



2021 Sustainability Report

**Together,
Our Power
Is Boundless**



About the Report

Reporting Boundaries

This report contains information and data covering the calendar year ended December 31, 2021, with comparative information for the years ended December 31, 2020, and December 31, 2019. All Environment, Social and Governance (**ESG**) key performance indicators (**KPIs**) are measured using an operational control approach, except for specific KPIs related to health and safety, talent management and engagement, and community, which include information from our development project offices and sites. Operational control is defined as those operations where we have full authority to introduce and implement operating policies. The information and data in this report accounts for the direct impacts of all material components of Northland's global activities, except where otherwise noted. Direct impacts are those that result from Northland's direct activities and exclude the indirect impacts of the activities of our suppliers and other business partners. All amounts herein are listed in Canadian Dollars (CAD) unless otherwise specified.

Frameworks Used

This report has been prepared in accordance with the Global Reporting Initiative (**GRI**) Standards core option and in alignment with the Sustainability Accounting Standards Board (**SASB**), and the recommendations of the Taskforce for Climate-Related Financial Disclosures (**TCFD**). Throughout this report and the [ESG Performance Index](#) we have marked relevant sections with the corresponding framework disclosure reference. All disclosure framework elements used are referenced in the GRI, SASB and TCFD [indexes](#).

Additionally, we have aligned our disclosures and our ESG Framework with the United Nations Sustainable Development Goals (**UN SDGs**) where relevant and appropriate for our industry and operations. We have marked our policies, milestones and accomplishments with the relevant applicable UN SDGs throughout the report.

Accessibility


This report is compliant with the Accessibility for Ontarians with Disabilities Act (**AODA**).

Assurance

Northland received independent third-party limited assurance, conducted by Ernst & Young LLP (**EY**), over a number of material KPIs in 2021, including:

- Scope 1 & 2 Greenhouse Gas (**GHG**) emissions
- Total electricity generated
- GHG emissions intensity
- Total recordable incident rate
- Total hours worked

EY also provided limited assurance on the allocation of Northland's Green Financing proceeds in accordance with the Use of Proceeds described in Northland's Green Financing Framework. The assurance statement can be found [here](#). The external assurance engagement was managed by the Director of Global ESG Strategy and Reporting, with oversight and executive management from Northland's Chief Financial Officer.

-  KPIs assured to a limited level by EY are denoted with this symbol.

Significant Changes and/or Restatements

Since publishing our 2020 Sustainability Report on May 10, 2021, there were no significant changes in the list of material topics and topic boundaries. However, in 2021 we are reporting additional metrics and information related to our supply chain (including contractor health and safety hours, Scope 3 emissions and supplier management) as well as additional detail on human capital, talent development and engagement. There were also changes in methodology in the calculation of our Scope 2 emissions related to line losses and our Biogenic emissions. In August, of 2021, we acquired a portfolio of onshore renewable assets in Spain which changed the assets included in the operation control boundaries and the details related to solar and onshore wind throughout the report.

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Materiality

Our Approach

This report addresses the ESG issues that Northland considers material. Material issues are those that matter most to our business and stakeholders and are expected to influence our decision-making. These issues therefore determine where we primarily focus our ESG efforts and reporting.

In 2021, a materiality assessment was conducted to understand materials issues central to our business, and to inform the focus of our 2021 Sustainability Report and our ESG-related strategies.

The assessment was conducted through discussions, surveys and workshops with internal and external stakeholders, as well as through a review of external ESG frameworks and industry best practices.

The importance of the material issues to our business strategy was discussed and agreed upon by the ESG Steering Committee, with special consideration given to

1. Reputation
2. Our Values
3. Increasing Shareholder Value
4. Stakeholder Expectations
5. Risk Management/Mitigation.

The creation of dedicated approaches to evaluate, manage and adjust our strategy for each material topic are the responsibility of the ESG Steering Committee and the Director of Global ESG Strategy and Reporting, with oversight from the Board of Directors (the Board).

Our Stakeholders

As an organization, we have determined our stakeholders based on identified groups of individuals who have an influential presence, or are closely affected by our business. The following is not an exhaustive list, but includes those parties considered for this assessment.

Investors: Individuals, investment and pension funds, and the broader investment community, including lenders, who hold or are interested in purchasing Northland's equity or debt instruments.

Employees: Current and prospective employees.

Communities: Municipalities, non-governmental organizations, Indigenous groups, and regulatory authorities in and around the communities where we currently operate or are looking to develop.

Partners: The organizations we partner with directly, as well as those within our supply chain and under contract.

Customers: Government and corporate off-takers.

Third-party ESG vendors and rating agencies: This includes industry-specific guidance from the TCFD, SASB, GRI and ESG analysis companies such as Sustainalytics, MSCI, CDP, S&P Global.

Material Topics

Northland conducted a materiality assessment in 2021 as noted in our [2021 Sustainability Report](#). The following chart is a list of material topics included in this Index. We have included topics that are important to our stakeholders and to our business.

