

### **POWERING POTENTIAL:**

# Chesapeake Utilities' Workplace Culture

Introduction

Who We Are and Where We Operate

**Our Businesses** 

**Investing In Our Employees** 

**Investing In Our Communities** 









## **Empower Your Career**

#### JOIN THE CHESAPEAKE UTILITIES CORPORATION TEAM

At Chesapeake Utilities Corporation, we pride ourselves on being the kind of place where people want to come and stay. We operate in a highly dynamic industry, working together to deliver energy safely, efficiently and through the use of more sustainable sources.



Top-tier talent thrives within the organization. Our approach is simple: we scout for excellence and then cultivate it further. We are dedicated to nurturing careers and fostering growth while providing an environment of innovation, diverse perspectives, a sense of belonging and a spirit of collaboration. As a result, we have earned recognition from Top Workplaces USA.

#### **OUR MISSION**

We deliver energy that makes life better for the people and communities we serve.

#### **OUR VISION**

We will be a leader in delivering energy that contributes to a sustainable future.

#### **Our Values**

#### **WE CARE**

#### We put people first.

Keep them safe. Build trusting relationships. Foster a culture of equity, diversity and inclusion. Make a meaningful difference everywhere we live and work.

#### **WE ACT WITH INTEGRITY**

#### We tell the truth.

Ensure moral and ethical principles drive our decisionmaking. Do the right thing even when no one is watching.

#### **WE ARE** COMMITTED TO **EXCELLENCE**

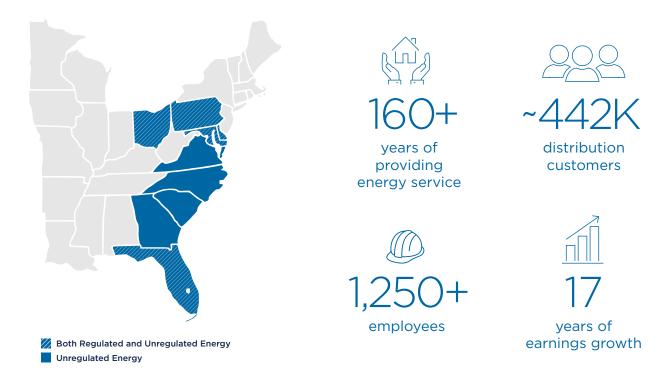
#### We achieve great things together.

Hold each other accountable to do the work that makes us better, every day. Never give up.

Our Company values describe our culture, signify how we operate and inspire everything we do. At Chesapeake Utilities, you are part of a larger team that is in constant pursuit of improving the lives of those we serve. Ready to be part of the difference? Let's connect!

## Who We Are and Where We Operate

Chesapeake Utilities Corporation, headquartered in Dover, Delaware, offers sustainable energy solutions across the entire value chain through its natural gas transmission and distribution, electricity generation and distribution, propane gas distribution, mobile compressed natural gas utility services and solutions, and other businesses. We provide energy to approximately 442 distribution customers and for thousands of commercial and industrial applications in nine states across the Mid-Atlantic and Southeastern regions of the United States.







## Our Businesses

#### NATURAL GAS

- Distribution: Chesapeake Utilities, Sandpiper Energy, Elkton Gas, Florida City Gas and Florida Public Utilities provide natural gas utility services to nearly 442,000 residential, commercial and industrial customers across Delaware, Florida and Maryland.
- Transmission: Eastern Shore Natural Gas, Peninsula Pipeline Company and Aspire Energy Express, our natural gas transmission businesses, represent 684 miles of mains and provide energy to customers in southeastern Pennsylvania, along the Delmarva Peninsula, throughout Florida and in eastern Ohio.
- Gathering/Processing: Aspire Energy of Ohio (Aspire Energy) supplies several local distribution companies and cooperatives in Ohio with both conventional and renewable natural gas (RNG) with over 2,800 miles of main infrastructure.
- Mobile Natural Gas Virtual Pipeline Solutions: Marlin Gas Services provides compressed natural gas (CNG) services nationwide, including service for temporary fueling solutions and transporting RNG from production facilities to offtakes. Additionally, Marlin Compression owns and operates CNG fueling stations in Delaware and Georgia, which can provide RNG as a transportation fuel.

