



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

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)
- 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 (EI), 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