ESG Focus Areas for 2021-2022

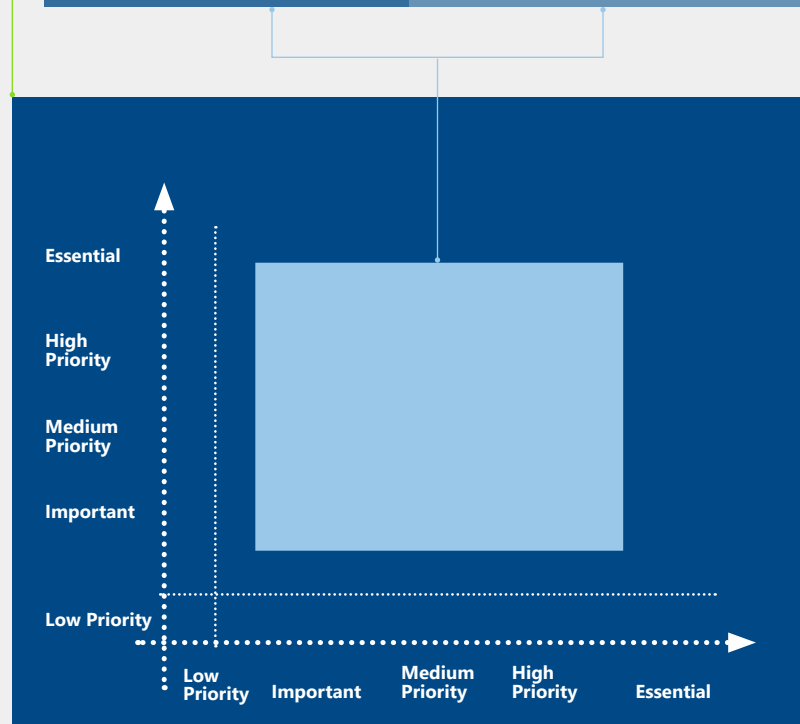
- | | |
|--|-------------------------------------|
| Biodiversity | Environmental Management |
| Community & Indigenous Relations | Occupational Health & Safety |
| Climate Risk Management & Resiliency | Sustainable Supply Chain Management |
| Data & Cybersecurity | Transparency & Business Ethics |
| Diversity, Inclusion & Belonging (DIB) | Talent Engagement & Development |
| Emissions & Carbon Reduction | |

ESG Focus Areas for 2022

- Community Investment & Impact
- Emergency Preparedness & Management
- Energy Management
- Green & Reliable Energy
- Labour Relations
- Sustainable Finance

Areas of Continued Disclosure for 2021

- Access and Affordability
- Corporate Governance
- Waste Management
- Water Management
- Lifecycle Management



1. The ESG Steering Committee is chaired by the CEO and CFO and includes leaders from across the organization representing ESG, Finance, Government and Investors Relations, Communications, Human Resources, Procurement, Legal, etc.

Together, Our Power Is Boundless

The continued dedication to innovate at the forefront of the energy transition has propelled us towards a more impactful role in global decarbonization.

- Mike Crawley, President and CEO



A message from Mike Crawley, President and CEO

As I reflect on Northland's journey since our last report, we have been steadfast in our purpose to transform the energy sector toward a more sustainable future. The desire to deliver on this purpose drives our decisions and actions in a world facing many global challenges. Our constantly evolving strategy is the foundation for our continued growth and the strength of our ability to deliver reliable energy in support of the global decarbonization transition.

Amidst the challenges we have faced this year, our unwavering commitment to providing green, reliable energy has defined our organization and highlighted the diverse opportunities that have enabled us to drive change. Our highly talented teams have allowed us to adapt quickly on a global scale in response to a rapidly changing climate. As countries and communities across the world start to shift their focus towards meeting climate targets, we continue to expand our global footprint to become a trusted partner in helping develop low-carbon economies. We take pride in knowing our projects are held to the highest standards of health and safety for our people, our stakeholders, and the communities in which we operate. We continue to abide by ethical standards and expectations we established for ourselves and our suppliers across all facets of our business.

As we forge the path forward to a carbon-neutral world, we continue to meet power needs across multiple continents and countries through our offshore and onshore renewable assets. With 3 gigawatts (GW) of installed capacity and an additional 14 GW in our development pipeline at varying stages of maturity, we are well-positioned for growth as a leading global renewable energy developer. In 2021, we enhanced our portfolio by securing long-term contracted renewable development projects in key target markets including offshore wind in Poland through the 1,200 MW Baltic Power offshore wind partnership, and in the North Sea where we exercised our 'step-in' rights on the 433 MW Nordsee Two offshore wind lease. We expanded our onshore renewables portfolio through the acquisition of a 559 MW portfolio of wind and solar assets in Spain, and commenced construction on two of our New York onshore wind projects with a combined capacity of 220 MW.

Looking ahead, we see accelerating demand for both renewable energy capacity and investment opportunities. Through our 14 GW pipeline, which includes several large offshore wind projects, Northland is equipped to support this global need. I am also excited to see almost 3 GW of this pipeline move toward financial close and the commencement of construction in the coming 24 months to contribute to the continued growth of our organization.

Northland's growth is powered by our people. Our workforce is made up of experts across regions and business functions, spanning a diverse range of skills that are brought together with the common goal of delivering actionable results against our purpose. The entrepreneurial culture that has anchored our growth is further compounded by the motivation to drive economic and social value for the communities in which our projects reside.

Health, safety and well-being continue to be fundamental to our business, built on the need to protect our people, our communities and our planet. In 2021, we continued to improve our total recordable injury rate and sustain our record of zero fatalities or life-changing incidents across our projects and operations. With the ongoing COVID-19 pandemic, we sought to foster more connections



to support employee well-being through various events that provide a platform for more meaningful interactions.

For the first time, our annual employee engagement survey has allowed us to quantify engagement areas pertaining to diversity, inclusion and belonging. The results will serve as the foundation for continued improvement and growth in performance and measurement of our engagement activities. This will help us meet our objective of developing programs and initiatives to educate our workforce, enable us to engage meaningfully with stakeholders and communities, and empower our internal and external partners to contribute to the growth of Northland.

As we navigate the challenges facing our industry, we continue chasing opportunities to grow our renewable portfolio. From planning to construction and ongoing projects, we adhere to the guiding principles of ethical sourcing needed to execute on our growth ambitions and ensure that our partners and suppliers align with these beliefs. This past year, we codified these beliefs in our Supplier and Partner Code of Conduct, which outlines the expectations from our partners and our supply chain as we strive to execute on our opportunities.