#### **ELECTRICITY**

- **Electric Distribution:** Florida Public Utilities provides electric utility services to over 33,000 customers in Florida.
- Electric Generation: Eight Flags 21-megawatt (MW) CHP plant, Amelia Island, Florida, is among the nation's most efficient electric generation facilities and provides electricity and steam services to customers on the island.

#### **PROPANE**

- Propane Distribution: Sharp Energy provides propane distribution services to nearly 83,000 customers in Delaware, Florida, Maryland, North and South Carolina, Pennsylvania, and Virginia.
- Propane Autogas: Sharp AutoGas provides refueling services through over 60 stations in Delaware, Florida, Maryland, North and South Carolina, Pennsylvania and Virginia.

#### RENEWABLE ENERGY

- Aspire Energy: The subsidiary constructed a 33-mile main in Ohio that delivers RNG from a local landfill to our gathering system in the region. The RNG supplies approximately 10% of Aspire Energy's current throughput and is used as mobile transportation fuel.
- Planet Found: A poultry waste-to-biogas facility in Maryland, Planet Found currently generates electricity and can be scaled to produce RNG.
- FPU Renewables: Constructs, owns and operates RNG facilities, beginning with a full-scale anaerobic digester and processing plant at Full Circle Dairy in Madison County, Florida.







## Investing In Our Employees

Our people are our greatest asset. Fostering a culture that attracts, nurtures and retains highly engaged employees is the driving force behind our continued success. We strengthen our workplace culture by enhancing employee engagement across the Company to ensure a sense of belonging for all employees to feel valued, respected and empowered to thrive. By investing in our employees, we provide a meaningful and supportive employee experience, offering opportunities for teamwork, innovation and professional and personal growth.

#### **SAFETY**

There is nothing more important than the safety of our team, our customers and our communities. We focus on establishing and maintaining the highest safety standards across our organization and championing the well-being of colleagues and those we serve.

We work with public officials, emergency responders, customers and safety advocates to encourage best practices and to build a safety culture within our Company and our local communities.

Our commitment to ensure safety and compliance in our operations and everyday processes has consistently led to industry recognition for our efforts to improve service reliability and sustain employee, customer and community safety.

The Chesapeake Utilities Corporation Enterprise Safety Program (ESP) is our version of the industry's Pipeline Safety Management System. An ESP is a collection of structured, companywide processes that provide effective risk-based decision-making for daily functions. Our ESP enhances our safety culture through simplification, standardization, collaboration and automation – all of which are essential to meeting the Company's strategic goals.

#### **EQUITY, DIVERSITY AND INCLUSION (EDI)**

Supporting and developing initiatives that strengthen diversity, equity and inclusion at our Company is key to achieving our mission.

We embrace a diversity of people and ideas through ongoing collaboration and social engagement across the organization. We promote inclusion by ensuring all employee voices are heard, and proactively identify and remove barriers to ensure equitable opportunities for team members to thrive within their roles.

ERGs can impact more than just the group's members. Not only can they be a voice for our workforce, but they also can advocate for our Company in the community. These groups are more than just social groups or outlets. They are created with purpose, and all related programming, events and community initiatives are designed to be meaningful for both our employees and the Company."

-KIRA LAKE, DIRECTOR OF MARKETING COMMUNICATIONS AND IMMEDIATE PAST CHAIR, CHESAPEAKE UTILITIES **CORPORATION EDI COUNCIL** 



employee participation in **ERG** events

#### **EMPLOYEE RESOURCE GROUPS**

Employee Resource Groups (ERGs) involve employees who voluntarily organize around a particular identity, shared background or other interest aligning with the mission, vision and values of Chesapeake Utilities. ERGs enable team members to share perspectives and experiences, advocate for common interests and provide recommendations that support key business objectives.

