



Dominion®

2014 – 2015
**Citizenship &
Sustainability
Report**



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ABOUT US

We strive for sustainable solutions that will bring about a secure, clean and efficient energy future for our customers and communities.

Chairman's Message

On behalf of the employees of Dominion, I am pleased to share with you our 2014-2015 Citizenship & Sustainability Report.

This CSR provides detailed narratives and performance metrics to help our stakeholders understand who we are, what we believe and how we have performed in such areas as safety, customer service, community outreach and carbon intensity.

Our company's commitment to operate responsibly is rooted in Dominion's four core values – safety, ethical behavior, excellence and teamwork. These four guiding principles help focus our efforts to address the company's leading sustainability challenge: meeting our customers' growing energy needs while managing and minimizing the environmental impacts of energy production, transportation and storage.

Some of the highlights of our 2014 economic, social and environmental performance include the following:

- We contributed more than \$18 million in [charitable donations](#) to about 1,300 nonprofit organizations in the regions we serve, and Dominion employees contributed more than 100,000 hours of [volunteer service](#) to their communities – building bonds and being good neighbors in countless ways.
- We continued to move forward with the largest electric and natural gas [infrastructure build-out](#) in company history – a multi-year, \$19 billion investment that will serve our customers for decades – creating jobs, tax revenues and economic opportunities for local communities.
- We placed into service more than 200 megawatts of solar energy in California and Tennessee. Solar power is the fastest growing renewable energy source in our [generating portfolio](#). We expect to bring an additional 200 megawatts of long-term contracted solar capacity online in 2015, with plans to develop up to 400 megawatts of utility solar generation in Virginia by 2020 – enough power to supply 100,000 households.
- Total shareholder return, including dividends paid, increased by 23 percent, well above either the Dow Jones Industrial Average or the S&P 500 Index.



“Our company’s commitment to operate responsibly is rooted in Dominion’s four core values – safety, ethical behavior, excellence and teamwork.”

– Tom Farrell, Chairman and CEO

Chairman's Message

- We hired 111 military veterans through our [Troops to Energy Jobs](#) program – 15 percent of all new hires – to support their transition to civilian careers and address the company's need for skilled workers.
- We continued to demonstrate responsible [environmental stewardship](#) by reducing atmospheric emissions, including carbon dioxide, sulfur dioxide and mercury; by cutting the amount of electricity used in our office buildings; and by withdrawing less water from lakes and streams and recycling more of what we used in our operations.
- We were named "Utility of the Year" by Electric Light & Power, a leading trade publication, for our outstanding safety performance, corporate reputation, infrastructure investments, and environmental and sustainability initiatives.

Behind these and many other accomplishments are a diverse and dedicated team of Dominion employees. Going forward, we will continue to challenge ourselves, raise the bar and do even more to generate sustainable outcomes in all areas of our business that benefit our customers and the communities we serve.

I invite you to read our full CSR online and to give us your feedback at sustainability@dom.com. And thank you for your interest in Dominion.

Sincerely,



Thomas F. Farrell II
Chairman, President & Chief Executive Officer
July 2015

About This Report

This is Dominion's eighth annual Citizenship & Sustainability Report (CSR), which highlights the company's social, economic and environmental performance in 2014 and some notable activities in the first half of 2015. Our reporting is web-based to reduce environmental impacts and to provide stakeholders with additional information in an interactive format. The publication date of this edition is July 2015. Our previous CSR showcased 2013 results and was published online in August 2014.

Organization and Process

The contents of this report are organized to address topics of material interest to key stakeholder groups and to our company and industry. For the purposes of this CSR process, we define materiality to include issues that may be helpful to stakeholders in evaluating Dominion's sustainability commitments and performance over time.

Data collection and presentation are based on input received from internal subject matter experts and from external stakeholders via our online mailbox and other communication channels. Our reporting follows the Global Reporting Initiative's [G3.1 Guidelines](#) and [Electric Utility Sector Supplement](#) as outlined in our [GRI Index](#). We continue to evaluate GRI's G4 guidelines.

Report content was thoroughly reviewed by internal teams and senior company management to ensure its accuracy, reliability and transparency. **We are reporting at a self-declared GRI Application Level "B" based on an internal assessment of our report content.** We did not seek external assurance for the report. Our reporting process continues to evolve as we learn from experience, best practices and input from stakeholders.

Scope and Guidance

Reporting is structured on a corporate basis and all data is aggregated by means of internal tracking and measurement systems. We conduct an annual materiality analysis and peer company benchmarking review to inform any modification or

redirection of our report content. We have identified about 40 social, economic and environmental performance metrics that we believe are material to our sustainability reporting. These metrics can be found in the [5-Year Performance Table](#).

Feedback and Additional Information

We disclose additional GRI-related information in our submissions to the Carbon Disclosure Project, our Greenhouse Gas Report, and our annual 10-K filing and other company reports, which are available on our [Downloads page](#). Our CSR should be read in conjunction with the [2014 Summary Annual Report](#). We encourage you to explore the many aspects of the Dominion enterprise on our website, and we welcome your comments, questions and suggestions at sustainability@dom.com.

Forward-looking Statements

This report may contain forward-looking statements as defined by federal securities laws. Discussion of factors that could cause actual results to differ materially from management's projections, forecasts, estimates and expectations are described in the company's most recent [Securities & Exchange Commission filings](#) on Forms 10-Q and 10-K.



REPORT DOWNLOADS

Our full report, previous editions and other reports are available for [download](#) in PDF format.



Company Profile

Dominion [[NYSE: D](#)] is one of the nation's largest electric power and natural gas companies, serving more than 5 million utility and retail energy customers in 13 states. Our company is built on a proud legacy of public service, innovation and community involvement. In addition to our core energy production, transportation and storage businesses, we strive to create sustainable value by investing in the communities where we live and work and by practicing responsible environmental stewardship wherever we operate.

2014 AT A GLANCE

Headquarters: Richmond, Va.
Market capitalization: \$44.9 billion
Operating Revenue: \$12.4 billion
Operating EPS: \$3.43
Dividends per share: \$2.40
Assets: \$54.3 billion
Taxes paid: \$561 million
Goods & Services: \$5.8 billion

Fortune 500 Rank: 212
Common share outstanding: 585.3 million
Common stock price range: \$64.69 - \$76.90
Total # of Employees: 14,429
Wages: \$1.6 billion
Total Charitable Giving: \$18.5 million
Volunteer service: \$2.3 million (100,000 hours)
Environmental Expenditures: \$293 million

Company Profile

OUR MISSION



OUR VALUES

Safety

Our leading priority – in the workplace, at home and in the community.

Ethics

Our belief in integrity, responsibility, accountability and high standards of conduct.

Excellence

Our commitment to top performance and continuous improvement in all areas of our business.

Teamwork

Our “One Dominion” unifying outlook that transcends organizational boundaries and focuses on our shared mission and purpose.

PORTFOLIO OF ASSETS

Electric Generating Capacity: 24,600 Mw

Electric Transmission Lines: 6,500 Miles

Electric Distribution Lines: 57,100 Miles

Natural Gas Transmission, Gathering & Storage Pipeline: 10,900 Miles

Natural Gas Distribution Pipeline: 18,800 Miles

Underground Natural Gas Storage Capacity: 949 Bcf

Liquefied Natural Gas Import/Export & Storage: 1.8 Bcf daily send-out capacity, 14.6 Bcf storage capacity

OPERATING SEGMENTS



Note: Percentages are 2014 earnings by segment, excluding Corporate and Other

CITIZENSHIP HIGHLIGHTS

\$18.5 million

of charitable donations

\$1.3 million

in educational grants

\$472.5 million

of diverse supplier spending

No. 52

“100 Most Military Friendly Employers”
G.I. Jobs Magazine

\$1.5 million

employee/retiree matching gifts

100,000 hours

of employee volunteer service

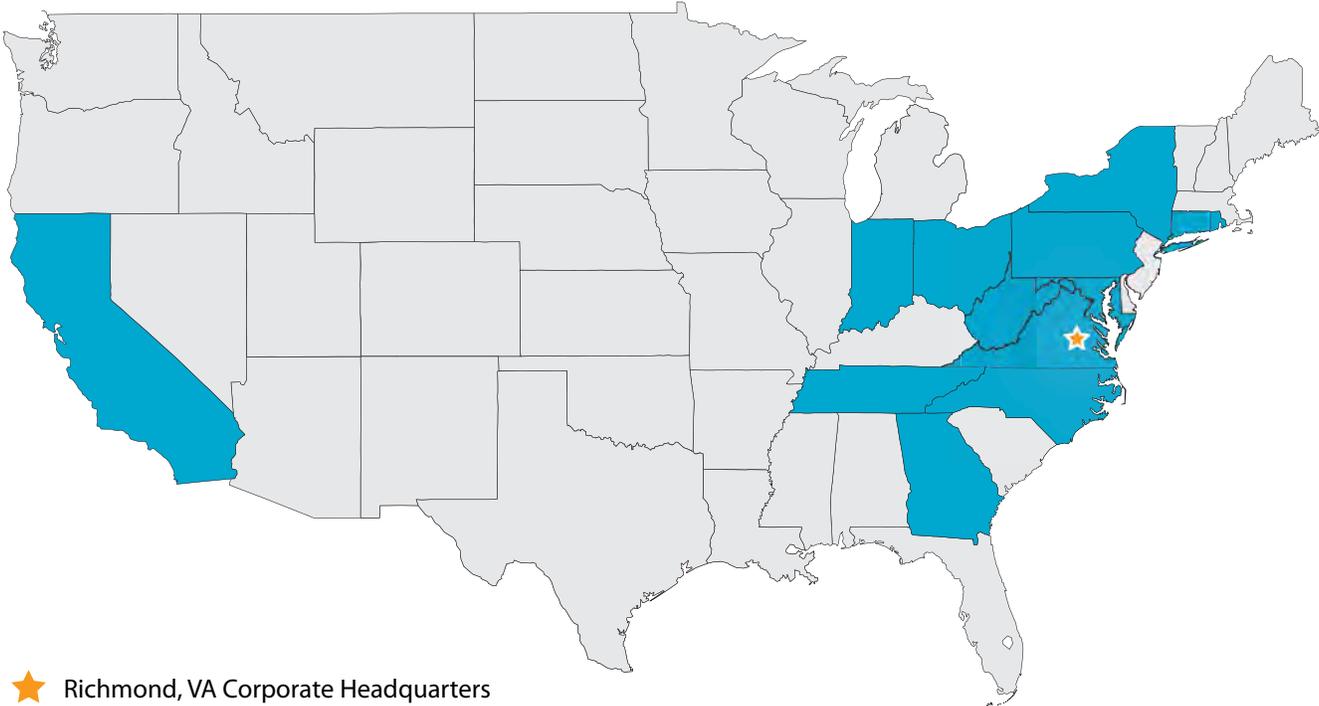
No. 71

“100 Best Corporate Citizens” List CR Magazine

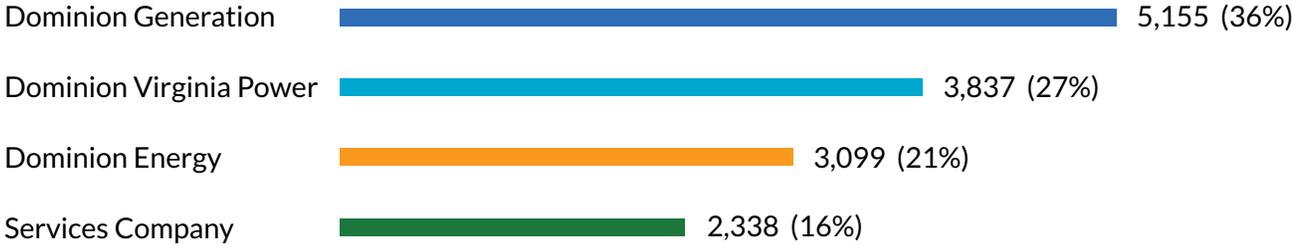
\$1.9 million

in low-income energy assistance

2014 GEOGRAPHIC FOOTPRINT



2014 WORKFORCE BY BUSINESS SEGMENT



Total Workforce = 14,429

Excludes student workers, contractors and credit union workers



Governance

We believe that good governance is central to successful, sustainable performance. It helps identify Dominion as a competent and trustworthy steward of the resources entrusted to our care. It also provides a foundation for constructive management oversight, upholds a rigorous culture of accountability and helps protect the rights of shareholders.

Number of Directors 11	Percentage of Independent Directors 82%	Lead Independent Director YES Since 2006	Independent Directors Serving on Audit and CGN Committees 100%	Share Ownership Guidelines for Officers and Directors YES
Number of Board Committees 3	Number of Board Meetings Held in 2014 12	Annual Self-Evaluations of Board and Committees YES	Shares of Common Stock Outstanding 585.3 million*	Registered Holders of Record of Common Stock 132,018*

*As of Dec. 31, 2014

Board of Directors

It is the fiduciary responsibility of the board of directors to uphold shareholder interests. The board also seeks to be fair and responsive to all stakeholder groups, including customers, the community, employees, shareholder advocates and various other individuals and organizations. It is good business practice, and it also reinforces two of Dominion's core values: excellence and ethical conduct.

The [Dominion Board of Directors](#) is composed of 9 independent directors, plus one non-independent, non-management director and the company's chairman, president and CEO. The board has three committees to help execute its responsibilities:

- Audit
- Compensation, Governance and Nominating (CGN)
- Finance and Risk Oversight

All members of the CGN and Audit committees are independent. As prescribed by our corporate governance guidelines, we also have an independent lead director. In the event the lead director is not available, the Chair of the CGN Committee acts as the lead director.

Each board committee has a charter that describes its responsibilities. The full 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. We propose changes to those documents with the advent of new rules or regulations; or whenever changes are consistent with good governance practice and in the best interests of Dominion and its shareholders.

Executive Compensation

Our approach is to provide a competitive total compensation program tied to performance and aligned with the interests of Dominion's shareholders, employee and customers.

These objectives provide the framework for our compensation decisions. To ensure that we are meeting them, the CGN committee reviews and compares the company's actual performance to its short- and long-term goals, strategies and peer company performance.

EXECUTIVE COMPENSATION PROGRAM OBJECTIVES

- Attract, develop and retain an experienced and highly qualified management team
- Motivate and reward superior performance that supports business and strategic plans and contributes to the company's long-term success
- Align the interests of management with those of our shareholders and customers by placing a substantial portion of pay at risk through performance goals that, if achieved, are expected to increase total shareholder return and enhance customer service
- Promote internal pay equity
- Reinforce the company's four core values – safety, ethics, excellence and teamwork

#1

2015 "World's Most Admired Companies"
Electric & Gas Utilities
Sector, *Fortune* magazine

Governance

Best Practices

We have a number of practices in place that are viewed as “best practices” and reflect Dominion’s commitment to good governance. These include:

- Majority voting standard in uncontested director elections
- Annual election of directors
- Regular executive session of non-management directors without management present
- Elimination of supermajority voting provisions in our Articles of Incorporation and Bylaws
- Share ownership guidelines for officers and directors
- Bylaws that contain a special meeting provision

Stakeholders may [contact our independent directors](#) on dom.com.

Correspondence should be sent to the following address:

Corporate Secretary
Dominion Resources, Inc.
P.O. Box 26532
Richmond, VA 23261

Related Links

[Governance](#)



Ethics

Ethics is a [core value](#) at Dominion. That means qualities such as integrity, individual responsibility and accountability matter as much as bottom-line results. Doing right and doing well are inseparable. All Dominion employees share the responsibility for making ethical conduct central to our business operations and outlook.

Ethics and Compliance (E&C) Program

Dominion's E&C Program is designed to detect and prevent violations of law, regulations and policies. Its key components include:

- A companywide [Code of Ethics and Business Conduct](#)
- Management oversight
- Employee training and awareness
- Regulatory compliance
- Resources for employees to seek advice or guidance
- Options for reporting concerns
- Periodic program evaluations

Our internal communications program makes use of video resources, articles on the company's intranet website and various other training resources to communicate with employees on a regular basis about the company's E&C program.

Management Oversight

The Audit Committee of the board of directors oversees our E&C Program. The company's Chief Compliance Officer has established an Executive Compliance Council (ECC) whose members are senior officers representing our business units. The ECC is responsible for an enterprise-wide approach to managing critical compliance matters.

In addition, our compliance attorneys work to ensure that Dominion complies with applicable laws, regulations and company policies and maintains high ethical standards in its business activities.

Ethics and Compliance Training

All employees, officers and board members receive comprehensive training on the company's *Code of Ethics and Business Conduct*. New hires are also required to receive this training. Those affected by various regulatory requirements receive training on federal and state codes and standards of

Ethics

conduct, electric reliability standards, and other applicable regulations. Other types of interactive ethics and compliance training sessions are held regularly at different company locations.

Reporting Concerns

Employees are expected to report any concerns about suspected misconduct or illegal activities. A dedicated, confidential compliance telephone line and internet website allow them to do so anonymously. Employees also may report concerns by contacting the E&C Program staff and other appropriate company personnel.

Each year, we distribute a survey to employees to help identify and address potential compliance concerns. The company also maintains a dedicated e-mail account that employees may use to ask questions or seek guidance about ethical concerns and compliance issues.

Dominion shareholders may report concerns by contacting the compliance line or by communicating directly with independent [members of the board of directors](#) via the company's website or through the U.S. mail.

In all cases, retaliation for good-faith reporting is strictly prohibited.

We categorize reported concerns by type of allegation to facilitate investigation by appropriate company representatives. A compliance attorney oversees all E&C investigations.



Related Links

[Code of Ethics and Business Conduct](#)



Strategy & Risk Management

We strive to create sustainable value for our owners and reduce risk by focusing on our core regulated businesses and the energy infrastructure expansion projects that will meet our customers' future energy needs.

Our Strategy

We aim to reward investors interested in a company that delivers stable, sustainable and growing operating earnings from power generation and delivery and natural gas processing, transportation and storage businesses – enhanced by a competitive, growing dividend.

In 2014, we continued to execute our multi-year, multi-billion dollar regulated infrastructure investment plan to build out our electric and natural gas asset base, serve new customers, create new jobs and capitalize on growth opportunities in and around our existing footprint. We expect about 80-90 percent of future earnings to come from our regulated and long-term contracted businesses.

Our investments in this major “concrete and steel” construction program amount to building a mid-sized energy company from the ground up. Its main drivers include:

- Evolving federal greenhouse gas regulations that call for sharp reductions in carbon intensity;
- Expected customer demand growth at our electric utility serving Virginia and North Carolina – one of the nation's fastest growing regions – equivalent to adding 1 million new homes to our system in the coming decade;
- A boom in natural gas production from the Marcellus and Utica shale formations in the Appalachian Basin – an area where we plan to help producers transport their gas to market; and

- Needed modernization of the pipes and wires supplying energy to our customers in Virginia, North Carolina, Ohio and West Virginia; and new transmission pipes serving natural gas markets in the Northeast and mid-Atlantic regions.

Risk Management

Dominion's risk assessment process:

- Provides a planning framework to help define the optimal risk/reward balance
- Aligns with our strategic priorities and the way capital is deployed to support those priorities
- Integrates business-unit-level risk assessments into the annual budgeting and planning process
- Consolidates business unit and Dominion-level risk assessments into a “Key Risks” report, which confirms management responsibility for each identified risk and risk oversight by the board

The ability to identify and manage an array of evolving technical, financial, regulatory, geopolitical and environmental risks is critical to sustainable business performance. Dominion's comprehensive enterprise risk program is based on a continuous dialogue between senior management and the board of directors about risk and return – both threats and opportunities – across the corporation.

Strategy & Risk Management

In addition, new capital projects and other significant commitments must undergo comprehensive risk/reward analysis and discussion by a cross-disciplinary leadership team before being approved. Our risk process also includes periodic evaluation of high impact/low probability and emerging risks. As in other areas of our risk process, the goal of these assessments is to integrate any improvements into the way we evaluate risk, and focus on actions that can mitigate or reduce risk.

Risk to Our Business

Examples of enterprise risks with a potential material impact on our financial or operating performance:

- **Project execution risks.** The development and construction of several large-scale infrastructure projects simultaneously involves execution risks associated with resource coordination, receipt of regulatory approvals, adherence to schedules and budgets, and public outreach efforts.
- **Weather-related risks.** Hurricanes, winter snow storms and other weather-related incidents can damage our utility infrastructure and cause power outages, which can result in a drop in energy use and significant repair costs.
- **Cyber attack risks.** Hostile cyber intrusions affecting the systems that control our energy infrastructure assets could severely disrupt operations, lead to disclosure of confidential information, damage the company's reputation and adversely affect our financial condition.

A more complete discussion of the key risks affecting Dominion can be found in the company's Form 10-K filing on our website.

\$44.9 billion
2014 market capitalization



DOMINION CREATES MLP STRUCTURE

In October 2014, we launched [Dominion Midstream Partners](#) [NYSE: DM], a master limited partnership (MLP) that will own, operate and develop natural gas infrastructure assets.

An MLP is an increasingly common ownership structure in the natural gas industry. It will allow Dominion to maintain operating control of an asset or business while raising capital by selling a portion of the limited partnership interests to public and private investors. The company owns about two-thirds of the limited partner interest and 100 percent of the general partner interest in Dominion Midstream.

The first asset to be placed in the MLP will be a preferred equity interest in Dominion Cove Point LNG, the company subsidiary that owns the Cove Point liquefied natural gas terminal on the Chesapeake Bay in Maryland. Other natural gas infrastructure assets will be added to the MLP over time.

Strategy & Risk Management

YEAR-END STOCK PRICE

(Dollars per Share) 2010-2014



80% growth in 5 years

SUSTAINED DIVIDEND GROWTH

(Dollars per Share) 2010-2014



31% growth in 5 years

\$19.2 billion
Planned infrastructure
growth spending,
2015–2020

Related Links

[2014 Summary Annual Report](#)

[Corporate Governance](#)



Operations

Dominion is a leading provider of energy and energy services in the energy-intensive mid-Atlantic, southeastern and northeastern regions of the country, a potential market of 60 million homes and businesses where more than 40 percent of the nation’s energy is consumed.

PRINCIPAL OPERATING SEGMENTS

Dominion Generation (Electricity Production)

- Operates our 24,625-megawatt fleet of regulated power stations and a small merchant generating fleet supplying wholesale markets. Our utility assets are located in Virginia, West Virginia and North Carolina. Our merchant power facilities are in the Midwest and Northeast. We actively pursue fuel diversity and balance in our generation portfolio.
- **Dominion Retail**, an unregulated energy products and services business, operates in competitive markets in 12 states and serves about 1.2 million customer accounts. Its product lines include natural gas and home warranty services.

Dominion Energy (Natural Gas Processing, Delivery and Storage)

- **Dominion East Ohio** and **Dominion Hope**, our regulated natural gas distribution companies, serve 1.3 million customer accounts in Ohio and West Virginia over a 21,900-mile network of gas distribution pipeline.

- **Dominion Transmission**, our regulated gas transmission, gathering and storage business with 12,200 miles of pipeline in Maryland, New York, Ohio, Pennsylvania, Virginia and West Virginia; and 928 Bcf of natural gas in 26 underground gas storage fields in New York, Pennsylvania, West Virginia and Ohio.
- **Blue Racer Midstream, LLC**, a joint venture with Caiman Energy II, LLC, focuses on natural gas liquids gathering and processing in the Utica Shale region of Ohio and Pennsylvania.
- **Dominion Cove Point LNG**, a liquefied natural gas terminal on the Chesapeake Bay in Maryland.

Dominion Virginia Power (Electric Transmission and Distribution)

- Operates our 6,455-mile network of regulated electric transmission lines and our 57,100 miles of distribution lines serving 2.5 million homes and businesses in Virginia and North Carolina. In North Carolina the business operates under the name Dominion North Carolina Power.

ELECTRIC OPERATIONS

Diverse Fuel Mix

Dominion’s power fleet uses a variety of fuel sources, in keeping with our belief that a diverse, balanced approach to generation is one of the best ways to promote customer access to reliable and affordable power.

In 2014, carbon-free nuclear and renewable energy sources provided half of the company’s electricity output. The other half came from fossil fuel sources.

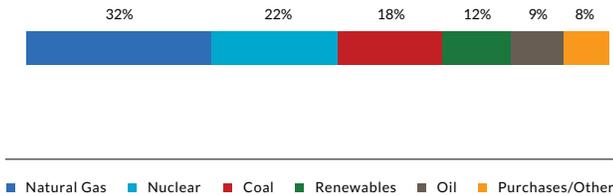
2014 FLEET GENERATING CAPACITY

(In megawatts)

Utility Generation (Owned)	18,439 (75%)
Merchant Generation (Owned)	4,208 (17%)
Non-Utility Generation	1,978 (8%)
TOTAL CAPACITY	24,625 MW

2014 GENERATING CAPACITY BY FUEL*

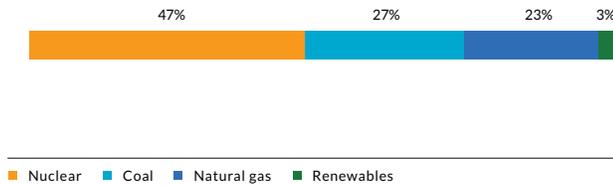
(Total Fleet)



*Numbers have been rounded

2014 ELECTRIC OUTPUT BY FUEL*

(Total Fleet)



*Company-owned generation. Excludes non-utility generation under contract.

Nuclear Fleet

Our three operating nuclear stations – two state-regulated serving our utility customers in Virginia and North Carolina and one operating in competitive Northeastern wholesale markets – contributed 47 percent of our total electricity output in 2014.

DOMINION'S NUCLEAR FLEET

REGULATED	LOCATION	CAPACITY
Surry Power Station	Virginia	1,676 MW
North Anna Power Station*	Virginia	1,672 MW
Total Regulated Nuclear		3,348 MW
Merchant		
Millstone Power Station*	Connecticut	2,001 MW
Total Merchant Nuclear		2,001 MW
TOTAL NUCLEAR FLEET		5,349 MW

* Excludes interests owned by other parties.

Note: The 556-MW Kewaunee Nuclear Station in Wisconsin permanently ceased operations in May 2013. The facility will be decommissioned.

New Nuclear Construction

Dominion believes emissions-free nuclear energy must play a major role in meeting the nation’s future power needs and environmental goals.

We have applied to the Nuclear Regulatory Commission for a Combined Construction and Operating License (COL) allowing the company to build a third nuclear reactor at the North Anna station in central Virginia. We expect to receive the COL in 2016. If we decide to build this new unit, we also must first receive various state regulatory approvals and environmental permits.

In April 2013, we announced our selection of General Electric-Hitachi’s Economic Simplified Boiling Water Reactor (ESBWR) technology for the proposed Unit 3. The new reactor would provide an additional 1,470 megawatts of power for our customers over an expected 60-year lifespan – enough electricity to meet the needs of about 368,000 typical homes.

World-Class Nuclear Performance

Three of Dominion’s nuclear units – one in Connecticut and two in Virginia – were among the top 50 nuclear units in the world in 2014, based on their high electric output and efficiency

Operations

levels, according to Nucleonics Week, an industry trade publication. One of the Virginia units – [Surry Unit 1](#) – operated for the entire year without a scheduled refueling outage or an unplanned shutdown.

Fossil Fuel Fleet

Fossil fuels, including coal, natural gas and oil, are non-renewable energy sources that accounted for about half of the electricity Dominion produced in 2014.

Natural Gas. Natural gas is today's preferred fuel for power generation because it is clean, economical and increasingly abundant. The experts say our country currently has at least a century's worth of recoverable natural gas reserves.