The continued dedication to innovate at the forefront of the energy transition has propelled us toward a more impactful role in global decarbonization. We are on a transformative journey in the development of a more diversified Northland, and our commitment to driving sustainable change is at the core of what we do.

I would like to acknowledge and thank our people, our stakeholders and our communities across the globe who have contributed to Northland's successful efforts in achieving a sustainable energy transformation. Our collective mission to create value by producing and providing power can only thrive through the ongoing partnerships we have formed - where our sustainable growth knows no bounds.

Sincerely,

Mike Crawley
President and
Chief Executive Officer

Our Company

Northland Power is a global power producer dedicated to helping the clean energy transition by producing electricity from clean, renewable resources. Founded in 1987, Northland has a long history of developing, building, owning and operating clean and green power infrastructure assets, and is a global leader in offshore wind. Northland owns and manages a diversified generation mix including offshore and onshore renewables, and efficient natural gas, as well as supplying energy through a regulated utility. Headquartered in Toronto, Canada, with global offices in eight countries, Northland owns, or has an economic interest in 3.0 GW (net 2.6 GW) of operating capacity. We also have a significant inventory of projects in construction and in various stages of development encompassing over 14 GW of potential capacity.

Our Business Strategy

Over the next decade, the global transition to renewable energy is expected to accelerate as decarbonization efforts by the public and private sector increase and further electrification of the global economy gathers momentum. This is expected to result in significant opportunities for continued growth in renewable power generation and green infrastructure, especially in offshore wind. Countries with land constraints and high carbon energy usage are increasingly adopting offshore wind to support their decarbonization objectives and their renewable energy targets.

As a global developer with extensive expertise in developing offshore wind projects, Northland is strategically positioned to compete in this global transition and further grow our global portfolio and market share. Northland's objective is to provide our shareholders with a total return, comprising dividends and share value growth from the successful management of our assets, businesses and investments related to the production, delivery and sale of energy-related products. Northland's business strategy is centered on establishing a significant global presence as a sustainable power provider with a primary focus on offshore wind.

Northland delivers on this strategy and vision by leveraging our expertise and our early mover advantage to create and operate high-quality sustainable projects in key markets supported by long-term offtake agreements with predictable cash flows. Utilizing our operational knowledge and the application of appropriate technology, Northland is able to optimize the performance of our operating facilities to ensure delivery of essential power to our offtake counterparties.

Northland is also committed to continual reinvestment in our sustainable infrastructure assets to ensure maximum efficiency and viability, with a focus on innovation and development to reduce the cost of renewable power generation and improve efficiency. These initiatives drive the comparativeness and economic feasibility of our power generation.

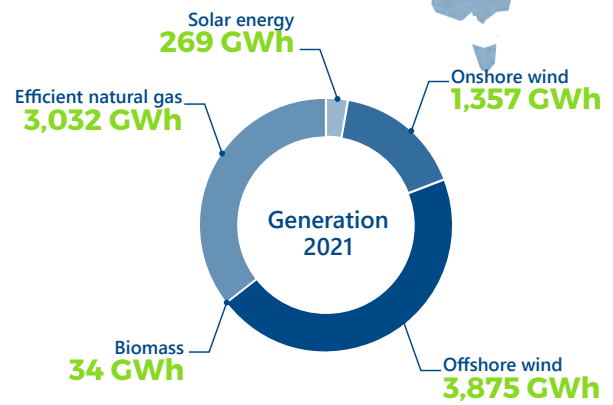
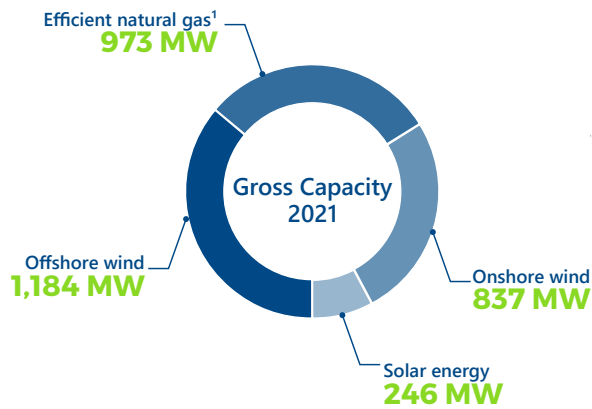
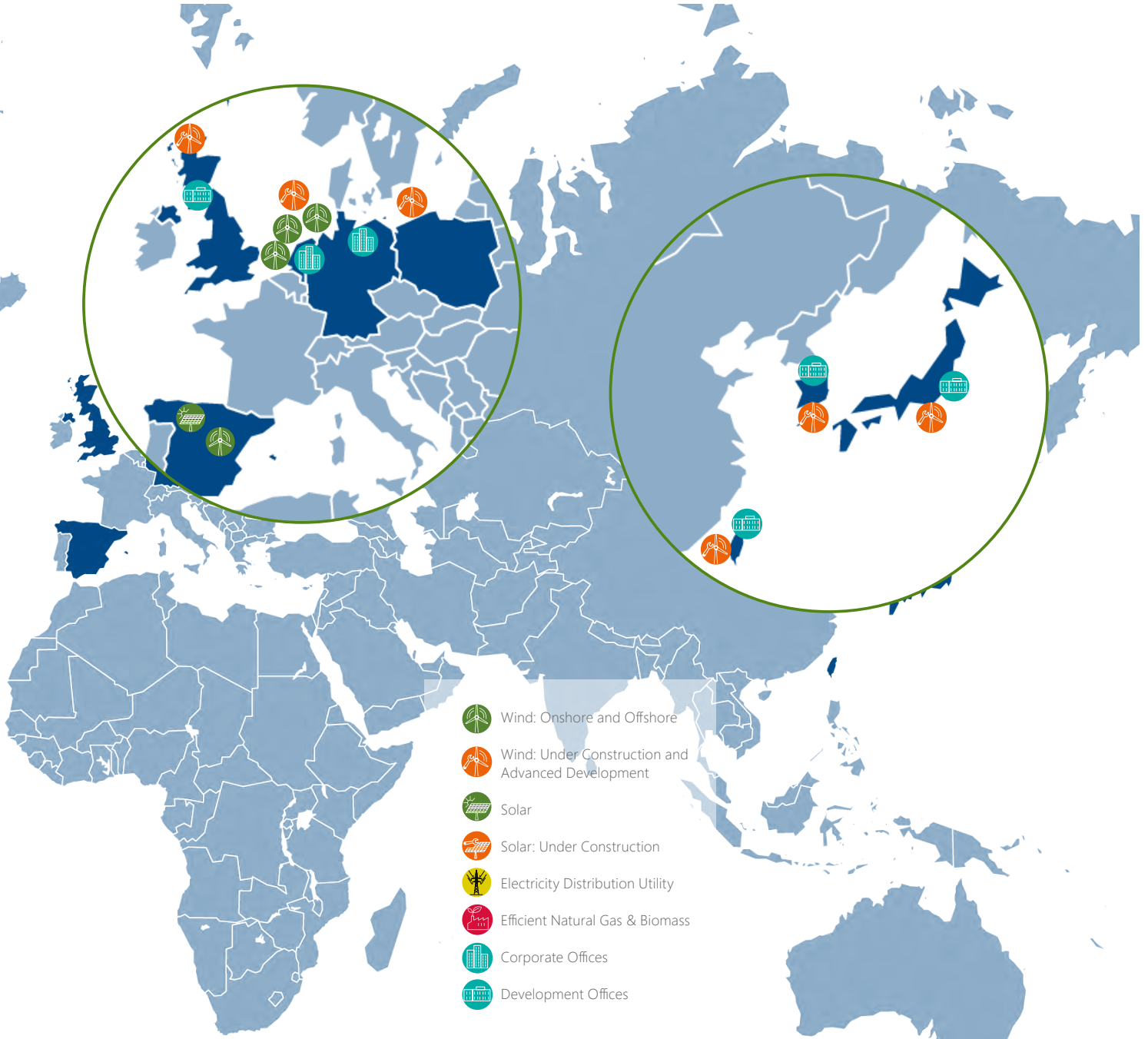