These affinity groups are a great place to build skills through leadership opportunities, training and community outreach. Employees are encouraged to join the Company's ERGs as a member, ally or supporter.

Employees are welcome to attend an ERG meeting to learn more about the group and assess their interest in membership. All meetings are listed in The Grove, our Learning Management System (LMS) each month.

#### **EQUITY, DIVERSITY AND INCLUSION COUNCIL**

The Equity, Diversity and Inclusion Council enhances our Company culture and strengthens our organizational performance by promoting an environment that celebrates diversity and fosters inclusion.

The EDI Council consists of executive leadership who support the strategic direction of the Company's employee resource groups and EDI progress. Council members provide guidance and resources to ERGs, and facilitate professional development, leadership opportunities, mentorship/coaching and career development.





to read more about the mission of each group.

## **Employee Resource Groups**

Our employee resource groups are formed across specific dimensions of diversity to offer team members meaningful opportunities to meet, learn and grow outside of their day-to-day jobs.









SUSTAIN



**ENCOURAGE · SUPPORT · UNITE** 











SUPPORT · PROMOTE · ATTRACT **RETAIN · CONNECT** 



**VETERANS·RESOURCE** GROUP



SEEKERS · & · SHARERS



WOMEN · IN · ENERGY

Black Employee Network aims to attract, retain, empower and inspire people of color in the workplace.

**DiverseAbilities** fosters an environment where employees with disabilities or disabled family members are supported.

**EPIC (Equal Parts of Inclusive Cultures)** encourages diversity by exploring cultures around the globe.

Green fosters a community that is passionate about the environment and committed to reducing our impact on the planet.

**HOPE (Heartfelt Open Prayer Encouraged)** provides encouragement and compassion for life's celebrations and challenges.

Pride promotes awareness and provides a sense of belonging for the LGBTQIA+ community.

**SPARC (Support • Promote • Attract • Retain • Connect)** supports our early-in-career employees in their professional growth and development.

Veterans Resource Group helps veterans and their families transition from the military to the civilian workforce.

Wisdom Seekers and Sharers supports senior employees and promotes their experiences and knowledge by providing a platform for coaching and mentoring.

Women in Energy provides a collective voice and focuses on women's support and professional development.





95%
participation
rate in diversity
training

#### TRAINING THE TEAM

We also incorporate diversity training for our team members, reinforcing the importance of inclusion in the workplace and promoting an environment where all employees feel welcomed, valued, respected and heard. In 2022, our participation rate in the diversity training was 95%.

All new team members are assigned training in The Grove, which is our Learning Management System (LMS) that provides required training, leadership curriculum, instructor led and e-learning as well as offers elective courses and events for team members to grow both professionally and personally.

#### A DIVERSE WORKPLACE

Our goal is to attract a workforce that represents our diverse customer base at all levels of the organization. Our talent acquisition efforts are enhanced by representation at diverse career events, increased partnerships with vocational institutions and technical schools, expanded social media outreach and job postings with candidate-focused messaging. As a result, we continue to increase our applicant flow each year.

We strategically partner with agencies for targeted talent outreach to expand our candidate pools. One such partner assists in expanding our efforts to reach candidates at diverse educational institutions (technical and community colleges and historically Black colleges and universities). Another partner assists in connecting directly with underrepresented job seekers through a network of community-based organizations and niche diversity websites.

We also evaluate opportunities to attract the next generation of employees, partnering with high schools and youth organizations to inspire students to pursue careers in energy. Last year, for example, our Florida Public Utilities subsidiary worked with a high school in Fernandina Beach, Florida, to teach students about careers in the electric industry, inspiring several students to join us as summer interns. These partnerships provide a talent pipeline into apprentice and line crew roles.

