-workers and the general public.



An image generated by an augmented-reality application shows a power line inside a Dominion Energy training facility.

## Safety / Workplace Safety

**Drills.** We drill for a variety of scenarios, from active-shooter situations to severe storms. Building evacuation drills are conducted in accordance with National Fire Protection Association standards. Locations that have on-site fire brigades conduct quarterly drills to ensure the readiness of our brigades and equipment. High-angle rescue drills are conducted for areas where colleagues are working aloft. We also run confined-space rescue drills, first-aid drills, and chemical-response drills at locations with rescue, medical, or chemical-spill response teams.

Our nuclear facilities conduct emergency-response exercises that include the use of offsite services and involve state and federal agencies. As part of the nuclear recertification process, training drills are conducted during various requalification sessions.

**Lone Worker.** To ensure the well-being of employees when they are in the field solo, our gas operations have put in place a variety of safety measures, including personal GPS devices, GPS vehicle tracking, communications improvements such as satellite phones for remote areas, and personal security measures.

**Slip Simulator.** Every year in the United States, hundreds of workers die and tens of thousands miss work because of slips, trips and falls in the workplace. To prevent such misfortunes at Dominion Energy, the company uses a slip simulator to teach employees how to navigate hazardous surfaces. Employees supported by a safety harness learn to walk safely on a tempered-glass surface made slick with soapy water.

In early 2018, our Millstone Power Station noted a trend involving slips. The slip simulator was brought in for five weeks, and employees were either required or strongly encouraged to attend training sessions. Natalie Yonker, an Organizational Effectiveness Manager at Millstone, was one of those who took part. "It has forever changed the way I walk on slippery surfaces," she said some time later. "We have not had any slip near-misses or injuries [since then]."

**Body Optimization.** This voluntary program offers employees the opportunity to receive individualized coaching to reduce the chances of injury and increase their physical performance level. Sports-medicine trainers provide participants with tailored plans to protect them against the physical stresses of their jobs, whether those jobs entail climbing power poles or keyboarding at a computer workstation.

These efforts have produced a strong safety record that has received industry recognition. In May 2018, Dominion Energy Ohio received the American Gas Association's Safety Achievement Award for excellence in employee safety for large local distribution companies. The company has won the award — the natural gas utility trade group's highest employee safety honor — multiple times.

**Human Performance.** The Power Generation business group has improved safety and other metrics through a program called Human Performance, which uses a system of systemic defenses to reduce the likelihood of error. Those include a pre-job briefing in which colleagues identify hazards and error precursors and then discuss techniques to ensure tasks are performed without personal injury or property damage.

## Employee and Contractor Oversight

As our many safety programs indicate, employee safety is a top priority. Dominion Energy also emphasizes the importance of safe work environments by maintaining extensive safety qualifications under Work Zone Traffic Control, OSHA, DMV, and other oversight controls and affiliations. The company also has implemented programs such as job safety assessments, root cause analyses, a quick-information database called The Source, and health and safety training plans to promote employee awareness.



## Serving Customers & Communities

### Safety / Workplace Safety

Through these carefully crafted programs, we are relaying to all team members the central role they play in maintaining injury-free work environments.

The same commitment to safety extends to contractors. Here are a few measures we apply:

- Contractors are approved and tracked on safety statistics.
- Contractors are assigned on-site coordinators to monitor their safety performance.
- Dominion Energy conducts field audits to ensure our contractors meet all safety expectations.
- Contractors, like employees, must report all observed hazards and incidents. We believe the value of reporting and investigating all incidents outweighs simply tracking lost-time injury rates.

### Defensive Driving

Our certified trainers offer eight-hour defensive-driving courses. More than 3,000 employees have completed this

training (as well as DMV escort and CDL training) in the past two years alone.

### Work Methods

The Dominion Energy Electric Safety and Training staff works diligently to review, develop and implement work procedures that are efficient and safe. This includes addressing new technologies, smart-grid advances, and distributed generation such as wind and solar.

Another component of work methods is to evaluate, test and implement new tools and equipment to enhance the safety and efficiency of our specialized work force, such as the lag stick (see below).

We actively participate in industry working groups such as the Edison Electric Institute and the Southeastern Electric Exchange to stay abreast of new regulations, learn about new technologies, tools and equipment and collaborate on best practices used by Dominion Energy and peer companies.

#### HIGHLIGHT

## Saving Thumbs with a Stick

You can bang your hand with a hammer only so many times before it starts to get old.

In 2013, Dominion Energy lineman Tim Sook had had enough. Thick gloves could not adequately protect his fingers and thumbs when he drove lag screws into utility poles.

So — borrowing an idea already in use with heavy staples — he invented a specialized stick that holds lag screws well away from the user's hand, allowing the user to drive them into poles without risk of injury.

With a prototype made by his brother, he presented the idea to the company's innovation team, which filed a patent application.

The patent was awarded, and today the device is sold commercially by Buckingham Manufacturing of Binghamton, New York.

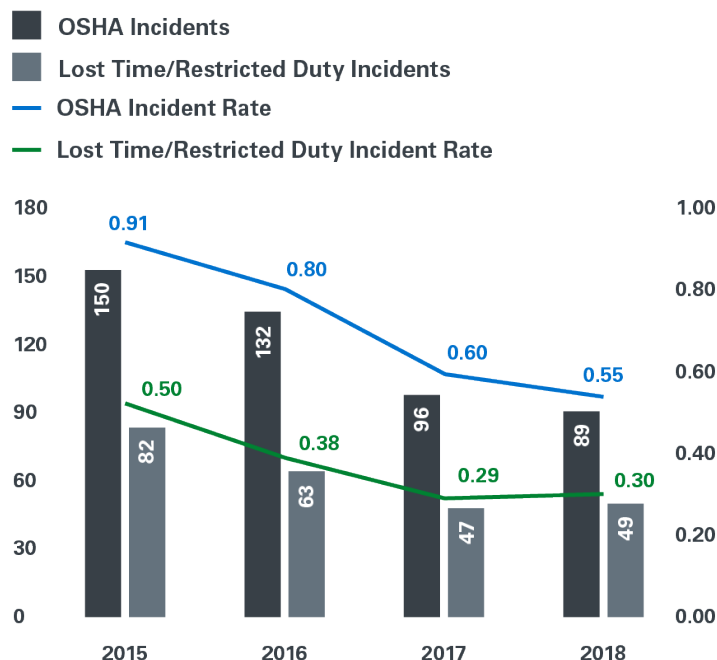


Tim Sook

## Performance

These efforts have paid off. We're proud of our performance and the progress it represents. But we are not satisfied. We won't be until our incident rates read zero across the board. None of us wants to see anybody get hurt on the job, and all of us will keep striving for better until nobody is.

### Dominion Energy Safety Performance 2018



\* Recast to reflect the inclusion of certain incidents of hearing loss that may be work-related and therefore recordable under OSHA regulations Through Dec. 31, 2018

OSHA recordable injury and OSHA recordable Lost Time/Restricted Duty Incident Rates are calculated using the total number of events reported x200,000 divided by the total number of work hours.

#### HIGHLIGHT

### What is "Recordable"?

The federal Occupational Safety and Health Administration considers an injury recordable "if it results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness," or if it "involves a significant injury or illness diagnosed by a physician or other licensed health care professional, even if it does not result in" any of those outcomes. (29 CFR 1904.7)



## Safety / Electric Safety

### WHAT YOU SHOULD KNOW

**Working safely is how we do business. We take extensive precautions to protect our employees, contractors, customers and the public from electrical mishaps.**

### What We Do

Electricity is the most easily controllable form of energy, but that does not make it harmless. We take extensive precautions to protect our employees, contractors, customers and the public from electrical mishaps. Among them:

#### Emergency Action Plans

In 2018, we updated our emergency action plans for our facilities and workplaces to minimize the potential for harm during natural disasters, fires, terrorist threats and other crises. The plans stipulate responsibilities for key leaders, spell out notification and evacuation plans and define other procedures to follow to keep everyone safe.

#### Fencing

We deploy fencing around generation plants, substations and other elements of the transmission and distribution system. Appropriate signage marks all relevant areas in and around our substations and switchyards. We maintain a concerted effort to harden boundaries and implement sophisticated asset monitoring around substation perimeters.

#### Aerial Inspections

Where transmission lines and towers are hard to reach because of terrain or weather events, we use FAA-authorized service providers to inspect them. This program improves safety, shortens the time needed to patrol transmission lines, and reduces the need to use helicopters during inspections. We are also testing the use of unmanned aerial vehicles (UAVs, or drones) to inspect remote distribution lines.



#### Tree Trimming and Right-of-Way Maintenance

Falling trees or branches can bring power lines down with them, and downed power lines present a significant safety hazard. Power outages also can affect the safety of those who rely on powered medical equipment such as home ventilators that help with breathing.

Dominion Energy manages this risk by regularly trimming trees and vegetation around overhead power lines in all our service territories. In keeping with company policy, persons working on power lines to perform tree trimming activities must be certified through company-approved training courses provided by qualified training authorities. Safety specialists at our work sites have the authority to stop work at any time if they believe safety is compromised.

For several years, the Arbor Day Foundation has recognized our company's use of best practices by naming us a Tree Line USA utility.



## Pole Replacement

We inspect utility poles on a 12-year cycle, testing them at the ground level where rot could occur to ensure their structural integrity. During our first cycle, our rejection rate was roughly 8 percent. Today, the rejection rate is lower than 2 percent. In 2018, we inspected 117,000 wood poles to make sure they meet our safety standards. This is a voluntary program.

## Call Before You Dig

Some electric wires run underground. To avoid mishap, we strongly urge members of the public to call the 811 phone number to make sure they do not dig near our electric infrastructure.

# Safety / Natural Gas Safety and Integrity

## WHAT YOU SHOULD KNOW

**Dominion Energy is committed to ensuring the safety and integrity of its natural-gas operations and maintains extensive programs to do so at every stage — from initial production through storage, transmission and distribution to the customer.**

We use a wide array of diagnostic tools, preventive maintenance programs and oversight techniques to identify and mitigate potential issues long before they can become a problem. For example, our West Virginia operations have used one-call ticket data to reduce excavation damage 39 percent since 2014.

## Storage

Dominion Energy's more than 2,300 storage wells and reservoirs are designed to withstand fluctuating pressures associated with the injection and withdrawal of natural gas, season after season. Through regular inspections, we monitor the condition of the lining, or casing, that contains the storage pressure within the wellbores. Company wells contain up to three concentric linings. On many, the innermost casing is surrounded with cement from deep in the wellbore to the surface of the ground, to provide additional leak prevention.



Dominion Energy has been using electronic logging tools to inspect our storage wells since 1973, years before that technique was required by the Pipeline and Hazardous Materials Safety Administration (PHMSA). The process involves lowering a high-resolution electronic device into the well to take electromagnetic readings over its entire length. The readings provide important information regarding the condition of the well — information that is then used to determine what, if any, remedial work will be performed.

## Safety / Natural Gas Safety and Integrity

We perform well casing integrity inspections for internal and external corrosion. Through other regular inspections we verify well status and pressure, and look for signs of atmospheric corrosion, venting gas or leaks. These inspections are complemented by remote monitoring and monitoring of third-party drilling activities in and around our storage pools. And in the unlikely event of a major leak, the company has site-specific Emergency Plans for each storage field.

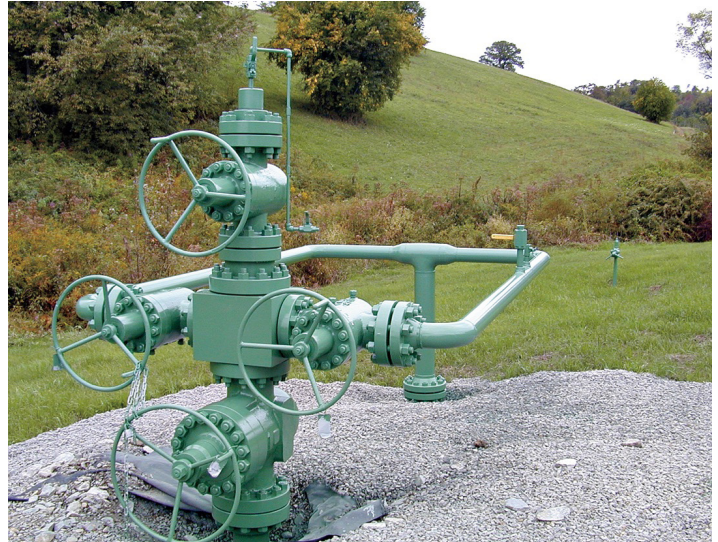
We have completed well casing inspections on more than 80 percent of our storage wells. We plan to expand the program each year, and to complete all inspections within the PHMSA-specified period of three to eight years. We take a variety of factors into account when deciding how often to inspect storage wells. Our documented risk-ranking program takes into account factors such as depth, operating pressure, and location. The program continues to evolve as technology advances, and based on our experience as a major storage operator.