Significant Changes to the Organization

In April of 2021, Northland acquired a portfolio of onshore renewable assets in Spain comprising 559 MW gross of wind and solar.

In 2021, Northland also entered into a partnership with PKN Orlen to develop 1.2 GW of offshore wind through Baltic Power. We also began construction on our onshore wind projects in New York (Ball Hill and Bluestone), as well as a solar project in Colombia (Helios). Additionally, Northland began development of a second 130 MW gross solar project in Colombia in partnership with EDF Renewables called Suba.

As of April 2022, Northland sold two of our off-contract natural gas facilities in Ontario, Kingston and Iroquois Falls. The two facilities had a combined capacity of 230 MW.



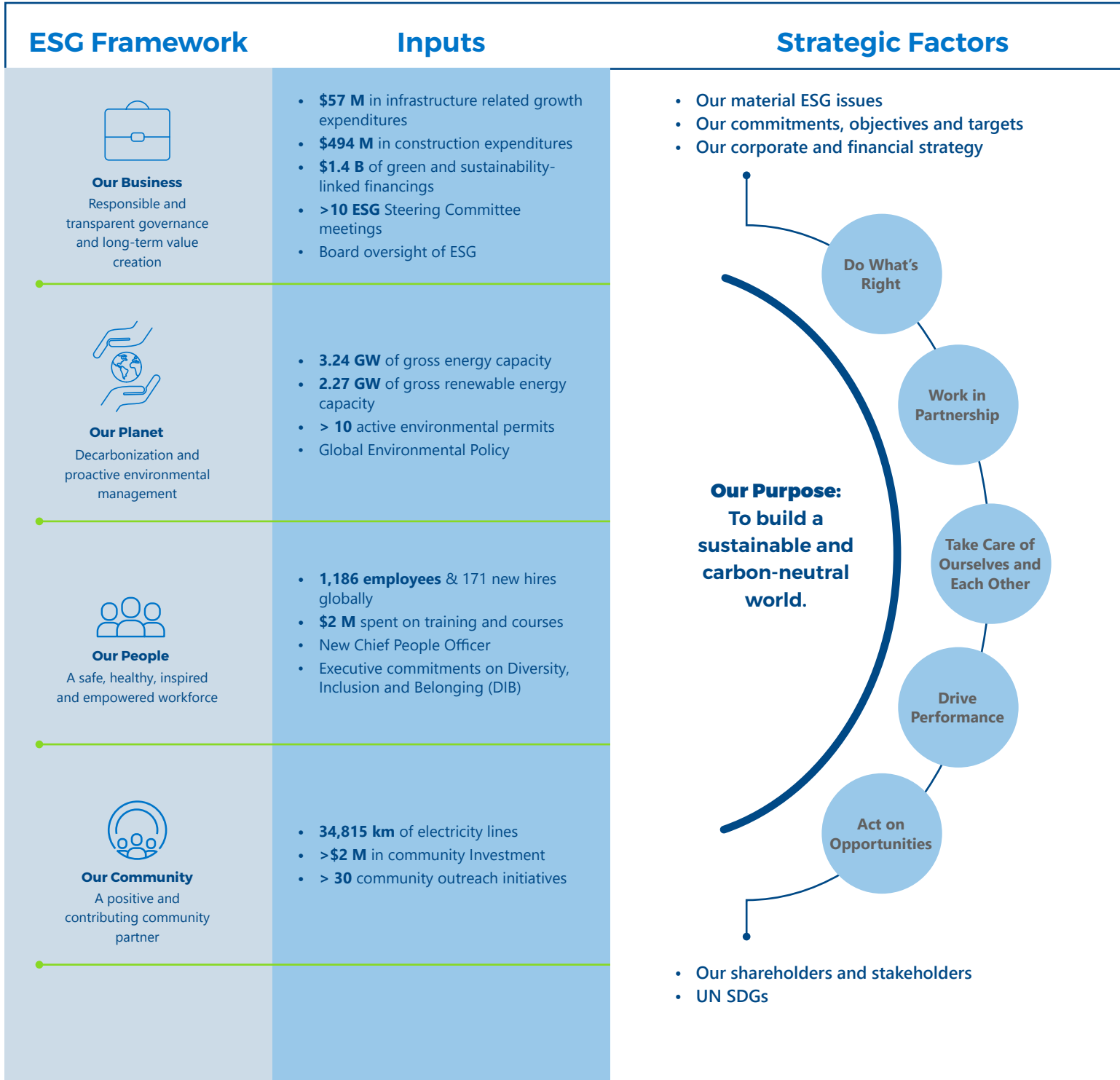
1. included Biomass in 2021

ESG Performance and Value Creation

ESG at Northland

The primary focus of Northland’s ESG strategy is to build a sustainable and carbon-neutral world. Northland’s ability to achieve our objectives is based on our commitment to safely supply reliable, affordable, and clean energy while delivering long-term economic value for shareholders. This has been Northland’s focus for over 34 years, and continues to be central to how projects are developed, constructed, and operated. Northland’s ESG framework built around the continued

decarbonization efforts through our renewable energy developments, while effectively managing our resources. This involves developing and empowering our people, creating meaningful and collaborative relationships and partnerships with local and Indigenous communities, and upholding the highest standards of good and responsible governance.



Our Value Creation: Together, Our Power is Boundless

We connect global expertise with communities across the world to create shared value and a sustainable planet. Our power is boundless in our ability to shift the world to greener, more sustainable energy because our future depends on it. We bring diverse talent from across the globe to drive innovation, create solutions and keep ourselves and our planet safe. Together, we are building a community of trust, collaboration, partnership and creating shared, long-term value the communities where we do business.

Using our ESG framework as a foundation, we combine the inputs from our business and our people with our core values and a shared purpose to ensure we are creating positive impacts for future generations. Alignment with key stakeholders, the UN SDGs, and our corporate and financial strategies is critical to successfully delivering on our promise.

Output

- **>\$2 B** in Revenues
 - **14 GW** project pipeline
 - **400 MW** in Gross Capacity renewable energy under construction
 - Updated global policies
-
- **>8 TWh** of gross energy generation
 - **64%** of energy generated from renewable sources
 - **13%** reduction in Scope 1 emissions
 - **11%** reduction in carbon intensity (tCO₂e/ MWh)¹ from generation
 - **0** significant environmental incidents
 - **8** projects with active biodiversity programs
-
- **44%** female Board members and **43%** female executives