#### **PROVIDING COMPETITIVE BENEFITS**

We offer a competitive benefits package to attract and retain the best talent. From the standard offerings like medical insurance and retirement plans, to the soft benefits that distinguish our organization, like our culture and ERGs. We continue to improve upon and diversify our benefits, demonstrating our long-term commitment to our employees. Our robust and customizable benefits packages allow our team members to choose what works best for their lives.

#### **EMPLOYEE BENEFITS INCLUDE**

- 401(k) matching program \$1 for \$1 up to 6%
- Aspiring managers and leadership development programs
- Competitive salary, with annual bonus and salary increase opportunities
- Comprehensive health care benefits including life and disability insurance
- Educational assistance program

- Educational scholarship program for children of employees
- Employee discounts
- Employee resource groups
- Employer contributions to HSA
- Flexible work arrangements, including remote and hybrid work schedules
- Community service opportunities
- Mentorship and internship programs

- Opportunities for career growth focus on promoting from within
- Paid time off, holidays and a separate bank of sick time
- Recognition events
- Stock purchase plan
- Tuition reimbursement program
- Wellness initiatives

#### CHESAPEAKE CONNECTIONS PROGRAM

While the acquisition of new talent is important, we also focus on talent retention. Studies show that experiences during the first six months of employment with a new company can determine the success of employment. HR Cloud indicates that in 87% of companies surveyed, a new recruit's productivity improves when they are assigned a mentor. We agree.

Chesapeake Connections Program is a way for new team members to connect with a team member outside of their department for the first few months of employment. This program helps onboard new team members and encourages connections and network building. The assigned connector helps answer questions and is a valuable resource as they begin their new role with the Company.

#### **SUCCESSION PLANNING**

Chesapeake continues to focus on succession planning and career advancement opportunities to assure bench strength is in place for the future. Robust assessment processes and career discussions ensure we understand employee ambitions and interests and develop leaders for their next potential role. Chesapeake Utilities has eight leadership competencies that help define successful leaders. We assess our people leaders on these competencies.

#### **EMPLOYEE ENGAGEMENT SURVEY**

We partner with a nationally recognized third-party research organization to conduct annual employee engagement assessments. The Chesapeake Speaks engagement survey provides a platform for employees to share their insight on the Company's culture - what the Company is doing well, what requires improvement and what should be implemented or changed to enhance the employee experience and better serve our customers.

Feedback from the Chesapeake Speaks survey is invaluable and provides a basis for discussion between team members throughout the year. While many factors can influence the employee experience, the survey is focused on assessing employee needs and measuring the degree to which we are providing clarity, support, encouragement and development. Survey results are reviewed and supplemental action plans are created to identify and initiate new processes and initiatives to strengthen employee engagement.

#### **EMPLOYEE ENGAGEMENT PROGRAMS**

#### **Chesapeake Mentoring Program**

Our voluntary mentoring program is designed to help participants develop their careers while building supportive relationships at Chesapeake Utilities. Each mentee is paired with a mentor who is a Company leader. Mentorships provide opportunities to explore diverse perspectives, enhance skills and share expertise while providing an expanded view of the Company and the energy industry.

#### **Gratitude Recognition Program**

The Gratitude program offers a digital platform for employees to share appreciation and recognize team members, using social recognition or points-based recognition across the Company. This is an opportunity to network with colleagues in a remote environment. Through Gratitude's recognition program, team members earn points that they can redeem for merchandise through the platform's reward marketplace.

#### **Scholarship Program**

Chesapeake Utilities Corporation offers two scholarship programs each year.

The Aspiring Scholars Program is a scholarship opportunity for children of Chesapeake Utilities Corporation employees who are graduating high school seniors and have demonstrated a commitment to excellence through academics, leadership and extracurricular endeavors. Scholarship recipients are awarded a one-year scholarship to apply toward their tuition at an accredited trade or technical school, college or university.