Our integrity management process meets or exceeds the requirements of PHMSA rules regarding underground storage. The formal risk management strategy includes an initial evaluation of risk based on threats and consequences of potential events. Any significant risks are then addressed through the application of specific preventive and mitigation measures. The process includes feedback and validation measures for continual improvement. A capital budget is established each year for necessary repairs and improvements, such as replacing wellheads and casings, to reduce potential risk and keep the system operating efficiently.

In 2018, PHMSA began its first audits of storage facilities in the United States. Its audits of Dominion Energy's program, and several of its storage facilities, produced no significant findings. Several more audits are scheduled for 2019.

## Storage

The company's leadership fosters a culture of integrity management. Our objective is to align with the spirit of the regulation, beyond basic compliance with the code. Dominion Energy supports pipeline integrity activities through written Integrity Management Programs, objective analysis and evaluation, and making performance improvements as necessary to manage risks. We have created a Transmission



Integrity Management Program (TIMP) and a Distribution Integrity Management Program (DIMP) that meet or exceed PHMSA integrity management regulations.

## Transmission Integrity

Our transmission pipeline integrity management program addresses the following components:

1. High-consequence areas;
2. Threat identification and risk assessment;
3. A baseline assessment plan;
4. Remediation and prevention;
5. Performance and quality assurance;
6. Change management; and
7. Communications.

The company inspects and assesses its transmission pipelines in numerous ways — including patrols and around-the-clock monitoring from Gas Control command centers. In addition to regular aerial observation and foot patrols, pipelines also are inspected from the inside with in-line tools that are often called "smart pigs." These devices use computerized sensors capable of detecting and reporting anomalies such as dents and corrosion, enabling us to make appropriate repairs to ensure the integrity of the pipe. They



## Safety / Natural Gas Safety and Integrity

are introduced at specialized launch sites, and move through the pipeline to downstream receiving locations. The data collected by these sensors is then analyzed to determine whether pipeline segments need replacement or repair. Dominion Energy uses smart pigs on more than half of its transmission and storage system — well beyond regulatory requirements.

Dominion Energy continuously monitors the flow of gas using remote sensors, which are placed along the entire length of a pipeline. Remote-controlled safety shutoff valves allow Gas Control operators to stop the flow of gas immediately and isolate individual sections of pipeline if necessary.

To prevent external corrosion, the company operates cathodic protection systems on our underground steel assets. In addition to annual monitoring at key locations, we perform detailed corrosion surveys for an average of 1,000 miles of transmission pipeline each year to confirm that these protection systems are functioning effectively.

We prevent internal corrosion through vigilant monitoring of constituents in the gas stream, evaluating potential impact of impurities, and applying targeted preventive and mitigating measures. The company also examines the internal and external surfaces of our assets whenever operating and maintenance activities provide such opportunities, to validate the effectiveness of our programs.

We have committed to replace 50 miles of bare transmission pipeline by 2020 across the Dominion Energy Transmission, Inc., system. We also have partnered with the industry to improve response times. To support this initiative, Dominion Energy has committed to install an additional 250 remote-controlled or automated valves across the Dominion Energy footprint by 2020.

## Distribution Integrity

Dominion Energy's Distribution Integrity Management Program addresses the following elements:

1. Knowledge of the distribution system;
2. Threat identification;
3. Evaluation and ranking of risk;
4. Identification and implementation of measures to address risks;



A "smart pig" used to inspect the interior of natural gas pipelines.



A gas distribution crew performs pipeline testing.

## Safety / Natural Gas Safety and Integrity

5. Measures of performance, monitoring of results, and evaluating effectiveness;
6. Periodic evaluation and improvement;
7. Reporting results; and
8. Document and record retention.

The company maintains a number of other programs to ensure distribution pipeline safety as well.

These include:

- An enhanced excavation-monitoring program for high-risk excavation sites;
- A damage investigation program to conduct root-cause analysis of damage to pipes;
- An excavator communications and training program to inform the public and excavators about the importance of safe excavation practices;
- An enhanced leak survey program to accelerate leak surveys on higher-pressure distribution lines that are located outside of business districts; and
- A cross-bore verification program to investigate older pipeline projects that were directionally drilled prior to preventive procedures that are in place now.

## Pipeline Safety Management System

In addition to all of the foregoing, Dominion Energy also has implemented a Pipeline Safety Management System (PSMS). This is a voluntary program modeled on similar ones in other industries such as aviation and chemical manufacturing. The PSMS program takes a systematic and measurement-based approach to pipeline safety both across business units and within them, from top executives to field workers. The aim is to identify areas for improvement and share that information widely. This PSMS program is a never-ending journey for continuous safety improvement.

Several years ago, Dominion Energy formed a steering committee to develop and implement the PSMS program and put it into place across Dominion Energy's entire natural gas business. (This program was initiated prior to the acquisition of SCANA, and later will be extended to Dominion Energy's Southeast Energy Group.) The first three elements of the PSMS program moved to the implementation phase in 2018. These three elements — leadership and management commitment, incident investigation and lessons learned, and emergency preparedness and response — have been tied to the company's annual incentive package.



Additional safety assessments for transmission and storage pipelines occur on both a cyclic and as-needed basis. This redundant system of vigilant monitoring enables Dominion Energy to detect and fix any problems in its system long before they present a hazard.



Aerial inspections help maintain pipeline safety in remote areas.



## Public Safety

It is critically important that our customers, contractors and employees know how to take safety precautions around gas infrastructure. Given the widespread nature of our natural gas grid, the general public also plays a key part. Over the past 20 years, third-party damage has been the primary cause of incidents on natural gas pipelines. Dominion Energy conducts public awareness programs to educate landowners near company facilities, to reduce the likelihood of dig-ins or other harm that can cause a release of methane to the atmosphere.

In 2018, our Utah operations enhanced damage prevention by providing personnel to monitor excavation around large distribution lines, leading to a lower damage rate. Our West Virginia operations have used one-call ticket data to reduce excavation damage 39 percent since 2014.

The company has long supported laws requiring use of the 811 “Know what’s below. Call before you dig” one-call system. Anyone planning to do work that disturbs the soil beneath streets, sidewalks, yards, farms or other property is required to call the designated number. Utilities, authorities and others mark their underground facilities before work begins. Excavators can call a state one-call system or the national number: 811. These one-call programs are a valuable component to protect our system and to ensure safe operations.



**Know what's below.  
Call before you dig.**

## Emergency Preparedness

Thanks in part to extensive safety measures, natural gas emergencies occur very rarely. Those that do often result from external factors, such as excavations carried out near underground pipelines without adequate precautions. Because the potential for emergencies still exists, our company has developed rigorous and comprehensive programs and policies to mitigate them.

Dominion Energy maintains and values positive, long-term relationships with fire departments, police departments, and sheriffs’ offices. We conduct annual public-liaison meetings with emergency-response agencies. We have installed remotely operated valves that can be closed when a pipeline leak or rupture occurs on a transmission pipeline. Compressor stations have similar emergency shutdown systems activated through manual controls. Those systems are tested at least annually.

We have developed response plans for a variety of contingencies that could affect pipelines, compressor stations and storage wells. When there is an emergency call related to our distribution infrastructure, our personnel are on-site within one hour at least 98 percent of the time.



Crews check equipment regularly at gas compressor stations to ensure safe and efficient operations.



## Performance

These efforts have produced a strong safety record that has received industry recognition. In 2018, Dominion Energy Ohio received the American Gas Association's Safety Achievement Award for excellence in employee safety for large local distribution companies, recognizing its 2017 performance. The company has won this award — the natural gas utility trade group's highest employee safety honor — multiple times. Dominion Energy operations in Utah and West Virginia, as well as Dominion Energy Questar Pipeline and Dominion Energy Transmission, Inc., also received AGA Industry Leader in Accident Prevention awards for their performance in 2017.

### Safety Achievement Award for Excellence in Employee Safety for Large Local Distribution Companies

AMERICAN GAS ASSOCIATION

## Safety / Nuclear Safety

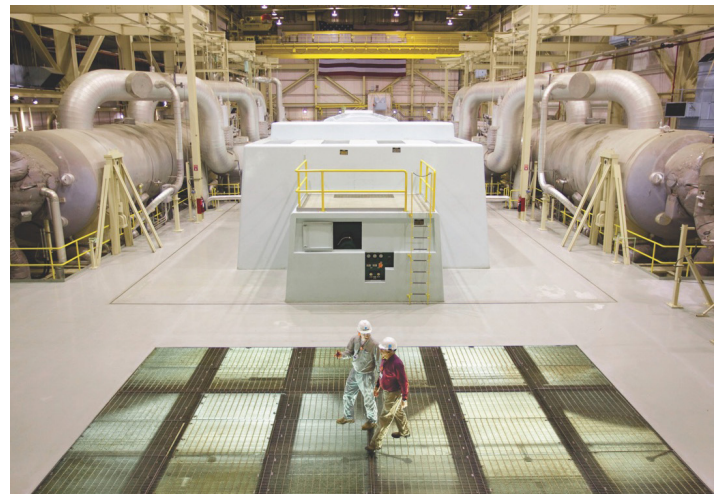
### WHAT YOU SHOULD KNOW

**While nuclear energy is one of the safest electrical production technologies in the world, Dominion Energy uses redundant systems, rigorous protocols and constant training to maintain the highest levels of protection and security.**

Nuclear power stations are designed, built, operated and guarded with multiple, redundant layers of safety and security to ensure that nothing will go wrong — and that in the event of an unlikely mishap, the system will shut down immediately and the consequences will be completely contained.

Dominion Energy's three nuclear stations serve the largest segment of the company's electrical customers. The Millstone, North Anna and Surry Power Stations are the workhorses of the company because they run 24 hours a day, seven days a week over 18-month fuel cycles to provide safe and reliable electricity with virtually no greenhouse gas emissions.

While nuclear energy is one of the safest electrical production technologies in the world, the accident at Japan's Fukushima Daiichi power station in 2011 led to many changes across the nuclear industry. The Nuclear Energy Institute, the Institute of Nuclear Power Operations and the Electric Power Research Institute formed the Fukushima Response Steering Committee to coordinate and oversee industry response



Millstone nuclear power station.

activities. The industry's "Way Forward" strategy constitutes a coordinated approach that integrates all industry parties' response to the Fukushima incident.

The nuclear energy industry's primary and constant goal is to make safe nuclear facilities even safer. Nuclear stations are designed with multiple and redundant safety systems — an approach known as "defense in depth." The various levels of protection are not only redundant, they also are independent of one another. So, if one fails, the others can continue protecting the plant, its workers, and the general public. For example, the systems in place to control reactivity inside

## Safety / Nuclear Safety

the reactor core operate independently of the system that provides cooling water, and of the containment structure — and each of those protections is independent of the other two.