 - **79 hours of training** per employee per year
 - **0 life changing incidents**
 - **42%** reduction in Total Recordable Injury Rate (TRIR)² and **27%** reduction in Lost Time Injury Rate (LTIR) since 2020
 - Employee engagement score of **75%**
 - Diversity score of **78%**
 - New Global DIB Council and Champions programming
-
- **>\$600,000** in donations and sponsorships supporting communities across the globe
 - **>\$1 M** in community contribution agreements to support economic and social and infrastructure development at sites
 - **> 500,000** customers served through electric utility
 - **> 90** community relationships

Impact

Our Planet and its People

- Helping over 12 countries across the globe actively work towards their carbon reduction targets (and more to plan towards it)
> 1.5 M households provided with clean energy
- **> 2 M tCO₂e** of avoided emissions
- Creating sustainable infrastructure while conserving the ecosystems in which we operate
- Creating equitable and inclusive employment opportunities in over 12 countries across the globe
- Engaging and developing the skills of over 1,000 active employees
- Direct and indirect socio-economic value creation in over 30 communities across four continents supporting the development of sustainable communities
- Strengthening environmental, social and governance practices over 2,000 suppliers within the value chain



On Our Performance Recognition



Our Awards



1. Carbon intensity includes Scope 1 and biogenic emissions from generating assets over MWh
 2. 2020 TRIR did include injuries incurred by contractors but did not include all contractor hours worked, therefore this reduction is somewhat larger than it would otherwise be.

Do What's Right

At Northland we act with integrity and respect to ensure a sustainable future for our people, our communities and our planet.

Objectives and Targets:

- Managing our planet's shared resources
- Ensuring our people feel respected, included and empowered to contribute to the advancement, growth and success of Northland
- Creating positive impacts and contributing to socio-economic value
- Working towards a 65% reduction in GHG emissions (Scope 1 & 2) intensity from generation by 2030 from 2019 baseline
- Promoting diversity by ensuring women make up 30% of our Board and Executive Management Team

Material Issues:

- Emissions & Carbon Reduction
- Biodiversity
- Diversity, Inclusion & Belonging (DIB)
- Community Investment
- Business Ethics & Transparency

UN SDGs:



Tracy Robillard:

Senior Legal Counsel



"As Senior Legal Counsel and Corporate Secretary, I approach my job with the mindset that Northland is my client. To me, doing what's right means consistently doing what's best for the company as a whole. It's not about making decisions that favour specific individuals or projects. It involves taking a holistic approach and coming up with a recommendation that benefits the entire organization and its long-term goals. It's not always the most popular vote, the easy route, or what people might want to hear, but it's the right thing to do."

