



Stakeholder Engagement

To determine the 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	GENERAL INFORMATION AND INQUIRIES <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	CONSULTATION <ul style="list-style-type: none">• One-on-one and community meetings, open houses and liaison committees on resource planning and major projects
	CUSTOMER SERVICE <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)	REGULATORY <ul style="list-style-type: none">• Customer advocates and representatives in regulatory processes• Feedback mechanisms related to major regulatory initiatives, such as rate filings ENERGY EFFICIENCY AND ASSISTANCE PROGRAMS <ul style="list-style-type: none">• 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)
COMMUNITY	<ul style="list-style-type: none">• Public awareness and safety programs• Community events, donations, sponsorships and volunteerism	<ul style="list-style-type: none">• Innovation funding and academic partnerships to advance research and development
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	<ul style="list-style-type: none">• 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
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	<ul style="list-style-type: none">• 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
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	<ul style="list-style-type: none">• 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))
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	<ul style="list-style-type: none">• Third-Party Risk Management Program to engage and assess consultants, suppliers, vendors and contractors• Supplier information sessions• One-on-one briefing meetings
ALL	<ul style="list-style-type: none">• Emera and operating company websites• Toll-free numbers and email• Ethics hotline• Social media channels	<ul style="list-style-type: none">• Annual Sustainability Report• Quarterly and annual financial reports• Management Information Circular• Annual Information Form