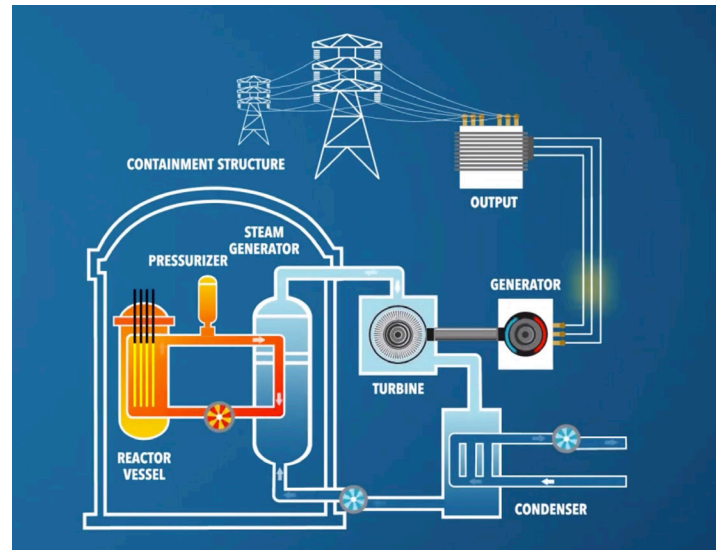
## Inside the Plant

Nuclear stations are built with safety in mind. Here's how that works:

Heat from the fission process is transferred in the reactor coolant system to steam generators, which spin the turbines to generate electricity. That water is then condensed for re-use. A separate water system that pulls from a nearby source — the Long Island Sound for Millstone, Lake Anna for North Anna, and the James River for Surry — condenses the steam back into water, which is then reheated in a continuous steam cycle. The steam-cycle water and the water used to cool and condense it do not mix. Each nuclear unit is designed so that the reactor coolant system continually re-circulates water in a closed loop.

America's nuclear facilities are designed and built to withstand extreme natural forces, from hurricanes to earthquakes, and the added safety margins have paid off. In 2011, a 5.8-magnitude earthquake struck a region of Virginia less than a dozen miles away from Dominion Energy's North Anna Power Station. Both reactors shut down automatically, and emergency equipment safely cooled both reactors, as it was designed to do. The fuel in a nuclear power plant is enriched to a concentration level so low that it cannot explode. In the unlikely event of an accident, the containment building housing the reactor is designed to prevent any radioactive material from escaping into the environment. Incidents like the one at Chernobyl cannot occur in the United States. The Chernobyl plant did not have containment barriers, which are now required throughout the world. The 1986 disaster in the former Soviet Union was the product of a severely flawed reactor design and serious mistakes made by the plant operators, who violated procedures intended to ensure safe operation of the plant.

A severe nuclear power plant emergency, while highly unlikely, would almost certainly not be a sudden event. It probably would take hours or days to develop. In such a situation, if all redundant safety systems failed to maintain the station in a safe condition, Dominion Energy has a separate set of equipment — including portable electric generators, water pumps and hoses — that can be put



in place to keep the station safe. This "FLEX" equipment was installed at every nuclear station in the United States following the Fukushima Daiichi accident in Japan. State and local officials would have ample time, in a coordinated effort with Dominion Energy, to take any actions necessary to protect the public.

## Training and Oversight

Nuclear stations are run by professionals licensed by the U.S. Nuclear Regulatory Commission (NRC). Highly trained, heavily armed security officers protect the facilities from external threats. Employees are thoroughly vetted through background checks, drug and alcohol screening, psychological screening, a review of education records, interviews with former employers and credit-history reviews. The company has a program to ensure employees are fit for duty on the job. At least half of employees are subject to random drug and alcohol testing each year.

The Nuclear Training Department at each site and company management ensure that operators maintain high levels of safety and proficiency. Among other things, station operators participate in Station Emergency Response Organization (SERO) activities. In these exercises, the NRC evaluates our ability to assess an ongoing situation at a nuclear station, classify the situation correctly and respond appropriately, according to standards spelled out in federal regulations.

## Safety / Nuclear Safety

The Training organization also brings to the operators' attention any industry operating experience that might have affected nuclear units at other sites around the nation and the world. Operators are expected to internalize the lessons from these episodes to avoid repeating the same experience. They are accountable to the federal government for the safe operation of each station. They spend 20 percent of their time — the equivalent of one day out of every work week — in classroom and simulator training. In addition, they undergo testing throughout their careers to maintain their qualifications to run the units.

have achieved and maintained this certification since the early 2000s. The VPP promotes effective worksite-based safety and health. In the VPP, management, labor and OSHA establish cooperative relationships at workplaces that have implemented a comprehensive safety and health-management system. VPP approval is OSHA's official recognition of the outstanding efforts of employers and employees who have achieved exemplary occupational safety and health.

## 20%

### TIME SPENT

the equivalent of one day out of every work week — by nuclear operators in classroom and simulator training

The NRC also [evaluates \(https://www.nrc.gov/reading-rm/doc-collections/fact-sheets/oversight.html\)](https://www.nrc.gov/reading-rm/doc-collections/fact-sheets/oversight.html) plant performance on a variety of factors, including emergency preparedness, worker radiation safety, public radiation safety, safety systems, and physical protection. It then reports its findings on a performance matrix for each plant. (To see a recent matrix for Dominion Energy's Surry Power Station, [visit https://www.nrc.gov/reactors/operating/oversight/pi-summary.html](https://www.nrc.gov/reactors/operating/oversight/pi-summary.html).)

Dominion Energy is subject to the oversight not only of the NRC, but also of the Institute of Nuclear Power Operations (INPO), an organization dedicated to the safe, efficient and excellent operation of nuclear stations. While the NRC's sole charge is to ensure that nuclear units are operated safely and provides the public with an ongoing, Web-based assessment of each unit's performance based on a series of safety metrics, INPO's oversight program is geared toward ensuring that employees engaged in nuclear operations are proficient at their work and exemplary in their performance, so that nuclear operating standards are maintained at very high levels of safety and excellence.

Three of Dominion Energy's nuclear sites have achieved OSHA's Voluntary Protection Programs (VPP) star site certification. North Anna, Millstone and Surry Power Stations



Serving Customers & Communities

## Energy Reliability & Affordability

**Our customers depend on the electricity and gas we provide.** If service is interrupted, people suffer. We work hard to make sure our customers can get the services they want, when they want them — and at prices they can afford. To help keep costs down and energy available, we offer a variety of energy-efficiency and financial-assistance options.

### WHAT YOU SHOULD KNOW

**Energy is a basic necessity, so we strive to keep it reliable and affordable.**

**We have a strong reliability record, and are transforming our electric grid and gas pipeline systems to improve our performance even further.**

**Our electricity and gas rates are among the most competitive in the country.**

**Dominion Energy helps customers improve their own energy efficiency and provides assistance programs for those who find themselves in financial difficulty.**



## Always Available

Energy services are not luxuries. Our customers rely on us to provide them with the electricity and gas they need to go about their lives. To make sure we deliver those services without interruption, we invest in the infrastructure necessary to get the job done. We regularly inspect and maintain our equipment (including equipment housed in customer-owned vaults). We pursue programs to get the most out of that hardware, and we deploy robust security measures to protect it against all types of hazards.



## Energy Reliability & Affordability / Electric Reliability

### WHAT YOU SHOULD KNOW

**We are transforming the grid, burying outage-prone lines and improving physical security and resilience to minimize the amount of time customers go without power.**

## Grid Reliability Projects

### Grid Transformation

In July 2018, Dominion Energy proposed a 10-year upgrade program for the electric grid in Virginia, made possible by the Commonwealth's Grid Transformation and Security Act (GTSA). The undertaking would accommodate renewable energy from multiple sources. Among other things:

- We propose to move forward on our plan to deploy 2.1 million smart meters to give customers more control over how and when they use energy.
- We propose to deploy automated control systems and other smart-grid devices. These will speed the restoration of power during outages by quickly identifying and isolating the causes. They also will help protect the grid against cyber and physical attacks.
- New construction and material standards would improve grid resiliency and reduce outages caused by severe storms and other events. Hardening of substations will also improve our ability to keep electricity flowing without interruption.

Virginia's State Corporation Commission approved only a portion of the company's 2018 grid modification filing addressing cyber and physical security and related telecommunications. Dominion Energy filed a revised proposal in 2019.

### Strategic Undergrounding

Using a data-driven process, we continually analyze the performance of tap lines — the overhead wires that go into neighborhoods — over a 10-year period. Those most prone to outages are considered for placement underground. Tap lines typically sustain the most damage during storms and require the highest number of repairs. In addition to reducing outages for those served by the lines converted to underground, our Strategic Undergrounding Program has a



Smart meters like this one can be turned on and off remotely, permitting faster service and reducing service vehicle emissions.

broader advantage: It allows repair crews to move to other outage locations more quickly, thereby restoring power sooner for everyone.

In October 2018, the program placed its thousandth mile of power line — and nearly 3,000 individual tap lines — underground. Over the course of the calendar year, the company placed underground 844 individual tap lines spanning 300 miles, thereby avoiding 412 annual outage events. The process required partnering with customers to obtain more than 6,400 easements. The company plans to place another 3,000 miles underground in the coming years. We expect these measures to reduce the time it takes to restore service for all customers after a major storm by as much as 50 percent.





## Storm Preparation and Training

These highlights don't cover the many other efforts we make to sustain and improve power delivery — from replacing transformers and adding utility poles to installing new switches and sensors.

In 2018, we expanded on another tool in the reliability toolkit: storm preparation and training.

We have an obligation to serve all our customers, which means we have a duty to plan for severe weather. That starts long before the first cloud appears on the horizon, with annual training for everyone who will work on the front lines when a major event happens. The training takes place through both online learning modules and hands-on, face-to-face instruction, and covers topics such as damage-assessment patrolling, coordination with first responders, proper procedures to ensure safety around downed power lines, and the different responsibilities for each role in the company's storm-response system.

We practice and prepare all year long for severe weather. Among other things, we take part in the Southeastern Electric Exchange Mutual Aid Conference and exercises held by state departments of emergency management.

When a major storm approaches, we stage crews and equipment in the field so they can begin work as quickly as possible. In Virginia and North Carolina, our regional operational centers coordinate with the system-wide storm center in Richmond, and coordinate with local emergency management and jurisdictional authorities. We alert the public about the storm's potential and offer advice on how customers can be prepared.

And when severe weather hits, we follow careful and detailed emergency restoration plans. These begin with an initial damage assessment within the first few hours, followed by swift action to restore power to critical public-safety and health facilities first, then residential and commercial customers.

Smart-grid improvements we are proposing as a result of the GTSA should enable us to locate and fix outages even more quickly in the coming years — helping to reduce service interruptions even under the most difficult conditions.



Crews and equipment must be ready to respond at any hour of the day or night.

## Physical Security

### New Infrastructure

As technology, environmental concerns and energy consumption patterns change, our business does, too. Last year we placed into service more than \$900 million of electric transmission assets.

The combination of increasing demand and the retirement of two coal-fired generation units in southeastern Virginia led to the installation of the Skiffes Creek 500-kilovolt transmission



## Energy Reliability & Affordability / Electric Reliability

line, along with a new switching station (a kind of substation) to the south of Williamsburg. Much of the work on that project was carried out in 2018.

We also completed the rebuilding of two 500-kilovolt transmission lines, increasing their capacity by 57 percent and roughly 40 percent, respectively.

We methodically evaluate existing lines and replace them as necessary. In 2018, we replaced 128 miles of transmission lines. In response to increased demand from data centers and other consumers, we also built 74 miles of new line.

## Resiliency and Security

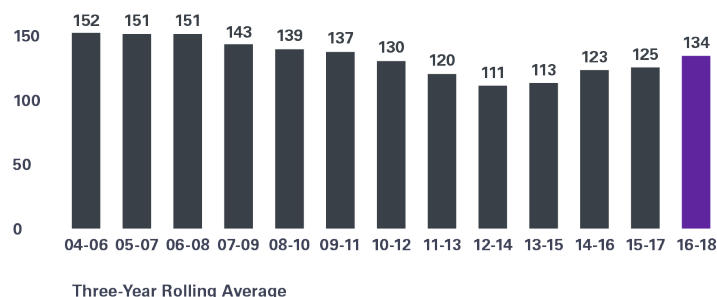
For years, Dominion Energy has used the National Electric Safety Council's (NESC) combined ice and wind loading criteria as the basis for design standards for typical distribution facilities. In order to harden the system even further against extreme weather, the company proposes to design all future construction to meet the stronger of the NESC's heavy loading criteria for combined ice and wind, or the extreme-winds criteria of the American Society of Civil Engineers. This will lead to a stronger, more resilient distribution grid by dictating larger poles and shorter spans between them. Additional standards include establishing a minimum pole class across the system, requiring deeper pole setting or select backfill in areas with poor soil, expanding the use of fiberglass cross-arms and using upgraded insulators.

We also intend to further harden electric substations commensurate with the risks associated with ensuring reliable operations to the customers served by the substation. Additionally, the company maintains a concerted effort to harden boundaries and implement sophisticated asset monitoring around the perimeter of our substations.