Morten Melin:

Executive Vice President, Construction



"I made a deliberate choice when I got my diploma as an engineer to work in the renewables space. I wanted to do something meaningful for our planet long-term. I did it because I wanted to make the world a better place; a vision also held by Northland. Northland started by using waste wood and building gas-fired power plants to generate energy, reducing the need for coal-fired plants and furthering the decarbonization of our planet. Leading this trend of decarbonization and being part of this journey is Northland's purpose, and it's a purpose that's needed globally."



Carbon Reduction and Climate Action

ESG Issue: Emissions & Carbon Reduction

Northland's Global Carbon Footprint

In 2021, we continued to identify and quantify our carbon footprint by calculating, for the first time, our Scope 3 emissions from material sources, as well as calculating our market-based Scope 2 emissions. This process allows Northland to better track our carbon reduction strategy over the short, medium and long-term.

Carbon Reduction Strategy

Supporting the global decarbonization effort is an integral part of Northland's purpose and business strategy. Over the past 34 years, Northland has gone from building lower-carbon energy solutions to growing a global portfolio of renewable energy assets. We understand however, that producing low-carbon energy is not enough, and therefore, this year we have grown our development portfolio of renewable energy projects as well as moved towards dispatchable type contracts to reduce run times and emissions from our natural gas facilities.

Through these efforts, we are continuing to see a downward curve in our carbon (Scope 1 & biogenic/ MWh) and GHG emissions intensity. This has helped us towards meeting our stated GHG emissions from generation (Scope 1 & 2 /MWh) reduction target of 65% reduction by 2030 from a 2019 baseline.

Our strategic focus continues to centre around developing low carbon projects while also continuing to operate our facilities as efficiently as possible. We monitor all our operating facilities and offices to quantify GHG emissions sources.

In 2021, the largest contributor to the reduction in absolute emissions was through the transitioning of our Kirkland Lake efficient natural gas facility from a baseload generation to a dispatchable operating profile. This means less power is produced, and importantly, a significant reduction in GHG emissions is achieved. Under a dispatchable operating mode, we can support the energy grid where and when needed while allowing for greater flow of greener energy within the grid mix. This is an important step in the energy transition, as natural gas still plays a crucial role in providing reliable, accessible energy to Ontario, as it does in many markets around the world.

We also added 559 MW of gross renewable capacity in 2021, encompassing onshore wind and solar assets in Spain to further drive our renewable generation and reduce our carbon intensity from generation.

Finally, in keeping with our growth strategy, we are constructing 220 MW of gross onshore wind capacity in New York State and 16 MW of gross solar capacity in Colombia that will further support our reductions when they achieve commercial operations at the end of 2022.

Offsets and RECs:

- **265 tCO₂e** worth of Gold Standard offsets to compensate our global business travel in 2021
- **4 GWh** of purchased renewable energy for our global offices²

In an effort to manage the impacts that our business has on global emissions, Northland continues to purchase Gold Standard (GS)³ offsets from Less Emissions which supports projects helping the global decarbonization. Less Emissions is a subsidiary of Bullfrog Power. These offsets help to minimize the impact of our business travel including flights, hotels and other transport. This also helps reduce the impact of our Scope 3 emissions⁴. We did not, however, deduct these emissions for our Scope 3 calculations.

This year, we sought to purchase renewable energy to manage the impact of our offices in Germany as well as our global head office in Toronto. For our Toronto and Kingston offices, we utilized 2,581 MWh of Renewable Energy Credits (RECS) from our Grand Bend wind project in Ontario, helping to reduce our market-based Scope 2 emissions in 2021.

Climate-Related Opportunities

Northland recognizes that there are both opportunities and risks associated with decarbonization. Although our business has tremendous opportunities as we continue developing critical green energy infrastructure, we are aware of the risks that exist in the short, medium and long-term from regulatory changes, weather changes and the impacts within our value chain. This year, in line with the recommendations from the TCFD, we have outlined the details of these risks and opportunities, and our current and planned programs to mitigate the risks (see [ESG performance Index](#)).

Our renewable facilities help avoid 2.15 million tonnes of CO₂e



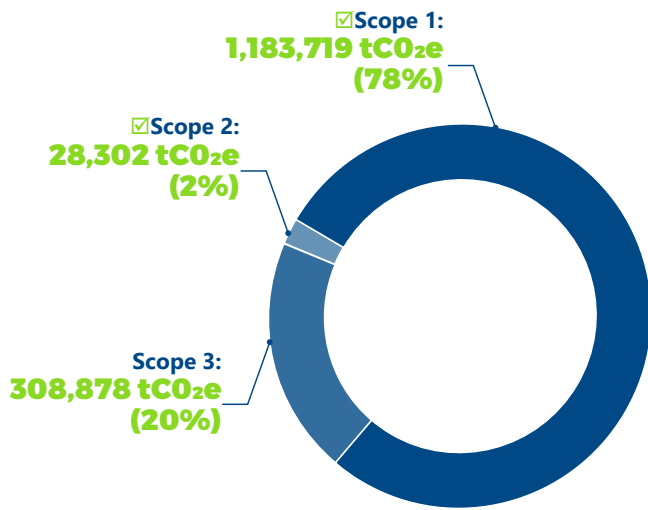
Equivalent to taking 463,169 gasoline cars off the road for a year