The Black History Month Scholarship Program is administered by our Black Employee Network employee resource group. Scholarship recipients must reside within the Company's service territories and be a graduating high school senior or a college student who is accepted into or enrolled in a full-time degree or certificate program at an accredited college, university or technical school for the next academic year. In addition to academic excellence, applicants compete by preparing a creative project that reflects the theme of Chesapeake Utilities' Black History Month observance for each year.

#### **Chesapeake Cares Program**

Through our Chesapeake Cares Program, each business area is assigned a Cares Ambassador, an employee liaison that brings team members together for team building and camaraderie. Cares Events are hosted virtually or in-person in appreciation of our employees' hard work and dedication and recognize team members' accomplishments and milestones.

#### **Chesapeake Total Wellness**

The Company's interactive wellness program provides resources, videos, podcasts, virtual walking challenges and other activities for employees to prioritize their well-being at their own pace. Employees choose areas of focus, including programs to benefit their physical, mental, social, career and financial well-being.

#### FROM INTERNS TO EMPLOYEES

Chesapeake Utilities' internship programs not only provide opportunities for students, but also contribute to our long-term talent pipeline. From 1999 to January 2023, we employed 92 interns. Of our current employees, 12 once interned for our Company. Our interns gain tools for success as they develop relationships and learn the necessary skills to work in a corporate environment. The average length of service for interns who become full-time employees is seven and a half years. One is now an officer of the Company.

> of those. interns from former interns are years average 1999-2023 length of service now employees

A pivotal moment in my professional career was being selected for an internship at Chesapeake Utilities in the internal audit department during the early stages of Sarbanes-Oxley. It provided technical work experience that was challenging and exposure to professionals that poured into my growth. I am beyond grateful to have started my career at Chesapeake and for the growth opportunities I have been afforded along the way."

-ANDRENA BURD, ASSISTANT VICE PRESIDENT. **RISK MANAGEMENT** 





#### AN AWARD-WINNING WORKPLACE



#### **Stars of Delaware**

2023 marks the fourth consecutive year our Delmarva natural gas distribution operations were named Best Energy Provider. Also, our propane distribution operation was named Best Propane Company. The Stars of Delaware awards celebrate and recognize the best Delaware has to offer. Each year, the contest receives thousands of reader nominations and subsequent votes.



#### **Better Business Bureau Torch Award for Ethics**

Chesapeake Utilities Corporation was awarded the Better Business Bureau of Delaware's 2024 Torch Award for Ethics, which celebrates businesses that demonstrate an exceptional commitment to ethics and integrity within their industry.



#### **American Gas Association Safety Awards**

Florida Public Utilities Company, Eastern Shore Natural Gas Company and Aspire Energy of Ohio, subsidiaries of Chesapeake Utilities Corporation were recognized by the American Gas Association as top safety performers at the 2023 AGA Operations Conference, which is the natural gas industry's premier gathering of natural gas utility and transmission company operations management from across North America.



#### **World Finance - Best Corporate Governance, United States**

Chesapeake Utilities Corporation was named 2024 Best Corporate Governance in the United States by World News Media Ltd.'s World Finance, an international publication. The award recognizes commitment to corporate governance practices that advance integrity, transparency and accountability throughout the organization.

## Investing In Our Communities

Chesapeake Utilities is committed to engaging with the communities where we live and work, keeping the interests of our stakeholders at the forefront of our decision-making process.

Our community partnerships help inform project development, with our investment focusing on advancing the strength and progress of each community. We have a vested interest in helping our communities thrive. We live and work within the communities we serve - 99% of our employees are located in our service areas. Our strategic goals and values not only guide how we do business, but also how we invest in our communities through financial, in-kind or volunteer contributions.

#### **OUR GIVING POLICY AND FOCUS AREAS**

Our Companywide Giving Policy establishes guidelines for Company donations or sponsorships that support nonprofit and community organizations. In 2023, we gave \$500K in charitable donations and another \$350K in community sponsorships.

We focus on working with organizations that:



- Align with the Company's mission, vision and values.
- Align with the Company's four focus areas of giving.
- Provide a positive connection with communities in existing or potential service territories and support the Company's strategic direction.
- Hold designation as a 501(c)3 or other charitable nonprofit organization as determined by the Internal Revenue Service (IRS).
- Serve the community without discrimination.