## Reliability Performance

### Energy Reliability Performance 2018

Average Number of Minutes Without Power per Customer



## Energy Reliability & Affordability / Natural Gas Reliability

### WHAT YOU SHOULD KNOW

**To improve our strong record of reliability even further, we are investing billions to upgrade and replace our natural gas pipelines. We also maintain around-the-clock monitoring, deploy remote sensors and install remote-controlled shutoff valves to prevent, isolate and repair any deficiencies.**

Dominion Energy's natural gas operations have a strong record of extremely reliable service. In a typical year, they experience no service interruptions at a transmission level and very rare interruptions at a distribution level. We respond to all reported gas emergencies, and are on site within 60 minutes 98 percent of the time.



### Pipeline Maintenance and Replacement

To maintain that level of performance — and even improve it — we have put several programs in place that focus on both pipeline maintenance and pipeline replacement. For a discussion of those programs, see the Natural Gas Safety and Integrity section of this report.

We have spent more than \$1.6 billion so far to replace more than 1,730 miles of transmission and distribution pipe in Ohio, where Dominion Energy Ohio serves approximately 1.3 million customers. In 2018, the company invested \$204 million and replaced approximately 191 miles of aged bare steel, cast iron, wrought iron and copper pipe in our Ohio and West Virginia system.

On March 1, 2016, Dominion Energy West Virginia (DEWV) launched its Pipeline Replacement and Expansion Program (PREP). Through this innovative program, DEWV plans to replace more than 1,000 miles of the company's 3,146-mile distribution pipeline system over a 50-year period. DEWV will upgrade bare-steel, cast-iron, wrought-iron and copper pipelines to either effectively coated steel or plastic pipe. While existing lines are safe, these enhancements will ensure that the company continues to meet applicable regulations. The new pipe will be more durable and resistant to corrosion, which will enable DEWV to ensure safe, reliable service for years to come.



In Utah and Wyoming, all cast iron and bare steel pipe has been replaced. We have spent more than \$.5 billion in our Utah service territory, where we serve more than 1 million customers; in 2018, our Western-state operations in Utah, Wyoming and Idaho spent more than \$96 million to replace aging natural gas infrastructure.

Though the early impetus for these programs was service reliability and pipeline safety, by addressing the less robust components of our distribution infrastructure, Dominion Energy is reducing methane emissions at the same time.



These initiatives support our commitments to reduce methane emission from operations, as more fully described in the Climate Change Mitigation section of this report.

## New Infrastructure

Some parts of the U.S. are reaping the benefits of the natural gas revolution, including ample supply and low prices. Others face severe supply constraints because of inadequate infrastructure. The pipelines currently serving the mid-Atlantic and some parts of the Southeast are unable to keep up with demand. For that reason, natural gas prices in Virginia are among the highest in the nation, and service is being cut off on the coldest winter days. Tellingly, new industry is being turned away because the pipeline network is too constrained. To help remedy this imbalance we are working to complete the Atlantic Coast Pipeline, which will deliver new supplies of natural gas that are critically needed to achieve a low-carbon future.



Cove Point LNG facility in Maryland.

## Automation and Controls

To maintain the safety and reliability of its gas delivery operations, the company inspects and assesses its transmission pipelines in numerous ways — including patrols and around-the-clock monitoring from Gas Control command centers. In addition to regular aerial observation and foot patrols, pipelines also are inspected from the inside with in-line tools that are often called “smart pigs.” These devices use computerized sensors capable of detecting and reporting anomalies such as dents and corrosion, enabling us to make appropriate repairs to ensure the integrity of the pipe. They are introduced at specialized launch sites, and move through the pipeline to downstream receiving locations. The data collected by these sensors is then analyzed to determine whether pipeline segments need replacement or repair. Dominion Energy uses smart pigs on more than half of its transmission and storage system — well beyond regulatory requirements.

Dominion Energy continuously monitors the flow of gas using remote sensors, which are placed along the entire length of a pipeline. Remote-controlled safety shutoff valves allow Gas Control operators to stop the flow of gas immediately and isolate individual sections of pipeline if necessary.

## Resiliency

With the need for continued reliability in one of the fastest-growing states in the country, Dominion Energy Utah analyzed options the company could pursue to ensure supply dependability and avoid disruptions. We concluded that the best available long-term solution would be construction of a liquefied natural gas facility. Dominion Energy is working with regulators to obtain approval for this option.



## Energy Reliability & Affordability / Energy Affordability

### WHAT YOU SHOULD KNOW

**Our rates remain highly competitive, and our active role in economic development fosters prosperity overall. To help our customers manage costs further we offer a variety of energy-efficiency programs, and for those who face financial difficulty, we offer assistance programs to help them get back on their feet.**



Keeping energy affordable matters just as much as keeping it reliable. To do that, Dominion Energy pursues a three-part strategy: making smart investments, maximizing the efficiency of our operations, and offering generous assistance programs. In addition, the company's economic-development efforts, whose primary objective lies elsewhere, also make energy more affordable by raising living standards.

### Reasonable Rates

We work hard to make our operations as efficient as possible. Such efforts, along with sound management in general — Dominion Energy has been named to the Management Top 250 by *The Wall Street Journal* — have helped keep our rates low. For example, in terms of both residential and industrial rates, Dominion Energy Virginia continues to be one of the most affordable providers of electricity in the country.



Dominion Energy has maintained low energy rates for many years, and has actually improved on them over time. In July 2008, Dominion Energy Virginia's typical residential bill was \$107.20 per month. As of November 2018, the typical monthly bill was \$114.42. Over the course of 10 years, the typical monthly bill for a Dominion Energy Virginia customer has increased just 6.7 percent. That represents an annual average increase of less than 0.7 percent, which is much lower than the rate of inflation.

The same trend holds true for industrial rates. In July 2008, Dominion Energy Virginia's average industrial rate was 6.2 cents/kWh. It is now 5.9 cents/kWh. The average rate has dropped by about 5 percent over the decade. Comparatively, the Bureau of Labor Statistics' consumer price index shows prices have risen 15 percent from 2008 to 2018.



## Dominion Energy VA Residential Rates Comparison 2018



9.7% below the Virginia statewide average

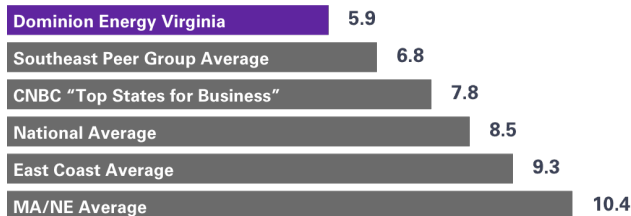
11.7% below the D.C. Regional average

18.7% below the national average

24.4% below the East Coast average

31.6% below the Mid-Atlantic/Northeastern States average

## Dominion Energy VA Industrial Rates Comparison 2018



13.2% below the Southeast Peer Group average

24.4% below the CNBC "Top 10 States for Business 2018" average

30.6% below the National average

36.6% below the East Coast average

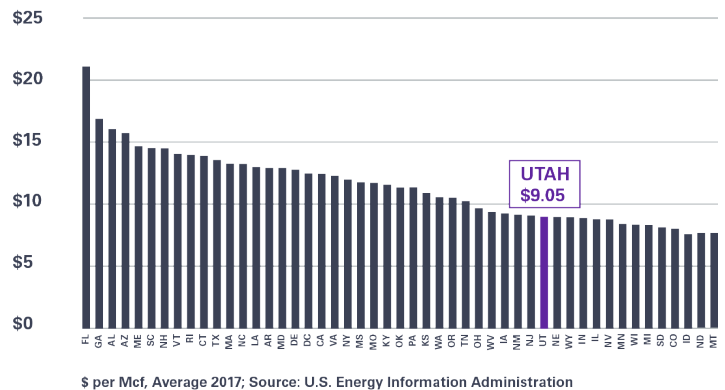
43.3% below the Mid-Atlantic/Northeastern States average

Rate comparison charts from [Dominion Energy Economic Development Report](https://www.dominionenergy.com/library/domcom/media/about-us/electric-projects/grid-transformation/2018-economic-development-report.pdf?la=en) (<https://www.dominionenergy.com/library/domcom/media/about-us/electric-projects/grid-transformation/2018-economic-development-report.pdf?la=en>), December 1, 2018

The 2018 Grid Transformation and Security Act will improve electric affordability even further. The act returns \$200 million in bill credits to customers, and \$125 million in annual rate cuts due to tax relief. The 2.1 million smart meters slated for installation in homes and businesses, in conjunction with a new customer-information platform, will give Dominion Energy Virginia customers more information and the new customer information platform will provide tools to better manage their energy use and bills.

The natural gas side of our business has achieved similar excellent results. Dominion Energy Utah currently has the 14th-lowest rates out of the 48 contiguous states, and our operations in Ohio and West Virginia follow closely behind:

## Dominion Energy's residential rates are among the lowest in the continental U.S.



“Dominion’s team helped bring to fruition more than \$2.7 billion in corporate facility investments supporting 3,615 new jobs.”

— *Site Selection Magazine*

## Economic Development

Affordability depends on two variables: the price of a good or service, and the financial resources of the purchaser. In addition to all that Dominion Energy does to keep its rates reasonable, the company also plays an active role in economic development, which raises overall living standards. Higher living standards improve the purchasing power of our customers. And this makes all goods and services — not just energy — more affordable for the communities that we serve.

Dominion Energy Virginia’s low rates not only benefit our customers directly, they also provide Virginia with a competitive advantage in attracting new business to the Commonwealth. So does our company’s dedicated economic-development team, which has grown from three people to five. As *Site Selection* magazine put it in 2015, “Dominion’s team helped bring to fruition more than \$2.7 billion in corporate facility investments supporting 3,615 new jobs” during the preceding year. That record ensured our company a place on the magazine’s “Top Utilities.”

Our infrastructure investments — whether in support of electric utility service or the natural gas grid — also contribute to overall prosperity. As Dennis Martire, Vice President and Mid-Atlantic Regional Manager for the Laborers International Union of North America, put it with regard to the Atlantic Coast Pipeline, “This is the biggest job-creating project we’ve seen in our region for many decades. This is a once-in-a-generation opportunity to rebuild our region’s infrastructure and bring back the middle-class jobs that have disappeared from so many of our communities.” Steve White, Director of Affiliated Construction Trades, agreed: “Hundreds of local construction workers will benefit from the good-paying jobs and benefits.”



The ACP’s benefits extend beyond jobs. A study by ICF International found that operation of the pipeline would save Virginia electric customers alone an average of \$236 million annually from 2019 to 2038, and \$7 million annually for natural-gas customers during the same period. By providing a reliable and steady supply of energy to shortage-affected areas of Hampton Roads, the ACP will help attract major industrial projects, thereby increasing demand for labor — and raising average wages — even more.

Analyses of other Dominion Energy assets have produced similar results. A 2017 study by the Nuclear Energy Institute of our Millstone Power Station in New London, Connecticut, found that “Millstone generates \$2.6 billion in annual



## Energy Reliability & Affordability / Energy Affordability

economic output for all of New England. This includes almost \$1.3 billion for Connecticut and more than \$1.3 billion for the other states in New England.” The study estimated that Millstone supports more than 12,000 jobs, “both through its operations and through lower electricity prices,” and that the plant contributes roughly \$40 million in state and local taxes.

Another independent report, by Analysis Group, an economic and financial consultancy, estimated that Millstone’s continued operation “saves the average Connecticut residential electricity customer over \$500 through 2030.” A third report, by Chmura Economics & Analytics, concluded that Millstone “is responsible for approximately \$1.55 billion in annual economic impact in the state of Connecticut, supporting approximately 3,974 jobs annually in the state.”

The natural gas distribution system in the southern part of Utah serves one of the fastest-growing counties in the nation. The current infrastructure will need to be enhanced to meet the resultant additional demand. To that end, the company has determined it will need to construct a 6.3-mile, 12-inch pipeline through the north end of Salt Lake City. It also will need to build a 24-mile, 20-inch pipeline reinforcement between a gate station and a high-pressure regulator station in St. George. We plan to begin construction in 2020. The projects will contribute to the region’s economic growth and overall prosperity. Likewise, we intend to use any excess capacity to serve remote communities, which will provide substantial support for economic development in those areas.