In 2014, natural gas accounted for about 23 percent of total fleet production. We are continuing to add gas-fired capacity to our system because of the fuel's favorable economics and environmental benefits.

For example, we brought into service a \$1.1 billion, 1,342-megawatt, clean-burning gas-fired station in Warren County, Va., to serve our utility customers in Virginia and North Carolina.

Coal. In 2014, Dominion's coal fleet generated about 27 percent of total electricity production. Coal remains an important and abundant domestic resource, but it emits about twice as much carbon dioxide as natural gas. Increasingly strict federal environmental regulations, combined with the low cost of natural gas, have made it uneconomic for us to continue running some of our coal stations.

In 2014, we retired four coal-fired units in Virginia representing almost 600 megawatts of generating capacity. As early as 2016, we plan to retire two additional coal-fired units in Virginia with a combined capacity of about 325 megawatts.

Oil. Last year, oil-fired generation produced less than 1 percent of the power produced by Dominion's fleet. Oil units are used primarily to meet peak electricity needs, which occur during the hottest and coldest times of the year. Fuel oil is expensive and its carbon content is less than coal but greater than natural gas. The main advantage of oil-fired generation lies in its quick start-up capability to meet seasonal high customer demand.

By 2018, we plan to retrofit two of the company's large utility oil units in Virginia with advanced nitrogen oxide emissions

control devices as part of our commitment to improve air quality and our environmental footprint.

Renewable Energy

Renewable energy is an important and growing aspect of Dominion's diverse generating portfolio. In the near term, green power helps lower the company's carbon intensity and reduce our exposure to unpredictable fuel price swings. Longer term, it is an important element of our climate change strategy and the nation's transition to a low-carbon economy.

Meeting State Renewable Energy Standards

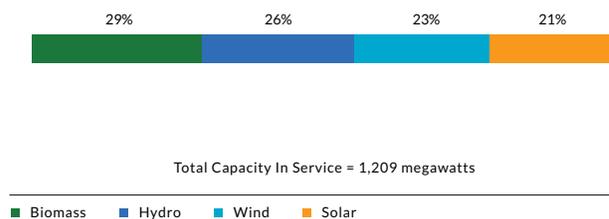
We are committed to meeting renewable energy standards in Virginia and North Carolina – states in which we provide regulated electric service. Virginia's voluntary program calls for 15 percent of the power delivered to customers to come from renewable sources by 2025. North Carolina's statutory requirement calls for 12.5 percent of power deliveries from renewable energy by 2021.

Renewable Energy Portfolio

We currently have renewable energy assets in Virginia, North Carolina, West Virginia, Indiana, Connecticut, Georgia, Tennessee, California and Utah. They include wind, hydro, wood biomass, solar and a natural gas-powered fuel cell facility. We are continuing to pursue other opportunities to expand our renewable energy portfolio (See Green Partnerships).

In 2014, hydroelectric power accounted for about 26 percent of our renewable energy capacity. Wind power accounted for about 23 percent of the total, with 29 percent coming from waste wood, a form of biomass that is plentiful in the southeastern U.S., and about 21 percent from solar power – the fastest growing source of renewable energy in our portfolio. Total renewable energy capacity in service increased by 56 percent above 2013 levels.

2014 RENEWABLE ENERGY CAPACITY BY SOURCE*

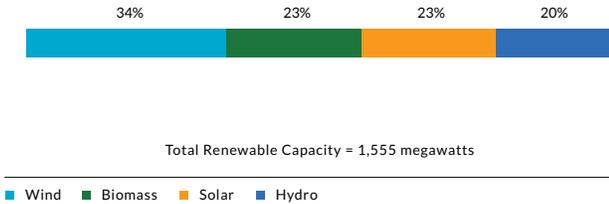


*Excludes 15-MW Bridgeport Fuel Cell facility in Connecticut.

Operations

When completed and fully operational, the combined capacity of our existing and planned renewable energy portfolio could produce 1,555 megawatts of clean energy at full power – enough to supply almost 400,000 typical homes.

RENEWABLE ENERGY CAPACITY: OPERATIONAL & IN DEVELOPMENT*
(2014 and Beyond)



*Excludes up to 2,000 MW of planned Virginia offshore wind capacity, 400 MW of planned solar capacity in Virginia and the 15-MW Bridgeport Fuel Cell facility in Connecticut.

Electric Transmission & Distribution

The part of the electric network that carries high-voltage electric power from generating stations to distribution facilities is called the “transmission grid.” These high-voltage lines carry electricity over long distances and are placed on tall towers. Dominion Virginia Power has about 6,500 miles of transmission lines.

Distribution lines are lower in voltage, and they deliver power to the homes and businesses we serve. They are part of a network that typically includes power lines, substations, pole-mounted transformers, low-voltage distribution wiring and meters. Dominion Virginia Power’s distribution system includes about 57,100 miles of distribution lines, 900 substations, 566,000 transformers, and 1.1 million utility poles.

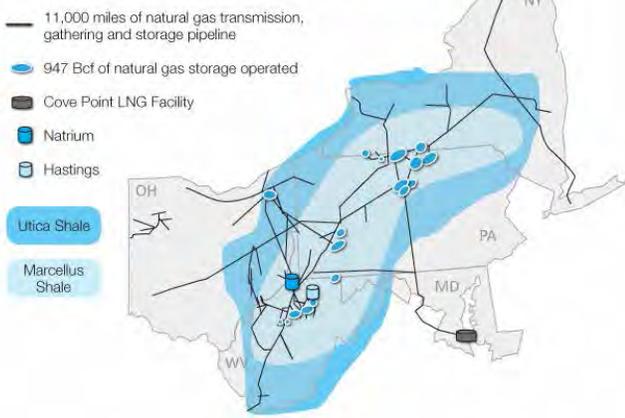
NATURAL GAS OPERATIONS

Strategically Located Assets

Dominion’s natural gas operations are centered in the Appalachian Basin above two of the nation’s largest natural gas fields – the Marcellus Shale and the Utica Shale. The Utica Shale formation is located a few thousand feet below the Marcellus Shale and is thicker and geographically larger than the Marcellus ([see accompanying map](#)). The Marcellus Shale alone contains trillions of cubic feet of recoverable gas. Both formations are currently yielding significant quantities of natural gas, natural gas liquids (NGLs) and crude oil.

Gas Transmission and Distribution

Well-positioned in Marcellus and Utica regions



Transmission Pipeline, Processing and Storage

As an infrastructure company, we are well situated to work with gas producers to transport, process and store the massive amounts of natural gas coming from the Marcellus and Utica shale formations. Included in our gas transmission pipeline and storage business are our gas gathering and extraction activities. Dominion’s pipeline network is part of a larger interconnected gas transmission system, which provides access to gas supplies nationwide for local distribution companies, marketers, power generators and industrial and commercial customers.

Our large underground natural gas storage network and the location of our pipeline system provide a strategic link between the country’s major interstate gas pipelines and large markets in the Northeastern quadrant of the country. Dominion Energy also operates gas processing and fractionation facilities in West Virginia. “Fractionation” is an industry term for a process that separates various liquids from the gas stream before storing and shipping them to market.

Our underground storage facilities play an important part in balancing gas supply with consumer demand and are essential to serving our target markets. In addition, storage capacity is an important tool in managing gas supplies and pipeline transmission capacity.

Operations

Blue Racer Joint Venture

Blue Racer Midstream LLC – a joint venture with Caiman Energy II – serves natural gas producers in the Utica Shale regions of Ohio and Pennsylvania. Blue Racer concentrates on building new gathering, processing, fractionation and natural gas liquids transportation assets to keep pace with the rapidly developing Utica Shale.

Natural Gas Distribution

Our gas distribution operations in Ohio and West Virginia serve about 1.3 million residential, commercial and industrial customers, as well as provide transportation and gathering services to producers.

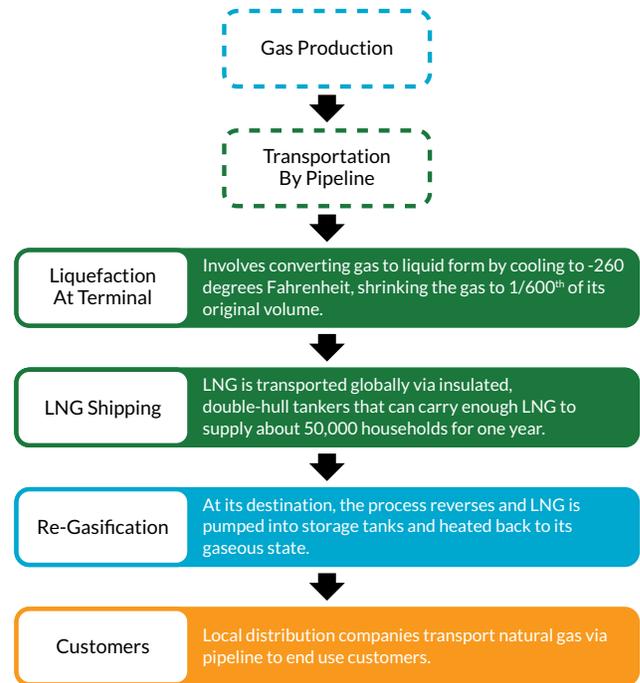
Over the next two decades, we plan to spend at least \$160 million a year to replace about 5,500 miles of aged bare steel, cast iron, wrought iron and copper pipe in our Ohio pipeline distribution system. In addition to replacing aging pipes, this infrastructure program will also reduce methane emissions to the atmosphere.

Cove Point LNG Export Terminal

We have identified opportunities to liquefy gas for exporters from the region to international markets via our Cove Point LNG terminal on the Chesapeake Bay. Current operations at Cove Point involve the import and storage of LNG and its transportation after re-gasification through the interstate pipeline grid to markets in the mid-Atlantic and Northeast. There is about 15 bcf of above-ground storage capacity at the facility.

In October 2014, we received final regulatory approvals to operate Cove Point as a bi-directional facility – in other words, to both import and export liquefied natural gas (LNG) from the terminal as market conditions warrant.

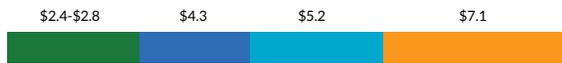
THE PROCESS OF EXPORTING LNG Liquefaction, Shipping, Re-Gasification



INFRASTRUCTURE MODERNIZATION

Dominion is in the midst of the largest infrastructure build-out program in the company's history. These strategic, long-term infrastructure investments will deliver reliable, affordable and environmentally sound energy to our customers and will also strengthen America's economy and energy security.

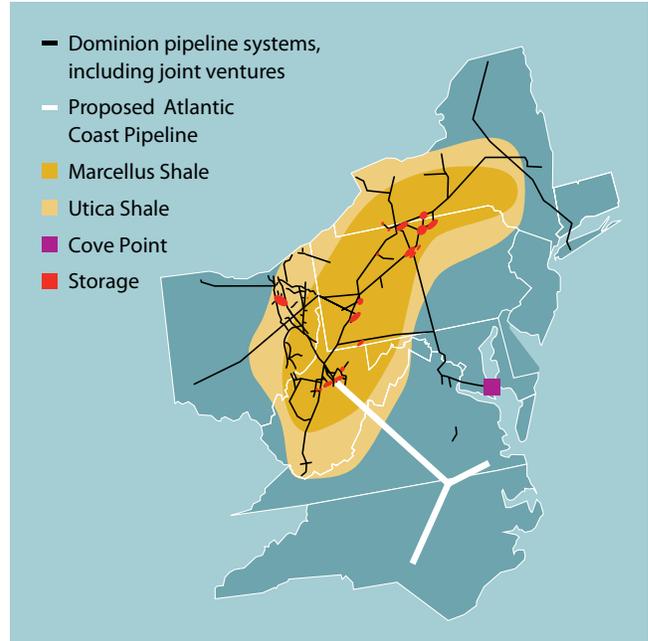
INFRASTRUCTURE INVESTMENT PLAN
2015-2020* (in billion dollars)



■ Cove Point LNG Project ■ Dominion Energy** ■ Dominion Generation ■ Dominion Virginia Power

*Subject to regulatory and/or Board of Directors' approvals

**Includes Dominion's portion of the projected cost of the Atlantic Coast Pipeline project; excludes joint venture financing



Natural Gas Highlights

Transmission Pipeline, Processing and Storage

In 2014, we completed five new pipeline and storage projects that expand Appalachian Basin pipeline capacity by about 1 billion cubic feet per day and storage capacity by about 7.5 billion cubic feet per day. This new capacity will help relieve pressure on a resource-rich producing basin that is short on transportation infrastructure needed to move natural gas to market.

In September 2014, Dominion announced the formation of the [Atlantic Coast Pipeline](#). The proposed \$4.5-\$5 billion Atlantic Coast Pipeline is focused on constructing an approximately 550-mile natural gas pipeline running from West Virginia through Virginia to North Carolina, to increase natural gas supplies in the region. (See accompanying map).

Blue Racer Joint Venture

In 2014 and early 2015, Blue Racer completed two new natural gas liquids (NGL) processing plants that will help reduce infrastructure constraints in the Utica Shale region. These plants extract commercially valuable NGLs from the gaseous methane stream, processing up to 400 million cubic feet of gas per day.

Natural Gas Distribution

Beginning in 2008, Dominion East Ohio, our local natural gas distribution company, launched a major Pipeline Infrastructure Replacement Program – a 25-year plan to replace about 5,500 miles of aging pipeline serving our Ohio customers. This program is an important part of our commitment to maintain safe and reliable delivery of gas service to our customers.

Cove Point LNG Terminal

A \$3.4-\$3.8 billion liquefaction plant is now under construction at Cove Point, which will allow the facility to export natural gas in liquid form to markets around the globe. The project also will provide new jobs, tax revenues and economic development opportunities throughout the region. The high-efficiency design of the liquefaction facility would help to minimize the environmental impact of the LNG export operations. Waste heat would be used to create steam for the generation of electric power for use on site. Process gas would be used to fuel the facility instead of flaring it to the atmosphere, thereby reducing emissions.

Operations

Electricity Highlights

Transmission and Distribution

In 2014, we placed into service about \$933 million in high-voltage transmission assets to improve grid reliability for our 2.5 million electric customers in Virginia and North Carolina – a company record that exceeded 2013 spending by 28 percent. Capital spending funded close to 60 major transmission line projects, including the rebuilding of a 500-kv loop that serves as the backbone of our service territory and a critical component of substation security.

On the distribution side – the electric network that directly serves homes and businesses – we completed 16 major substation projects in 2014. Distribution substations connect to the [transmission system](#) and lower the electric voltage with the use of [transformers](#).

Generation

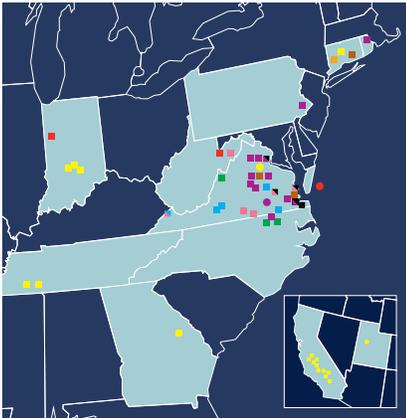
In 2014, we continued to work for a cleaner, balanced and diverse fuel mix in our electric generating fleet.

We connected to the grid 211 megawatts of long-term contracted solar energy in California and Tennessee – enough to power about 53,000 typical households. And we expect to bring another 200 megawatts of zero-emissions solar capacity into service in 2015.

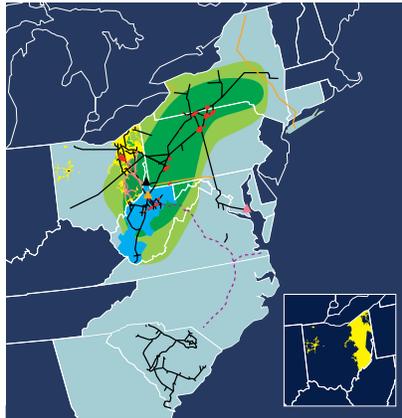
A \$1.1 billion, 1,342-megawatt, clean-burning gas-fired station came online in Warren County, Va., and began serving our 2.5 million utility customers in Virginia and North Carolina.

We also completed the \$53 million conversion of a 227-megawatt coal station to cleaner-burning natural gas, helping to reduce our environmental footprint.

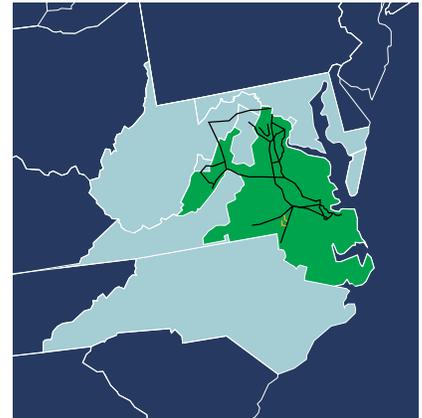
Dominion Generation



Dominion Energy



Dominion Virginia Power



50%

of power output from emissions-free nuclear and renewable sources



Energy Innovation

As part of our commitment to provide safe, clean and reliable energy, Dominion's Alternative Energy Solutions group drives innovation by researching and evaluating renewable and emerging energy technologies to assess their commercial viability and potential for building a more sustainable economy.

Offshore Wind Research Projects

Dominion continues to champion the potential development of offshore wind energy along the mid-Atlantic coastline. Offshore wind has the potential to provide the largest, most scalable renewable resource for our electric utility customers if it can be achieved at reasonable cost.

To that end, our company is working with public and private partners to engineer, design and permit a 12-megawatt wind turbine demonstration facility about 25 miles off the coast of Virginia.

In 2014, the partnership was awarded a \$47 million grant by the U.S. Department of Energy to complete the project design and installation and to gather operational data from the wind facility starting in 2017. The project's goal is to identify ways to make offshore wind generation more affordable using innovative technologies that can withstand the hurricane-prone waters of the Atlantic.

Related Videos

[Dominion Micro-Grid](#)

[Virginia Goes Electric](#)

Related Links

[Dominion Bridgeport Fuel Cell](#)

[Dominion Voltage/EDGE](#)

[Stations/Renewable/Offshore Wind Power](#)

Energy Innovation

Voltage Management and Grid Stability

In 2011, AES launched a stand-alone subsidiary, Dominion Voltage, Inc. (DVI) to develop, market and manage an innovative suite of utility software products called EDGE™ (Energy Distribution and Grid Efficiency). This pioneering product uses advanced smart metering technology to optimize voltage delivery over distribution lines during off-peak hours, strengthening the grid and improving customer service and power delivery. The EDGE technology platform is currently being used by utilities in Illinois, Oregon, California and Hawaii.

In 2014, DVI began marketing the EDGE solution to companies in Canada, Europe and the Asia-Pacific region. In addition to this major market expansion, DVI is working to broaden the range of smart grid applications that comprise the EDGE software suite.

Virginia Renewable Portfolio Standard R&D Program

Virginia law allows Dominion and other utilities to meet up to 20 percent of their Renewable Portfolio Standards targets by investing in qualified R&D projects.

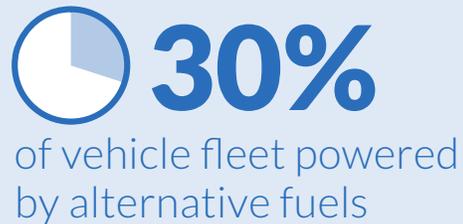
In 2014, Dominion continued to partner with 12 Virginia colleges and universities, providing \$1.7 million in funding for a variety of renewable energy and alternative technology projects, some spanning multiple years. The projects include high-efficiency solar cells, advanced offshore wind technologies, and the integration of battery storage with solar distributed generation, among others.

Dominion Resources Innovation Centers

Dominion is a founding partner in this advanced technology business incubator that provides mentoring and other support services to early-stage companies in a wide range of industrial sectors.

The [Innovation Center](#) has played a key role in supporting numerous start-up businesses, five of which have graduated from the Center and successfully secured outside funding for further development or full commercialization.

The young businesses receiving support from the Innovation Center have worked to commercialize such things as high-



efficiency electric motors, an algae-based biodiesel fuel, renewable chemicals, ice-release coating technologies for industrial applications, medical instruments and recyclable diaper materials for use at tree and plant nurseries.

Alternative Vehicles and Fuels

Dominion is actively participating in the development and deployment of alternative vehicle technologies and fuels to help lower greenhouse gas emissions, reduce worksite noise levels and improve working conditions for our field crews.

Dominion's Green Fleet

Vehicles powered by alternative fuels (AFVs) now make up about 30 percent of Dominion's on-road fleet, which numbers about 5,900 cars and trucks.

More than 900 vehicles in our fleet are powered by B20 biodiesel fuel, and more than 200 run on compressed natural gas (CNG), primarily light- and medium-duty pickup trucks at 12 locations in Ohio. The use of CNG in light-duty pickup trucks typically requires about 90 percent less gasoline than regular, gasoline-fueled, light-duty pickup trucks.

In 2014, our CNG vehicle fleet displaced the equivalent of more than 200,000 gallons of gasoline.

Electric technologies make up a smaller but growing portion of our alternative-fuel fleet. Through focused initiatives to identify practical opportunities to use these technologies, we have doubled the number of HEV's in our utility fleet. In addition to the fuel savings and environmental benefits, the hybrid technology offers lower maintenance costs, less noise at service calls, and healthier work conditions for our line crews.

Energy Innovation

We are adding electric vehicles (EVs) to reduce our carbon footprint, cut fuel use and test the value of this clean technology in densely-populated areas of our Virginia service territory. The EVs run off of a large lithium ion battery pack, with a range of 40 to 100 miles per charge.

See [Green Energy Programs](#) in this report to learn more about Dominion's efforts to promote EV use among its customers.

DOMINION'S GREEN FLEET

(As of Jan. 2015)

VEHICLE TYPE	NUMBER
Biodiesel	910
Flex fuel*	594
Compressed Natural Gas	213
Hybrid Electric	49
Electric	5
Hybrid Electric Diesel	2
Total	1,773

* Flex fuel vehicles operate mainly on gasoline due to the scarcity of Ethanol 85.





Public Policy Advocacy

We actively participate in the political process to help shape policies that advance our business strategies and goals, promote effective public and government relations, and serve the interests of key stakeholder groups. We strive to conduct our business as transparently as possible in hopes of building public trust and forming lasting partnerships that are mutually beneficial. We are committed to complete compliance with all laws and rules governing our interactions with public officials, candidates, campaigns, and political and lobbying organizations.

Related Videos

[Atlantic Coast Pipeline](#)

Related Links

[Atlantic Coast Pipeline Project Cove Point Fact Book](#)

[Atlantic Coast Pipeline – Environmental Approval Process](#)

[Atlantic Coast Pipeline – Benefits and Economic Impact](#)



FEATURED ISSUE: ATLANTIC COAST PIPELINE

Dominion and three partners – Duke Energy, Piedmont Natural Gas and AGL Resources – have proposed the Atlantic Coast Pipeline (ACP) to provide direct access to the growing, abundant and low-cost shale gas production in the Appalachian region.

If approved, the pipeline will run approximately 550 miles, originating in West Virginia, passing through Virginia, then running south through eastern North Carolina. The proposal includes a lateral spur from the main pipeline to Chesapeake in southeastern Virginia.

Energy Benefits

Access to clean, low-cost natural gas is severely limited in much of the Southeast because of the lack of pipeline infrastructure. With an initial daily capacity of 1.5 billion cubic feet, the ACP will change that situation dramatically once it enters service in late 2018 as planned. An ICF International study found operation of the pipeline would save Virginia and North Carolina consumers an average of \$377 million a year in energy costs.

Commitment to Environmental Protection and Safety

The ACP partners are expected to file a formal application with the Federal Energy Regulatory Commission (FERC) during the summer of 2015. In addition to its overall approval authority of all U.S. interstate natural gas pipelines, the FERC can set conditions and requirements to protect the environment and natural resources.

The commission's staff has launched a comprehensive environmental review of the project. The findings of the review are expected in 2016 and will be a major factor in the FERC's decision-making process. The pipeline also requires input from other federal, state and local authorities.

The ACP partnership is performing extensive studies along a corridor to determine a final proposed route for the pipeline. Wherever possible, the route will avoid areas

with environmental, cultural and historical significance.

Dominion has held numerous open house meetings in communities along the corridor to gather input from landowners and other stakeholders. The pipeline route has already been adjusted several times in response to feedback and information gained from members of the public and from corridor studies.

Natural gas is transported safely every day through thousands of miles of interstate pipelines crossing the U.S. Dominion and its partners are committed to the highest safety standards. The ACP will be designed, built, operated and maintained in strict compliance with safety regulations issued by the FERC, the U.S. Department of Transportation and other agencies.

The ACP will provide energy benefits to public utilities and consumers in Virginia and North Carolina while operating in a safe, environmentally protective manner. It will allow communities all along its path to share more of the benefits of what has been called the most important development of this century for America's growing energy security – the rapidly expanding production of domestic natural gas.



Public Policy Advocacy

Selected Other Material Issues

- Complying with increasingly strict environmental regulations, particularly those governing carbon emissions, while working to ensure the regulations are 1) based on sound science, technology, and economics; and 2) provide an implementation schedule that is reasonable, workable and fair to the company, its customers and the communities it serves.
- Maintaining a diverse mix of generating resources, as well as conservation and energy efficiency programs, to meet growing energy needs.
- Continuing to assess the commercial viability of emerging sources of energy, such as solar, biomass, fuel cells and offshore wind, as well as alternative vehicles and fuels, to reduce environmental impacts and lower costs.
- Integrating these emerging technologies into our generation portfolio as their economic viability improves, as in the case of solar power.
- Protecting the security of our energy infrastructure – including the electric transmission grid – from both physical and cyber attacks.
- Promoting a continued role for nuclear energy as a sustainable, carbon-free energy source and evaluating new technologies that could expand its future use.
- Deploying new technologies to improve energy network operations, customer service and smart energy use.
- Promoting greater workforce and supplier diversity to better reflect the diverse populations we serve.
- Maintaining our efforts to protect investors from unfair and unreasonable taxation of their dividends.

Political Involvement

Dominion operates a political action committee (PAC) that is strictly voluntary and nonpartisan. Membership is open to company employees and the board of directors. The Dominion PAC represents our collective voice, ensuring that employee, company and industry interests are upheld and articulated at all levels of the political process.

Each year we voluntarily report corporate political contributions 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 each state in which we contribute to state and local elections.

Dominion also has long supported the [Virginia Public Access Project](#), a nonprofit, nonpartisan group dedicated to improved transparency and disclosure of funding sources for state elections.

2014 CORPORATE POLITICAL CONTRIBUTIONS TO 527 ORGANIZATIONS

NAME OF RECIPIENT	AMOUNT
Republican Governors Association	\$50,000
Republican State Leadership Committee	\$25,000
Republican Attorneys General Association	\$15,000
Democratic Governors Association	\$100,000
Democratic Attorneys General Association	\$15,000
Democratic Legislative Campaign Committee	\$25,000
Democratic Municipal Officials	\$10,000

LOBBYING PORTION OF 2014 TRADE ASSOCIATION DUES AND PAYMENTS

NAME OF RECIPIENT ⁽¹⁾	LOBBYING PORTION OF DUES/PAYMENTS ⁽²⁾
American Gas Association	\$12,018
Business Roundtable	\$91,868
Center for Liquefied Natural Gas	\$11,250
Edison Electric Institute	\$253,121
Interstate Natural Gas Association of America	\$73,129
National Association of Manufacturers	\$21,242
New England Power Generators Association	\$13,400
Nuclear Energy Institute	\$111,965
Virginia Chamber of Commerce	\$8,250
U.S. Chamber of Commerce	\$100,000

Dominion did not make any independent political expenditures in support of or in opposition to a candidate or political party.