2. To be used for offices in Germany and Northland's corporate head office and Kingston facility in Canada.

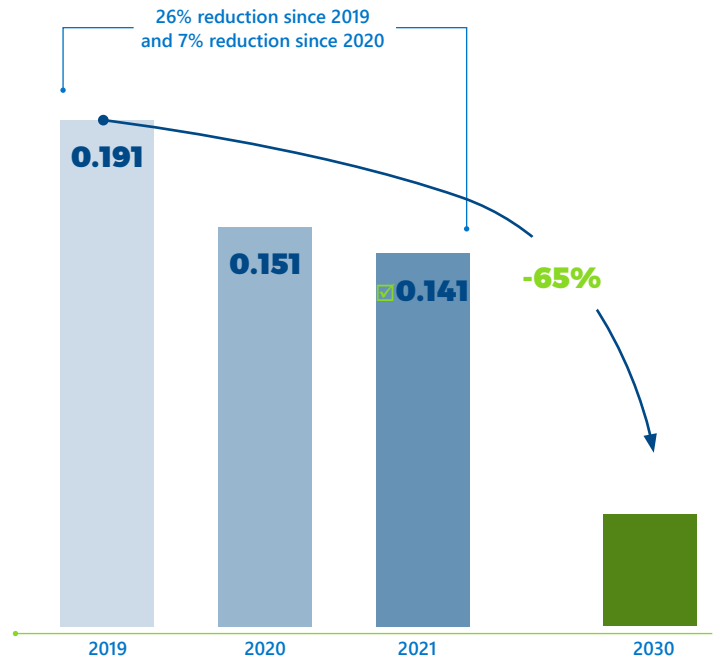
3. The Gold Standard (GS) is a voluntary carbon offset program focused on progressing the United Nation's Sustainable Development Goals (SDGs) and ensuring that project's benefit their neighboring communities

4. Northland purchased an additional 128 tCO₂e for 2020 travel related business travel that was not included in our 2020 report. The discrepancy is due to change in methodology and process for all our Scope 3 related emissions.

All Emissions for 2021



GHG Emission Intensity: Metric Tonnes of CO₂e per MWh of Electricity



GHG Emissions Breakdown by Scope and Source

Upstream Supply Chain Emissions (Scope 3)	Direct Emissions (Scope 1)	Indirect Emissions (Scope 2)	Upstream Third-party Services Emissions (Scope 3)
<p>Generation</p> <p>Renewable energy 2,261 tCO₂e</p> <p>Efficient natural gas 1,166,516 tCO₂e</p> <p>Biogenic 73,162 tCO₂e</p> <p>Operations</p> <p>Vehicles at all locations 14,748 tCO₂e</p> <p>Utility operations 29 tCO₂e</p> <p>Heating for offices¹ 165 tCO₂e</p>	<p>Goods and Services 47,597 tCO₂e</p> <p>Capital goods 9,933 tCO₂e</p> <p>Fuel and energy 251,076 tCO₂e</p>	<p>Operations 10,548 tCO₂e</p> <p>Offices² 149 tCO₂e</p> <p>Line losses 17,605 tCO₂e</p>	<p>Waste 123 tCO₂e</p> <p>Business travel 123 tCO₂e</p> <p>Employee commuting 37 tCO₂e</p>

1. Heating at European and Houston offices estimated; assumes no heating at Asia, Colombia & Mexico offices
 2. Electricity consumption estimated at Taipei, Houston, Mexico City, Torreon & Bogota offices. EBSA offices consumption included in Electricity for operations.



Protecting our Planet's Ecosystems

ESG Issue: Biodiversity

Creating Positive Impacts

Conscious management of our planet's shared resources including its ecosystems, water systems and waste management is an essential and integral component of our development activities and how we run our business. As part of our commitment to sustainability, we aim to minimize any potential impacts that our activities may have on the ecosystems where we operate. Northland seeks to protect the natural environment where we conduct our operations. In the early stages of development, assessments are made to identify any rare or significant plant, animal or aquatic life (as applicable) which are present in the area under consideration for development. The assessments include physical counts and survey work, and habitat assessments. If any rare or significant features are identified, then design decisions will be made to avoid the features, and if avoidance is not possible, then designs will be selected to minimize the impact. An environmental site impact assessment approach is typically followed, and local regulators are consulted. When an unavoidable impact is identified, Northland will enter into a compensation plan to offset the negative impact.

In Our Operations

Our environmental management teams conduct ongoing monitoring throughout our operations to ensure long-term support and sustainability for wildlife populations and ecosystems. We also work with local partners, including non-governmental, academic and government organizations to support research programs aimed at discovering new ways to manage and protect plants animals and ecosystems our plants, animals and ecosystems. We continue to support alternative uses for the land surrounding our facilities, including the apiaries at several solar sites in Canada. In 2021 we also carried out conservation activities at our efficient natural gas facilities and offshore wind parks as illustrated by the featured stories included here.



Thorold Cogen Station

Native and Endangered Plant Restoration Project Takes Root

Following a global conference in 2020 where Health, Safety and Environmental groups across Northland were challenged to create action plans to support the company's ESG objectives and targets, members of the on-site Environmental Committee at the Thorold Cogeneration Station in Ontario, Canada, quickly went to work to identify a green project that would benefit the local community.

Despite being located along the scenic Welland Canal, they felt the space around the 265 MW capacity natural gas plant lacked visual appeal, and created a plan to design a green space for recreational use.

Wanting to partner with experts in land restoration, Northland's environmental teams approached a local conservation authority for funding grants to help protect, enhance and sustain healthy watersheds, but despite best efforts, their submission was denied.

"We were really disappointed, but undeterred," says Shahid Khan, who has been the plant's general manager since 2018. "We felt strongly it was the right fit for our community and the right thing to do, so we decided to fund it ourselves."

Khan, along with internal project lead Jim Fox, set their sights on Land Care Niagara, a not-for-profit organization which specializes in land resource management and whose goal is to make measurable environmental improvements through strategic partnerships, to assist in bringing the project to life.