Dominion Energy Ohio’s pipeline infrastructure provides a critical link in the transportation and delivery of shale production, which spurs economic growth. The access to abundant natural gas supplies also benefits our residential customers in Ohio, who currently have the lowest rates in the state. Additionally, natural gas power generation continues to grow, with nearly 2,400 megawatts fueled by natural gas delivered by our Ohio pipelines. Our Ohio and West Virginia systems have invested more than \$1.4 billion to replace more than 1,600 miles of pipe, maintaining this critical infrastructure for customers while providing construction jobs across both states.

## Assistance Programs

Unfortunately, low utility rates and a strong economy are not always enough to compensate for the curveballs that life can throw at our customers. For those hit by sudden financial



hardship, we offer a variety of energy-assistance programs to see them through until they can get back on their feet. For example, Dominion Energy West Virginia partnered with Dollar Energy through the local Salvation Army and with the West Virginia Office of Economic Opportunity weatherization program, contributing more than \$125,000 to assist income-eligible customers. Through an array of larger programs, Dominion Energy operating companies provide substantial support to the communities that we serve.



## HIGHLIGHT

# There When You Need Us

Through the Grid Transformation and Security Act, EnergyShare continues to expand to meet the needs of its customers. A special Hardship Fund was established in July 2018 to help pay electric heating or cooling bills of Dominion Energy customers facing extreme circumstances.

Ms. T endured constant high electric bills stemming from the lack of needed home repairs. She also was dealing with her own multiple illnesses, a disabled adult child and only a hot plate to cook their meals. With her limited income from Social Security, numerous obligations and a mound of pride, Ms. T felt overwhelmed — until she learned about EnergyShare.

Through EnergyShare, Ms. T received home weatherization help, and her entire electric account balance was cleared. With the financial assistance and home repairs, today she is back on her feet.

## EnergyShare

EnergyShare began in 1982 to help those in need pay their electricity and natural-gas heating bills. Since then, the program has helped more than 820,000 families and individuals and weatherized 22,000 homes. Today, more than 100 employees work as energy-efficiency trainers to speak at schools, professional organizations, and other community venues. It became a year-round program in 2008 when it began paying summer electricity bills as well.

Virginia law expanded EnergyShare in 2015, and the Commonwealth's 2018 Grid Transformation and Security Act expanded it further. Dominion Energy Virginia has committed \$130 million from 2018 to 2028 to help customers in need. For the first time, financial energy assistance and energy efficiency upgrades such as LED lights, attic insulation, and efficient shower heads and faucet aerators have been linked, creating sustainable relief on customers' energy bills. The additional funding also has enabled programs specifically aimed at helping the elderly, military veterans and persons living with disabilities.

In 2018, EnergyShare contributed \$12 million in assistance and helped more than 29,000 households in Virginia, Ohio and North Carolina. In its 36 years, the program's cumulative donations have reached \$116 million.



In Ohio, EnergyShare offers gas assistance to help customers with their heating bills once government assistance has run out. Ohio EnergyShare partners with the Salvation Army to review requests and determine eligibility. If the request is approved, the energy supplier bill is paid directly, at no cost to the customer.

Ohio's EnergyShare has raised nearly \$7.2 million, helping about 79,000 people in its first 17 years. During the 2017-18 heating season, nearly 4,000 people in 1,651 households received a total \$373,000 in EnergyShare assistance.

## ThermWise

ThermWise is an energy-efficiency program in our Western-state operations which reminds customers that “If you conserve, you can save.” ThermWise provides customers visits by experts to design in-home energy conservation plans. Customers who need them receive, free of charge, energy-saving tools such as household pipe insulation and low-flow shower heads. ThermWise provides cash rebates to customers who install energy-efficient appliances or make weatherization improvements such as insulation, new windows and duct sealing.

The program has conducted more than 2,200 weatherization inspections and provided more than 27,000 home energy plans. In 2017, ThermWise granted more than \$22 million in incentives for installation of high-efficiency natural-gas equipment and home improvements, saving nearly 900,000 dekatherms (Dth) — the equivalent of annual natural gas consumption by roughly 11,000 residential homes.

ThermWise provides funds for extensive home retrofits and furnace and duct replacements for low-income customers in Utah and Idaho. These funds, administered by the states’ low-income assistance agencies, have totaled more than \$5 million in the 12-year history of the program. As of the end of 2017, cumulative natural gas savings from ThermWise total 6.7 million Dth — equivalent to the annual consumption of roughly 84,000 residential homes. A total of \$212 million in incentives has been paid to Dominion Energy customers.

More than 70,000 customers participated in the ThermWise programs in 2018 and achieved natural gas savings of greater than 950,000 Dth. Over \$23 million was spent for energy efficiency programs. The natural gas savings were equivalent to more than 50,000 tons of CO<sub>2</sub> avoided in 2018.

## Home Performance with EnergyStar

In Ohio, Home Performance with Energy Star (HPwES) provides home assessments that include diagnostic and safety testing, the installation of free energy-efficiency products such as high-efficiency shower heads and pipe wrap, and rebates worth up to \$1,250 for additional energy-saving home improvements such as insulation, duct sealing, and natural gas furnaces and water heaters. The cost to the customers is \$50 plus an additional \$50 if they opt to have a Nest Thermostat installed.

**Dominion Energy®****ThermWise.com**

In 2018, HPwES outlays to help customers topped \$3.1 million. The program arranged for 4,372 assessments, and 2,785 rebates worth more than \$1 million. In addition, at the beginning of 2018 we added a new, higher rebate for high-efficiency furnaces. From 2016 through 2018, HPwES performed nearly 9,000 assessments and provided rebates of more than \$1.9 million.



## Housewarming

Dominion Energy Ohio’s Housewarming Program, which offers help to low-income customers, has a \$6.5 million annual budget. Through a third-party vendor, the Housewarming Program provides health and safety inspections on furnaces, boilers, space heaters, hot water tanks, stoves and other appliances. Home improvements, including weatherization, follow. The average cost to weatherize a home is approximately \$4,000; however, there is no cost to the customer. The third-party vendor accesses multiple assistance programs available to the customer to ensure that all recommended improvements can be made.

## Energy Reliability & Affordability / Energy Affordability

In 2018, the Housewarming Program made 1,547 home assessments and spent more than \$5.8 million helping customers. Since 2015, Housewarming has weatherized more than 7,000 residences at a total cost of \$28.6 million.

We are determined to build on the momentum of these well-established programs to help our customers reduce their own environmental impacts. We have begun installing smart thermostats in low-income homes. We have partnered with Habitat for Humanity to build net-zero homes using natural gas. The company also has committed to increase the customer savings realized through energy efficiency programs by 5 percent from 2018 to 2019, and plans to increase the annual savings that its customers achieve from energy efficiency endeavors by 50 percent by 2025 (against a 2017 baseline).



## Affordability: Outside Factors

While Dominion Energy takes appropriate measures to keep energy costs down for our customers, some major industry-wide influences have become significant factors in the affordability equation, and lie beyond our control.

We already alluded to one component: the household incomes of our customers, who reside in 18 states from one end of the country to the other. Such geographic diversity leads to markedly different financial conditions. Even within a single state, economic factors — the unemployment rate, prevailing wages, housing costs, taxation levels, and so on — can vary widely by region. The price per kilowatt-hour of electricity, or cubic foot of natural gas, that one customer finds easily affordable might seem daunting to another.

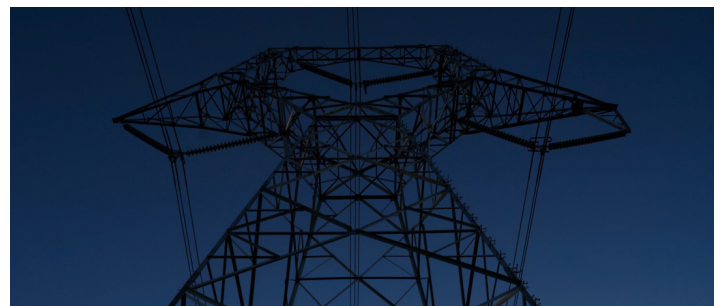
Other economic developments can affect our company's side of the equation. For instance:

- Tariffs that drive up the price of raw materials or intermediate components (such as steel or solar panels) can make building and operating energy infrastructure more expensive.
- Fuel cost fluctuations can have a direct effect on energy prices.
- Market demand — driven by changes in the weather, consumer preferences, and other variables — can push prices up or down.
- Innovation (e.g., the advent of directional drilling and

hydraulic fracturing) can reshape the energy market.

- State lawmakers and public utility regulators influence, and often prescribe, utility rates.
- National climate policy (or lack thereof) can steer regulation of, and decisions about, carbon and other emissions.
- Changes in tax policy, and the cost of regulatory compliance, also increase or decrease the aggregate cost of doing business.
- Geopolitics can have profound effects on global energy markets.

With so many factors beyond our control, Dominion Energy's leadership finds it prudent to diversify the company's operations. For decades, we have pursued an "all of the above" strategy to ensure the sustainability of service to the communities that depend on us for reliable, affordable energy. That strategy continues to serve well. A diversified business, with a diverse generation mix, can more easily absorb — and cushion customers against — external developments that might otherwise force our costs up sharply.





## Serving Customers & Communities

# Engaging Communities

**Engagement is a two-way street.** For Dominion Energy, that means not only being transparent about our actions, but also actively listening to what others think. So we seek out dialogue with our customers, investors and other stakeholders and invite them to share their input.

### WHAT YOU SHOULD KNOW

We listen to our stakeholders and consider their perspectives in our decisions.

In 2018, we enhanced our focus on Environmental Justice by adopting a formal policy with regard to it.

We work directly with Native American tribes whenever our activities intersect with their interests.



## Fostering Dialogue

We work hard to limit impacts on the environment, landowners and communities. To make sure we better understand our stakeholders' perspectives, we hold public meetings with the communities in which we operate, reach out to a wide range of groups, and are implementing new processes that will help us coordinate with those whose voices are not always heard.

## Engaging Communities / Strategy and Process

### WHAT YOU SHOULD KNOW

We pursue engagement by hosting town halls and other community events, convening stakeholder conferences, conducting surveys and meeting face-to-face with a broad array of outside interests, from local-government officials to industry watchdogs.





## Active Listening

Engagement is a two-way street. For Dominion Energy, that means not only being transparent about our actions, but also actively listening to what others think.

We pay attention to a wide array of perspectives from thought leaders, community groups, advocacy organizations, public-opinion surveys and customer feedback.

In 2018, nearly 300 people attended 27 public events related to a variety of electric transmission projects. Our Millstone Power Station hosted its annual stakeholder event, to which we invite neighbors, elected officials, regulators, business leaders, nonprofits and others. In Southwest Virginia, we continued a region-wide engagement effort related to pumped storage that began in 2017 and featured public

open houses, meetings with property owners, discussions with local elected officials and other events. Eleven open houses and 15 community meetings associated with our gas operations' projects also were held; the majority were associated with the ACP. In New York, community meetings with residents and officials from the town of Dryden led to a replacement project at the Borger compression station; it will replace two older turbines with new turbines that will generate fewer emissions and help the company achieve its methane-reduction goals. Our philanthropy team had more than 600 meetings with other organizations in 2018 alone.

## Engaging Communities / Case Studies

### WHAT YOU SHOULD KNOW

**At Dominion Energy, actions speak louder. Here are some specific examples of how we have sought the perspectives of different communities and interests.**

## Solar Energy

In November 2018, Dominion Energy produced a [solar-energy report](https://www.dominionenergy.com/library/domcom/media/about-us/electric-projects/grid-transformation/2018-dominion-energy-solar-report.pdf?la=en) (<https://www.dominionenergy.com/library/domcom/media/about-us/electric-projects/grid-transformation/2018-dominion-energy-solar-report.pdf?la=en>) for Virginia's political leadership. To understand what different communities and interests thought about the future of solar energy, we launched a comprehensive stakeholder engagement process. This included a statewide poll of Virginia voters conducted by Public Opinion Strategies; two large public forums conducted by Meridian Institute, a not-for-profit facilitation and mediation firm; multiple smaller meetings focusing on more specific topics, also conducted by Meridian; and an online survey to capture still more insights. Meridian's 20-page summary of its findings appear at the back of our solar-energy report.