#### **FOCUS AREAS FOR GIVING**

To accomplish these objectives, the policy outlines four focus areas for charitable giving and volunteer efforts, all of which leverage the capabilities of our Company, improve the lives of our neighbors and add to the strength and stability of our communities. We believe these focus areas facilitate meaningful community engagement and outcomes, encouraging strong, lasting connections in the diverse communities in which we do business.



Safety and Health



**Community Development** 



**Education** 



**Environmental Stewardship** 



#### SAFETY AND HEALTH

The safety, health and welfare of our employees, customers and communities are at the core of our Company culture. We want to ensure our communities thrive by ensuring resources are readily accessible. Within this focus area, we concentrate on food insecurity, nutrition, health education, research and training.

2023 Annual Giving Campaign - During the 2023 Chesapeake Utilities Corporation giving campaign, Caring is Always in Season, and on Giving Tuesday, employees had the opportunity to support families and communities in need. Through giving and serving, we came together to show we care. In honor of Giving Tuesday, Chesapeake Utilities donated \$50,000 to food banks, food pantries and soup kitchens in our service territories to help replenish the items that have been generously given to families and communities throughout the year. Our employees have also aided these organizations by giving their time.

As part of Chesapeake Utilities' annual giving campaign, we collected over 400 gifts for Marine Toys for Tots for distribution throughout our service territories. Through the gift of a new toy or book, the program brings the joy of Christmas and sends a message of hope to America's disadvantaged children. Through employee contributions and a corporate match, Chesapeake Utilities donated \$25,000 Companywide toward our 2023 United Way Campaign. Through the United Way, employees supported charities, communities and initiatives that are important to them in their service territories, at home and afar.

American Heart Association - Chesapeake Utilities Corporation was represented at two premier events held at the University of Delaware and benefiting the American Heart Association (AHA). As a Silver Sponsor, the Company's \$15,000 donation included participation in the STEM Goes Red event and the Go Red for Women luncheon and fashion show. The STEM Goes Red in-person event was an opportunity for eighth-, ninth- and 10th- grade girls from Delaware to learn about careers in science, health and technical fields. Participants enjoyed seminars, workshops and exhibits, as well as time with local business leaders who shared stories and answered questions about how they navigated school, jobs and family. The Go Red for Women luncheon and fashion show provided an educational opportunity for attendees to learn about cardiovascular health and included health screenings, exhibits, a silent auction, a healthy and delicious lunch and fun fashion show featuring local models and inspiring speakers.







#### **COMMUNITY DEVELOPMENT**

Being an asset and a resource to our communities is essential to our continued growth and development as an organization. Community development assists each community in becoming a socially equitable, economically strong and healthy place to live and work. Under this focus area, we seek to support equity, diversity and inclusion, economic development and revitalization and volunteerism.