(1) Includes trade associations (i) to which Dominion made payments greater than \$50,000 for 2013 dues and (ii) which notified Dominion of the portion used by that organization for expenditures or contributions that if made directly by Dominion would not be deductible under section 162(e) of the Internal Revenue Code.

(2) Reported amount represents the estimated portion of Dominion's dues or payment that if made directly by Dominion would not be deductible under section 162(e) of the Internal Revenue Code and is based upon information requested and received by Dominion. Reported amounts do not include amounts for which the trade association directly pays tax on the portion that is not deductible under section 162(e) of the Internal Revenue Code.

Awards & Recognition

Performance excellence is a core value at Dominion. We are grateful to the many organizations that have honored our efforts to excel. Here is a representative sample of awards received in 2014.



Electric Light & Power Magazine

2014 "Utility of the Year"

EL&P, the voice of the electric utility industry since 1922, selected Dominion for its annual award based on customer satisfaction, philanthropy, infrastructure investments, environmental and sustainability initiatives and profitability and risk management metrics, among others.

Fortune magazine

"World's Most Admired Companies"

Dominion ranked 2nd overall among electric and gas utilities, according to nine key attributes of reputation: innovation, people management, social responsibility, financial soundness, use of corporate assets, quality of management, long-term investment value, quality of products/services, and global competitiveness.

Corporate Responsibility Magazine

"100 Best Corporate Citizens"

Dominion was No. 71 on the list of America's largest companies selected for their performance in seven categories: environment, climate change, employee relations, human rights, governance, finance and philanthropy.

U.S. Dept. of Energy, National Renewable Energy Laboratory

"Top 10 Utility Green Power Programs"

Dominion ranked 7th in the nation in the number of customers participating in its green power program and 8th in total renewable energy sales.

Awards & Recognition

U.S. Environmental Protection Agency

“Energy Star Partner of the Year Award”

For the second year in a row, Dominion East Ohio’s home performance energy audit program was acknowledged for partnering with its customers to reduce greenhouse gas emissions. The program offers certified whole-house energy audits and recommendations for needed energy efficiency appliance and insulation upgrades.

G.I. Jobs Magazine

“100 Most Military-Friendly Companies in America”

Dominion ranked No. 52 on the magazine’s list of employers who consistently hire from the military ranks and offer programs to support veterans and their families.

ELECTRIC POWER Expo

“Faraday Award”

Dominion’s Troops to Energy Jobs program was recognized for its innovative efforts to help military veterans transition into the civilian workforce. Since the program’s inception in 2011, Dominion has hired more than 270 veterans.

Carolinas-Virginia Minority Supplier Development Council

“Corporation of the Year Award”

Dominion’s Supplier Diversity program was recognized for its excellence in supplier diversity initiatives through mentorship, creation of opportunities and community awareness and engagement.

Virginia School Board Association

“Business Honor Roll Program Award”

Dominion volunteers were honored for their mentoring activities with a Richmond-area STEM middle school, where the focus is on student engagement with science, technology, engineering and mathematics.

Governor’s Environmental Excellence Awards

“Gold Medal”

Dominion Virginia Power’s 120-foot Learning Barge, which is powered by sunshine and wind, is the world’s first floating wetlands classroom. The barge, located on the Elizabeth River, teaches students ages 7-12 about environmental sustainability and the importance of clean water. It contains live wetlands, an enclosed classroom and a rainwater filtration system.

Nuclear Energy Institute

“Best of the Best Award”

NEI, a prominent nuclear trade organization, recognized a team of Dominion employees at the company’s Surry Nuclear Station for creating an innovative inspection process that saved the company more than \$1 million.

WORKPLACE

Our goal is to offer a safe, inclusive and productive work environment that rewards superior performance and provides opportunities for career growth.



Employee Safety

Safety permeates everything we do. It is a core value and our top priority. We believe that strong safety performance is the gateway to sustainable operational and financial excellence. That is why our “zero tolerance” for injuries is the only acceptable standard of performance.

Our Keys to Safety Success

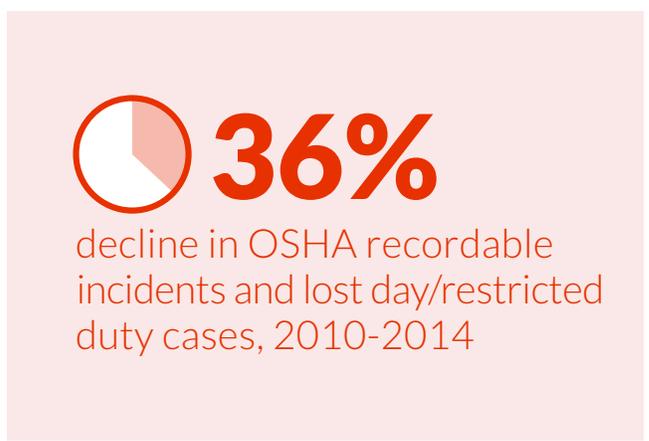
Putting safety ahead of everything else and focusing on continuous improvement. Those are the priorities that form a strong foundation for personal well-being and superior performance. Several other critical aspects of our approach include:

- **Relentless safety focus and engagement** by senior management and employees
- **Strong emphasis on individual responsibility, performance and accountability**
- **Commitment to core safety activities**, such as pre-job briefings, safety observations and regular safety meetings
- **Comprehensive and frequent employee communications** about safety, including print and electronic media and face-to-face meetings with company leaders



2014 Performance

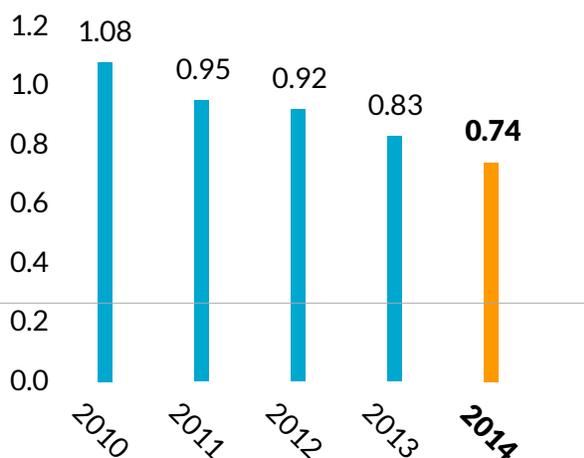
Our employees demonstrated their commitment to safety in 2014 by setting new all-time records. First and foremost, there were no fatalities. For the year, 108 workplace OSHA-recordable injuries were reported (a rate of 0.74). Forty-eight (48) of these resulted in lost days or restricted duties (a rate of 0.33) – in about 29 million hours worked. Our ultimate goal, of course, is zero injuries.



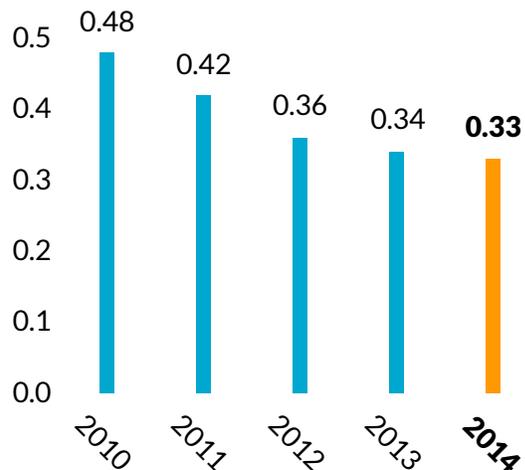
Employee Safety

SAFETY: OUR TOP PRIORITY

OSHA Recordable Incident Rates*



OSHA Lost-time/Restricted Duty Rates



*Incident Rate = Number of recordable incidents per 100 employees per year. This data has been recast to reflect the inclusion of certain incidents of hearing loss that may be work-related and therefore recordable under OSHA regulations.

SAFETY PERFORMANCE, 2010-2014

Year	FTEs *	Man-hours (millions)	OSHA Recordable Incidents	Fatalities	Lost Day/Restricted Duty Cases
2010	15,674	31.5	170	0	76
2011	15,820	32.9	157	0	68
2012	15,569	31.2	145	0	57
2013	14,570	31.1	127	0	53
2014	14,429	28.9	108	0	48

* Full-time equivalents

Related Link

[Safety](#)



Health & Wellness

We strive to promote a culture of wellness where Dominion employees not only make a living, but also have a healthy, well-rounded life. To that end, we provide employees and their dependents with a wide range of wellness offerings and health management services to encourage preventive care and to support work/life balance.

Dominion: a “Fit-Friendly Worksite”

Dominion was recognized in 2014 as a gold-level “Fit-Friendly Worksite” by the American Heart Association for helping its employees eat better and be more active.

Fit-Friendly Worksite gold-level employers offer their employees physical fitness and healthy eating options in the workplace. In addition, they actively promote a culture of wellness and demonstrate measurable outcomes related to workplace wellness.





of non-union workforce participated in health assessments in 2014

2014 HIGHLIGHT: FOCUS ON MENTAL HEALTH

Dominion is among a growing number of companies that are placing increased attention and resources on mental health in the workplace.

Mental health issues, such as stress, anxiety, depression and substance abuse, are among the leading causes of workplace disability claims and affect about 25 percent of adults, according to the Centers for Disease Control and Prevention.

In response, we took steps in 2014 to begin educating and equipping our employees with greater awareness of potential mental health issues, including behavioral concerns, appropriate responses and available resources.

Each quarter, we featured different mental health topics, as well as their link to physical security at Dominion facilities, in our employee publications and communications. Members of the company's leadership team received additional information and resources to assist with making their work environments emotionally healthy.

Initiatives

Some of our Health & Wellness and Work/Life Initiatives include:

- Health plans (medical, prescription drug, dental and vision benefits as applicable)
- Medical premium credit for eligible employees who participate in health screening and assessment program
- Condition/disease management program
- Employee assistance program
- Fitness centers
- "Wellness Ambassador" network that organizes health promotion activities
- Life insurance/accidental death and dismemberment insurance
- Long-term disability coverage
- Pre-natal risk management program
- Adoption assistance
- Employee discounts and loans
- Flexible work arrangements
- Student scholarships and work programs

Related Link

[Dominion Benefits](#)



Compensation & Benefits

We offer a competitive and integrated total rewards package designed to attract, motivate and retain top talent. Compensation programs support our business strategy with programs that are competitive with our industry and the marketplace. Our compensation programs include a combination of base pay, annual incentives and long-term incentives. A comprehensive suite of benefits supports diverse employee needs and lifestyles, while promoting a culture of health and safety.

Benefits Summary

- Pension plan with company-paid retirement benefits for eligible employees
- 401(k) retirement savings plan with company matching funds subject to IRS guidelines
- Comprehensive health benefits, including medical, prescription drugs, dental, vision, life insurance and disability
- Retiree medical coverage for eligible employees, including access to OneExchange for eligible retirees ages 65 and older
- Tuition reimbursement program
- Time off – paid holidays, personal days, vacation and sick leave
- Family and medical leave
- Healthcare and dependent care spending accounts
- Health and wellness and work/life balance initiatives (see [Health & Wellness](#))



Related Link

[Dominion Benefits](#)

Compensation & Benefits

“WELL ON YOUR WAY”

In 2012, we officially launched “Well On Your Way,” the company’s employee wellness program. After conducting an initial health risk assessment and biometric health screening of eligible employees, we found that the following five health risk factors accounted for more than 80 percent of the company’s costs for treating avoidable health care issues:

- Weight
- Stress
- Blood pressure
- Eating habits
- Cholesterol levels

In response, we decided to help employees change behaviors that could have a negative impact on their quality of life — and on Dominion’s bottom line.

Partnering with our in-house wellness team and StayWell, an external service provider, senior management established both short- and long-term goals to drive employee participation, engagement and behavioral change.

“Well On Your Way” currently consists of the following:

- Leadership support and involvement
- Annual health risk assessment
- Biometric screening
- Lifestyle coaching
- Incentive strategy (health plan premium reduction or credit)
- StayWell online participant portal
- Online healthy living programs
- Wellness Ambassador Network
- On-site company-sponsored activities for employees
- Employee Assistance Program
- On-site fitness centers at approximately 40 locations



Diversity & Inclusion

We believe diversity and inclusion are strategic assets that express our core values and help shape our future as a sustainable business enterprise. The differences our employees bring to work strengthen the company through breadth of experience, perspective and talent. We want them to feel valued, respected and given every opportunity to reach their full potential.

Equal Employment Opportunity Policy

Dominion is fully committed to equal employment practices. More specifically, we are committed to provide equal employment opportunity in employment and advancement for all persons regardless of race, color, ancestry, sex/gender, religion, national origin, age, disability, genetic information, sexual orientation, gender identity or expression, military or veteran status, marital status, or any other classification protected by law.

In addition, the Company will take action to encourage all employees, including women, minorities, veterans and individuals with disabilities, to apply for positions for which they are qualified. We will maintain a work environment that supports the success of all employees, including women, minorities, veterans and individuals with disabilities, and we are committed to using the full potential of all job applicants and employees.

Our Guiding Diversity Principles

RESPECT

FAIRNESS

CONSISTENCY

Diversity & Inclusion

Dominion's Workforce Diversity Plan

Dominion's strategic workforce diversity plan has four key elements to drive long-term results:

- **ATTRACT** qualified and talented employees that reflect the communities we serve;
- **DEVELOP** employees for a successful career, with a leadership pipeline that represents the diversity of both our communities and our workforce;
- **RETAIN** talented employees; and
- **MEASURE** success and create accountability at all levels to ensure success.



"We need people who can tackle problems from unique vantage points gained through a variety of personal, cultural, professional and social experiences. Our commitment to providing a respectful and inclusive work environment is key to retaining talented employees."

– Shannon Venable, Vice President, Staffing & Diversity

2014 HIGHLIGHT: EMPLOYEE RESOURCE GROUPS

As part of our strategic focus on workforce diversity and employee engagement initiatives, we implemented a new pilot employee resource group program in 2014.

The two pilot groups, the Women's Employee Resource Group – known as We3 for "Women Engaging, Education & Energizing" – and Dominion's Veteran Network (DVN) will focus primarily on contributing to the company's strategic initiatives but also will gain professional development and networking experience.

"This is a great way to work together on innovative ideas, engage employees, and give back to the communities we serve," said Carter Reid, senior vice president and executive sponsor of the We3 resource group. "With businesses and their customer bases constantly evolving, employee resource groups have now become a key tool with a focus on three strategic areas – business, employees and communities."

The pilot program will help assess the business value of employee resource groups in meeting the company's diversity objectives of attracting, retaining, and developing employees and will conclude at the end of 2015.

Related Video

[Diversity 2014](#)

Related Links

[Diversity](#)

[Diversity and Community Involvement](#)



Engagement & Recognition

An engaged and motivated workforce drives strong organizational performance. We know the more engaged our employees, the safer, more productive and customer-focused they will be – and also the more committed to the company’s strategic goals and mission.

GUIDING PRINCIPLES OF OUR EMPLOYEE ENGAGEMENT & RECOGNITION PROGRAMS

- **Communications** that align company and employee needs and reinforce our mutual commitments and responsibilities
- **Performance and accountability** that emphasize results and define and measure success at every level
- **Development** initiatives that identify and grow leadership capacity and career path potential
- **Recognition** programs and awards that honor and encourage outstanding job performance, innovation and community service

Channels Of Engagement

Some of the channels we use to engage employees include:

- Regular print and electronic communications, including a new online magazine, “YOU,” that focuses on Dominion employees and their interests
- Face-to-face meetings with senior management
- Special recognition events/celebrations
- Wellness challenges
- “Dominion Voice” employee Facebook page
- “Dominion IDEAS” innovation program
- Company-sponsored volunteer opportunities

Engagement & Recognition

Employee Engagement Survey

In 2014, we conducted a companywide, confidential survey of our non-union employees to take the pulse of the workforce and to determine which areas of the company were robust and which ones could be improved.

More than 6,000 participating employees – a response rate of 46 percent of those eligible – provided valuable feedback about a wide range of workforce issues, including such things as safe working conditions, management ethics and appreciation, diversity, promotions and hiring decisions, career development opportunities, camaraderie and celebrating successes.

The survey results provided detailed benchmarks the company will use to track performance over time and fine-tune its efforts down the road. Dominion management shared the findings with employees and follow-up focus groups were conducted to gather more information about what future actions and activities would be most valued.

Employee responses revealed a high level of understanding and internalization of the company’s core values – safety, ethics, excellence and teamwork – and a general sense of pride at working for Dominion. The company will address some specific focus areas and intends to follow up with another employee survey in 2016.



“Dominion employees live by and respect our core values and are committed to making Dominion a strong company. It is important to us that they feel valued and recognized for the hard work they do every day.”

– Wendy Wellener, Vice President, Human Resources

Related Links

[Dominion Volunteers](#)

[Speakers Bureau Program](#)



Professional Development

We strive to offer our employees wide-ranging opportunities for sustained career growth and fulfillment. From informal mentoring to formal classroom instruction for new hires and seasoned veterans alike, we provide targeted work-related training and development opportunities to our team members.

2014 Highlight: Cultivating Respect and Inclusion

At Dominion, part of our professional development focus is on cultivating a workplace that is centered on respect and inclusion – a key driver of business success.

In 2014, we continued to drive this message home with ongoing “Respect” sessions conducted throughout the company. The goal was to engage our employees in discussions about how to recognize disrespectful behaviors and make them aware of tools that are available for creating a more positive, respectful environment in the workplace.

Related Links

[Career Profiles](#)

[Military & Veterans](#)

[Student Opportunities](#)

TRAINING AND DEVELOPMENT TOOLS

- In-house, instructor-led training programs
- Webinars
- Virtual Learning Library
- e-Learning instruction modules
- On-the-job development experiences
- Company-wide “lunch and learn” sessions
- E2 Learning Model (employees training employees)
- Tuition reimbursement program



Future Workforce

The Baby Boom retirement wave presents us with significant opportunities to recruit, retain and develop the next generation of company leadership. Workforce challenges could have an even greater impact on our long-term success than technology, commodity prices, or any number of other important concerns.

Military and Veteran Recruiting

[Military and veteran recruiting](#) is a special focus area at Dominion. We have found that veterans possess many of the skill sets we seek in our workforce, including safety consciousness, civic mindedness and a strong work ethic.

Our company is recognized as a private-sector leader in helping veterans and their families find and keep jobs in the civilian workforce by a number of publications serving the military, including *GI Jobs*, *Military Times* and *U.S. Veterans* magazines.

The [Troops to Energy Jobs](#) program, which Dominion helped pilot in 2011, is designed to link military veterans leaving the service with jobs in the energy industry. In 2013, chairman and CEO, Tom Farrell, helped launch the initiative nationally with a template to be used for military outreach, education, recruiting and retention.

Between 2010–2014, Dominion hired more than 550 veterans — almost 20 percent of all new hires during that period. More than 1,500 of our employees are veterans — about 10 percent of the total workforce.

In 2014, we created a military and veterans intern service award program. Up to five of our interns who are veterans or

who currently serve in the armed forces are eligible to receive a \$5,000 award, in addition to the experience they gain working for Dominion during the summer of 2015.

111 veterans
hired in 2014

Technical School Partnership

More than half of the positions we need to fill are either semi-skilled or skilled labor positions that do not require two-year or four-year degrees. Consequently, we are partnering with Career and Technical Education high schools to create a pipeline for many of those jobs.

We are engaging with students, teachers, school administrators and parents to raise awareness about these job opportunities and their requirements, and to expose them to our work environments. The main objective is to ensure that high school students understand there are alternative paths to rewarding careers in the energy industry.

Future Workforce

Social Media Strategy

To help with our strategic recruiting efforts and engage potential job applicants, we launched a social media strategy in 2014.

- [Dominion Careers on Facebook](#) publicizes events and job openings, allowing potential candidates to connect with the company's Staffing Department.
- [Dominion's Careers Instagram](#) account allows summer interns to stay in touch with the company.
- The [Dominion News Twitter](#) account and the Careers Facebook page alert job candidates to career opportunities and job postings via our #workherewednesday campaign.

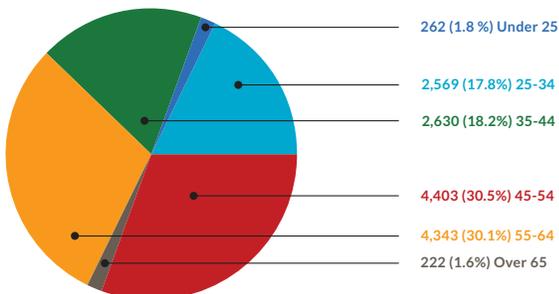
Workforce Readiness Model

- Links with our business strategies
- Defines workforce needs to support those strategies
- Identifies workforce gaps
- Devises solutions to address:
 - Sourcing and recruiting talent
 - Managing the transfer of knowledge
 - Developing and managing employees
 - Strengthening reward and retention policies and programs

Recruitment Tools

- The Internet and social media
- Career fairs
- Visits to college campuses, high schools and military installations
- Career development workshops
- Corporate image advertising
- Scholarships and internships

WORKFORCE BY AGE - 2014



“Jobless rates for veterans are often double what they are for civilians, and that is nothing short of a national disgrace. We have the opportunity to help rectify that and to make a difference.”

– Tom Farrell, Chairman & CEO

Related Videos

[Troops to Energy Jobs 2014](#)

[The Intern Experience](#)

Related Links

[Career Profiles](#)

[Military & Veterans](#)

[Student Opportunities](#)



Labor Relations

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



of Dominion employees are represented by 5 collective bargaining units in 8 states

We are committed to building and maintaining constructive relationships with the local unions in eight states that represent more than one in three of our employees.

In 2014, Dominion successfully negotiated new labor contracts that were ratified by represented members at East Ohio Gas and at Manchester Street Station in Rhode Island. In addition, the labor agreement at the Kewaunee Station in Wisconsin was extended.

Unions that represent Dominion employees include:

- IBEW Local 50 – Dominion Virginia Power/North Carolina Power
- UWUA Local 69 – Dominion Transmission/ Dominion Hope
- UWUA Local 310 – Manchester Street Station, Rhode Island
- UWUA Local G555 – East Ohio Gas
- IUOE Local 420 – Kewaunee Station, Wisconsin**

Dominion recognizes these unions as the exclusive representatives of our employees. We bargain collectively with them in accordance with the National Labor Relations Act and the highest ethical standards.

**Merchant nuclear station that has closed due to unfavorable market conditions.

Related Link

[Dominion Companies](#)

Workforce Demographics

WORKFORCE DIVERSITY AT DOMINION

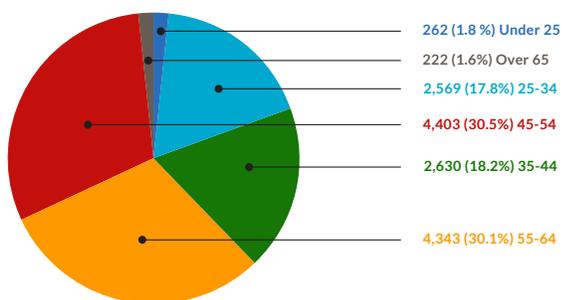
	2014	2013	2012
Total # of employees	14,429	14,570	15,513
Percentage ethnic minorities (work force)	17.3%	17.3%	16.9%
Percentage ethnic minorities (management)	10.4%	9.9%	9.7%
Percentage women (work force)	20.7%	20.9%	21.1%
Percentage women (management)	15.2%	15.8%	15.9%
Percentage union membership	36.5%	36.8%	37.1%

WORKFORCE TURNOVER, 2011-2014

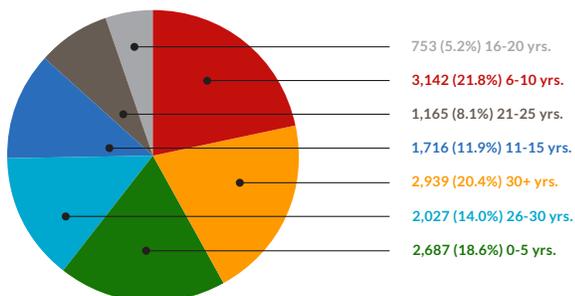
	2014	2013	2012
Women	7.2%	9.9%	5.1%
Minorities	7.6%	7.6%	5.9%
Dominion All	6.2%	10.5%	5.1%

*Resignations, Dismissals, Retirements, Severance Packages, Other

WORKFORCE BY AGE - 2014



WORKFORCE BY TENURE - 2014



WORKFORCE BY BUSINESS UNIT - 2014

BUSINESS UNIT	#	%
Dominion Virginia Power	3,837	27%
Dominion Energy	3,099	21%
Dominion Generation	5,155	36%
Dominion Services Company	2,338	16%
DOMINION TOTAL*	14,429	100%

*Excludes student workers, contractors and credit union workers.

Related Links

[About Dominion](#)

[Diversity](#)

CUSTOMERS

We are committed to meeting our customers' expectations and partnering with them to use energy safely, wisely and efficiently.



Service Reliability

The reliability of our energy networks is vital to our customers’ well-being and to the functioning of our economy. Our goal is to meet those expectations and deliver outstanding and affordable service on a consistent basis. Quantitative metrics provide us with an objective basis for evaluating our service delivery over time.

Our Focus

- Minimize service interruptions and inconvenience to customers
- Restore service as safely and quickly as possible
- Provide customers with timely and accurate information about their service status
- Support our field crews with electronic outage management systems

Electric Transmission & Distribution

In 2014, we placed into service about \$933 million in high-voltage transmission assets to improve grid reliability for our 2.5 million electric customers in Virginia and North Carolina — a company record that exceeded 2013 spending by 28 percent. Capital spending funded close to 60 major transmission line projects, including the rebuilding of a 500-kv loop that serves as the backbone of our service territory and a critical component of substation security. That project was completed one year ahead of schedule — earning Dominion an “Industry Excellence Award” from the Southeastern Electricity Exchange.

On the distribution side — the electric network that directly serves homes and businesses — we completed 16 major substation projects in 2014. Distribution substations connect to the transmission system and lower the electric voltage with the use of transformers.

ELECTRIC SERVICE RELIABILITY, 2012-2014

(Customer minutes out, 3-year rolling average, excluding major storms)



Strategic Underground Program

In 2014, Dominion Virginia Power began a multi-year program to place the most outage-prone overhead electric distribution lines and equipment underground.

The goal of the program is to improve the system’s reliability after storm-related power outages. We plan to spend up to \$175 million annually over the coming decade to replace about 4,000 miles of the most at-risk tap lines throughout our Virginia service area.

Each underground project is designed to benefit customers either by reducing the frequency and duration of outages in the most affected neighborhoods or by enabling the company to focus more resources on outages that occur elsewhere on the system.

Service Reliability

Relying on extensive data analysis, we will evaluate 10 years worth of outage information to determine which overhead lines should be placed underground. In the first phase of the program, we converted 300 overhead tap lines to underground using more than 50 miles of cable.

When the program is completed, we expect to reduce the time it takes to restore service after a storm-related outage by as much as 50 percent.

Natural Gas Distribution

Our gas distribution operations in Ohio and West Virginia serve about 1.3 million residential, commercial and industrial customers, as well as provide transportation and gathering services to producers.

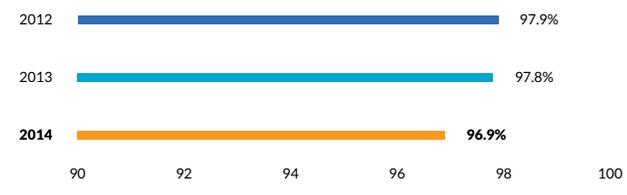
Over the next two decades, we plan to spend about \$160 million a year to replace about 200 miles of aged bare steel, cast iron, wrought iron and copper pipe in our Ohio pipeline distribution system — and also reduce methane emissions to the atmosphere.