An even longer-running effort was the [Solar Pathways Project](https://sites.wp.odu.edu/virginiasolarpathways/) (<https://sites.wp.odu.edu/virginiasolarpathways/>), in which our company teamed up with the Virginia Department of Mines, Minerals and Energy, the City of Virginia Beach, Old Dominion University, Piedmont Environmental Council, the National Renewable Energy Laboratory and others to formulate a utility-administered solar-power strategy for the Commonwealth.

## Coastal Virginia Offshore Wind

As the company began working in earnest on our first offshore wind project, we took care to participate in the public conversation about the issue throughout 2018, through events such as a town hall hosted by the Virginia Chapter of the Sierra Club; a summit with industry, executive, and environmental leaders; a workshop on coastal conservation hosted by Virginia's Department of Environmental Quality; and an inter-agency review sponsored by the Bureau of Ocean Energy Management held at the Virginia State Military Reservation and Camp Pendleton in July.



Photo courtesy of Ørsted.

## Buckingham Compressor Station

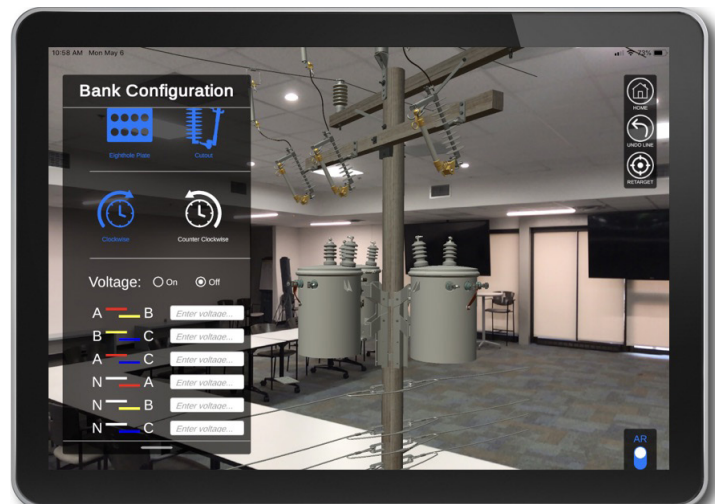
When Dominion Energy proposed locating a compressor station for the Atlantic Coast Pipeline in Buckingham County, Virginia, controversy ensued. But long before outside groups even became aware of the proposal, our company was working with the local community to address its concerns. In 2015, we formed a Community Advisory Group to help develop plans for the compressor. Based on its input, we made several changes to the facility to minimize its impact on the community. For example, we added sound buffers and full-station silencers to minimize noise during normal operations and "blow downs" that occur every five years. We also added landscaping so the facility is not visible from nearby roads and residences.



While such efforts did not erase every objection to the project, they did assuage many concerns. In early January of 2019, Virginia's Air Pollution Control Board voted unanimously to approve the compressor station's permit.

## Augmented Reality

When we need to place power equipment such as platform-based transformers on or near private property, homeowners understandably get nervous. We now have the ability to show them — using iPad cameras and a special augmented-reality app developed by Dominion Energy employees — exactly how their property would look when the work is complete. Using the app, we can collaborate with customers to decide just where the equipment should go. For more about the program, see the Innovation section of this report.



## Engaging Communities / Environmental Justice

### WHAT YOU SHOULD KNOW

**Dominion Energy is committed to ensuring that communities have a meaningful voice in our planning and development processes. To ensure fair treatment and sincere involvement, we take an intentional approach to seeking out and listening to a diversity of views.**

Dominion Energy is committed to hearing, fully considering and responding to the concerns of all stakeholders. This commitment includes ensuring a voice in decisions about siting and operating energy infrastructure is given to all people and communities, regardless of race, color, national origin, or income. Communities should have ready access to accurate information and a meaningful voice in the development process.

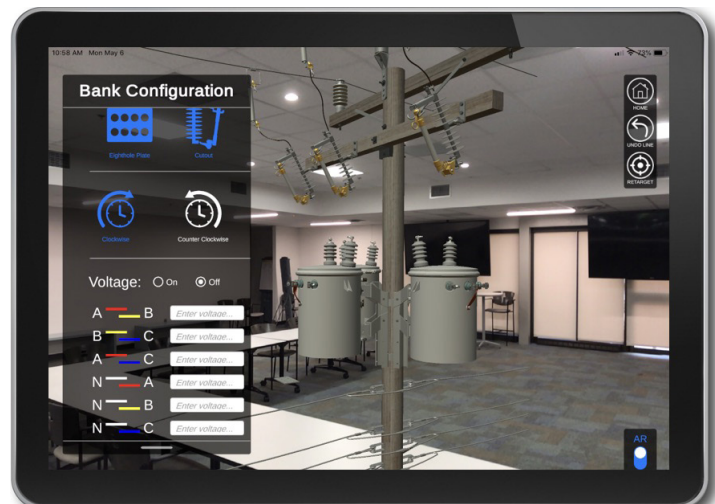


Bath County hydro pumped-storage station.

## What We're Doing

Dominion Energy already embraces the primary components of environmental justice: fair treatment and meaningful involvement. However, these principles require constant evaluation to appropriately address evolving social expectations. Our own expectations for addressing environmental justice are also informed by the expectations of others, and so we enlist outside perspectives to identify gaps in our processes that could unfairly exclude vulnerable persons.

To address public concern about infrastructure projects and their potential effects on certain communities, we are enhancing our focus on environmental justice. This effort is being carried out across the company's business units and services operations and its national footprint.





## Our Ongoing Commitment

In 2018, the company adopted the following Environmental Justice Policy to guide our work in this area:

### ENVIRONMENTAL JUSTICE: ONGOING COMMITMENT TO OUR COMMUNITIES

At Dominion Energy, we are committed to providing reliable, affordable, clean energy in accordance with our values of safety, ethics, excellence, embrace change and team work. This includes listening to and learning all we can from the communities we are privileged to serve.

Our values also recognize that environmental justice considerations must be part of our everyday decisions, community outreach and evaluations as we move forward with projects to modernize the generation and delivery of energy.

To that end, communities should have a meaningful voice in our planning and development process, regardless of race, color, national origin, or income. Our neighbors should



have early and continuing opportunities to work with us. We pledge to undertake collaborative efforts to work to resolve issues. We will advance purposeful inclusion to ensure a diversity of views in our public engagement processes.

Dominion Energy will be guided in meeting environmental justice expectations of fair treatment and sincere involvement by being inclusive, understanding, dedicated to finding solutions, and effectively communicating with our customers and our neighbors. We pledge to be a positive catalyst in our communities.

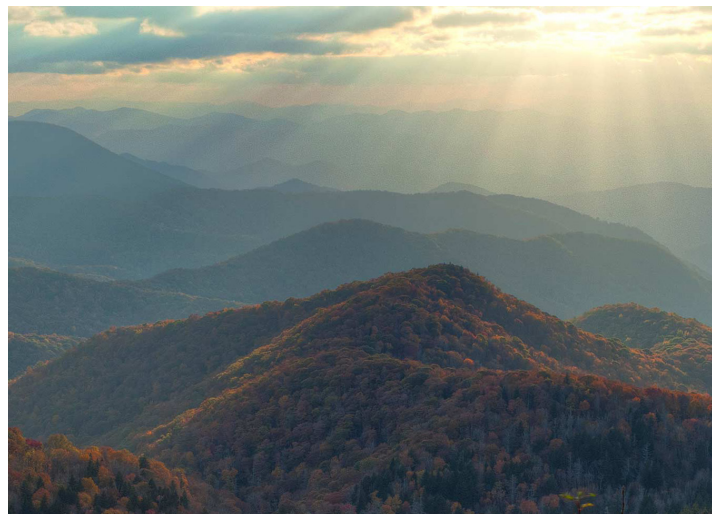
## Engaging Communities / Tribal Engagement

### WHAT YOU SHOULD KNOW

**We will work in good faith with Native American tribes on projects that could affect them, and ensure that they have an equal opportunity to participate in the project development process.**

### Strengthening Relationships

Engagement with Native American tribes on energy infrastructure projects has evolved over the past few years through industry experiences, agency and governmental actions, and our own attentiveness to addressing their unique concerns and questions regarding energy development.





## Engaging Communities / Tribal Engagement

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A variety of different statutes, regulations and policies dictate the legal requirements for formal tribal government-to-government consultation with federally recognized tribes. Dominion Energy will always respect and comply with these well-established procedures. But we will not stop there

In many areas where our company does business, Native American tribes have community, religious and cultural ties that may intersect with company interests. Our aim is to meaningfully engage with tribes — regardless of recognition status — to develop robust and lasting working relationships.

For us, engagement means more than simply listening to what someone has to say. Whenever a project has the potential to affect the rights or resources of a tribal community, Dominion Energy will work directly with them to fully understand their concerns, and determine appropriate measures to avoid or minimize our impacts. We are also working to support Native American vendor and employment opportunities in the communities where we operate.

To ensure a focus on meaningful tribal outreach, the company has a designated advisor role responsible for leading engagement with Native tribes to ensure proactive, consistent efforts across our footprint.



Serving Customers & Communities

## Community Development

**Sustainability is about meeting needs and then fostering the long-term growth** of not just Dominion Energy, but also the communities where we live and serve.

### WHAT YOU SHOULD KNOW

We see strengthening our communities as an essential part of doing the right thing.

In 2018, we contributed nearly \$35 million to social betterment.

Our giving not only helps sustain people and communities, it also helps them grow.

We work hard to make our supply chain ever more diverse and inclusive.



## Community Development / Philosophy and Approach

### WHAT YOU SHOULD KNOW

Our core value of Ethics guides us: Helping others is a basic part of doing the right thing. We use a variety of vehicles to lift people up, including energy-assistance programs, direct grants, matching gifts, event sponsorships, signature programs and employee volunteerism.

Sustainability is about meeting needs and fostering growth — now and in the years to come. Our core business does these things by providing energy for homes and businesses, and the systems that power the U.S. economy. But every community has a host of other worthy endeavors that can benefit from informal networks of caring people who find joy in helping others.



## Our Philosophy

Companies serve the greater good by providing jobs and creating economic growth. But our core value of Ethics inspires us to do even more: Helping others is a basic part of doing the right thing.

Our tradition of putting goodwill into action goes back at least as far as 1918, when employees of Virginia Railway and Power Co. joined forces to package boxes of food and deliver them to families in need during the holidays. Today, our employees and retirees still find satisfaction in giving time and money to the communities where we live and serve, and Dominion Energy makes a point of helping them do so. We know companies do better in communities that are doing well, and our philanthropic efforts help make us stronger.

## Our Approach

In 2018, Dominion Energy — through its bill-pay assistance programs — and the Dominion Energy Charitable Foundation contributed nearly \$35 million to the betterment of people and communities. The Foundation matched more than 5,000 employee donations totaling \$2 million, and employees contributed more than 126,000 hours of their time to help others.

We use a variety of vehicles to lift people up: energy-assistance programs, direct grants, matching gifts, event sponsorships, signature programs and employee volunteerism. We also seek a diverse supplier base, to make sure the benefits of doing business are spread far and wide.

To learn more about our energy-assistance programs, see the section in this report on Energy Affordability.

Every year, we also conduct or contribute to hundreds of programs and events that improve the lives of people and communities. Broadly speaking, such efforts fall into two main categories: those that help to sustain people, communities, and the environment, and those that help to foster growth. We define growth expansively, as anything that helps someone move from one place in life to a better place. The following are a few examples of each.





## Our Efforts

### Sustaining Efforts

Sustaining efforts consist of those that meet basic needs. Our energy-assistance programs are a prime example. Others in 2018 include grants we have made to food pantries, Meals on Wheels, emergency-housing programs, and Mercy Flight, a nonprofit that provides emergency medical transportation.

In 2018, Dominion Energy and its employees helped rebuild a fish nursery in Renovo, Pennsylvania; hosted a summer barbecue for Utah grandparents caring for grandchildren whose parents are unable to; and helped restore Presquile National Wildlife Refuge in Virginia.

