



## Stakeholder Engagement

To determine the ESG priority areas that matter most to our stakeholders, it's critical that we create opportunities for open engagement in a number of ways, including:

Stakeholder	Ways We Engage
<b>CUSTOMERS</b>	<p><b>GENERAL INFORMATION AND INQUIRIES</b></p> <ul style="list-style-type: none"> <li>• Company websites, email and social media</li> <li>• Advertising and public education campaigns</li> <li>• Direct outreach including bill inserts, customer emails/letters and calls</li> </ul> <p><b>CUSTOMER SERVICE</b></p> <ul style="list-style-type: none"> <li>• Company websites, including for service requests, assistance and bill payments</li> <li>• Customer Care Centre: Representatives available via toll-free phone, email and social media</li> <li>• Customer solutions: Programs related to products and services, including pilot programs</li> <li>• Satisfaction surveys on products and services</li> <li>• Ongoing customer feedback mechanisms, including those related to long-term planning and focus groups (virtual and in-person)</li> <li>• Programs and technology to provide energy usage information, including time-of-day and appliance estimates (e.g., MyEnergy Insights at Nova Scotia Power)</li> </ul>
<b>COMMUNITY</b>	<ul style="list-style-type: none"> <li>• Public awareness and safety programs</li> <li>• Community events, donations, sponsorships and volunteerism</li> </ul>
<b>SHAREHOLDERS AND INVESTMENT COMMUNITY</b>	<ul style="list-style-type: none"> <li>• Regular investor meetings and events</li> <li>• Annual General Meeting of Shareholders</li> <li>• Industry and shareholder conferences</li> <li>• Shareholder mailouts</li> <li>• Investor presentations</li> </ul>
<b>EMPLOYEES</b>	<ul style="list-style-type: none"> <li>• Team meetings</li> <li>• Regular town halls and internal events at corporate and operating companies</li> <li>• Intranet sites</li> <li>• Internal memos</li> <li>• Internal committees and networks (e.g., Occupational Health and Safety; Diversity, Equity and Inclusion)</li> <li>• Engagement surveys</li> </ul>
<b>GOVERNMENT, REGULATORS AND INDUSTRY</b>	<ul style="list-style-type: none"> <li>• Regular, open communication including meetings with government, regulators and intervenors</li> <li>• Technical briefings</li> <li>• Formal reporting and disclosure</li> </ul>
<b>SUPPLIERS AND CONTRACTORS</b>	<ul style="list-style-type: none"> <li>• Transparent procurement process, including Requests for Proposal (RFP)</li> <li>• Open-house events</li> <li>• Contractor safety and environment training</li> </ul>
<b>ALL</b>	<ul style="list-style-type: none"> <li>• Emera and operating company websites</li> <li>• Toll-free numbers and email</li> <li>• Ethics hotline</li> <li>• Social media channels</li> </ul>

**CONSULTATION**

- One-on-one and community meetings, open houses and liaison committees on resource planning and major projects

**REGULATORY**

- Customer advocates and representatives in regulatory processes
- Feedback mechanisms related to major regulatory initiatives, such as rate filings

**ENERGY EFFICIENCY AND ASSISTANCE PROGRAMS**

- Energy efficiency and conservation programs
- Energy affordability programs and ongoing low-income stakeholder engagement and meetings (e.g., HomeWarming and HEAT Fund at Nova Scotia Power; Share program at Tampa Electric and Peoples Gas; Heat New Mexico fund at New Mexico Gas Company)

- Innovation funding and academic partnerships to advance research and development

- Quarterly analyst calls
- Websites and email ([investors@emera.com](mailto:investors@emera.com))
- News releases (e.g., quarterly results, dividends, matters material to the company)
- Public disclosures including Annual Report, Management Information Circular, Annual Information Form and quarterly financial results

- Code of Conduct, ethics hotline and other corporate policies
- Leadership Competencies, Learning Management System and training programs
- Formal feedback and career planning
- Safety and environmental incident reporting
- Union representatives for certain sectors of our team

- Business and industry organization events (e.g., conferences and seminars)
- Membership and collaboration with industry organizations (e.g., Electricity Canada, Edison Electric Institute (EEI), American Gas Association (AGA), Caribbean Electric Utility Services Corporation (CARILEC))

- Third-Party Risk Management Program to engage and assess consultants, suppliers, vendors and contractors
- Supplier information sessions
- One-on-one briefing meetings

- Annual Sustainability Report
- Quarterly and annual financial reports
- Management Information Circular
- Annual Information Form