Service disruptions may result from pipeline pressure losses and fluctuations in flow rates that signal a gas leak in the system, or from third-party damage to mains or service lines.

Our service teams at Dominion East Ohio and at Dominion Hope (West Virginia) respond to customers' outage-related service requests as quickly as possible. We measure our emergency response performance in 15-minute increments, from receipt of a service call request to time of arrival at the customer's home or business.

In 2014, we responded to 96.9 percent of all emergency calls within 60 minutes, a slight decline in our response rate from the previous two years.

NATURAL GAS DELIVERY, 2012-2014
EMERGENCY RESPONSE RATE
(Receipt to Arrival Within One Hour)



15%

reduction in minutes out per electric customer, 2012-2014 (3-year rolling average)

Related Video

[Strategic Underground July 2014](#)

Related Links

[Dominion Virginia Power Electric Customers](#)

[Dominion North Carolina Electric Customers](#)

[Dominion East Ohio Gas Customers](#)

[Dominion Hope Gas Customers](#)

[Outage FAQs](#)



Customer Service

Our goal is to deliver the quality service our customers expect and deserve. We are focused on helping our customers better manage their energy usage by offering innovative and convenient energy solutions.

Customer Care

Representatives at our Customer Care Centers are motivated to deliver a world-class customer contact experience. They make use of the latest technologies and software applications to speed transaction times and resolve customer inquiries as quickly as possible.

In 2014, we enhanced the [Dominion website](#) to make it easier for customers to engage with us online at their convenience. Our top five online services include:

- Bill payment
- Bill viewing
- Energy use monitoring
- Starting, stopping and transferring service
- Enrolling in eBill

eBill is the company's paperless billing program. Last year, a total of 37 percent, or more than 915,000 of our electric utility customers, participated in eBill — above the industry average. We also processed in excess of 10 million online customer transactions in 2014. On the gas side, we added more than 48,000 customers to the eBill program. Nearly 227,000 natural gas customers now receive their bills electronically.

In total, we received more than 25 million electronic payments in 2014 from our gas and electric customers in four states.

Customer Communications

We use a variety of communication tools to engage our customers and keep them updated on topics such as protecting personal account information, adopting energy-efficiency technologies and preparing for emergencies. Here are some of the ways we promote energy awareness among our customers:

- Print and online bill insert newsletters
- Text messages and email
- [Social media channels](#)
- Advertising and news releases
- Online [energy calculators](#)
- Trade shows, exhibits and speaking engagements
- Other community outreach

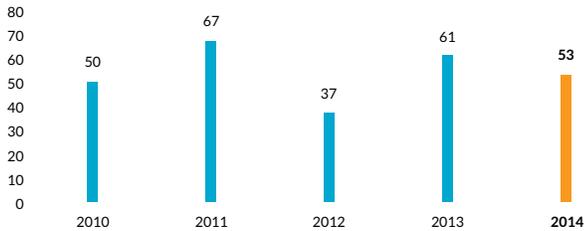
Customer Service

Customer Satisfaction Benchmarks

Natural Gas Distribution

ENHANCING CUSTOMER CARE

Average Speed of Answer in seconds
2010-2014

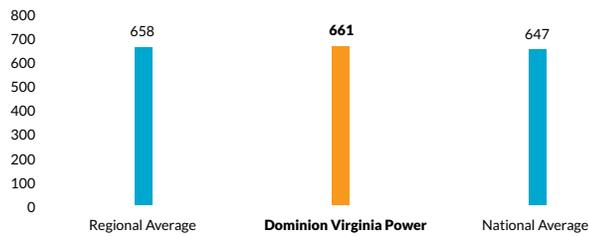


At our natural gas distribution units in Ohio and West Virginia, we measure ASA on an annual basis. Average response time improved by 13 percent in 2014 from the previous year.

Electric Distribution

J.D. POWER CUSTOMER SATISFACTION SCORE

2014

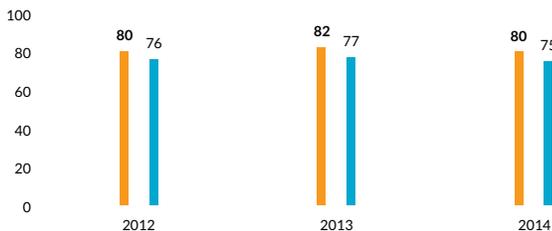


Source: J.D. Power & Associates, 2014 "Electric Utility Residential Customer Satisfaction Study," South Region.

Dominion Virginia Power's score improved by 9 points in the 2014 J.D. Power Customer Satisfaction Study, beating both regional and national averages for utilities of similar size.

AMERICAN CUSTOMER SATISFACTION INDEX

2012-2014



■ Dominion Virginia Power ■ Industry Average

Source: ACSI Benchmark, Electric Utility Sector, April 2014

In the ACSI, we scored 80 on a 100-point scale, 5 points above the national utility average. For comparison purposes, the top-ranked company in our sector scored an 83 in 2014.

10 million
online customer
transactions processed
in 2014

#2
in social media best
practices, 2014 E Source
Utility Survey

Related Video

[Mobile Outage Reporting](#)

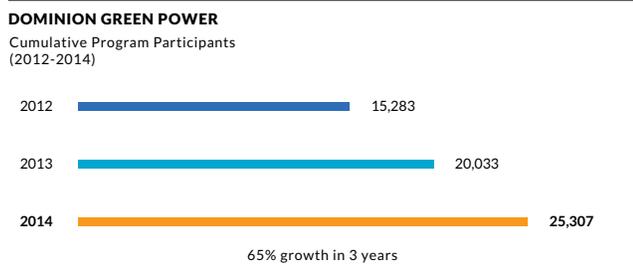
Green Energy Programs

We are committed to partnering with our customers to expand the range of clean energy options and to reduce environmental impacts as we evaluate the benefits of innovative technologies and sustainable solutions.

Dominion Green Power®

In 2014, we surpassed 25,000 customers enrolled in Dominion Green Power®, our voluntary green pricing program that supports the production and growth of renewable energy in Virginia and the surrounding region.

We were also named to the 2014 “Top 10” list of utility green power programs by the National Renewable Energy Laboratory, ranking 7th in the number of customer participants and 8th in renewable energy sales.



We purchase Renewable Energy Certificates (RECs) on behalf of our participating Virginia customers. These RECs may be purchased from wind, solar or biomass facilities, and the additional cost is added to the customer’s monthly electric bill. RECs purchased for the Dominion Green Power program are separate from and in addition to those purchased by the company to meet state Renewable Portfolio Standard requirements. Dominion does not earn a profit on this program.

Customers have two Green Power options to choose from:

- **100 Percent Option:** For as little as 43 cents per day, customers can match 100 percent of their home electricity use with RECs by paying an additional 1.3 cents per kilowatt-hour. (A typical household using 1,000 kWhs per month will add \$13 to its monthly electric bill).
- **Block Option:** Customers can purchase RECs in any \$2 fixed increment. Each \$2 block purchased supports 154 kilowatt-hours of renewable energy.

Purchasing RECs through the Dominion Green Power® program allows customers to claim the specific environmental benefits associated with the renewable energy supported. For a typical residential customer, participation in the 100 percent option for one year will reduce carbon dioxide emissions by six metric tons – the greenhouse gas reduction achieved by planting 142 trees.

Our program is certified by [Green-e® Energy](#), the nation’s leading independent consumer protection program for renewable energy sales.

For our 115,000 customers in North Carolina, we support [NC GreenPower](#), which allows customers to add voluntary tax-deductible contributions to their electric bills. These contributions are used to reduce carbon emissions and increase the production of renewable energy power supplies in North Carolina.

Green Energy Programs

Solar Purchase Program

Qualified homeowners and business customers in Virginia can participate in our five-year pilot [Solar Purchase Program](#), which allows customers to generate and sell electricity and solar Renewable Energy Certificates (RECs) directly to Dominion at a premium rate of 15 cents per kilowatt-hour.

Participating customers continue to purchase all of the electricity for their home or business from Dominion on their current rate schedule. The *Solar Purchase Program* is currently limited to 3,000 kilowatts of installed capacity and is designed to help customers cover the cost of installing solar generation, while also promoting local clean energy production.

The Dominion Green Power® program directly supports these solar projects through the purchase and retirement of RECs produced by the *Solar Purchase Program*.

Since the program's inception in 2013, more than 75 solar installations have been completed, generating nearly 850,000 kilowatt-hours of clean energy and producing about 850 RECs.

Solar Partnership Program

Through the [Solar Partnership Program](#), Dominion will build and operate up to 30 megawatts of solar energy facilities on leased rooftops or other grounds of private businesses and public properties in Virginia.

This multi-year pilot program is designed to increase our understanding of community-based solar energy by studying its impact and benefits while supporting the growth of this renewable resource in Virginia. At full capacity, the program would produce enough electricity to supply up to 7,500 homes.

Current and future Solar Partnership installations completed in 2014 include:

- A 2,000-panel solar rooftop array at Canon's Environmental Technologies facility in Gloucester, Va. The system can produce about 500 kilowatts of electricity, enough to supply the energy needs of about 125 homes.
- A 600-panel solar research and demonstration facility at Old Dominion University in Norfolk, Va. The solar panels have been installed on the roof of ODU's Student Recreation Center and are capable of generating about 125 kilowatts of power, enough to supply the energy needs of about 30 homes. Engineering faculty members are



WHAT ARE RENEWABLE ENERGY CERTIFICATES?

Renewable Energy Certificates (RECs) represent the positive environmental attributes of power produced from renewable energy sources. They are increasingly viewed as the “currency” of renewable power and green energy markets and are issued when 1 megawatt-hour (mWh) of renewable electricity is generated and delivered to the electric power pool. RECs can be bought and sold, allowing their owners to claim that renewable power was produced to meet the electricity demand they create.

For every amount of renewable energy generated and delivered to the regional power pool, an equivalent amount of RECs are created. So when customers enroll in the Dominion Green Power® Program, the company purchases RECs to match the amount of renewable energy they purchase. The RECs that are sold, the more demand is created for renewable energy.

Green Energy Programs

evaluating the operating characteristics of the system as part of ODU's solar energy research initiatives.

- A 2,500-panel installation on the grounds of a Capital One facility in Chester, Va., capable of generating about 500 kilowatts of power.
- A 50-kilowatt, 240-panel rooftop installation at Virginia Union University in Richmond, Va.
- 10 megawatts of additional distributed solar generation projects are in development at various locations in Virginia and are scheduled for completion in 2015.

Renewable Energy Rate Schedule

A special rate, Schedule RG, provides large, non-residential customers with the option to purchase more of their electricity supply from renewable energy sources than they currently receive from Dominion's generation mix.

Eligible customers authorize Dominion to purchase additional amounts of renewable energy as determined by the customer, who is responsible for all associated costs under Schedule RG. The renewable energy provider signs a power purchase agreement with Dominion equal to the amount of renewable energy purchased under the customer's contract.

The remainder of the customer's energy and capacity requirements are covered under their existing rate schedules.

Electric Vehicle Pilot Program

More than 400 Dominion Virginia Power customers who drive EVs – a 20 percent year-over-year increase from 2013 – are taking advantage of special charging rates through a pilot program approved by state regulators. The pilot program is limited to 1,500 customers and runs through November 30, 2016. Data and information gathered from the pilot will help us determine the most sustainable course for supporting electric vehicle charging in the future.

The pilot program provides customers with two rate options:

- **EV Only Pricing Plan:** Customers install a second, dedicated meter at their house to measure the amount of electricity used to charge an EV. Charging prices will be lower during the nighttime hours when power demand is reduced.

- **EV + Home Pricing Plan:** A "whole house" rate option, which allows customers to take advantage of lower prices for power used by all of their household appliances, including the EV charger, during off-peak hours. A special meter is installed at the customer's home that measures power usage in 30-minute intervals. This allows participants to receive variable prices from Dominion, depending on when and how much electricity is used at the residence



65%
growth in customers enrolled
in Dominion Green Power
program, 2012-2014

“TOP TEN”

utility green power program,
2014 ranking, National
Renewable Energy Laboratory

Related Links

[Dominion Green Power](#)

[Plug-In Electric Vehicles](#)

[Renewable Initiatives & Programs](#)



Energy Efficiency & Conservation

We partner with our customers to help them make informed choices by providing informational resources and programs to improve efficiency, control energy costs and reduce environmental impacts.

Customer interest in energy efficiency continues to grow, and we are responding by ramping up our conservation offerings.

Electric Customers

In 2014, we continued to enroll customers in our existing energy conservation programs.

Residential programs in Virginia:

- Home Energy Check- Up
- Duct Sealing
- Heat Pump Tune- Up
- Heat Pump Upgrade
- Smart Cooling Rewards

Related Videos

[Duct Sealing Program](#)

[Voltage Optimization](#)

Related Links

[What You Can Do](#)

[Annual Report on Conservation Efforts](#)

Energy Efficiency & Conservation

In April 2015, we received regulatory approval to offer two additional programs benefiting our Virginia residential customers. These programs became available to eligible customers in July 2015:

- Income and Age Qualifying Home Improvement Program
- Residential Appliance Recycling Program

Programs for Virginia business customers:

- Non-Residential Energy Audit
- Non-Residential Duct Testing & Sealing
- Non-Residential Distributed Generation

As of July 2014, our Virginia business customers could take advantage of the following new energy efficiency program offerings:

- Non-Residential Lighting Systems & Controls
- Non-Residential Heating and Cooling Efficiency
- Non-Residential Window Film

In our North Carolina service territory, we also offer the Residential programs and a Residential Income- Qualifying Home Improvement Program, as well as the Energy Audit and Duct Testing & Sealing programs for business customers.

We also received regulatory approval last year to offer to our North Carolina business customers the Non-Residential Lighting Systems & Controls program, the Non-Residential Heating and Cooling Efficiency program and the Non-Residential Window Film program.

Natural Gas Customers

At our Dominion East Ohio natural gas distribution company, we are investing \$9.5 million a year in conservation and energy efficiency programs for our customers. Of that annual total, \$6.5 million is targeted to home weatherization programs for qualified low-income customers.

We work with a DSM (demand-side management) Collaborative, comprised of Dominion East Ohio, the staff of the Public Utilities Commission of Ohio, consumer advocates and other interested stakeholders, to determine programs for the remainder of the conservation and energy efficiency funding.

Based on input from the DSM Collaborative, we are investing \$3 million annually in a residential retrofit program called “Home Performance with Energy Star.” We offer this program in partnership with GoodCents, an independent service provider. It features a home energy assessment performed by qualified auditors.

As agreed with the DSM Collaborative, we implemented a non-residential energy assessment program in 2014, which is administered by the Council for Smaller Enterprises and will run through 2015.

Program Evaluation

We have adopted Evaluation, Measurement & Verification Plans to measure customer participation and savings levels relative to our conservation and energy efficiency offerings.

Partnering with an energy and sustainability consultant, we report our findings from the previous calendar year to Virginia and North Carolina regulators every April. These reports include actual data, cumulative program results compared to forecasted annual projections, and any observations or recommendations that result from our analysis of the data we collect.

Online Tools

We provide a number of [web-based resources](#) to help our customers reduce their energy costs and use, including:

- [Energy-saving tips](#)
- [Energy calculators](#)
- [“Be An Energy Star Kid”](#)

6.1 million kWh
Power saved by
low-income electric
customers, 2010-2014



Smart Meters

Smart metering and other smart grid applications are central to our conservation initiatives and could provide significant energy savings for our customers over time.

Smart metering and other technology-based enhancements to the electric grid are opening doors to new efficiency applications and energy management tools and savings for our customers.

Smart metering technology provides a wireless, two-way communication path between Dominion and its customers. Once installed, homeowners and commercial facility managers have the ability to monitor and more precisely control their energy use and costs, while Dominion can better detect problems on the grid and operate it more efficiently.

In 2014, we surpassed 300,000 total smart meter installations at various customer locations in our home state of Virginia.

300,000
total smart meter
installations at customer
locations in Virginia

Benefits of Smart Meter Technology

- Enables remote turn on/turn off of electric service – often within minutes of receiving the customer’s request
- Provides daily energy usage data to help smart meter customers better manage their energy use
- Measures energy usage in 30-minute intervals, allowing Dominion to offer different time-of-use pricing plans
- Reduces the number of trucks on the road through remote capabilities - decreasing emissions and benefiting the environment
- Improves efficiency of service restoration efforts by improving the speed and accuracy of power outage detection and reporting
- Optimizes voltage levels for more consistent electricity delivery and reliability
- Allows for more efficient use of fuels used to generate power, reducing operating costs and environmental impacts

Related Links
[Smart Meters](#)

COMMUNITY

We give back to our communities by investing in their well-being through volunteer service, charitable giving and support for economic development.



Public Healthy & Safety

There is no greater priority at Dominion than the health and safety of the public and our employees. That is why we work hard to maintain and improve the integrity and reliability of our energy infrastructure, our emergency preparations and our public communications.

Safety Communications

Dominion is committed to protecting public health and safety and minimizing accidents involving electricity and natural gas. To that end, we make available to our customers, contractors and the educational community an array of print, broadcast and electronic information resources designed to raise awareness about safety and potentially hazardous situations.

Social Media

We are increasingly using [social media](#) channels, including YouTube, Facebook, Twitter, Instagram and Pinterest, to engage interactively with our customers and the public about safety, storm-related outages, community involvement, environmental protection and other issues of mutual interest.



Public Health & Safety

Our Digital Communications department and social media response team were recognized by the Public Relations Society of America for outstanding crisis communications after devastating wind storms affected more than 900,000 of our electric customers in June 2012. The storms led to the largest non-hurricane restoration event in the company's history.

Partners in Safety

One way we work to promote public safety is to partner with first responders, such as local fire departments, to make sure they understand the potential hazards of electricity and natural gas.

- **Electric safety.** In Virginia and North Carolina, Dominion Virginia Power's Safety & Training team uses a mobile, high-voltage line demonstration unit to instruct emergency responders, construction industry employees and the general public on the potential dangers of live power lines. Demonstrations are typically held at fire department training facilities and are manned by Dominion safety specialists.
- **Natural gas safety.** At our natural gas distribution company, we conducted "See Something, Say Something" public safety campaigns at various locations in Ohio and West Virginia. By partnering with state agencies and meeting with emergency responders, local officials and excavators about pipeline safety procedures, these educational initiatives reduced third-party "dig-ins" – the leading cause of damage to pipelines used to deliver natural gas to our customers.

Gas Safety & Training specialists at our Dominion East Ohio unit partner with area firefighters at company fire-school facilities to provide training in extinguishing a variety of natural gas fires under controlled conditions. Each month, Dominion trainers also travel to area fire departments to provide "Partners in Safety" presentations on natural gas safety and carbon-monoxide awareness.

Nuclear Safety

Safety at Dominion's [nuclear stations](#) is paramount in our efforts to protect the public health and safety. The company's nuclear safety policy makes clear that every employee in the company's nuclear operations must have a profound respect for the safety of the reactor core and work proactively to prevent any and all nuclear events from occurring.

- **Radiological safety** focuses on ensuring that workers minimize their exposure to radiation while working in areas where the potential for exposure exists. This includes adhering to long-established industry standards for keeping radiation exposure as low as possible.
- **Industrial safety** focuses on following strict and rigorous safety practices and procedures to prevent on-the-job accidents and injuries. All of Dominion's nuclear stations have been certified as "[Voluntary Protection Program Star](#)" sites by the U.S. Occupational Safety and Health Administration. The VPP Star is OSHA's top designation for industrial safety.

Emergency Preparedness & Response

Emergency planning, preparation and response are key components of Dominion's integrated, enterprise-wide risk assessment framework. Our emergency preparedness programs enable trained personnel to identify, evaluate and manage through a wide variety of potential emergencies and major events, including those caused by severe weather and equipment malfunctions.

Crisis Response

Dominion has a comprehensive and integrated *Crisis Response, Business Resumption & Communications Plan*. This plan is designed to ensure that we react swiftly and appropriately to manage crises, maintain or resume critical business functions, and communicate effectively with all stakeholder groups. The plan is designed to fully integrate the preparations and response to ensure that best practices and lessons learned are applied consistently across the company.

Under the plan, more than a dozen drills and educational sessions are conducted annually to test all phases of crisis response: operations, communications and corporate support. These drills hone our capabilities in areas such as storm response, nuclear-related emergencies and business resumption planning. They often include participation by emergency responders and other outside groups and are in addition to dozens of other business-unit or site-specific drills that focus on operational responses.

ENSURING PHYSICAL AND CYBER SECURITY

As part of our overall strategy to improve the resiliency and security of the electric grid, Dominion is installing additional physical security measures at substations throughout Virginia. We are planning to spend up to \$500 million over the next 5-7 years to harden our transmission substations and other critical infrastructure against man-made physical threats and natural disasters, as well as stockpile crucial equipment for major damage recovery.

We are also building a new Systems Operations Center (SOC) that will feature state-of-the-art security technologies to assist with real-time monitoring of the grid and maintain reliability. The new and expanded SOC will have the ability to support rising industry and regulatory requirements. Construction began in 2014 and is expected to be completed in 2017. The existing operations center will be converted into a backup and training facility.

In the area of cyber security, we use an integrated set of protections to safeguard critical energy infrastructure,

the continuity of our operations and the confidentiality, integrity and availability of data and systems – including those involving customer and investor information.

In addition, Dominion employees receive periodic cyber security awareness training to complement job-specific training. We safeguard customer information on secure systems with restricted access. Multiple security controls help protect this information whenever we store or transmit it.

A continuous monitoring program and internal and external audits provide ongoing oversight of our operations. Dominion cyber security experts regularly communicate with government agencies, law enforcement and intelligence organizations and industry peers to assess threats and align the company's security posture with regulatory requirements and evolving digital technologies.

Related Videos

[Storm Prep and Response](#)

[Dominion Nuclear Station Visitors Center](#)

[A Lineman's Journal: Downed Power Lines](#)



Energy Assistance Programs

Our energy assistance initiatives are designed to fill the gaps resulting from state and federal funding cuts for low-income heating and cooling assistance programs.

Types of Energy Assistance

In Virginia, Dominion Energy Assistance Outreach representatives partner with social workers and public service agencies to host energy assistance and conservation fairs designed to raise public awareness about four types of available assistance:

- **Fuel assistance** to help eligible households pay their home heating bills
- **Crisis assistance** to help individuals and families in heating emergency situations pay security deposits and utility bills, repair or replace heating equipment and fuel or find emergency shelter
- **Cooling assistance** to help pay summer electric bills or buy and/or repair cooling equipment
- **Weatherization assistance** to help increase household energy efficiency and reduce air leaks

\$67 million
in EnergyShare funds
provided to needy families
since 1982

Energy Assistance Programs

EnergyShare

After 33 years, our signature [EnergyShare](#) heating and cooling assistance partnership program continues to help eligible customers in Virginia and North Carolina pay their energy bills. Over that period, the program has raised about \$67 million in donations from employees, customers, businesses and civic organizations and has helped close to 750,000 individuals and more than 300,000 families stay comfortable in their own homes.

For the past 14 years, EnergyShare has helped qualified Dominion East Ohio natural gas customers who have exhausted all other forms of energy assistance pay their winter heating bills.

In the three-state area, more than 10,700 households received upwards of \$3 million in EnergyShare assistance in 2014.

Fan Care

[Fan Care](#), another Dominion-sponsored cooling assistance program, continued to assist elderly Virginia residents stay comfortable in their homes during the summer months. For more than 20 years, we have teamed up with the Department for Aging and Rehabilitative Services to provide free fans to eligible seniors who live in our service area.

Fan Care is funded by an annual grant of \$50,000 from The Dominion Foundation and administered by local area agencies on aging. A similar program for our North Carolina customers is administered by the North Carolina Division on Aging with a \$5,000 grant to the agency's "Project Fan Heat Relief" program.

\$3 million
total 2014 donations
to EnergyShare

10,745
households received
EnergyShare assistance
in 2014

Related Link

[Energy Assistance](#)



Philanthropy

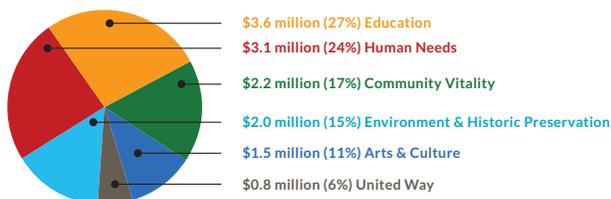
We view charitable giving as an integral aspect of good corporate citizenship and an opportunity to engage and support the communities we serve in ways that align with our business interests.

Dominion Foundation

The Dominion 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 businesses. The Foundation is a registered 501 (c) (3) charitable entity that is governed by a board of directors consisting of company officers and staff. The board meets quarterly to review the Foundation's philanthropic strategy and budgets, set policies and approve grants of \$25,000 or more.

A corporate and regionally-based group of Community Investment Boards serve as advisory bodies to the Foundation board, assisting with grant proposal reviews and making recommendations to the board.

2014 CHARITABLE GIVING



TOTAL = \$13.2 MILLION

*Excludes \$1.5 million in employee/retiree matching gifts, \$1.9 million in EnergyShare fuel assistance donations and \$1.9 million in sponsorships and scholarships.

DOMINION FOUNDATION FOCUS AREAS

Human needs

food, warmth, energy-efficient shelter, access to basic medical and health care

Environmental stewardship

protection of natural resources, helping nonprofit organizations increase their energy efficiency

Education

increasing awareness of the role of energy in the economy, helping develop skill sets for working in tomorrow's energy workforce

Community vitality

fostering an appreciation of diversity, stimulating neighborhood revitalization, promoting vibrant community life and cultural initiatives

Philanthropy

Educational Partnerships

In 2014, the company provided a total of \$3.6 million, or 27 percent of its charitable grants, to support K-12 schools, colleges and universities, and nonprofit educational organizations in eight states where the company operates.

Dominion partners with the educational community to strengthen the overall educational experience and help prepare students for tomorrow's workplace.

Many grants to K-12 schools target STEM-related and environmental and energy-related projects. STEM fields – science, technology, engineering and math – are subject areas that are critical to our business. Higher educational funding goes to support workforce development in key areas, such as business, engineering, craft and environmental studies. Dominion is also funding an R&D program with Virginia universities for alternative and renewable energy research.

Selected 2014 Grants

Human Needs

- \$435,000 to food banks and feeding programs in 9 states
- \$400,000 to veterans' organizations in 7 states
- \$250,000 to the Virginia Treatment Center for Children

Environmental Stewardship

- \$250,000 to the Virginia Chapter of The Nature Conservancy
- \$125,000 to the National Arbor Day Foundation
- \$100,000 to the Pennsylvania Environmental Council

Education

- \$1 million in higher education grants to 39 colleges and universities in 8 states and the District of Columbia
- \$330,000 in grants to 77 K-12 schools in 8 states targeting STEM-related and diversity programs

Community Vitality

- \$110,000 to the Ohio Community Impact Awards program
- \$50,000 to the American Red Cross for "Preparedness Day" in Ohio
- \$25,000 to the Highland Center community venue in Highland County, Virginia

INVESTING IN OUR COMMUNITIES

Charitable Donations, 2010-2014

CATEGORY	AMOUNT
Human Needs	\$19.3 million*
Education	\$16.5 million
Environment/Historic Preservation	\$12.0 million
Community Vitality	\$11.1 million
Arts & Culture	\$ 7.6 million
Total Foundation Grants	\$66.6 million
Employee/Retiree Matching Gifts	\$ 7.8 million

TOTAL 5-YEAR GIVING

\$74.4 MILLION

*Includes \$4.5 million to the United Way



\$1.3 million

Educational grants to **39** colleges and **77** K-12 schools in **8** states

Philanthropy

Matching Gifts Program

Dominion has a matching funds program to encourage our employees and retirees to support eligible non-profit organizations where they live and work. Eligible gifts are matched on a dollar-for-dollar basis. Employees and retirees may request matching gifts of up to \$5,000 per calendar year.