### Growth Efforts

Keeping good things going is important, but helping make things better is doubly rewarding. One way we try to do that is by sponsoring or supporting a variety of educational and cultural endeavors, including Project Plant It! and Solar for Students (more on those below). In 2018, we helped the Milton J. Rubenstein Museum of Science & Technology in New York advance its STEM education partnership with the Syracuse City School District, and teamed up with Mystic Aquarium to produce the interactive exhibit, “Discover Long Island Sound.”

In partnership with the Virginia Association of Soil and Water Conservation Districts, we also sponsor Envirothon, a team-based natural resources competition in which Virginia high-school students learn stewardship and management concepts and work to solve real-world environmental problems. Winners of the Virginia statewide competition attend the North American Envirothon.

Our company is especially eager to help veterans. The Dominion Energy Charity Classic, a PGA TOUR Champions playoff tournament, supports veterans-related causes. In 2018, we hosted the seventh annual Potomac Highlights Wounded Warriors Outreach Fly-Fishing Event at the Elk Springs Resort in Pocahontas County, West Virginia. The 14 veterans who participated included three Purple Heart recipients and one Silver Star recipient.



Educational programs such as envirothons are an important part of our community-development efforts.



## Community Development / Philanthropy

### WHAT YOU SHOULD KNOW

The Dominion Energy Charitable Foundation is the philanthropic arm of our company. Its overriding purpose is to improve the physical, social and economic well-being of the communities we serve.

### Dominion Energy Charitable Foundation

The Dominion Energy Charitable Foundation is the philanthropic arm of our company. Its overriding purpose is to improve the physical, social and economic well-being of the communities served by Dominion Energy. The Foundation is a registered 501(c)(3) charity governed by a board of directors consisting of Dominion Energy officers and staff. A corporate group of regional Community Investment Boards advises the Foundation board, assisting with grant proposal reviews and making recommendations.

Here are some of the areas we focus on:

- Human needs grants that support increased food security, housing and shelter, and access to basic medical and health care;
- Environmental stewardship grants to protect natural resources and help non-profit organizations make efficient use of energy;
- Education grants to develop the capacity of the future workforce, especially in STEM and energy fields; and
- Community vitality grants to foster an appreciation of diversity, revitalize neighborhoods and ensure a vibrant community through support of cultural endeavors.

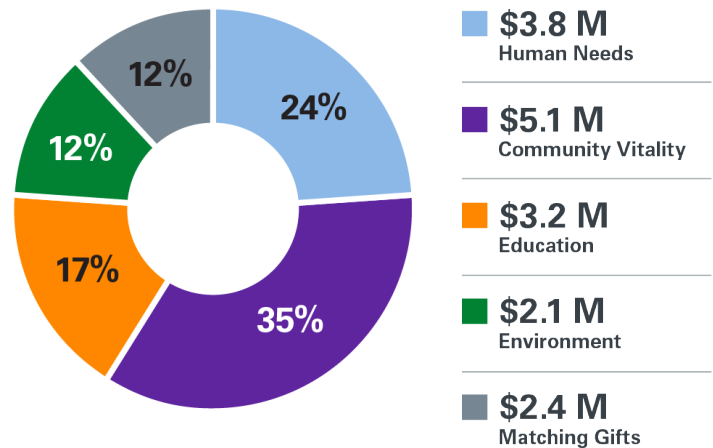
### Matching Funds

The Dominion Energy Charitable Foundation has a dollar-for-dollar funds-matching program to encourage our employees and retirees to support eligible non-profit organizations where they live and work. Employees and retirees can request matching gifts of up to \$5,000 per calendar year.

To encourage community service, any employee or retiree who (a) serves on the board of directors of a qualified

### Dominion Energy Foundation Spending/Giving\* 2018

\* Does not include EnergyShare or ThermWise Funding



Company employees have led backpack drives for disadvantaged children.

recipient organization or who (b) gives at least 50 hours of volunteer service per year to that organization can request a 2-for-1 match of a gift once each calendar year.

## Sponsorships

Last year the company sponsored more than 300 events, which were attended by more than 1.5 million people. These include:

- Dominion Energy Riverrock, the nation's premier outdoor sports and music festival;
- Dominion Energy Garden of Lights, held at the Botanical Garden in Norfolk; and
- The Dominion Energy Charity Classic — the first of three PGA TOUR Champions season-ending playoff events to determine the annual Charles Schwab Cup Champion. The Charity Classic has raised more than \$1.8 million for charity in just three years. In 2018, Dominion Energy announced it would continue to be the event's title sponsor through 2029.

## Signature Programs

In addition to contributing financially to the multitude of existing worthy causes, Dominion Energy also has been moved to launch its own signature programs as well. These include:

### Project Plant It!

An educational program designed by Dominion Energy that distributes tree seedlings to schools and organizations throughout the company's footprint. In 2018, the program reached a milestone when it surpassed half a million seedlings distributed. If all the seedlings are planted and grow to maturity, they would equal roughly 1,250 acres of forest.

### Solar for Students

An educational program designed by Dominion Energy that distributes tree seedlings to schools and organizations throughout the company's footprint. In 2018, the program reached a milestone when it surpassed half a million



Dominion Energy volunteers donated more than 126,000 hours of their time in 2018.



Project Plant It!





seedlings distributed. If all the seedlings are planted and grow to maturity, they would equal roughly 1,250 acres of forest.

## Strong Men & Women in Virginia History

In partnership with the Library of Virginia, Strong Men & Women honors the achievements of African-American trailblazers who helped move Virginia forward. The program includes a student essay contest and provides resources for schools and libraries.

## Community Impact Awards

Made in partnership with *Cleveland Magazine*, these awards recognize nonprofits for their work in economic or social revitalization. Over the past 24 years, \$1.8 million in grants have been distributed through the awards.



## Community Development / Volunteerism

### WHAT YOU SHOULD KNOW

**We urge our employees to give back to their communities, and we provide one day of paid volunteer time off to non-union employees to encourage them to contribute to our annual volunteerism goal.**

Dominion Energy's formal community service program has thrived for more than three decades. Each year, the company sponsors one day of paid volunteer time off for each non-union employee and encourages participation in company-sponsored volunteer events, which contributes to our overall volunteerism goal. Our goal is to exceed 130,000 hours of employee volunteer time in 2019.



In 2018, employees gave more than 126,000 hours to community service projects. The 19th annual employee-led “Energizing Our Communities” environmental effort yielded 30 projects in eight states, engaging 639 volunteers.

#### HIGHLIGHT

## Volunteer Extraordinaire

### Tonya Denis Byrd

If you want to get it done, you get Tonya. It’s that simple.

As the Community Focus Chair for Dominion Energy’s African-American Resource Group, she kicked off a monthly Lunch ‘n Reading Buddy Program with first graders in Norfolk, Virginia.

She hosted the 2nd Annual AARG Youth Leadership Conference to mentor students on resumé writing, personal branding and proper social media use.

She spearheaded a partnership between Dominion Energy and the YMCA to keep young swimmers safe. And she led the 2nd Annual AARG Community Block Party for students in Chesapeake, Virginia.

At the request of Dominion Energy, Tonya has repeatedly served on the planning committee for the United Negro College Fund’s Hampton Roads Mayors’ Masked Ball. As co-chair of the Silent Auction Committee, she assisted in raising over \$100,000 for local college students.

Through her sorority, Alpha Kappa Alpha, Tonya and her sisters donated Halloween costumes to children in shelters in Washington D.C., and started an endowed scholarship for female students at their alma mater, Howard University.

The amazing thing? This is only a partial list of all she did just in 2018.



Tonya Denis Byrd



## Community Development / Supplier Diversity

### WHAT YOU SHOULD KNOW

**No part of the community should be left behind. Dominion Energy's supplier-diversity program seeks to ensure that small, local and diverse businesses can participate in our procurement process. Thanks to such efforts, we have set a new company record for spending with diverse suppliers.**

Being a good partner with our communities also means spending dollars to support the local economy and businesses. As we strive to be more inclusive, we seek out competitive and qualified small, local and diverse businesses to participate in the supply of materials, equipment and services we need to operate. We work with advocacy groups to identify and encourage small, local and diverse businesses to participate in our procurement processes.



### Outreach

The Dominion Energy Supplier Diversity Program uses the following six diversity classifications:

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

In 2018, we began the process of adding two more diversity classifications — one for disabled suppliers and another for LGBTQ suppliers.

We hold matchmaking events that pair local businesses with our own employees to discuss supplier capabilities and upcoming opportunities. In 2018, we attended 36 diversity events across our service territory, and held two diverse-supplier matchmaking events and two luncheons to develop new partnerships and strengthen existing ones. As a result, we expanded our partnerships to include 15 new advocacy organizations.



In 2018, we hosted a gas infrastructure matchmaking event in Bridgeport, West Virginia. Diverse suppliers met with our employees to pitch their services and learn about potential opportunities. We conducted another gas infrastructure diversity fair event in Salt Lake City, Utah, where diverse suppliers networked and learned about doing business with the company. While in Utah, we also hosted a lunch with numerous advocacy organizations, including several chambers of commerce, to foster ongoing relationships. For all of our events, we used our advocacy group relationships to help identify small, local and diverse attendees.

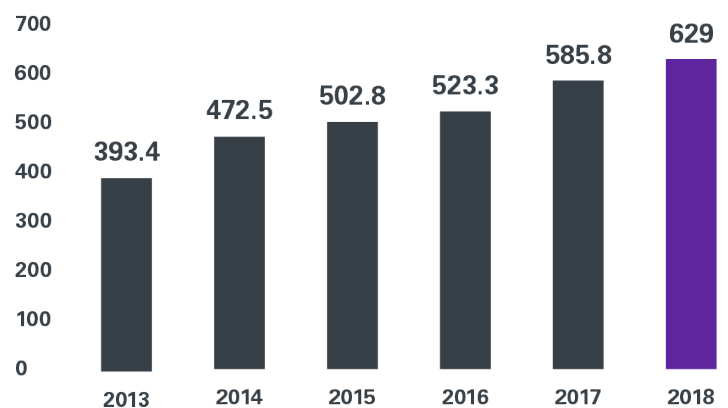
We continue to partner with government agencies, minority business groups and advocacy organizations across our service territory to develop supplier sourcing opportunities that will make our supply chain even more diverse and inclusive.

## Supply Chain Diversity

Our spending with diverse suppliers grew 7.4 percent in 2018 to \$629 million — a new company record. Spending with diverse suppliers accounted for approximately 11.8 percent of total procurement spending. Since 2013, our diverse spending has grown nearly 60 percent and exceeded \$3 billion.

## Dominion Energy Spending on Diverse Suppliers by Year

Millions of Dollars



## Employee Experience

# Employee Experience Overview

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



## ATTRACTING TALENT

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

We have a multi-pronged strategy to make our workforce even more diverse.

We make a special effort to recruit veterans.

**#1**

Best Year in Safety

**50**

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

## DEVELOPING TALENT



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

We have a comprehensive, integrated development program for leaders.

We have increased our reimbursement for education expenses.

**\$5,250–\$7,500**

annual reimbursement for employees participating in our Education Assistance Program

## RETAINING TALENT



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

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

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

**99%**

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

## Employee Experience

### Employee Experience Overview

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## Attracting Talent

A company that hopes to have a successful future needs to attract strong candidates and retain talented employees. The nearly 20,000 Dominion Energy workers (as of August 31, 2019) who provide energy to our customers and communities make up one of our greatest strengths. To ensure that we sustain that excellent workforce, we continue to improve how we attract new talent, develop employees and future leaders and ensure that the work environment is diverse and inclusive.

## Developing Talent

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





## Employee Experience

### Attracting Talent

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

#### WHAT YOU SHOULD KNOW

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

We want our workforce to reflect the communities we serve.

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



### Our Focus

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

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

Our recruitment efforts focus on four key areas:

- **Educational institutions**, including high schools, community colleges and career/technical education, as well as four-year colleges and universities;
- **Military resources**, including armed forces transition offices, veterans representatives, and military-specific events;
- **Talent-pipeline resources** such as the Center for Energy Workforce Development, Troops to Energy Jobs, and community organizations; and



Reflecting the communities we serve is vital to our success.

## Employee Experience

### Employee Experience / Attracting Talent

- **Employment branding** through social media, employee-resource groups, and other grassroots efforts.

In 2018, we launched the Dominion Energy Ambassador Program, which uses members from our Employee Resource Groups and other top performers and leaders to represent the company at recruiting events such as career fairs, panel discussions and information sessions.