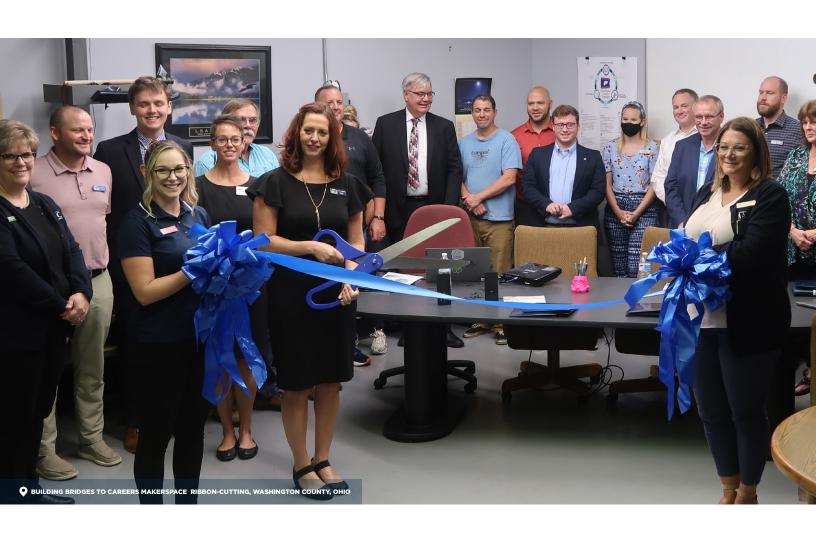
- Habitat for Humanity Chesapeake Utilities Corporation partnered with Habitat for Humanity to sponsor Framing Frenzy and Women Build events. In support of Central Delaware Habitat for Humanity, team members worked together with other community volunteers and the future homeowners to frame two Habitat for Humanity homes. After the frames were built, they were transported to the new homes' location on South Governors Avenue in downtown Dover. Likewise, in Florida, female team members participated in the annual Chipola Area Habitat for Humanity Women Build event in which area women volunteer and have fun while building permanent and affordable homes for local families in Jackson and Washington counties.
- Day of Caring Across America, United Way's Days of Caring are community-wide efforts that bring together volunteers and local businesses to provide short-term, project-focused volunteer service to nonprofit and public organizations. The Aspire Energy team in Ohio joined more than 150 volunteers participating in the Orrville Area United Way Day of Caring. The teams addressed 17 different projects submitted by United Way partners and nonprofit agencies in the Orrville, Ohio, area. The team assisted in two projects at the YMCA of Wayne County, Orrville Branch, beginning with giving the weight room a fresh coat of paint. They finished the day by refreshing the landscaping, including cleaning the flower beds, weeding the grounds, removing old mulch and laying new landscape barrier cloth and gravel.



#### **EDUCATION**

Advancing the next generation of leaders and supporting those seeking to increase their knowledge and sharpen their skill sets will enhance our industry and community efforts. We continue to focus our support on organizations that afford our stakeholders the opportunity to succeed. Within the education area of focus, we support children and youth development, STEAM (science, technology, engineering, arts and mathematics) programs, training and workforce development and scholarship support.

- Jobs for Delaware Graduates Jobs for Delaware Graduates, Inc. (JDG) is a school-to-work transitional program dedicated to helping youth reach academic and economic success. As a partner with JDG, Chesapeake Utilities participated in a five-week mentoring program in Camden, Delaware, dedicated to helping high school students. Following weekly presentations about job opportunities in energy, participants were treated to a tour of our Energy Lane office complex and Safety Town facilities. Chesapeake Utilities also contributed \$5,000 to this worthy program.
- United Negro College Fund In celebration of the 2023 MLK Day of Service, the Company contributed \$10,000 to the United Negro College Fund in support of student scholarships, historically Black colleges and universities, community engagement and minority education advocacy.







#### **ENVIRONMENTAL STEWARDSHIP**

We partner with our communities and local governments in support of programs and initiatives that promote the conservation and protection of our natural resources and assist customers and communities with solutions for more efficient energy use. Energy efficiency, environmental conservation and sustainability fall under this area of focus.

- Earth Day and Arbor Day In recognition of Earth Day, celebrated annually on April 22 to demonstrate support for environmental protection, and Arbor Day, a tree planter's holiday celebrated on the last Friday of April, community affairs and employee resource groups partnered to plant trees and preserve our national forests with \$5,000 donations to both the National Forest Foundation and the Arbor Day Foundation. Our donations ensured that 10,000 trees will be planted in the forest areas that have the most need.
- Nature Conservancy of Florida and Delaware Chesapeake Utilities Corporation donated \$50,000 to support The Nature Conservancy's (TNC) Center for Conservation Initiatives. TNC's preserves serve as campuses for education, outreach, science and land stewardship as they engage, mentor and train thousands of conservationists, fire managers and land stewards. In addition, our team members volunteer in beach cleanup and removing invasive species at the preserves.