To encourage volunteer community service, any employee or retiree who serves on the board of directors of a qualified recipient organization or who gives at least 50 hours of volunteer service per year to that organization can request a 2-for-1 match of their gift once each calendar year. The company's Matching Gifts program is now available to part-time employees, too.

In 2014, Dominion matched \$1.5 million in employee and retiree charitable gifts to qualified non-profits in 44 states.

\$74.4 million
Total charitable giving,
2010 – 2014

PROJECT PLANT IT! TAKES ROOT WITH STUDENTS



In the spring of 2014, more than 33,000 elementary school students at 342 schools in six states brought home a redbud tree seedling in a recyclable container, complete with instructions for indoor and outdoor planting.

The activity was part of Dominion's award-winning "Project Plant It!" environmental education program, which the company launched in 2007 with the national Arbor Day Foundation. The program is funded by the Dominion Foundation and is designed to teach youth about the beneficial role of trees in the ecosystem.

"Project Plant It!" includes hands-on, interactive lessons and environmental activities for use in the classroom and outdoors.

Related Link

[Charitable Giving and the Dominion Foundation](#)



Volunteerism

Employee volunteers reinforce our core values and set a high standard for community service. Their outreach and goodwill teach us what it means to look beyond individual job responsibilities to the larger needs of society. Their generosity helps build bonds with the communities that sustain our business.

Energizing Communities

In 2014, Dominion celebrated the 30th anniversary of its corporate volunteer program. We believe that volunteering in the community benefits everyone it touches. Our business gains a sense of ownership in community issues; the community gains the leadership skills and other talents our employee volunteers can provide; and our employees gain opportunities to learn new skills and enrich lives. Ultimately, service to the community demonstrates that each individual can indeed make a difference.

Our volunteer efforts have included such things as

- Making household repairs for the disabled
- Mentoring children in public schools
- Partnering with local food banks

Since 2000, we have conducted our signature annual employee-led environmental initiative “*Putting Our Energy To Work For The Environment*” — an employee-led effort in seven states to improve the quality and accessibility of environmental resources in the communities where we do business.

From 2000–2014, more than 7,000 Dominion employees have participated in more than 200 projects to beautify parks, assist with erosion control, remove invasive species, clean rivers, replace osprey nesting platforms, restore greenhouses and much more.

VOLUNTEERS SUPPORT WOUNDED WARRIOR EVENT



For the third year, volunteers from our Dominion Transmission natural gas pipeline company partnered with the Potomac Highlands Wounded Warriors Outreach program last summer to host wounded veterans during a four-day fly-fishing event in the mountains of West Virginia.

Funded by a \$10,000 donation from the Dominion Foundation, volunteers helped the warriors with the art and technique of fly-tying and fly-fishing. The program is designed to provide returning veterans with outdoor recreational experiences that promote self-confidence and a sense of belonging.

Volunteerism

Engaging & Recognizing Volunteers

Our Volunteer Leave Time Policy provides full- and part-time non-union employees with one day of paid time off each year to pursue volunteer activities of their choosing. This is above and beyond any company-sponsored volunteer projects in which they may participate. Volunteer project hours are recorded in the company's volunteer database for documentation purposes.

To pay tribute to our volunteers' outstanding work in the community, we hold an annual recognition banquet in Virginia and Ohio. Since 1986, more than 300 Dominion employees have been honored by their peers as "Volunteers of the Year." Each year, honorees are selected by a panel of community leaders for their exemplary community service. Dominion makes a financial contribution in the name of the award winners to a charity of their choosing.



"Volunteering is central to Dominion's concept of corporate citizenship."

– Steve Rogers, Sr. Vice President – Financial Management

30 years

of volunteer service to the community, 1984 – 2014

100,000

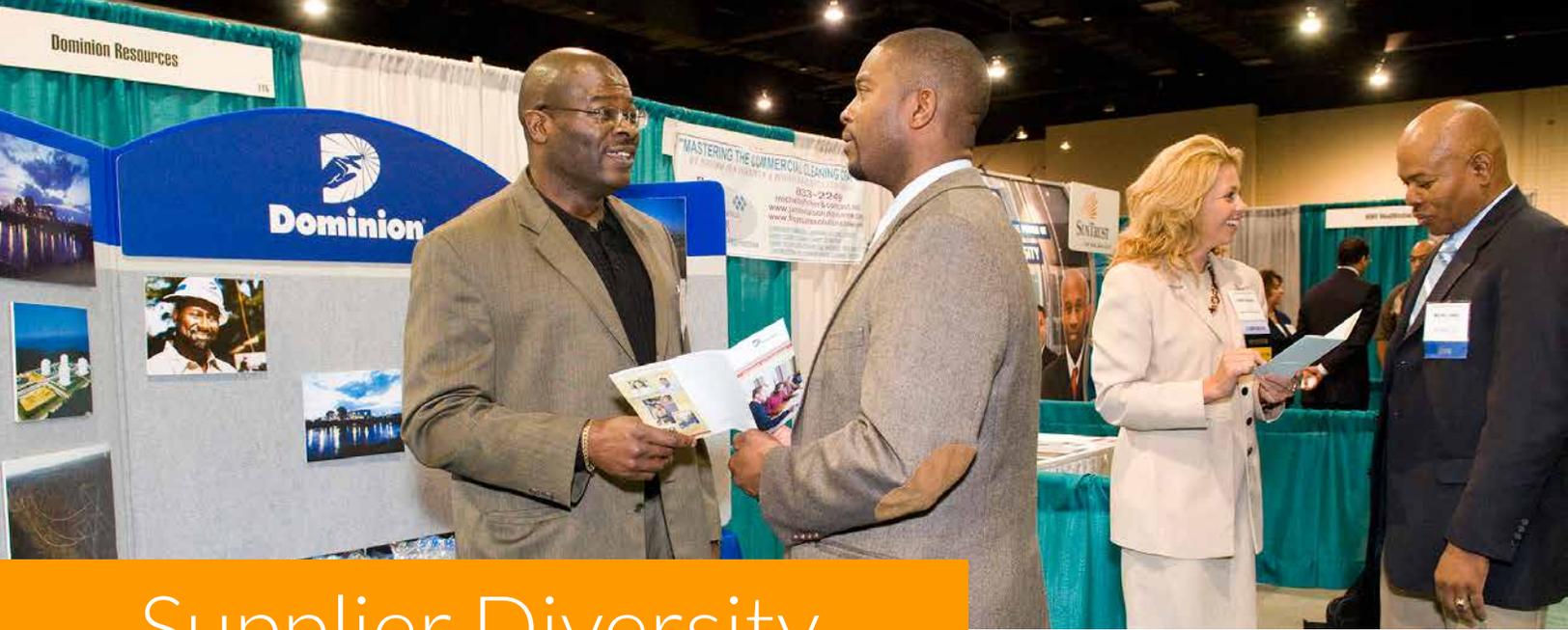
hours of employee volunteer service in 2014

Related Video

[Energizing Our Communities](#)

Related Link

[Volunteering in the Community](#)



Supplier Diversity

We support diversity in the supply chain to promote collaboration and innovation, leverage the best talent in the community and provide superior value for our customers.

Our Approach

The companies that provide us with goods and services are important to our sustainability. Our business is supported by a diverse population, and we believe we have a responsibility to reciprocate. As a result, we set rigorous annual goals for spending with diverse suppliers, and we set clear expectations of our procurement teams and business leaders and assign responsibilities for meeting our goals.

In all cases, our partnerships with diverse suppliers translate into economic growth and increased employment opportunities in the communities we serve. The products and services we receive range from equipment and hardware to construction services and environmental consulting.

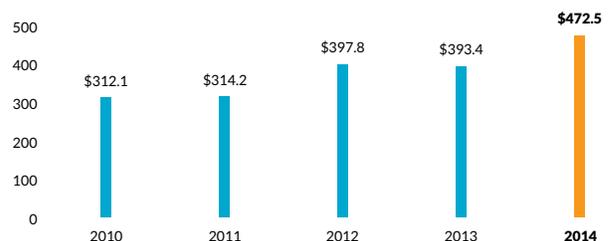
Diverse Supplier Partnerships

We actively partner with government agencies, minority business groups and advocacy organizations to develop sourcing opportunities for diverse suppliers. In many cases, Dominion employees hold important leadership positions with these organizations.

Examples include

- The Virginia Minority Supplier Development Council
- The Northern Ohio Minority Supplier Development Council
- The Metropolitan Business League
- The Women Presidents' Educational Organization
- The Virginia Department of Minority Business Enterprise
- The Virginia Asian Chamber of Commerce
- The Hispanic Chamber of Commerce
- Other local Chambers and advocacy groups

GROWTH IN SUPPLIER DIVERSITY SPENDING
2010-2014 (million dollars)



Supplier Diversity

SUPPLIER DIVERSITY SPENDING 2012-2014

	2012	2013	2014	(+/-) 2013 - 2014
Diversity Spend Goal	\$340M	\$380M	\$413M	8.6%
Total Diversity Spend	\$397.8M	\$393.4	\$472.5	20.1%
Total Supplier Spend	\$4.4B	\$4.6B	\$5.8B	26.1%
% of Diversity Goal Met	117%	103.5%	114.0%	10.1%
% of Diverse Spend to Total Spend	8.9%	8.6%	8.2%	-4.6%

1.9 billion

total diverse supplier spending, 2010 – 2014

20%

increase in diverse supplier spending, 2013 – 2014

Related Link

[Supplier Diversity](#)



“Diversity is one thing we all have in common. Everyone wins when we embrace diversity. It expands our creativity, improves problem solving, enhances productivity and employee retention, and strengthens community relationships.”

– Skip Jordan, Vice President – Shared Services



Economic Development

Our business is only as strong as the areas we serve. That is why we are committed to partnering with public and private sector organizations to attract new businesses and jobs and build stronger communities that benefit from clean, reliable and competitively priced energy.

Favorable Business Climate

Our home state of Virginia enjoys a reputation as one of the nation's best places in which to live and do business. It is consistently ranks among the top business climates by Forbes, CNBC, Site Selection Magazine, Business Facilities and Pollina Corporate Real Estate. A significant portion of the Virginia economy is tied to the federal government, but the state also benefits from diverse strengths in bioscience, logistics, manufacturing and technology.

Our Role in Economic Development

The three "Rs" – Rates, Reliability and Responsiveness – have long been the focus of Dominion's role in promoting economic vitality and competitive advantage. A fourth "R" – Renewable – has become increasingly important as companies looking to relocate or expand also desire to minimize their environmental footprint by supporting renewable energy sources.

Dominion is working on a number of different fronts to address these interests and balance the need for energy that is clean, reliable and affordable. (See [Green Energy Programs](#) and [Renewable Energy](#) sections of this report).

In 2014, our Economic Development team supported the location or expansion of 10 companies in Virginia, representing

#1

ranking for Virginia's regulatory environment, *Forbes* 2014 "Best States for Business" list

70%

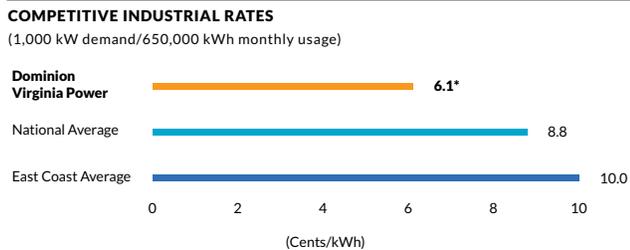
of all Internet traffic flows through our electric utility service area

Economic Development

more than 4,000 new jobs and about \$2.8 billion in new capital investment. In addition, our Dominion Virginia Power subsidiary energized more than seven million square feet of data center facilities in its service area. (See “Data Centers Drive Economic Growth”).

Competitive Electric Rates

Reliable and competitively priced electric service is an important factor in attracting and retaining business investment. Under rates in effect in 2014, Dominion’s typical industrial rates were extremely competitive – about 30 percent below the national average and 39 percent below the East Coast average. (See chart below).



Dominion’s rates for industrial users are 30% below the national average and 39% below the East Coast average.

*Rates effective Jan. 1, 2015
Source: Edison Electric Institute, “Typical Bills and Average Rates Report, Summer 2014.”

Energy Projects Support Economic Growth

Dominion’s current and planned [infrastructure modernization program](#) and environmental investments will help meet Virginia’s projected demand growth over the next 15 years and also improve air quality by reducing emissions. (See the [Air Quality](#) section of this report).

The company’s estimated \$19.2 billion in planned growth capital expenditures from 2015–2020 are expected to support thousands of construction jobs and generate hundreds of millions in local property tax revenues, according to the growth plan endorsed by Dominion’s Board of Directors in 2014.

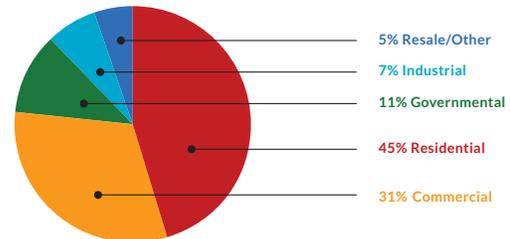
Related Link

[Economic Development and Data Centers](#)

Data Centers Drive Economic Growth

Virginia is home to one of the most significant concentrations of data centers in the world. In fact, about 70 percent of global Internet traffic flows through our service area every day. In response, we created [Dominion Data Center Services](#) to provide one-stop service for data center customers through a streamlined connection process and a pre-certified site program. Sites that are suitable for new data centers are identified and pre-qualified throughout our Virginia service area.

DOMINION VIRGINIA POWER: A DIVERSE CUSTOMER BASE
(2014 Electric Revenues by Customer Class)



“Dominion offers stable rates, reliable service and diverse power supplies. Combine those qualities with Virginia’s strong workforce, favorable geography and business-friendly climate, and you’ve got a winning recipe for attracting new jobs and businesses to the Commonwealth.”

– Daniel Weekley, Vice President – Corporate Affairs



Stakeholder Engagement

Engagement with stakeholders is an integral aspect of our commitment to transparency, accountability and responsible corporate citizenship. Effective collaboration with groups whose interests intersect with ours provides opportunities for understanding diverse perspectives and priorities and aligning our decisions with the needs and expectations of stakeholders.

Strategic partnerships with industry, governments, academia and NGOs are crucial to advancing innovative, sustainable solutions to the many energy-related challenges we face. Some of the many channels that Dominion uses to engage key stakeholder groups are listed in the following table and throughout our report.

Customers

Channels of Engagement: Online account management tools; bill inserts and newsletters; customer educational programs; volunteer speakers bureau; energy assistance programs; energy conservation blog; green partnership and conservation program offerings; interactive online power outage viewer; call center customer assistance; safety and storm preparation news releases; “key customer” commercial/industrial web page; public hearings; social media.

Examples

- [Dominion Virginia Power Facebook](#)
- [Dominion YouTube](#)
- [EnergyShare](#) fuel assistance program
- [Customer Connection newsletter](#)

Governments & Elected Officials

Channels of Engagement: State and federal regulatory proceedings and rate cases; lobbying and advocacy; meetings; facility tours; policy papers and testimony; emergency preparedness drills with state agencies; local planning commissions; project updates for local officials; representation on boards and advisory committees.

Stakeholder Engagement

Examples

- [North Carolina Utilities Commission](#)
- Sustainable Transportation Initiative of Richmond, Va.
- [U.S. Bureau of Ocean Energy Management](#)
- [U.S. Nuclear Regulatory Commission](#)

Communities / NGOs

Channels of Engagement: Partnerships and networking relationships; employee volunteer projects; participation on boards and advisory committees; corporate charitable giving and employee matching gifts; traditional and social media; website, newsletters and bill inserts; community recognition events and sponsorships; teacher workshops; business alliances; retiree organizations.

Examples

- Dominion Cove Point [Facebook](#) page and [Twitter](#) handle
- Stakeholder roundtable discussions — integrated resource planning process
- [Maryland Conservation Council](#)
- Fauquier (VA) Transmission Line Community Advisory Group

Investors / Wall Street

Channels of Engagement: Annual shareholder meeting; annual report; proxy communications and citizenship/sustainability report publications; investor newsletter; online account services; webcasts; quarterly earnings conference calls; institutional investor meetings and conference calls; security analyst road shows

Examples

- Barclays CEO Energy Power Conference, New York, NY, Sept. 3, 2014
- [Investor Connection newsletter](#)
- [2014 Summary Annual Report](#)
- [Investor Relations Reference Book](#)

Employees

Channels of Engagement: Print and electronic communications; town hall meetings with executives; quarterly safety meetings; diversity councils; awards/recognition banquets; volunteer opportunities; employee surveys; labor negotiations; wellness blog; career/leadership development training; confidential compliance hotline; annual performance appraisal process; Employee Assistance Program

Examples

- DomNet intranet website
- Annual "[Volunteer of the Year](#)" recognition banquets in Virginia and Ohio
- "Dominion IDeAS" innovation program
- "Quick Pulse" and "Dominion Dialog" social media tools

Selected Other Stakeholder Groups

- Suppliers, contractors, business partners
- Educational community
- Job candidates
- Environmental organizations
- Faith-based policy organizations
- Media outlets
- Labor unions
- Industry trade associations
- Emergency first responders
- Retirees

ENVIRONMENT

We are dedicated to responsible environmental stewardship and to finding sustainable solutions to the environmental challenges of our times.



Stewardship

Environmental stewardship is embedded in Dominion’s culture and core values and is the responsibility of all employees. We are committed to working with our stakeholders to find sustainable solutions to the energy and environmental challenges that confront our company and our nation.

Compliance & Disclosure

Dominion’s operations are subject to extensive and evolving federal, state and local environmental laws, rules and regulations. We are committed to full compliance with these legal requirements, which require significant capital allocation for permitting, emissions fees, environmental monitoring, installation and operation of pollution control equipment, biological studies and species protection. (See our [Corporate Environmental Policy](#)).

In addition to routine self-assessments, we periodically audit our facilities to ensure compliance with all relevant environmental rules and regulations. These audits are carried out independent of our operations or environmental staff to promote objective performance assessments.

Environmental Risks & Reporting

Detailed discussion of the risks associated with Dominion’s environmental compliance, can be found in the company’s most recent quarterly report on Form 10-Q, or annual report on Form 10-K filed with the U.S. Securities and Exchange Commission, which are available on the “[Investors](#)” page of our corporate website.

Dominion’s emissions data and climate change risks and opportunities are described in full in our [2014 Greenhouse Gas Report](#). We also report metrics related to water use and consumption in our online [Environmental Report](#) and in this CSR. (See [Water Use & Conservation](#) and the [5-Year Summary Performance Table](#)).

Stewardship

New EPA Regulations

Dominion is subject to a range of recently finalized and or proposed environmental regulations, including:

- The U.S. Environmental Protection Agency (EPA) has proposed or finalized a number of strict new air and climate regulations, including the Clean Power Plan rule;
- In October 2014, a final cooling water intake rule became effective establishing information and technology requirements for cooling water intake structures;
- On April 17, 2015, EPA published the final coal ash rule in the Federal Register. The rule classifies coal ash as non-hazardous waste and imposes requirements on existing and new coal ash landfills and surface impoundments; and
- EPA is expected to finalize a rule governing water effluent limitations from power stations in 2015.

Dominion's options for complying with EPA's new air and climate regulations are as follows:

- Retrofit or retire coal units;
- Convert these units to lower-carbon fuel sources;
- Add new transmission capacity; or
- Some combination of the above.

\$246 million
in total 2014
environmental spending

Related Video

[Fish Shocking North Anna River](#)

Related Links

[Dominion Environmental Report](#)

[Greenhouse Gas Report](#)



Climate Change

Dominion is fully committed to meeting the challenge of climate change by working for a sustainable solution that balances the interdependent goals of environmental stewardship and economic prosperity.

Our Position on Climate Change

A national climate change policy should be developed legislatively, together with a sound national energy policy that provides for fuel diversity, a reliable energy supply and affordable electric service, as well as regulatory certainty and compliance flexibility for industry. This policy should promote the development and deployment of technology-based solutions, including renewable energy, advanced nuclear, natural gas and clean-coal technologies, as well as energy efficiency, conservation and demand-side management programs.

Our Carbon Management Strategy

Dominion has an integrated, voluntary strategy for reducing greenhouse gas (GHG) emission intensity. The cornerstone of the strategy is diversification. The principle components of Dominion's strategy for reducing GHG emissions include initiatives that address electric energy management, production and delivery, as well as natural gas storage, transmission and delivery as follows:

- **Enhance conservation and energy efficiency programs** to help customers use energy wisely and reduce environmental impacts (See [Energy Conservation](#));
- **Expand renewable energy resources** especially wind power, solar, fuel cells and biomass, to help diversify the company's fleet, meet state renewable energy targets and lower our carbon footprint (See [Operations](#));
- **Evaluate other new generating capacity** including low-emission natural gas-fired and emissions-free nuclear units to meet customers' future electricity needs;
- **Construct new electric transmission infrastructure** to modernize the grid, promote economic security and help deliver more green energy to population centers where it is needed the most;
- **Construct new natural gas infrastructure** to expand the availability of this cleaner fuel, reduce emissions and promote energy and economic security in the U.S. and abroad; and
- **Enhance voluntary methane mitigation measures** through EPA's Natural Gas STAR Program (See [Methane Reduction Initiatives](#) section below)

Climate Change

Minimizing Carbon Intensity

Dominion continues to produce fewer carbon emissions per unit of energy than almost three-fourths of the nation's 100 largest power producers.

According to the *2015 Environmental Air Emissions Benchmark Report* published by MJ Bradley & Associates, Dominion ranks 26th on the list of the 100 largest power producers in the U.S. based on emissions intensity (pounds per megawatt-hour). The report compares the companies' emissions performance based on their generating output, plant ownership and emissions data. The 2015 report uses 2013 generation and emissions data.

We attribute this achievement to the balance and diversity of our [generation fuel mix](#), combined with the addition of new low- and non-emitting generating resources, such as solar power; sustained productivity improvements at existing power stations; a number of aging coal unit retirements; and a growing reliance on energy conservation and efficiency programs.

Comparing 2014 to 2008, we have reduced the total equivalent carbon dioxide emissions (CO₂e) of our generating fleet, which includes carbon dioxide, methane and nitrogen oxide emissions, by more than 37 percent. Over the same period, we have lowered our carbon intensity rate – the average CO₂e emissions rate per unit of electric output – by about 28 percent.

Improving the generating efficiency of our utility fleet has been a strategic focus over the past several years. Efficiency improvements allow us to squeeze more power out of our units while using roughly the same amount of fuel – and avoiding additional atmospheric emissions – a plus for our customers and for the environment.

EPA Clean Power Plan Regulations

In June 2014, the EPA proposed the Clean Power Plan (CPP), which will likely result in Dominion being required to reduce carbon emissions from the company's generating fleet. If finalized as currently proposed, the CPP will impose higher emissions reductions on states such as Virginia that have already diversified their fleets and achieved emissions reductions.

Dominion's most recent [Integrated Resource Plan](#), which the company filed with regulatory authorities in July 2015, includes four alternative scenarios benchmarked on the proposed

CPP as plausible strategies for meeting our customers' future electricity needs. The four scenarios focus on adding additional solar energy resources; new nuclear generation; the co-firing of coal units with natural gas; and onshore wind generation. These alternative scenarios also include additional coal unit retirements, new natural gas-fired combined-cycle units, and demand- and supply-side energy efficiency measures.

The company will revisit its options after the CPP is finalized and may ultimately choose to blend different aspects of these scenarios to provide the optimal combination of reliability and affordability for our customers while complying with the CPP and other environmental regulations.

Methane Reduction Initiatives and Research Support

The EPA estimates that natural gas transmission and storage activities account for about 7.5 percent of all domestic methane emissions. Methane is the primary component of natural gas and is considered a greenhouse gas many times more potent than carbon dioxide.

In 2013, Dominion partnered in a nationwide field study led by Colorado State University to quantify methane emissions from natural gas transmission and storage systems. As part of the study, we provided historic emissions and operating data to complement measurements taken by the research team during the second half of 2013.

Study measurement results were published in the (italicize this title) *Environmental Science and Technology* journal in February 2015. Based on the study results, a second article projecting a national methane emissions inventory was published in the journal in July 2015. These articles will help inform industry, regulators and other stakeholders in targeting methane reduction strategies and refining reporting requirements for the gas transmission and storage sector going forward.

Dominion Transmission, Inc., our interstate natural gas pipeline and storage business, has joined the EPA's Natural Gas STAR Program. Dominion East Ohio Gas, our gas distribution business, joined the program in 2014. This voluntary partnership between government and industry was created to reduce methane leakage and emissions to the environment. We have adopted a number of best practices from the program, along with internal best practices and guidelines, to document and lower methane emissions at Dominion facilities.

Climate Change

Other Actions

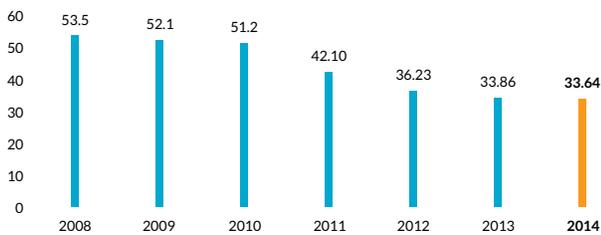
At our Cove Point LNG Terminal on the Chesapeake Bay, we have begun constructing facilities for exporting liquefied natural gas to markets around the world. (See [Operations/Infrastructure Modernization](#)).

The high-efficiency design of the liquefaction facility will help to minimize the environmental impact of the LNG export operations. Waste heat will be used to create steam for the generation of electric power for use on site. Process gas will be used to fuel the facility instead of flaring it to the atmosphere, thereby reducing emissions.

28%
decline in system fleet carbon intensity rate, 2008-2014

REDUCING OUR CARBON FOOTPRINT

(Annual CO₂e emissions, millions of tons)

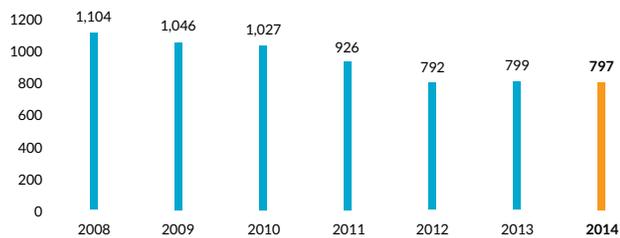


37% Decline in Total CO₂e Emissions, 2008-2014

[Note: CO₂e = carbon dioxide, methane and nitrous oxide emissions combined]

MINIMIZING CARBON INTENSITY

(Pounds CO₂e per mWh of output)



28% Reduction in Carbon Intensity Rate, 2008-2014

Related Video

[Dominion: Lowering our Carbon Intensity](#)



Air Quality

Dominion’s environmental investment program began in the 1990s and has produced significant improvements in air quality – with more benefits still to come.

Our Commitment to Improved Air Quality

We have made major strides in reducing the environmental footprint of our electric generating fleet. Since 1998, Dominion has invested more than \$1.8 billion to achieve significant improvements in air quality from our regulated utility fleet as follows:

- Sulfur dioxide (SO₂): 91 percent reduction (emissions per unit of output from 2000 levels)
- Nitrogen oxide (NO_x): 80 percent reduction
- Mercury: 78 percent reduction

By 2020, we expect to have reduced SO₂ emissions by 94 percent, NO_x emissions by 86 percent and mercury emissions by 95 percent below 2000 levels.