## Diversity Recruitment

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

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

Dominion Energy employee diversity snapshot

	% of workforce	% of management
Minorities	19%	13%
Women	22%	17%

From 2013 through 2018, we raised our diverse hiring rate from 27 percent to 42 percent — an increase of 15 percentage points, or slightly more than half. While we value the diversity we currently have, we seek to build on that progress by making our workforce even more representative. For that reason, we are stepping up our recruitment of women, minorities, people with disabilities and other diverse candidates. Here are the main elements of our multi-pronged strategy to do that:

- Hosting recruiting events at locations featuring large numbers of diverse candidates;
- Revising hiring protocols to feature on-the-spot interviews and accelerated job offers at large recruiting events, allowing the company to be even more competitive in securing the best talent;
- Employing a diversity recruiting specialist to inform,



facilitate and execute a diversity sourcing strategy for the company that leverages national, regional and local partnerships with organizations that have access to diverse talent pools;

- Requiring unconscious bias training for all hiring managers;
- Offering up to 50 scholarships worth \$5,000 each to diverse student interns each year; and
- Providing tools for company leaders to monitor progress on our diversity goals.

Early results of our effort to bolster workforce diversity are positive. In the first five months of 2019, 29 percent of total new hires are minorities and 29 percent of total new hires are women. These diverse hiring rates outpace current representation in both categories.

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

## Military Recruitment

We make a special effort to recruit veterans. Dominion Energy has established relationships with state departments of veterans' affairs, military installations, representatives of the National Guard and Reserves and other veteran-service organizations. Since 2012, we have hired more than 100 veterans per year.

As a result, several publications that serve the military — including *GI Jobs* and *Military Times* — repeatedly have recognized our company as one of the nation's leading private employers for veterans. (For more information, see the Awards listings in the About Us section of this report.)

As of December 31, 2018, we employed 1,828 veterans — about 11 percent of our workforce.



## Technical Recruitment

More than half the positions we need to fill do not require college degrees. So we work with career and technical education high schools to create a pipeline for many of those jobs. In 2018, we launched a Teacher Externship pilot program, bringing in three teachers for the summer to learn about our positions and the day-to-day roles of our employees. Our goal for 2019 is to host 10 teachers for similar externships across the company. We also are working with community colleges, and community organizations such as Goodwill, to help develop trained individuals from the communities we serve. The main objective is to ensure that high school students understand they have alternative paths to rewarding careers in the energy industry.



Dominion Energy's 2018 interns from the University of Puerto Rico at Mayaguez.



## Interns

We hire hundreds of students each year to participate in paid internships. In 2018, our intern cohort represented 81 majors at 75 universities in 24 states.

Our internships involve more than a few weeks on the job and a project or two. Over the course of the summer, interns gain practical experience in their chosen field, test classroom theories in real-world settings and develop their professional skills.

The intern program provides a strong pipeline for entry-level professional roles. Historically, more than 70 percent of our interns return for multiple summers, and 75 percent of our seniors receive offers of employment. In 2018, we made full-time offers to 82 interns, or 86 percent of eligible students. Fifty-one percent of those offers went to diverse candidates. Seventy-one interns (89 percent) accepted.



## Intern Cohort



Dominion Energy also seeks opportunities to expand internship programs throughout the company. For example, Dominion Energy Ohio, in partnership with Utility Workers Union of America Local G555, developed an internship specifically for positions that do not require a bachelor's degree. In 2018, our Gas Infrastructure Group also launched an internship program that recruited candidates from areas near the path of the Atlantic Coast Pipeline, with a special focus on diverse students. Eight students from schools such as West Virginia University, Case Western Reserve University, University of Richmond, University of North Carolina and Virginia Tech were hired for the following summer.



## Improving Workspaces

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

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

Construction is underway or completed for a number of buildings that meet LEED design standards: 600 Canal Place in Richmond, Virginia, and the Petersburg, Virginia, District Office are under construction, and construction has been completed for other offices in Virginia, Pennsylvania, and Ohio.



600 Canal Place, Richmond.

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## Employee Experience

### Developing Talent

**Dominion Energy offers employees many opportunities for continuous learning**, including career guidance and tuition assistance. We also have a comprehensive development program for emerging leaders.

#### WHAT YOU SHOULD KNOW

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

**We have a comprehensive, integrated development program for leaders.**

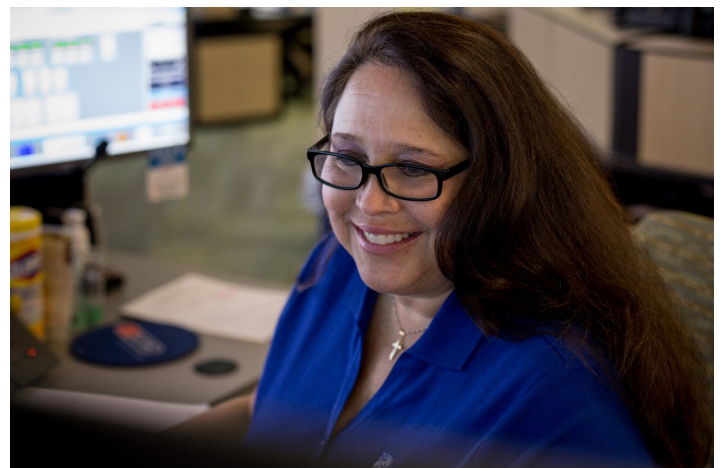
**We have increased our reimbursement for education expenses.**

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

### Investing in People

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

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



## Employee Experience

### Employee Experience / Developing Talent

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

The company has a comprehensive, integrated development program for leaders. An aspiring-leader guide offers those with a desire to rise in the company a self-directed process to establish the foundations for advancement. Our Emerging Leader Program provides employees with the knowledge and foundational skills to assume leadership roles, preparing a bench of future leaders for the transition into first-time leadership. The program consists of a framework of core courses to be integrated into the leadership programs run by the various business units. Our New Leader Bootcamp has been revamped to make it more comprehensive, fast-paced and hands-on so that new leaders are able to acclimate quicker and with a higher success rate in their new roles. Finally, as leaders advance to higher levels in the company, they participate in Developing the Dominion Energy Leader — a multi-month journey focused on even higher levels of learning and exposure to broader Dominion Energy strategies. Outside of the formal program offerings, our leadership-effectiveness team uses a variety of evaluation tools, from behavioral and personality assessments to the Korn Ferry 360-degree survey, to provide consultation and guidance to leaders and business units facing organizational development-related challenges.

All business groups work to identify and develop candidates for positions of leadership, and leadership training by our business units complements company-wide efforts. For example, in 2018 our Power Delivery Group launched a leadership development series for managers, officers and directors. The training provides real-life scenarios and covered topics including the key behaviors of an effective leader, building effective teams, foundational coaching skills and understanding the financial implications of operational decisions.

In 2018, the company also increased the reimbursement amount of our Education Assistance Program — thanks to polling feedback from participating employees. The annual reimbursement for non-union employees has gone up from \$5,250 to \$7,500.



## Offering Guidance

Employees can make use of the Dominion Energy Career Center, which encourages them to take an active role in planning their careers by assessing their skill sets and interests, while informing them about positions in the company for which they are qualified. The Career Center offers career counseling, interview coaching, goal setting, résumé development and more. The company also provides workshops on request, covering topics such as interview preparation, résumé building and personal branding.

In 2018, we updated our performance-review process, putting more emphasis on real-time feedback and the need to look forward.

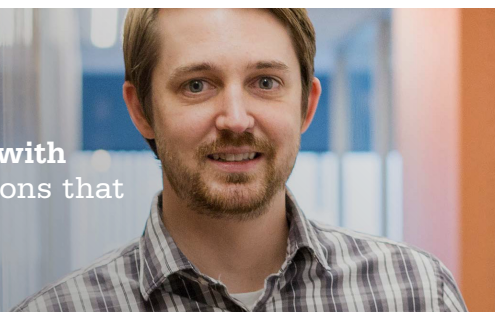




## Employee Experience

### Retaining Talent

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



#### WHAT YOU SHOULD KNOW

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

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

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



### Balanced Approach

Attracting and developing people are two legs of the talent stool. The third is helping them enjoy long and fruitful careers with the company.





## Retaining Talent / Employee Engagement

### WHAT YOU SHOULD KNOW

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

### Seeking Input

In 2018, we conducted the most recent of our biannual, company-wide workforce surveys. Nearly half of all employees participated. We use the results to refine our policies and operations — for example, by making senior leadership available for more face-to-face interaction with front-line personnel.

Among the company's strengths, according to the 2018 survey, are leadership's concern for the safety of workers, employees' understanding of the company's core values, and respect and collaboration among colleagues. Employees also thought the company could do more to promote a culture of innovation and agility.

Thanks to employee feedback and input, we have made improvements such as upgraded meeting-room technology, expanded flex scheduling, and dedicated quiet rooms.



In 2018, partly in response to such employee feedback, we also created a new position: Vice President — Employee Engagement & Development. That person works with our human-resources department and our business units to improve leadership and talent management, enhance career development, strengthen employee engagement and performance, and refine how the company attends to employee concerns.

## Retaining Talent / Employee Health and Wellness

### WHAT YOU SHOULD KNOW

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

### Promoting Wellness

Healthy employees make for a healthy company, so Dominion Energy offers a robust health-benefits package and promotes a culture of wellness through free health screenings, on-site fitness centers at many locations and programs such as "Well On Your Way." We provide employees and their dependents a wide range of wellness offerings and health-management services to encourage preventive care and to support work/life balance.



## Employee Experience

### Retaining Talent / Employee Health and Wellness

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The program provides support for employees with health and work/life issues, including coaching programs offered by StayWell Health Management and The Life Resource Center partner, Beacon Health Options.

The company offers a generous health-care benefits package that includes health, vision and dental coverage. In 2018, we added supplemental voluntary benefits, including critical illness and accident insurance, ID theft protection and home and auto insurance. We also offer employees a telemedicine service that provides access to medical professionals on mobile devices. Employees can chat at any time with board-certified physicians who are qualified to answer questions, make diagnoses, and even prescribe basic medications as permitted by state law. The program includes behavioral health and support for new mothers. Dominion Energy's benefits package includes other health benefits as well — such as free seasonal influenza shots to employees and discounted shots for dependents and contractors.

## Accommodating Families

### Parental Leave

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

### Flexible Work Schedules

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



## Retaining Talent / Diversity and Inclusion

### WHAT YOU SHOULD KNOW

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

### Bringing People Together

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

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

“Our business units spread light and warmth across the country, in the literal sense. Our business culture should spread the light and warmth of inclusion and tolerance. We should promote diversity and respect at every opportunity.”

CEO Tom Farrell



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

These efforts have received national recognition; in August of 2018 *Forbes* magazine listed Dominion Energy among the top 300 companies considered the best places to work for women, as measured by employee voting and the diversity of both “boards [of directors] and executive ranks.” In September of 2018, *Forbes* listed the company among the best 200 companies for diversity. (For more recognition of our diversity efforts, see the Awards listings in the About Us section of this report.)



## Employee Resource Groups

Dominion Energy's ERGs bring together employees with shared backgrounds, interests or perspectives to create a sense of community. In 2018, we had six ERGs for women, African-Americans, Latinos, LGBTQIA employees, veterans and young professionals. Every ERG is open to all employees. The groups focus on community outreach, recruitment, networking, professional development, education, the exchange of ideas and support. They also improve employee engagement and raise awareness of potential barriers to creating a diverse workplace.



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

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

The Executive Diversity Council is a management committee whose members represent each business unit and are appointed by the CEO of Dominion Energy. It designs and oversees the company's diversity and inclusion strategy, and monitors corporate performance against marketplace benchmarks and best practices.

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



## Retaining Talent / Labor Relations

### WHAT YOU SHOULD KNOW

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

### Bargaining Fairly

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

Nearly one-third of our employees are union members, and we are committed to building and maintaining relationships with the local unions in eight states that represent them. In 2018, the company bargained collectively and in good faith with the following locals in accordance with the National Labor Relations Act:

- International Brotherhood of Electrical Workers — Local Union 50
- Utility Workers Union of America (Gas Workers Union), Local G-555, AFL-CIO
- Utility Workers Union of America (United Gas Workers Union), Local 69, AFL-CIO