Sulfur dioxide is a precursor of acid rain and soot, nitrogen oxide is a component of ground-level ozone and a main ingredient of smog, and mercury is a heavy metal that can accumulate in the tissues of wildlife and humans after depositing in our waters and soils.

Meeting the Challenge of New Regulations

We face challenging compliance windows for various proposed new and stricter EPA regulations covering greenhouse gases and other air emissions.

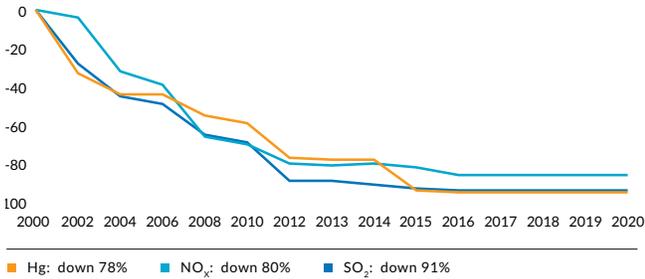
Our main options for complying with EPA’s new regulations will be to retrofit or retire a number of our coal units, convert them to other fuel sources, such as natural gas or renewable biomass, and add new transmission capacity, or some combination of the three.

We have already made significant progress along these lines. In 2014, for example, Dominion retired 595 megawatts of coal-fired generation at the Chesapeake Energy Center. Furthermore, the construction of three new high-efficiency, combined-cycle natural gas facilities will allow us to meet electric customer demand growth while addressing regulatory challenges. (See [Stewardship](#)).

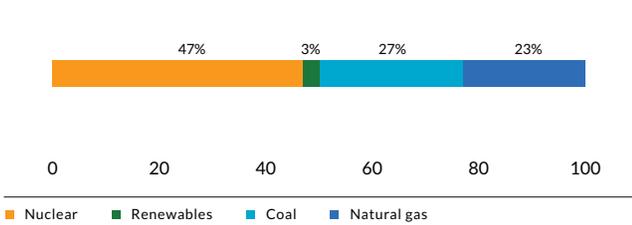
The proposed [Atlantic Coast Pipeline](#) (ACP) will provide needed access to abundant, clean-burning natural gas supplies to help meeting growing regional energy needs – boosting economic growth and providing environmental benefits at the same time. Under increasingly strict federal air quality requirements, the ACP will provide a valuable source of clean natural gas, which contains about half the carbon emissions of coal when combusted. Natural gas is also a reliable source of electricity to back up intermittent renewable energy sources, such as wind and solar power.

Air Quality

SUSTAINABLE IMPROVEMENTS IN AIR QUALITY
(2000-2020 Projected)



2014 ELECTRIC OUTPUT BY FUEL*
(Total Fleet)



*Company-owned generation. Excludes non-utility generation under contract.

50%
of our electric output is emissions-free nuclear and renewable energy

Related Link

[Emerging Regulations](#)

HIGHLIGHTS OF OUR COMMITMENT TO CLEARING THE AIR

Dominion helped break a deadlock in Congress by being the first utility to publicly support passage of the Clean Air Act Amendments of 1990 – the first major legislation to address acid rain.

Dominion also was the first company to test the Clean Air law’s innovative “cap and trade” provision, which gave utilities more flexibility in meeting required emissions limits.

In 1994 and again in 2002, Dominion installed environmental controls at its largest utility coal station – well ahead of compliance deadlines – bringing air quality improvements to the Shenandoah National Park and other wilderness areas.

In 2003, we spent \$400 million to convert two Northern Virginia coal units to natural gas and built a high-efficiency gas-fired unit in partnership with the Virginia Department of Environmental Quality to reduce regional ozone levels and help meet federal air quality standards.

Also in 2003, we signed an historic 10-year, \$1.2 billion emissions reduction agreement with the U.S. EPA – the most ambitious environmental commitment ever made by a Virginia corporation. As a result, state-of-the-art environmental control technologies installed on our utility coal stations prevented more than 1.5 million tons of sulfur dioxide and almost 334,000 tons of nitrogen oxides from entering the atmosphere.

Since 2000, we have closed, sold or converted 12 coal-fired units across our fleet of electric generating facilities, significantly reducing greenhouse gases and other emissions.



Water Use & Conservation

We are fully committed to the responsible use and conservation of water resources, which are critical to our operations.

Electric Business

We heat highly purified and pressurized water in our steam-electric generating units to produce the steam that spins turbines to generate electricity. Water is also the most common source of cooling for these units, which use either once-through cooling systems or closed-loop systems to remove excess heat.

About half of our steam electric facilities withdraw water and return it to the source (once through) at a slightly elevated temperature but with little to no consumption involved. The other half of our facilities use closed-cycle cooling and withdraw very little water, compared to facilities using once-through cooling.

Other ways that we use water in our operations include:

- water sluicing processes (transporting coal ash)
- water treatment systems
- cooling associated with other facility processes
- air pollution control equipment (sulfur dioxide scrubbers)
- drinking and sanitary purposes at our various facilities

Water-Saving Cooling Systems

Dominion has installed water-saving cooling technology at some of our generating stations.

For example, the Virginia City Hybrid Energy Center in southwestern Virginia uses an air-cooled condenser to remove heat from the system. Fans remove much of the excess heat, resulting in about 90 percent lower overall water use when compared to traditional coal-fired power stations. A similar cooling system was installed at the Warren County Power Station, which became operational in late 2014.

In addition, we are building a 1,300-megawatt natural gas-powered station in Brunswick County, Va., that is expected to begin commercial operation in late 2016. The station will be equipped with an air-cooled condenser to reduce water consumption compared to once-through cooling systems or traditional cooling towers.

Natural Gas Business

The water used in our gas pipeline businesses is significantly less than the amount of water that we withdraw or use at our electric generating stations.

We use water to pressure test new and existing natural gas pipelines. This water is collected and disposed of offsite or is filtered and tested before it is discharged in accordance with applicable state and federal permits.

Water Use & Conservation

At the Cove Point LNG terminal on the Chesapeake Bay, we use extracted groundwater as part of the vaporization process that assists in turning LNG into its gaseous form for shipment to domestic and global markets.

We also produce water when operating our gas storage and production wells. The majority of this produced water, known as brine, is collected and injected into permitted underground injection wells (UIC Class II) that are designed and operated for brine disposal. About 25 percent of this produced water is sent to approved off-site disposal facilities for treatment.

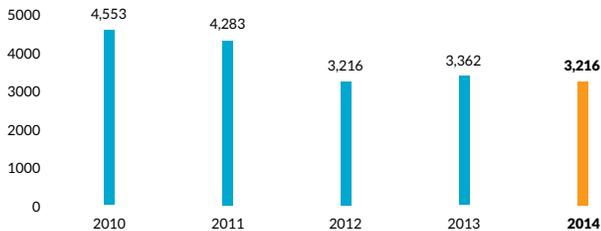
CDP Water Disclosure

Beginning in 2011, we have participated annually in the CDP “Water Disclosure” reporting process to share data and information about Dominion’s overall water use and risk management practices.

[View our 2014 CDP Water Disclosure report.](#)

CONSERVING WATER RESOURCES*

(Water withdrawn, billions of gallons, 2010-2014)



29% Cumulative Decline

*Company-owned generation, excluding hydro and wind



“We are constantly looking for ways to reduce our water footprint at existing and new facilities. For example, at one of our power stations in Southwest Virginia, we installed air-cooled condensers instead of cooling water towers. This reduced the water consumption at the facility by about 10 million gallons per day.”

– Pamela Faggert, Vice President & Chief Environmental Officer



19%

increase in water reused or recycled in our operations



Biodiversity & Habitat Protection

The protection of species and habitats on the lands, rights-of-way, and waterways around our facilities is an integral part of Dominion's commitment to responsible environmental stewardship.

Ecosystem Conservation Initiatives

- **Cove Point Beach Restoration.** In cooperation with various regulatory, environmental and community groups, Dominion helped rebuild a buffer zone separating the Chesapeake Bay and a freshwater marsh using native grasses and plants. ([See related video](#)).
- **Roanoke River Fish Restoration.** Dominion is involved in a long term study of "diadromous" fish populations in the Roanoke River, North Carolina. Diadromous fish, such as American Shad and Striped Bass, live in the ocean and return to freshwater rivers to spawn; or like American Eelseels, they live in rivers and migrate to the ocean to spawn.

As the owner of a hydroelectric dams on the Roanoke River, Dominion works with state and federal agencies to assess and implement programs designed to support these fish populations.

- **Clover Open Space Easement.** At the company's Clover Power Station in Halifax County, Va., Dominion has

partnered with the Virginia Department of Game and Inland Fisheries to set aside about 400 acres of land surrounding the station. The area is jointly managed to protect its value as a conservation site for fish and wildlife and wetlands habitat.

- **Lake Gaston Waterfowl Management Area.** Dominion manages a 114-acre site in the northwestern section of Lake Gaston, N.C., as a migratory waterfowl area by controlling the lake's water level, and seeding the area with vegetation and controlling invasive species. The company developed this wetland area in partnership with the U.S. Fish and Wildlife Service, the Virginia Department of Game and Inland Fisheries, Ducks Unlimited and the North Carolina Wildlife Resources Commission.

Avian and Wildlife Protection

Dominion's avian and wildlife protection program is widely regarded as one of the industry's best. We have received several National Conservation Service Awards from the U.S. Fish and Wildlife Service for our efforts to protect birds from adverse power line impacts. Avian Protection Areas within Dominion's

Biodiversity & Habitat Protection

service territory have been established to include the adoption of new construction standards to protect migratory birds within these areas. The company is also expanding its avian protection areas

Dominion was one of the original parties of APLIC ([Avian Powerline Interaction Committee](#)), a global leader in providing guidance to utilities on minimizing harm to bird populations. These guidelines help reduce costly power outages while also providing compliance with laws protecting birds.

Wildlife Preservation

Dominion works with the [Keystone Elk Country Alliance](#) and the [Pennsylvania Game Commission](#) to help create safe havens and grazing areas for the elk and deer, which has resulted in a tripling of the herds. We also host an annual “elk tour” for state legislators to showcase the project. The tour is held in conjunction with a Dominion employee volunteer workday in support of various elk conservation projects in the area.

Rare Plant Protection

Dominion has been a long-time supporter the [Natural Heritage Program](#) of the Virginia Department of Conservation & Recreation. The program is intended to preserve the state’s biodiversity through inventory, ecosystem protection and stewardship. Dominion has teamed with the VDCR to conduct surveys of “Threatened and Endangered” (T&E) plants and other rare plants found in open-canopy environments located on the company’s electric transmission and distribution rights-of-way.

Land Conservation

Dominion donated 477 acres of unique ecological habitat called Bear Rocks to [The Nature Conservancy of West Virginia](#). The land, located adjacent to the Dolly Sods Wilderness Area, will be used in perpetuity for conservation purposes.

We also partnered with The Public Land Trust to purchase and preserve a 122-acre waterfront area near Virginia Beach, Va., called [Pleasure House Point](#). The area provides rare public green space and the opportunity to experience shoreline habitat, wetlands and maritime forest that is home to many species of birds and marine life, including the Chesapeake Bay blue crab and the Lynnhaven oyster.

Partnerships

A partial list of the many governmental agencies, environmental groups and other NGOs that we partner with to conserve natural resources includes:

- [The Nature Conservancy](#)
- [The Alliance for the Chesapeake Bay](#)
- [The National Audubon Society](#)
- [U.S. Fish and Wildlife Service](#)
- [National Marine Fisheries Service](#)
- [The Center for Conservation Biology](#)
- [The National Fish and Wildlife Foundation](#)
- [Trout Unlimited](#)
- [The Virginia Department of Game and Inland Fisheries](#)
- [The Virginia Department of Conservation and Recreation](#)
- [The Pennsylvania Game Commission](#)
- [The Maryland Conservation Council](#)
- [The James River Association](#)
- [The Niantic River Watershed Committee](#) (Connecticut)
- [North Carolina Wildlife Resources Commission](#)
- [West Virginia Department of Environmental Protection](#)

Related Videos

[Cove Point Marsh Restoration](#)

[Monarch Butterfly Habitat](#)

Related Link

[Ecosystem Conservation](#)



Resource Conservation & Recycling

Reusing resources and reducing waste makes good business sense, and it is the right thing to do. We are committed to minimizing the waste we create and to handling and disposing of it responsibly. We also actively seek opportunities to recycle and reuse waste materials.

Data Collection and Measurement

Goals and measurement processes are in place to help us understand and manage our waste footprint and energy use at company facilities. Improved data collection methodologies, especially in regard to our internal energy usage, help us track and report our annual progress. The company's recycling and reuse activities and results have been reported annually since 1994 through the U.S. EPA's [WasteWise](#) program.

We have collected detailed data about company electricity consumption since 2008. We began tracking this data in 2010, and comprehensive 2010-2014 data is available in this report.. (See [5-Year Summary Performance Table](#)).

Managing Our Energy Footprint

We have implemented a number of initiatives at various company locations to reduce our energy footprint. Some examples include:

- Preventive maintenance programs to keep equipment in peak condition and delay replacements;

- Energy Management Systems to control lighting and HVAC systems after hours and reduce overall energy use;
- Installation of solar window film and reflective roofs to decrease heat infiltration and increase the efficiency of air conditioning operations;
- Adoption of LEED-certified "green" building standards at three locations;
- Installation of light sensor-activated switches and timers in selected rooms and public spaces;
- Replacement of incandescent lighting in buildings, garages and warehouses with high-efficiency Light-Emitting Diode (LED) lights and compact fluorescent light bulbs (CFLs);
- Partnering with green vendors to recycle thousands of used company computers, monitors and printers to keep them out of public landfills; and
- Implementing "single stream" recycling of co-mingled glass, papers and plastics.

Resource Conservation & Recycling

Investment Recovery

In 2014, our Asset Investment Recovery group recycled about 41 million pounds of scrap metals from electric transformers, wire and cable, circuit breakers and other scrap equipment – an increase of about 12 percent from the previous year.

At our natural gas transmission and distribution businesses, we recycled close to 9 million pounds of surplus steel pipes, valves, flanges and other materials. In addition to what we recycle, the company also donates pipe and related materials to community and technical colleges in West Virginia for use in welding classes and for other training purposes.

Coal Combustion Residuals

A variety of coal combustion residuals (CCRs) are created when coal is burned to generate electricity. The primary CCRs include coal ash, bottom ash, and flue gas desulfurization sludge.

CCRs are typically stored in surface impoundments, in dry landfills, or recycled for reuse in a variety of commercial applications. Beneficial reuse of coal ash occurs in encapsulated products, such as cement and concrete, dry wall, roofing shingles, and plastics.

Reuse of coal ash also has environmental benefits, including a reduction in greenhouse gases. For each ton of coal ash used in place of traditional cement, about one ton less of carbon dioxide is produced – the rough equivalent of what one automobile emits in two months.

In 2014, Dominion's fossil fleet produced about 3.6 million tons of CCRs, excluding gypsum. More than 70 percent of Dominion's CCRs were disposed on site or at an off-site CCR landfill. Approximately 1.1 million tons, or almost 30 percent, of CCRs were used in 2014 to replace higher value or "beneficially reused" materials off site.

Coal Ash Regulation by EPA

In April 2015, the EPA's final rule governing CCRs was published in the Federal Register. The rule regulates new and existing coal ash landfills and surface impoundments at electric utilities, including "inactive" surface impoundments that may not be receiving CCRs, but which still store CCRs and liquids at an active facility, regardless of the facility's fuel type.

The coal ash rule includes requirements for design, inspections, monitoring and disclosure.

In April 2015, Dominion announced its plans to close all of its coal ash impoundments. Most of this work will be completed within three years. By closing these facilities, the company will

be in full compliance with current state laws and regulations, as well as the new federal regulation – all of which are designed to protect human health and the environment. The EPA's final rule encourages early closure of ash ponds within three years, and Dominion plans to follow this guideline wherever possible.

Ongoing groundwater monitoring at these facilities has not identified any threats to human health or to the environment. In the future, we will continue to closely monitor groundwater in the vicinity of the closed impoundments in a manner that protects the public and is consistent with regulatory requirements.

In keeping with state regulations, we perform annual dam integrity inspections of our impoundments using registered, professional dam safety engineers. These inspections help ensure that our dams are performing as designed; that there are no visible signs of compromised integrity; and that proper maintenance is being performed. In addition to annual integrity inspections, trained site environmental personnel perform quarterly visual inspections of the ponds, checking for conditions such as erosion, animal burrow holes and water level fluctuations – any of which could indicate the need for more detailed inspections or corrective measures.

Engaging Employees

For many years, employee volunteer teams across the company have participated in environmental projects in the communities we serve. Examples include projects to clean up public highways and parks and recycle plastics and aluminum cans, planting native vegetation and removing invasive species. Through school mentoring programs, our volunteers also teach young people the importance of resource conservation. Employee-initiated projects also have created opportunities to collect and recycle oils, solvents and other liquid substances used in our operations.

Resource Conservation & Recycling

COAL COMBUSTION BYPRODUCTS *

2010-2014



*Company-owned generation

ANNUAL RECYCLED MATERIALS, 2012-2014

(In Pounds)

Category	2014	2013	2012
Coal combustion byproducts ¹	2,149,042,000	2,249,968,000	2,348,376,040
Gypsum	359,889,082	291,316,946	209,360,000
Biomass combustion products	34,574,000	41,304,000	30,060,860
Oils, fluids for reclamation/recovery	52,227,326	34,701,042	40,651,623
Scrap metals	41,424,822	37,134,607	40,448,632
Paper, cardboard, plastic, glass	3,138,221	2,873,882	3,162,639
e-waste	92,621	284,206	118,164

¹ Does not include gypsum

Data provided to EPA WasteWise program

RECYCLING CONSERVES RESOURCES

In 2014, we recycled 71 tons of aluminum, cardboard and paper, scrap metals, plastics, wood pallets and glass. Together, these initiatives helped conserve the following resources:

1,128 mature trees

Enough saved timber to produce 13,971,100 sheets of newsprint

286 yards of landfill space

Enough to meet the annual disposal needs of 367 people

121,953 kilowatt-hours of electricity

Enough power to meet the annual needs of 11 homes

402,150 gallons of water

Enough to meet the daily needs of 5,362 people

280 metric tons of avoided GHG emissions

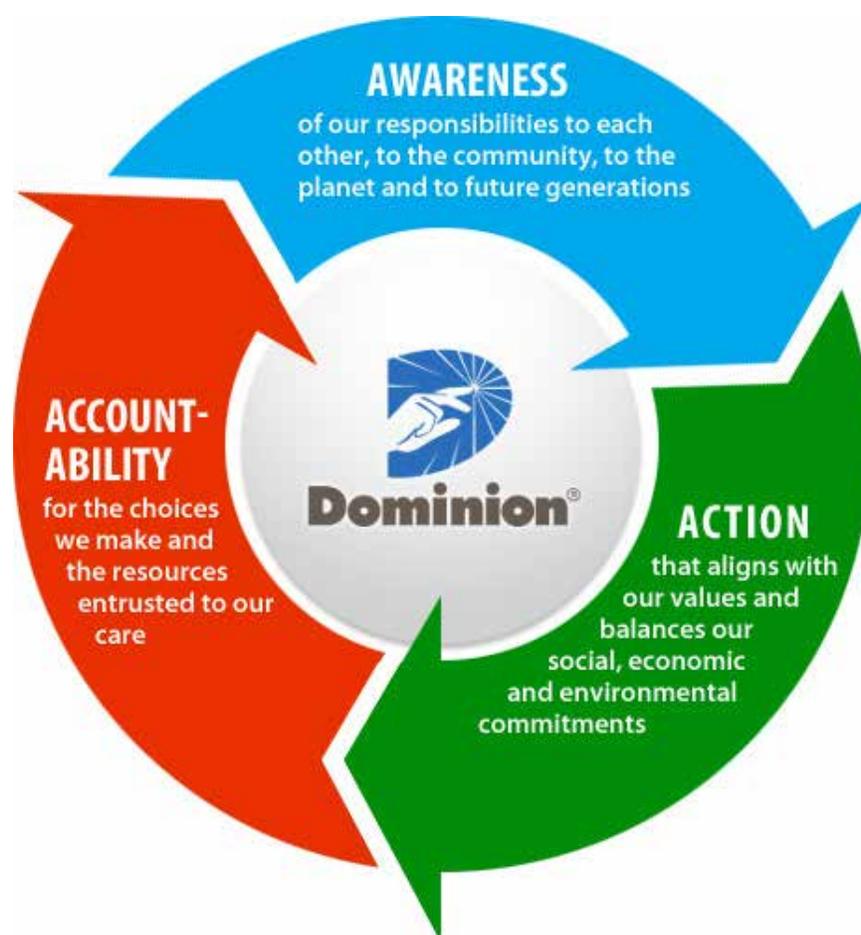
Equivalent to the annual GHG emissions produced by 59 automobiles

PERFORMANCE

Highlights of Dominion's social, economic and environmental progress and performance.

Goal Scorecard

INNOVATION. STEWARDSHIP. COLLABORATION. ENGAGEMENT. These are the cornerstones of our sustainability strategy. They correspond to the four broad focus areas listed below that provide a framework for our sustainability goals and related metrics and for tracking performance over time. The goals were first approved in 2011 by Dominion's Executive Sustainability Council. New and existing initiatives are in place to achieve them, and our 2014 progress is reported below.



OUR SUSTAINABILITY MODEL

Goal Scorecard

INNOVATION: INVESTING IN THE TECHNOLOGIES OF TOMORROW

Goal: Evaluate latest technology research in emerging alternative energy sources; assess commercial viability of renewable energy technologies and conservation/efficiency tools to identify business partnership opportunities.

Initiatives	2014 Progress
▶ Plug-In Electric Vehicles	Pilot program underway through Nov. 2016. Program enrollment topped 400 – up 20% from previous year.
▶ Conservation Voltage Reductions (CVR)	Patented EDGESM (Energy Distribution & Grid Efficiency) voltage management solution adopted by utilities in Illinois, Oregon, California and Hawaii. International product marketing began.
▶ Offshore Wind Power	Dominion-led coalition awarded \$47 million by U.S. DOE to complete demonstration project off Virginia coast.
▶ Micro-grid Research Project	<p>Continued \$500,000 partnership with VCU School of Engineering in Richmond, Va., to research and develop micro-grid test site for advanced energy efficiency technologies</p> <p>Installed a micro-grid research project at Kitty Hawk, North Carolina, involving distributed renewable generation and energy storage technologies</p> <p>Announced a partnership with Randolph-Macon College, Ashland, Va., to build and operate the first fully integrated solar and battery storage installation of its kind in Virginia. The 125-kilowatt project will test two innovative battery technologies linked with a roof-mounted solar system.</p>
▶ Dominion Resources Innovation Center	5 start-up companies have graduated from the Center and moved toward full commercial operation.

Goal: Meet Virginia Renewable Portfolio Standard Goal: 15% by 2025

▶ 4% sales in VA derived from renewable energy sources between 2010-2015	<p>Providing \$1.7 million in R&D funding in partnership with 12 Virginia universities to evaluate various renewable energy and alternative technology projects.</p> <p>On target to meet RPS goal</p>
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Goal Scorecard

INNOVATION: INVESTING IN THE TECHNOLOGIES OF TOMORROW

Goal: Meet North Carolina RPS goal for Energy & Energy Efficiency: 12.5% by 2021

- ▶ 3% of sales in NC derived from renewable power, renewable energy credits and energy efficiency between 2012-2014
- Met 2012-2014 RPS goal.

STEWARDSHIP: REDUCING OUR ENVIRONMENTAL FOOTPRINT

Goal: Transition commercial light-duty vehicle fleet to a [green fleet](#) (electric, hybrid and other alternative-fuel vehicles)

Initiatives	2014 Progress
▶ Replace commercial sedans and SUVs as appropriate with AFVs	<p>30% of vehicle fleet powered by alternative fuels.</p> <p>Displaced 200,000 gallons of gasoline equivalent with compressed natural gas.</p> <p>Increased Hybrid Electric Vehicle fleet by 22% – to 49 from 40.</p>

Goal: Manage our energy footprint at company facilities

- ▶ Pursue Leadership in Energy and Environmental Design certification for new administrative/warehouse complexes
- LEED standards included in new Dominion Transmission headquarters facility in Bridgeport, WV
- ▶ Track and report annual energy use at company facilities
- Consumed 100,535 megawatt-hours of electricity at company office buildings – a 2% decline from 2013.

Goal: Manage our waste footprint at company facilities

- ▶ Continue participation in [EPA's WasteWise](#) partnership.
- 2014 data submitted to EPA in April 2014.
- ▶ Seek beneficial uses for Coal Combustion Byproducts (CCBs) that are technically feasible and economically viable
- Reused 1.1 million tons of CCBs, or 30% of the total produced.

Goal Scorecard

STEWARDSHIP: REDUCING OUR ENVIRONMENTAL FOOTPRINT

Initiatives	2014 Progress
Goal: Track methane emissions from gas transmission and storage business; adopt best practices to reduce methane emissions	
▶ Partner with government, NGOs, academia and industry	<p>Gas distribution subsidiary, Dominion East Ohio, joined EPA's Natural Gas Star program.</p> <p>Partnered with Colorado State U. and Environmental Defense Fund on methane emissions study; results published in Feb. 2015 issue of Environmental Science and Technology journal.</p>
Goal: Utilize best practices to minimize SF6 greenhouse gas leakage	
▶ Estimate annual SF6 emissions from electric operations, implement cost-effective solutions to reduce leakage	<p>Identified problematic electrical systems and equipment containing SF6 for replacement or repair</p> <p>Procured SF6 reclamation equipment for maintenance activities on large SF6 capacity electrical systems</p>

COLLABORATION: PROVIDE GREEN OPPORTUNITIES FOR CUSTOMERS & COMMUNITIES

Goal: Provide customers with opportunities to support renewable energy and its development

Initiatives	2014 Progress
▶ Solar Partnership Program	Announced 5 new program participants as part of multi-year pilot to evaluate the impact and benefits of on-site solar generation.
▶ "Schedule RG" Renewable Energy Purchase Program	More than 75 solar installations have been completed, generating about 850,000 kilowatt-hours of clean energy and producing about 850 Renewable Energy Credits.
▶ Dominion Green Power Program®	Customer participation grew by 25%, to 25,000 from 20,000 in 2013.

Goal Scorecard

COLLABORATION: PROVIDE GREEN OPPORTUNITIES FOR CUSTOMERS & COMMUNITIES

Goal: Provide customers with energy management & conservation programs

- ▶ Enhance customer opportunities for energy conservation
 - Launched three new residential conservation/efficiency programs in Virginia.
 - Received regulatory approval to offer three new business customer programs in North Carolina.

Goal: Support NGO projects that protect natural resources

- ▶ Engage employee volunteers and/or provide financial support through the [Dominion Foundation](#)
 - “Putting Our Energy to Work for the Environment” employee volunteer project: 473 volunteers completed 18 projects in 7 states, representing 3,302 hours of volunteer service to the community.
 - \$2 million in total Foundation giving to environmental/historic preservation projects.

Goal: Partner with schools to improve STEM and energy/environmental education

- ▶ Support employee volunteer mentoring and strategic Foundation giving
 - Multiple employee-led educational outreach/mentoring activities
 - \$1 million in higher education grants to 39 colleges and universities in 8 states.
 - \$330,000 in grants to 77 K-12 schools in 8 states.

Goal: Partner with NGOs to conduct energy efficiency improvements in communities where we do business

- ▶ Align charitable grants with volunteer assistance to implement improvements
 - Conducted 21 [“Energizing our Communities for Veterans”](#) projects in 10 states; provided \$1,000 grants to 20 nonprofits supporting veterans organizations.

Goal Scorecard

COLLABORATION: PROVIDE GREEN OPPORTUNITIES FOR CUSTOMERS & COMMUNITIES

- ▶ Offer energy retrofit and energy audit programs for homes and businesses

Partnered with independent service provider to conduct home energy assessments for Ohio natural gas customers.

Continued to offer home energy check-ups and non-residential energy audits for Virginia customers.

ENGAGEMENT: PARTNER WITH EMPLOYEES AND STAKEHOLDERS ON SUSTAINABILITY ISSUES

Goal: Enhance company data disclosure and transparency

Initiatives

2014 Progress

- ▶ Utilize CSR, other online/print company reports and social media

Published [2014 Greenhouse Gas Report](#).

Updated the company's online [Environmental Report](#)

Expanded use of [social media](#) to engage more fully with customers and employees

Published 8th annual online [Citizenship & Sustainability Report](#)

Filed [Annual Report on Renewable Energy](#) with state regulatory agency

Filed [Annual Report on Conservation Efforts](#) with state regulatory agency

Goal: Engage with employees and other stakeholders to advance sustainability agenda and partnerships

- ▶ Employee focus

Launched two [employee resource groups](#) – one for women and one for veterans to help connect employees in innovative ways.

Goal Scorecard

ENGAGEMENT: PARTNER WITH EMPLOYEES AND STAKEHOLDERS ON SUSTAINABILITY ISSUES

▶ External stakeholder focus

Continued to emphasize outreach and partnership opportunities in areas such as supplier diversity, customer energy conservation programs, philanthropy, volunteerism, community energy assistance initiatives and veterans recruiting.

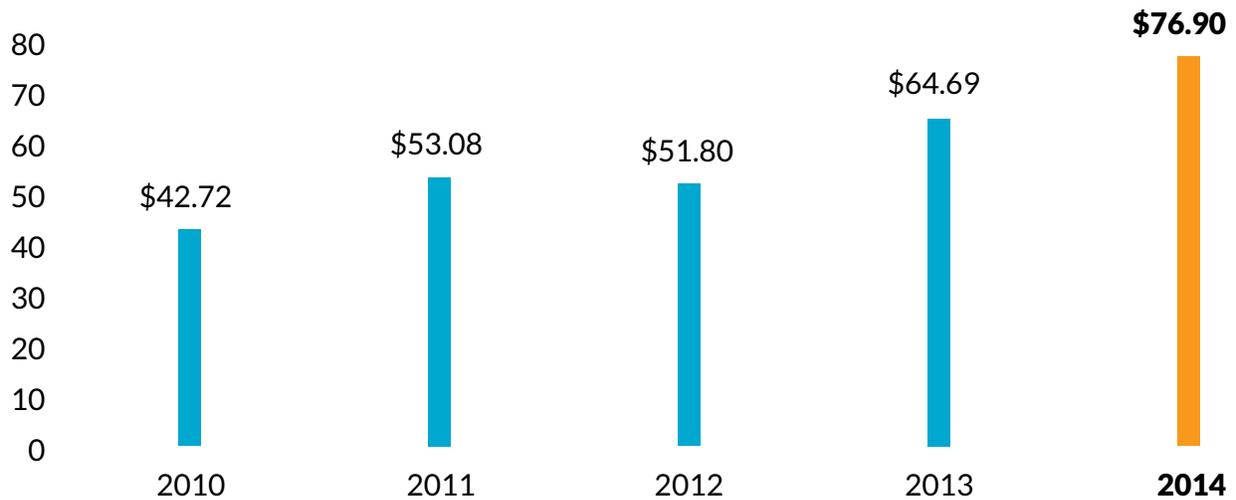
Established a Community Advisory Board in Northern Virginia to engage a cross-section of stakeholder groups in evaluating various options for building a high-voltage transmission line.

Held a series of [public information open houses](#) along the proposed route of the Atlantic Coast Pipeline through West Virginia, Virginia and North Carolina for landowners, businesses, civic associations and other stakeholders to discuss the economic and environmental benefits of the proposed 550-mile pipeline.

Performance: Financial

YEAR-END STOCK PRICE

(Dollars per Share) 2010-2014



80% growth in 5 years

SUSTAINED DIVIDEND GROWTH

(Dollars per Share) 2010-2014

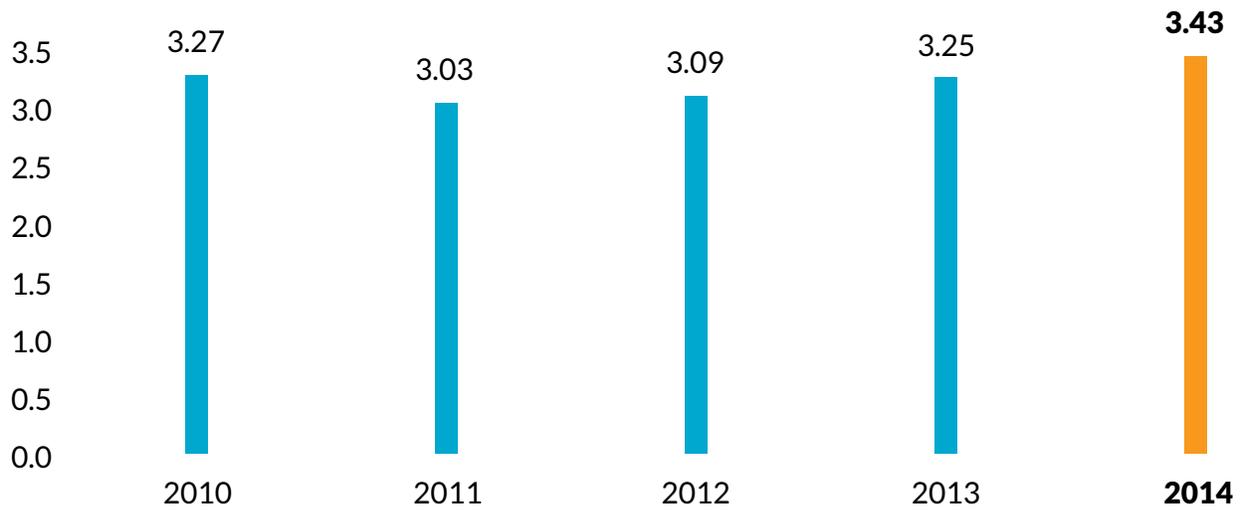


31% growth in 5 years

Performance: Financial

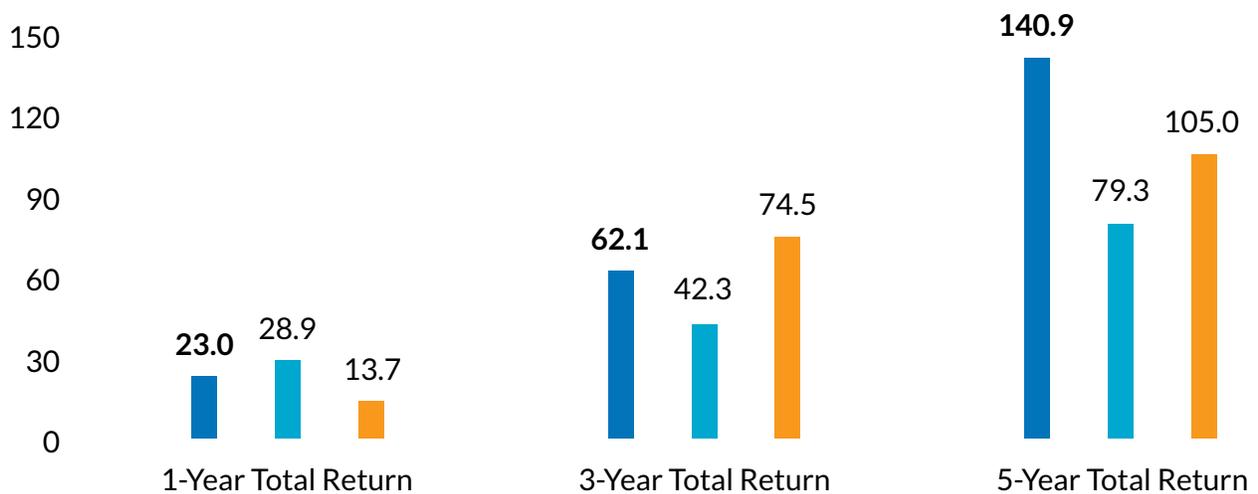
OPERATING EARNINGS

(Dollars per Share)



TOTAL RETURN COMPARISONS

(% through 12/31/14)

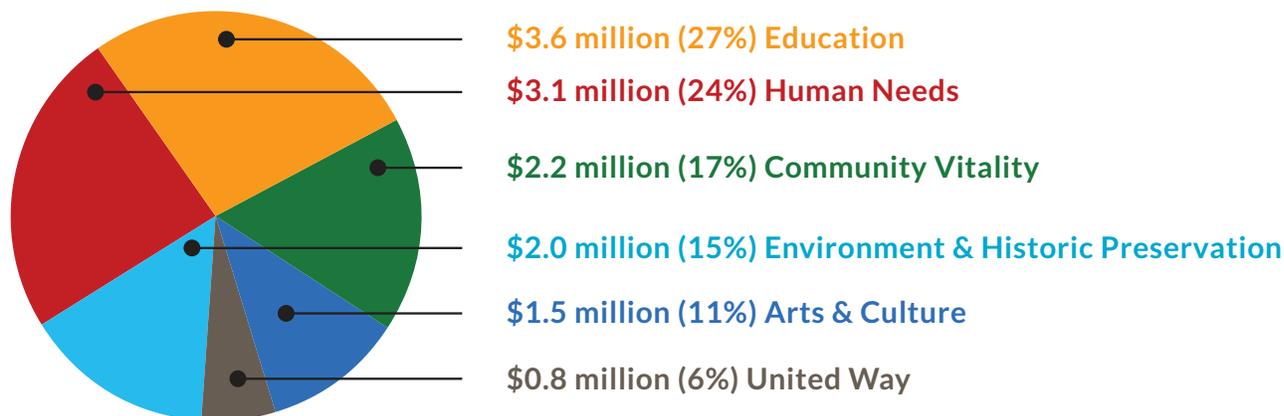


■ Dominion ■ Utility Index ■ S&P 500

Source: Bloomberg

Performance: Social

2014 CHARITABLE GIVING



TOTAL = \$13.2 MILLION

*Excludes \$1.5 million in employee/retiree matching gifts, \$1.9 million in EnergyShare fuel assistance donations and \$1.9 million in sponsorships and scholarships.

INVESTING IN OUR COMMUNITIES

Charitable Donations, 2010-2014

CATEGORY	AMOUNT
Human Needs	\$19.3 million*
Education	\$16.5 million
Environment/Historic Preservation	\$12.0 million
Community Vitality	\$11.1 million
Arts & Culture	\$ 7.6 million
Total Foundation Grants	\$66.6 million
Employee/Retiree Matching Gifts	\$ 7.8 million
TOTAL 5-YEAR GIVING	\$74.4 MILLION

*Includes \$4.5 million to the United Way

SUPPLIER DIVERSITY SPENDING 2012-2014

	2012	2013	2014	(+/-) 2013 - 2014
Diversity Spend Goal	\$340M	\$380M	\$413M	8.6%
Total Diversity Spend	\$397.8M	\$393.4	\$472.5	20.1%
Total Supplier Spend	\$4.4B	\$4.6B	\$5.8B	26.1%
% of Diversity Goal Met	117%	103.5%	114.0%	10.1%
% of Diverse Spend to Total Spend	8.9%	8.6%	8.2%	-4.6%

GROWTH IN SUPPLIER DIVERSITY SPENDING

2010-2014 (million dollars)



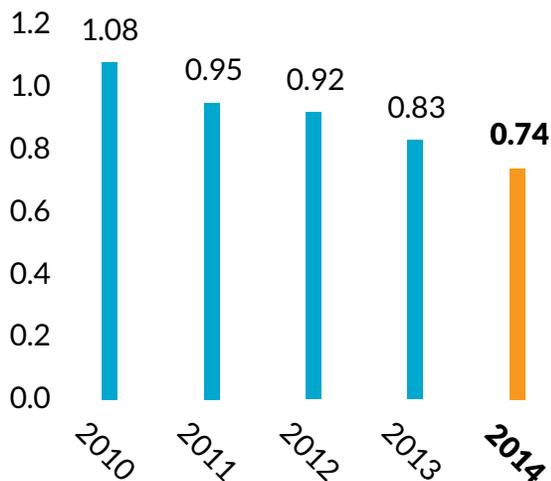
51% Cumulative Growth

WORKFORCE DIVERSITY AT DOMINION

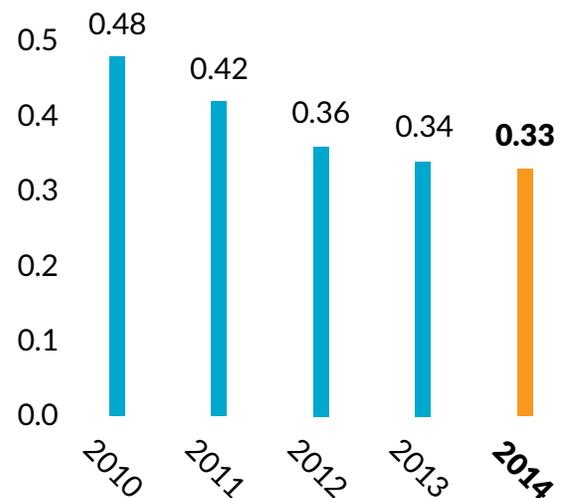
	2014	2013	2012
Total # of employees	14,429	14,570	15,513
Percentage ethnic minorities (work force)	17.3%	17.3%	16.9%
Percentage ethnic minorities (management)	10.4%	9.9%	9.7%
Percentage women (work force)	20.7%	20.9%	21.1%
Percentage women (management)	15.2%	15.8%	15.9%
Percentage union membership	36.5%	36.8%	37.1%

SAFETY: OUR TOP PRIORITY

OSHA Recordable Incidence Rates*



OSHA Lost-time/Restricted Duty Rates



*Incidence Rate = Number of recordable incidents per 100 employees per year. This data has been recast to reflect the inclusion of certain incidents of hearing loss that may be work-related and therefore recordable under OSHA regulations.

SAFETY PERFORMANCE, 2010-2014

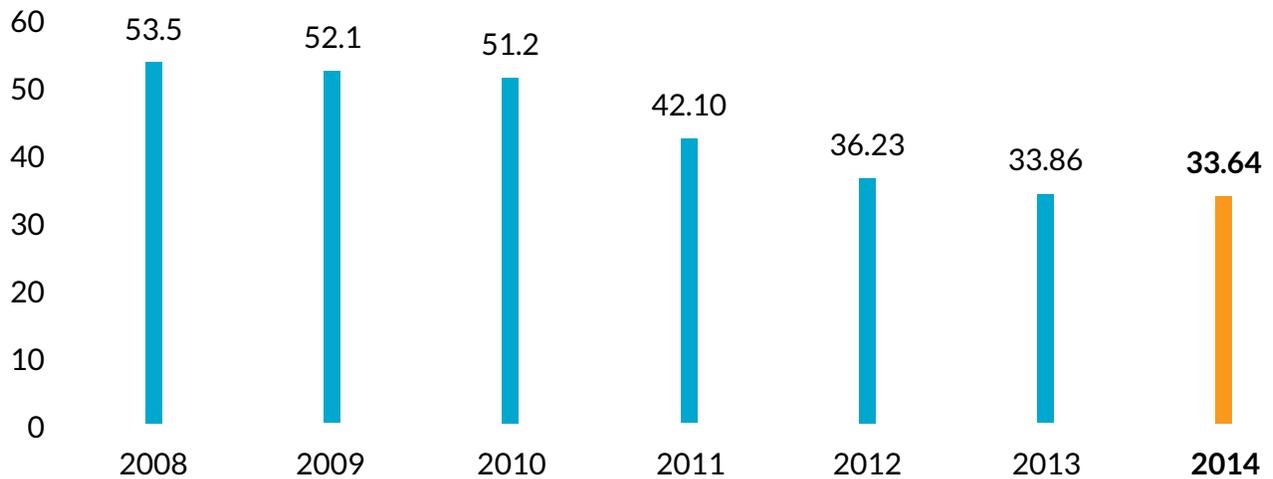
Year	FTEs *	Man-hours (millions)	OSHA Recordable Incidents	Fatalities	Lost Day/Restricted Duty Cases
2010	15,674	31.5	170	0	76
2011	15,820	32.9	157	0	68
2012	15,569	31.2	145	0	57
2013	14,570	31.1	127	0	53
2014	14,429	28.9	108	0	48

* Full-time equivalents

Performance: Environment

REDUCING OUR CARBON FOOTPRINT

(Annual CO₂e emissions, millions of tons)



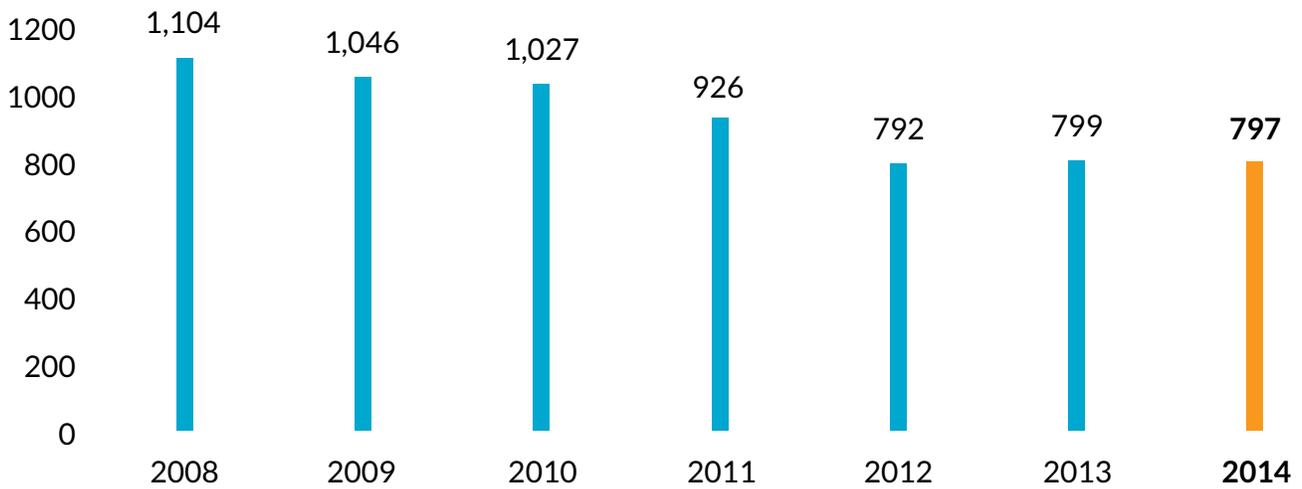
37% Decline in Total CO₂e Emissions, 2008-2014

[Note: CO₂e = carbon dioxide, methane and nitrous oxide emissions combined]

Performance: Environment

MINIMIZING CARBON INTENSITY

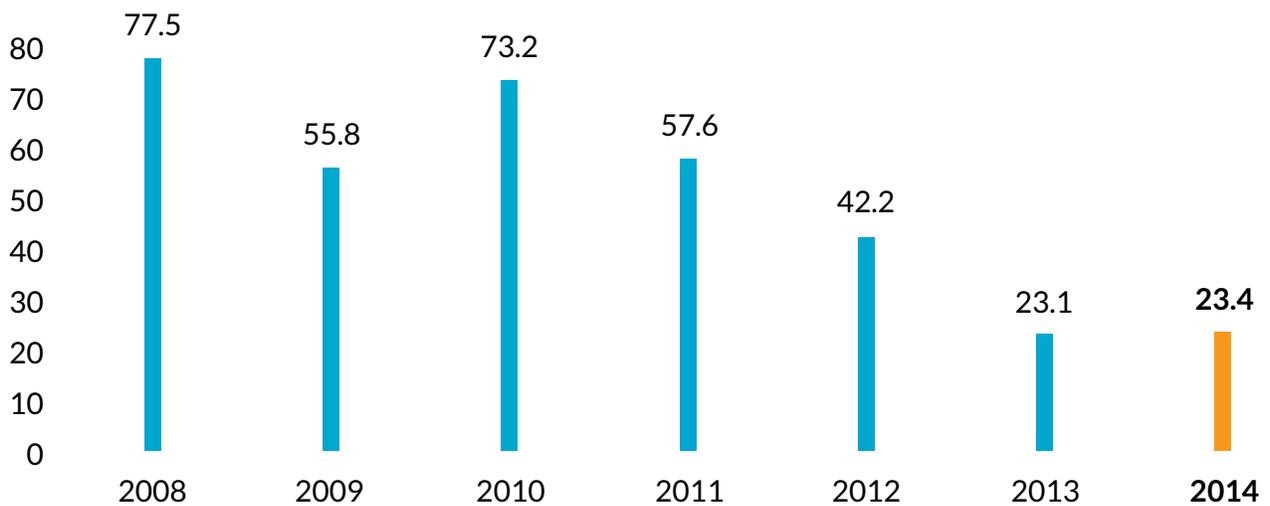
(Pounds CO₂e per mWh of output]



28% Reduction in Carbon Intensity Rate, 2008-2014

ANNUAL NITROGEN OXIDE EMISSIONS

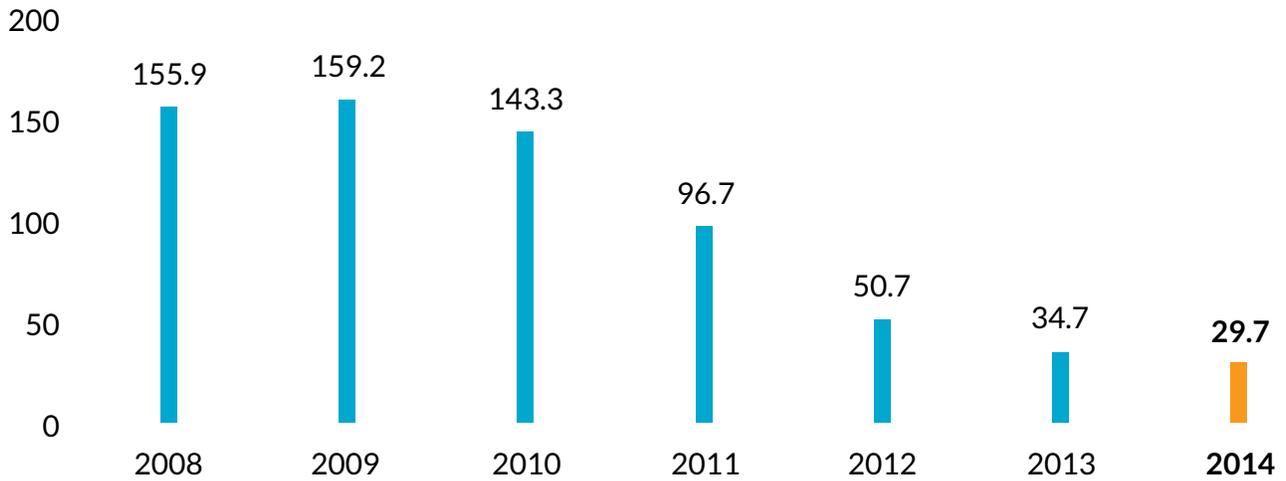
(Thousand tons)



70% cumulative decline

ANNUAL SULFUR DIOXIDE EMISSIONS

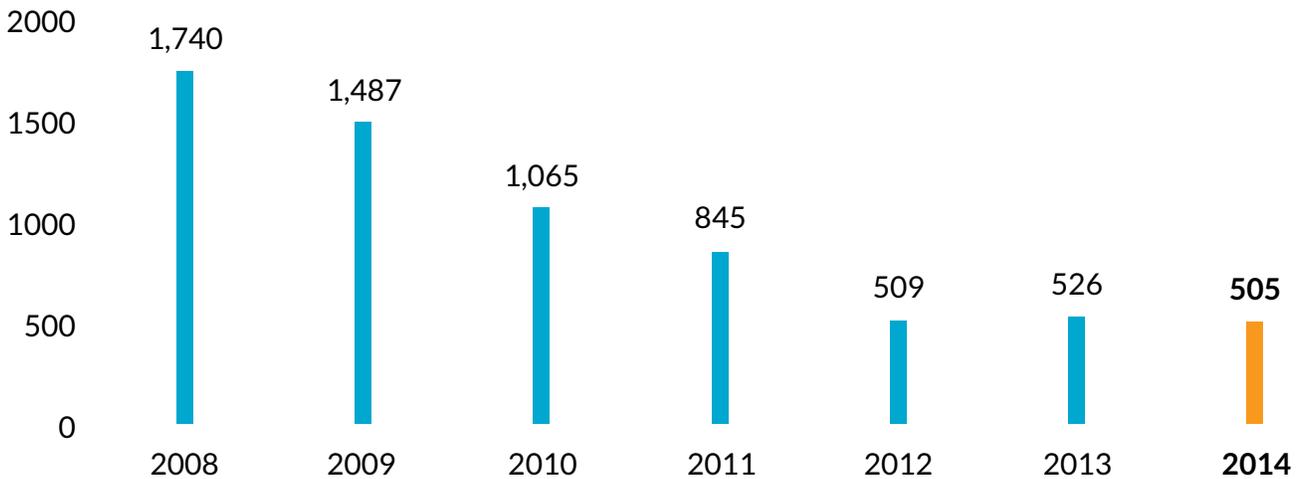
(Thousand tons)



81% cumulative decline

ANNUAL MERCURY EMISSIONS

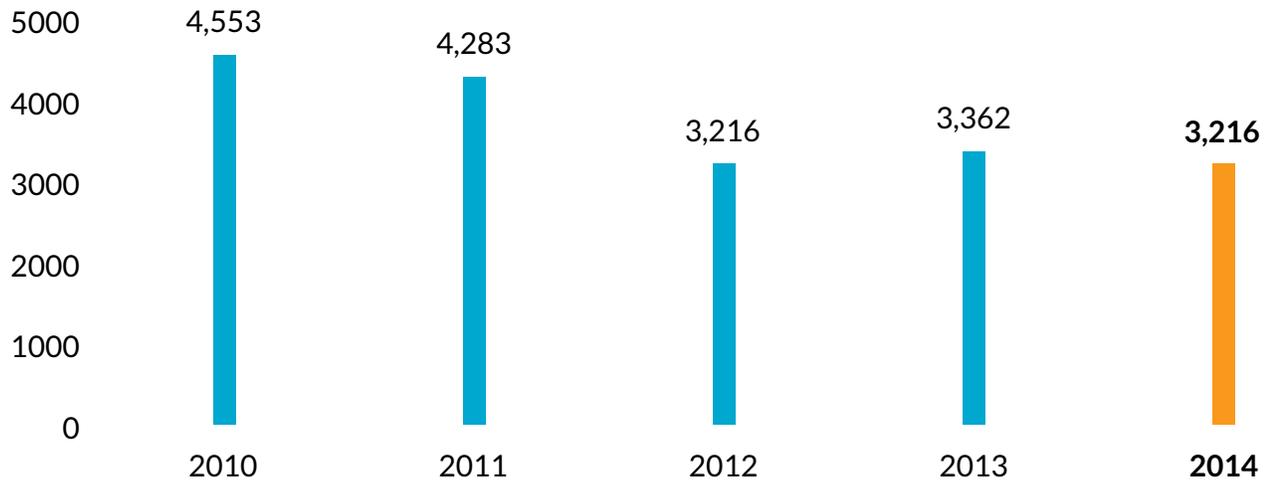
(Pounds)



71% cumulative decline

ANNUAL WATER WITHDRAWALS FOR OPERATIONS

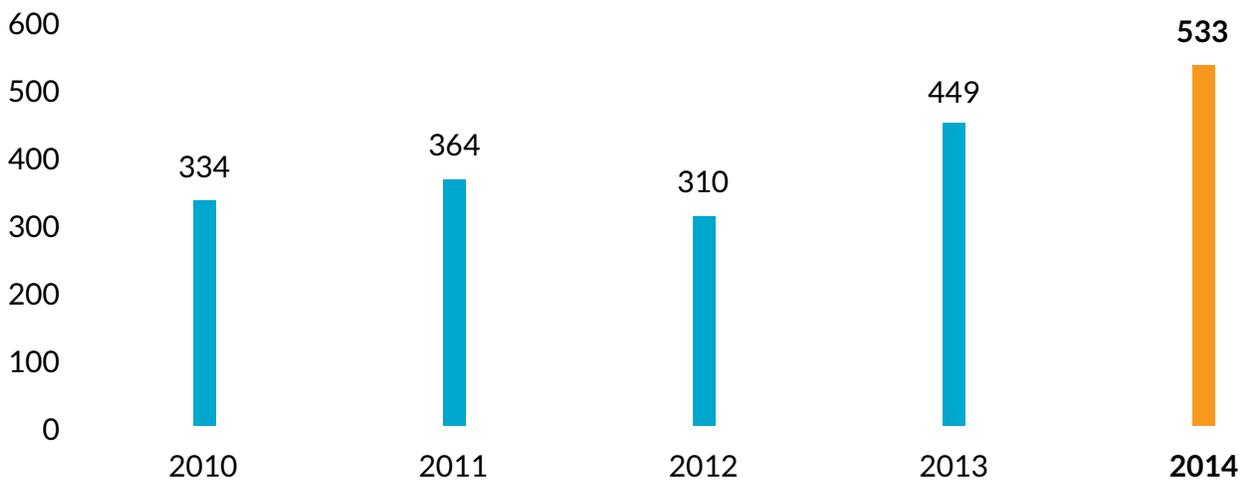
(Billion gallons)



29% cumulative reduction

ANNUAL WATER REUSED/RECYCLED

(Million gallons)



60% cumulative increase

5-Year Performance Summary

KEY INDICATORS	2014	2013	2012	2011	2010
Business					
Operating Revenue (billions)	\$12.4	\$13.1	\$13.1	\$14.4	\$15.2
Operating earnings per share (non-GAAP) ¹	\$3.43	\$3.25	\$3.05	\$2.99	\$3.29
Dividends declared per share	\$2.40	\$2.25	\$2.11	\$1.97	\$1.83
Year-end stock price	\$76.90	\$64.69	\$51.80	\$53.08	\$42.72
Total assets (billions)	\$54.3	\$50.1	\$47.3	\$45.6	\$42.8
Total taxes paid (billions)	\$.56	\$.56	\$.55	\$.61	\$1.39
Spend w/ diverse suppliers (millions) / % of total	\$472 / 8.2%	\$393 / 8.6%	\$398 / 8.9%	\$314 / 7.5%	\$312 / 7.4%
Workplace					
Total # of employees	14,429	14,570	15,513	15,820	15,800
Employee Turnover	6.2%	10.4%	5.1%	4.2%	17.8%
Percentage ethnic minorities (work force)	17.3%	17.3%	16.9%	16.9%	16.9%
Percentage ethnic minorities (management)	10.4%	9.9%	9.7%	9.9%	9.8%
Percentage women (work force)	20.7%	20.9%	21.1%	21.2%	21.3%
Percentage women (management)	15.2%	15.8%	15.9%	15.5%	14.7%
Percentage union membership	36.5%	36.8%	37.1%	37.5%	37.8%
Safety – recordable incidents	108*	127*	145	157	170
Safety – lost day cases	48	53	57	68	76
Fatalities	0	0	0	0	0
Customers					
Ave. annual minutes w/o power	113	106*	105	111	114
New customer accounts (gas & electric)	39,962	38,040	36,765	35,232	36,188
Customer satisfaction score / regional ave. ²	661 / 658	652 / 657	636 / 643	644 / 642	636 / 640

5-Year Performance Summary

KEY INDICATORS	2014	2013	2012	2011	2010
Community					
Charitable giving (millions) ³	\$13.2	\$15.0	\$14.8	\$15.1	\$14.9
Employee / retiree matching gifts (millions)	\$1.5	\$1.6	\$1.5	\$1.5	\$1.5
Energy assistance programs (millions) ⁴	\$1.9	\$2.1	\$4.5	\$4.5	\$4.5
Employee Volunteerism (hours)	100,000	100,000	130,000	160,000	150,000
Educational grants (millions) / # of schools ⁵	\$1.3 / 116	\$1.4 / 127	\$1.4 / 110	\$1.4 / 104	\$.86 / 83
Environment					
Total expenditures (millions)					
- Environmental O&M	\$192	\$182	\$189	\$184	\$228
- Environmental Capital	\$101	\$64	\$213	\$403	\$351
Total CO2 emissions (millions of tons) ⁶	33.64	33.86	36.23	42.10	51.20
CO2 intensity rate (lbs/net mWh) ⁶	797	799	792	926	1,027
Nitrogen oxide emissions (tons) ⁷	23,391	23,064	42,184	57,638	73,231
Sulfur dioxide emissions (tons) ⁷	29,727	34,674	50,732	96,696	143,279
Mercury emissions (lbs) ⁸	505	526	509	827	1,065
Coal ash produced / reused (million tons) ⁹	3.6 / 1.1	3.8 / 1.1	2.9 / 1.2	2.7 / 1.0	3.4 / 1.4
Hazardous waste produced (million lbs) ⁹	2.2	2.2	2.0	3.1	3.3
Water withdrawn (billion gallons) ¹⁰	3,216	3,362	3,216	4,283	4,553
Water reused/recycled (million gallons) ^{10, 12}	533	449	310	364	334
Electricity consumption (mWh) ¹¹	100,535	102,487	103,995	110,358	N/A
Notices of Violation (NOVs)	18	13	13	15	12
Environmental fines paid ¹³	\$420,500	\$3,692,200	\$43,245	\$43,460	\$19,048

5-Year Performance Summary

¹ Based on Non-GAAP Financial Measures. See [GAAP Reconciliation Table](#).

² J.D. Power and Associates, Electric Utility Residential Customer Satisfaction Study, South Region, 1,000-point scale.

³ Data excludes donations to fuel assistance programs and special events donations.

⁴ Does not include donations received from customers and employees. In February 2014, Dominion made an additional \$1 million donation to EnergyShare in response to prolonged severe winter weather conditions in its service area.

⁵ Beginning in 2010, data reflect combined K-12 and higher educational grants. Prior to 2010, data is for K-12 grants only.

⁶ All combustion-based carbon dioxide, methane and nitrous oxide emissions for company-owned electric generating sources converted to carbon dioxide equivalent (CO₂e). For CO₂e emissions data from our natural gas businesses, see our [Greenhouse Gas Report](#).

⁷ All combustion-based emissions for company-owned electric generation and gas operation sources.

⁸ Based on Toxic Release Inventory air emissions reporting.

⁹ Does not include gypsum. Data for 2008-2011 restated to include scrubber material.

¹⁰ Company-owned and operated generation, excluding hydro and wind.

¹¹ Calendar year 2011 results are comprehensive and serve as a baseline for future reporting of electricity use at company-owned office buildings.

¹² Reflects only the amount of municipal wastewater recycled at company facilities; 2010 and 2011 data have been modified to exclude other internal reuse categories previously reported.

¹³ 2013 data includes \$3.4 million civil penalty paid under Clean Air Act settlement with EPA and U.S. Justice Dept.

* Restatement of data reported in previous CSR. In "Average Annual Minutes Without Power" category, Dominion began using IEEE Standard 1366 in 2013 to report System Average Interruption Duration Index (SAIDI) to align with industry norms. In the "Safety" category, 2009-2013 recordable incident data has been recast to include certain incidents of hearing loss that may be work-related and therefore recordable under OSHA regulations.

GRI Disclosures

Reporting on Dominion’s sustainability performance follows [GRI G3.1 Guidelines](#) and the [Electric Utility Sector Supplement](#). We disclose additional GRI-related information in our submissions to the [Carbon Disclosure Project](#), our annual [10-K filing](#) and other company reports, which are available on the [Downloads](#) page of this report.

GRI INDICATOR	DESCRIPTION	RESPONSE
STRATEGY & ANALYSIS		
1.1	Statement from CEO	Chairman's Message, CSR
1.2	Key impacts, risks, opportunities	Chairman's Message, CSR ; Risk Management, CSR ; 2014 SEC Form 10-K
ORGANIZATIONAL PROFILE		
2.1	Name of organization	Dominion [NYSE: D]
2.2	Primary products, services	Company Profile, CSR
2.3	Operational structure	Company Profile, CSR ; Operations, CSR
2.4	Headquarters location	Richmond, Virginia
2.5	Countries of operation	USA
2.6	Nature of ownership	Investor-owned utility
2.7	Markets served	Company Profile, CSR

GRI Disclosures

GRI INDICATOR	DESCRIPTION	RESPONSE
2.8	Scale of organization including number of employees, net sales/revenues, total capitalization	Company Profile, CSR
2.9	Significant changes during reporting period	
2.10	Awards	Awards & Recognition, CSR
REPORT PARAMETERS		
3.1	Reporting period	About This Report, CSR
3.2	Date of previous report	2013 – 2014
3.3	Reporting cycle	Annual
3.4	Contact point	sustainability@dom.com
3.5	Process for defining report content	About This Report, CSR
3.6	Boundary of the report	About This Report, CSR
3.7	Limitations on the scope or boundary of the report	
3.8	Basis for reporting on joint ventures, etc.	Operations, CSR ; Summary Annual Report
3.9	Data measurement techniques and bases of calculations including assumptions	Goal Scorecard, CSR About This Report
3.10	Restatements of information	5-Year Performance Summary, CSR
3.11	Significant changes from previous reporting periods	About This Report, CSR , see <i>Scope and Guidance</i>
3.12	GRI Content Index table	This document
3.13	Policy and practice for seeking independent assurance for report	About This Report, CSR Other feedback requests within the CSR

GRI Disclosures

GRI INDICATOR	DESCRIPTION	RESPONSE
GOVERNANCE, COMMITMENTS, AND ENGAGEMENT		
4.1	Governance structure including committees	Governance section, CSR ; Corporate Governance Guidelines ; Corporate Governance, Dominion Corporate Website ; 2014 Proxy Statement - Corporate Governance & Board Matters
4.2	Indicate whether chair of highest governance body is also an executive officer	Thomas F. Farrell II, Dominion Chairman, President & CEO
4.3	Percent of independent directors	82% 2014 Proxy Statement - Director Independence
4.4	Mechanisms for shareholders and employees to provide recommendations/direction to highest governance body	Shareholder voting/meeting; written correspondence; email; Dominion Compliance Line
4.5	Linkage between compensation and organization's performance for members of highest governance body/ senior executives	2014 Proxy Statement - Compensation Discussion & Analysis
4.6	Process for the Board to ensure conflicts of interest are avoided	Corporate Governance, Dominion Corporate Website ; Related Party Transaction Guidelines
4.7	Processes for determining qualifications and expertise for guiding strategy	Board Committees & Charters - Compensation, Governance and Nominating Committee Corporate Governance Guidelines
4.8	Mission and values statements, codes of conduct, principles relevant to economic, environmental and social performance, and status of implementation	Company Profile, CSR ; Code of Ethics & Business Conduct Goal Scorecard
4.9	Procedures of highest governance body for overseeing economic, environmental and social performance including compliance, codes of conduct	Ethics, CSR , see Compliance Council Board Committees & Charters - Audit Committee

GRI Disclosures

GRI INDICATOR	DESCRIPTION	RESPONSE
4.10	Processes for evaluating performance of governance body with respect to economic, environmental and social performance	Governance, CSR Goal Scorecard
4.11	Explanation of how precautionary approach/principle is addressed by organization	Strategy & Risk Management, CSR
4.12	Externally developed, voluntary economic, environmental, and social charters, sets of principles, or other initiatives	Environmental Responsibility, Dominion Corporate Website ; Stewardship, CSR ; Corporate Environmental Policy, Dominion Corporate Website ; Public Policy Advocacy, CSR
4.13	Significant memberships in associations and/or advocacy organizations	Stakeholder Engagement, CSR ; Environment Report - Memberships & Partnerships, Dominion Corporate Website
4.14	List of stakeholder groups	Stakeholder Engagement, CSR
4.15	Basis for identification and selection of stakeholders with whom to engage	Stakeholder Engagement, CSR
4.16	Approaches to stakeholder engagement, including frequency and type	Stakeholder Engagement, CSR
4.17	Key issues raised through stakeholder engagement and how organization has responded	Environment Report - Key Issues, Dominion Corporate Website Stakeholder Engagement, CSR
ECONOMIC PERFORMANCE INDICATORS		
EC1	Direct economic value generated and distributed	Form 10-K ; Summary Annual Report ; Community section of CSR
EC2	Financial implications of climate change	Form 10-K ; Carbon Disclosure Project

GRI Disclosures

GRI INDICATOR	DESCRIPTION	RESPONSE
EC3	Defined employee benefit plan obligations	Form 10-K
EC4	Financial assistance from government	Not tracked
MARKET PRESENCE		
EC5	Entry-level wages by gender	Not tracked
EC6	Spending on locally-based suppliers	While we do not have documented policies and procedures related to locally-based suppliers, where applicable, consideration is given to local suppliers if they have products/services that we can use to ensure we give back to the communities we serve. However, to comply with our procurement policies, they must earn the business by legitimately winning the award.
EC7	Procedures for local hiring; proportion of senior management hired from local community	Not tracked; See Workforce Demographics, CSR for other employee data
INDIRECT ECONOMIC IMPACTS		
EC8	Investments and services for public benefit	About Us, CSR ; Community, CSR
EC9	Indirect economic impacts	Company Profile, CSR ; 5-Year Performance Summary, CSR ; Economic Development, CSR
ELECTRIC UTILITY SECTOR-SPECIFIC ECONOMIC DISCLOSURES		
EU6	Approach to ensure short and long-term electricity availability and reliability	Form 10-K ; 2014 Integrated Resource Plan
EU7	Demand-side management programs	Form 10-K ; Energy Conservation, Dominion Corporate Website ; Energy Conservation, CSR

GRI Disclosures

GRI INDICATOR	DESCRIPTION	RESPONSE
EU8	Research and development activity	Energy Innovation, CSR
EU9	Provisions for decommissioning nuclear power sites	Form 10-K; Operations, CSR
EU10	Planned capacity and projected demand	Form 10-K; 2014 Integrated Resource Plan: Operations, CSR
EU11	Average generation efficiency of thermal plants by energy source	Average generation efficiency of thermal plants by energy source Coal: 10,437 BTU/kWh Combined Cycle Natural Gas: 7,381 BTU/kWh Total Regulated Fossil & Hydro Units: 9,374 BTU/kWh
EU12	Transmission and distribution losses as a percentage of total energy	2014 transmission losses were about 1.5% and total distribution losses were about 3.8%
ENVIRONMENTAL PERFORMANCE INDICATORS		
Materials		
EN1	Weight or volume of materials	Form 10-K; See EN3 for fuel quantities
EN2	Percentage of materials used that are recycled content	Resource Conservation & Recycling, CSR, 5-Year Performance Summary, CSR; Environmental Report, Dominion Corporate Website

GRI Disclosures

GRI INDICATOR	DESCRIPTION	RESPONSE
Energy		
EN3	Direct energy consumption by primary source	Direct energy consumption by primary source Regulated Fossil & Hydro Fleet (2013) #2 Light Oil: 10,402,304 gal. #6 Heavy Oil: 176,937 bbl. Coal: 11,032,436 tons Jet Fuel: 20,897 gal. Natural Gas: 102,111,777 mcf Wood: 1,077,417 tons
EN4	Indirect energy consumption	Not tracked at this time
EN5	Energy saved due to conservation and efficiency improvements	Energy Conservation, CSR ; 5-Year Performance Summary, CSR ; Goal Scorecard, CSR
EN6	Energy efficiency and renewable energy products and services	See EN5 for energy efficiency initiatives; Energy Conservation, CSR ; Green Energy Programs, CSR ; Electric Operations, CSR
EN7	Indirect energy consumption reductions	Resource Conservation & Recycling, CSR ; Goal Scorecard, CSR ; 5-Year Performance Summary, CSR
Water		
EN8	Total water withdrawal	Water Use & Conservation, CSR ; 5-Year Performance Summary, CSR

GRI Disclosures

GRI INDICATOR	DESCRIPTION	RESPONSE
EN9	Water sources/habitats affected by withdrawals	2014 Carbon Disclosure Project Water Disclosure Report ; Environment, CSR
EN10	Water recycled or reused	Water Use, CSR ; 5-Year Performance Summary, CSR
Biodiversity		
EN11	Land owned, leased, managed in, or adjacent to, protected areas and areas of high bio- diversity value	Biodiversity, CSR
EN12	Impacts on high biodiversity value areas	Biodiversity, CSR
EN13	Habitats protected or restored	Biodiversity, CSR
EN14	Programs to manage biodiversity impacts	Biodiversity, CSR
EN15	Special species habitats	Biodiversity, CSR
Emissions, Effluents, and Waste		
EN16	Total greenhouse gas emissions by weight	Carbon Disclosure Project ; 5-Year Performance Summary, CSR
EN17	Other relevant indirect GHG emissions	Climate Change, CSR
EN18	Initiatives to reduce GHG emissions and reductions achieved	Climate Change, CSR ; 5-Year Performance Summary, CSR ; Dominion Greenhouse Gas Initiative
EN19	Ozone depleting emissions by weight	Not tracked at this time. All facilities are required to comply with state and federal regulations for ozone depleting substances.
EN20	Nox, SO2, other significant air emissions by type and weight	Air Quality, CSR ; 5-Year Performance Summary, CSR
EN21	Total water discharges	Total discharges not tracked at this time

GRI Disclosures

GRI INDICATOR	DESCRIPTION	RESPONSE
EN22	Total weight of waste by type and disposal method	5-Year Performance Summary, CSR ; Resource Conservation & Recycling, CSR ; Waste remediation disposed or recycled at three Superfund sites in Kentucky, Virginia and Pennsylvania.
EN23	Number and volume of significant spills	Not tracked at this time
EN24	Weight of transported hazardous waste	Not tracked at this time
EN25	Water discharge impacts	Discharges to lakes and rivers are by regulatory permits. With our operating practices, they are designed to protect aquatic species and the environment.
Products and Services		
EN26	Environmental impact mitigation	See EN5 and EN6
EN27	Percentage of product that is recycled	Natural gas and electricity cannot be recycled. See Resource Conservation & Recycling, CSR
EN28	Incidents/fines for environmental non-compliance	Incidents = 18; Fines = \$420,500; see 5-Year Performance Summary, CSR
Transport		
EN29	Environmental impacts of transportation for logistical purposes	Energy Innovation, CSR
Overall		
EN30	Total environmental protection expenditures	Total 2014 O&M and capital expenditures = \$246 million
LABOR PRACTICES INDICATORS		
Employment		
LA1	Workforce composition, including contractors	See Workforce Demographics, CSR , for employee data. Do not track contractor data at this time.

GRI Disclosures

GRI INDICATOR	DESCRIPTION	RESPONSE
LA2	Employee turnover	Workforce Demographics, CSR
LA3	Full-time employee benefits	Compensation & Benefits, CSR
Labor Management Relations		
LA4	Employees covered by collective bargaining agreements	Labor Relations, CSR
LA5	Minimum notice requirements	We comply with applicable laws, regulations and collective bargaining agreements requiring notice of operational changes.
Occupational Health & Safety		
LA6	Percent of workforce in management/worker health & safety oversight committees	Workforce Demographics, CSR : Dominion has voluntary employee safety committees across the company. These groups send safety messages to employees and hold regular safety meetings.
LA7	Health and safety rates	Employee Safety, CSR ; 5-Year Performance Summary, CSR
LA8	Health and wellness programs for employees and families	Health & Wellness, CSR
LA9	Health and safety topics in formal agreements with labor unions	Safety is a core value. Its importance is highlighted in our collective bargaining agreements. Health and welfare benefits are mandatory subjects of bargaining and are covered in collective bargaining agreements.
Training & Education		
LA10	Employee training	Do not track the number of hours employees spend on training. See Professional Development, CSR for more information.
LA11	Career management and education	See LA10
LA12	Performance reviews	Dominion has a formal Performance Appraisal process. Final appraisal completion rate for all non-union employees is 95%. Also see Professional Development, CSR .

GRI Disclosures

GRI INDICATOR	DESCRIPTION	RESPONSE
Diversity & Equal Opportunity		
LA13	Composition of governance bodies and employee diversity categories	Governance, CSR ; Diversity, CSR
LA14	Remuneration by gender	Dominion complies with all state, federal and local laws and regulations prohibiting discrimination.
EU14	Programs to ensure a skilled workforce	Future Workforce, CSR
EU15	Percentage of employees eligible to retire within the next decade	Eligible within the next 5 years = 49%; eligible within the next decade = 63%
EU16	Health and safety policies for employees and contractors	All health and safety policies are listed on Dominion intranet website for easy reference by employees, who are trained in these policies and procedures. Contractors are required, at a minimum, to follow all OSHA rules and regulations. Also see Employee Safety, CSR .
EU17	Days worked by contractors	Not tracked at this time. Contractor and sub-contractor labor is not centrally managed.
EU18	Percentage of contractors receiving relevant health and safety training	All contractors receive health and safety training appropriate to the type of job(s) performed.
HUMAN RIGHTS INDICATORS		
Investment & Procurement Practices		
HR1	Percent and total number of investment agreements with human rights clauses, or that have been screened for such clauses	Dominion is a solely domestic U.S. company, and this is not an issue at this time. We operate in compliance with applicable laws and regulations at all of our facilities.
HR2	Percent of suppliers and contractors screened for human rights, and actions taken	Supplier Diversity, CSR
HR3	Employee training on human rights policies	All employees receive periodic training in Dominion's Code of Ethics and Business Conduct . Additional training focuses on diversity and unlawful harassment.

GRI Disclosures

GRI INDICATOR	DESCRIPTION	RESPONSE
HR4	Incidents of discrimination and corrective action taken	Claims made to government agencies are not reported publicly. However, no such agency has reached a “for cause” determination in 2013 substantiating a claim that we have engaged in employment discrimination. Also see our Equal Employment Opportunity policy .
Freedom of Association & Collective Bargaining		
HR5	Operations with freedom of association and collective bargaining at risk	None known
Child Labor		
HR6	Operations at risk for incidents of child labor	None known
Forced & Compulsory Labor		
HR7	Operations at risk for incidents of forced or compulsory labor	None known
Security Practices		
HR8	Percent of security personnel trained in human rights policies and procedures	Do not track at this time. See HR3. In addition, the company provides training to employees to recognize and prevent possible violent or threatening behavior in the workplace.
Indigenous Rights		
HR9	Violations involving human rights of indigenous peoples, and actions taken	None known. See HR1.
Assessment		
HR10	Percentage and number of operations subjected to human rights reviews	None known. See HR1.
Remediation		
HR11	Number of human rights grievances filed, addressed and resolved through formal mechanisms	None known. See HR1.

GRI Disclosures

GRI INDICATOR	DESCRIPTION	RESPONSE
SOCIAL INDICATORS		
Local Community		
SO1	Programs to assess and manage operational impacts on communities	See EC8 and EC9; Stakeholder Engagement, CSR.
Corruption		
SO2	Percent and number of business units analyzed for corruption risk	This information is not disclosed publicly.
SO3	Percent of employees trained in anti-corruption policies and procedures	All employees receive training on the company's Code of Ethics and Business Conduct every other year. The most recent training was assigned in May 2012 and completed by 100% of employees. New hires are required to complete this training within 30 days of their start date. As part of our regulated utility operations, certain employees must complete annual training on the FERC standards of conduct , as well as certain state regulatory codes of conduct. Employees potentially involved in international business receive training on the Foreign Corrupt Practices Act and comparable anti-bribery laws that may apply in foreign countries.
SO4	Actions taken in response to corruption incidents	See SO2
Public Policy		
SO5	Public policy positions, participation and lobbying	Public Policy, CSR
SO6	Total value of financial and in-kind contributions for political purposes	Public Policy, CSR
Anti-Competitive Behavior		
SO7	Number of legal actions for non-competitive behavior	Form 10-K

GRI Disclosures

GRI INDICATOR	DESCRIPTION	RESPONSE
Compliance		
SO8	Significant fines paid for regulatory non-compliance	Form 10-K ; 5-Year Performance Summary, CSR
Electric Utility Sector-Specific Social Disclosures		
EU19	Stakeholder participation in energy planning and infrastructure development	2014 Integrated Resource Plan ; Stakeholder Engagement, CSR
EU20	Management of displacement impacts	N/A
EU21	Contingency planning for emergencies and recovery plans	Public Health & Safety, CSR
EU22	Number of people displaced and compensation	N/A
PRODUCT RESPONSIBILITY INDICATORS		
Customer Health & Safety		
PR1	Safety assessment and improvements	Safety is a core value and our top priority. See Public Health & Safety, CSR
PR2	Number of incidents of non-compliance with health and safety codes relative to customers	None known
Product & Service Labeling		
PR3	Labeling information required by procedures	Electric and natural gas service cannot be labeled. We provide regular and detailed safety information to customers via bill inserts, public service announcements, Speakers Bureau presentations, targeted mailings, social media and our corporate website .
PR4	Incidents of non-compliance with product and service information and labeling	None known
PR5	Results of customer satisfaction surveys	Customer Service, CSR

GRI Disclosures

GRI INDICATOR	DESCRIPTION	RESPONSE
Marketing Communications		
PR6	Programs for adherence to marketing regulations	Marketing communications are consistent with industry standards and comply with all relevant laws and regulations.
PR7	Incidents of non-compliance with regulations and voluntary codes relative to marketing communications	None known
Customer Privacy		
PR8	Number of substantiated complaints or breaches of privacy	Privacy, Dominion Corporate Website
Compliance		
PR9	Fines paid for non-compliance with regulations and laws concerning the provision and use of products and services	See Form 10-K for information about litigation, fines and penalties
Electric Utility Sector-Specific Product Responsibility Disclosures		
EU23	Programs to maintain access to electric service and customer support	See Energy Assistance Programs, CSR and Philanthropy, CSR for information about support provided to low-income customers.
EU24	Programs to address language, disability and other barriers to safe access to electric service and customer support	Dominion facilities comply with applicable building code requirements, including safe access for those with disabilities. Various language tools are available on our corporate website to assist our Spanish-speaking customers.
EU25	Number of injuries and fatalities to the public involving company assets, including legal judgments, settlements and pending legal cases of diseases.	Not tracked at this time
EU26	Percentage of population unserved in service territory	Not tracked as specified in the GRI guidelines
EU27	Number of residential disconnections for non-payment	N/A
EU28	Power outage frequency	Service Reliability, CSR

GRI Disclosures

GRI INDICATOR	DESCRIPTION	RESPONSE
EU29	Average power outage duration	Service Reliability, CSR
EU30	Average plant availability factor by energy source	Nuclear fleet = 93.7% net capacity factor (2013); Coal-fired fleet = 82.4% equivalent availability (2013)
Assessment		
HR10	Percentage and number of operations subjected to human rights reviews	None known. See HR1.
Remediation		
HR11	Number of human rights grievances filed, addressed and resolved through formal mechanisms	None known. See HR1.