Everything was sourced from Sassafras Farms, a local nursery that uses a natural approach to restoring indigenous vegetation, which provides an environmental and ethical alternative to traditional renaissance landscaping. Based on the soil and profile of the land, the design incorporated many innovative products, including herbaceous plants in reusable power plug trays.

"They came in with really great ideas, opting for a mix of trees, shrubs, grasses and wildflowers that are native to the area to maximize biodiversity and create a habitat for local wildlife," says Khan. "Many of the varieties of plants are actually on Ontario's endangered or threatened list, so it's nice to be able to protect them from extinction."

From ideation to completion, the project took a little over a year. While there was no official opening because of pandemic-related restrictions, Khan has received overwhelmingly positive feedback from the community, and has his sights set on completing a bigger land restoration project over the next few years.

Gemini Wind Park Oyster Reef Development

In the next few years, together with The Rich North Sea we will work on the development of a new large-scale oyster reef. On the seabed in our wind farm, 85 km off the north coast of the Netherlands, we are working on the restoration of what was once one of the largest oyster reefs in the region. Research has shown that the conditions in this area are suitable for the growth of new oyster reefs because of the sediment composition and low soil dynamics. The researchers lowered more than 1,500 oysters and 18 tons of shells onto the seabed in the wind farm in an area of five hectares, the size of eight football fields. This summer, another 3,000 oysters, hundreds of thousands of baby oysters and 48 tons of shell material will be added. The research into the optimization of reef construction is conducted in close collaboration with scientists of Wageningen Marine Research, the NIOZ Royal Netherlands Institute for Sea Research, Waterproof and Bureau Waardenburg on behalf of TKI Wind op Zee and TKI Agri & Food.



In our Developments

Before selecting or developing a site, we conduct thorough environmental impact assessments of the surrounding area to identify environmentally sensitive vegetation, wildlife or other features and uses. We design our facilities to avoid disturbing any environmentally sensitive species, and we work to revive and restore natural environments through activities such as replanting forested areas and grasslands.

Environmental management plans are designed to manage potential impacts throughout the project life cycle, including talks with various stakeholders, such as neighbouring communities, about these impacts.

At our Solar Construction Projects

Robust environmental monitoring programs are in place at the La Lucha solar PV project in Mexico and Helios solar PV project in Colombia, where flora and fauna rescue and relocation programs and restoration activities ensure that the integrity of local wildlife and plants are respected and maintained. Both projects are sited on land that was previously disturbed by human activities, a measure that respects environmental characteristics of the area while preventing significant impacts to local flora and fauna.

La Lucha Solar PV Project

At our La Lucha solar site in Durango, Mexico, a regional mammal study is ongoing to monitor species that are emblematic and ecologically important within biological corridors in the project area. Following the recommendations of Bird Life International, Northland installed nest boxes and bird deterrents on transmission lines connected to La Lucha to mitigate electrocution and collision risks to certain bird species.

At our Onshore Wind Projects

Like our solar sites, onshore wind sites undergo robust assessments, and plans are developed to ensure minimal impact on local ecosystems. In the case of our two onshore wind projects in New York State, the permit process is comprehensive. Project layout, siting and turbine design consider ecological and community impacts. These include, but are not limited to, sound and visual impacts, proximity to protected species' habitats, proximity to important ecosystems and impact on agricultural lands.



Empresa de Energía de Boyacá (EBSA)

Environmental Design in Action: Helios Solar PV Park

EBSA's solar PV project, Helios, is its first power generation project, and the first project outside of Boyacá, in Meta, Colombia. The project highlights EBSA's commitment to respecting environmentally critical areas and protecting natural resources, while working with local communities in its area of influence. The success thus far is a result of collaboration between EBSA's environmental, technical, and social project teams.

"It's a team effort," comments Ing. Cesar Rodriguez Fagua, Power Generation Manager. "Any environmental or technical issues were addressed in an integrated way because our environmental and technical personnel worked closely from the start, learning together and from each other."

Working in a new region provided both a challenge and a learning opportunity.

"We usually develop transmission and distribution projects within the Boyacá region," comments Rodriguez Fagua, "Developing this project outside of Boyacá came with additional challenges – our past experiences needed to be adapted to consider a different climate, and geographical and cultural differences."

Ing. Camilo Saenz González, Environmental Professional, emphasizes that working with the communities near Villavicencio to identify environmental considerations and issues was integral to the environmental design process.

"Our team learned a lot about important environmental and cultural features and local ecosystems from the community," recalls Ing. Saenz Gonzalez. "Community members guided our team to determine an environmentally responsible design approach."

This design approach respects and protects the environment in the project's area of influence and ensures environmentally sensitive areas are not impacted.

"We are proud of the team's attitude and the process we implemented," says Doctor Hernan Contreras Peña, Director of Health, Safety and Environment. "I would like to highlight the team's commitment, discipline, respect, responsibility, and integrity throughout this project."

EBSA's environmental policy aligns with Northland's and is based on key principles, including respect for the environment, regulatory compliance, a commitment to zero high-risk environmental incidents and to the sustainable development of its operating regions. This policy has guided the Helios project from its inception. Not only is Helios a source of clean energy, but it is being developed in line with EBSA's corporate strategy, and is supporting Colombia's commitment to renewable energy development.



Accountability, Ethics and Transparency

ESG Issue: Business Ethics & Transparency

Northland is committed to the highest standards of business ethics and good corporate governance, and achieving excellence in transparency, integrity, and accountability to shareholders.



2022 Code of Ethics and Conduct

Business Ethics

Northland's global Code of Conduct and Business Ethics (**the Code**) applies to employees, officers, directors, consultants and representatives of Northland. It provides guidelines with respect to conflicts of interest, respect in the workplace, social responsibility, human rights, diversity, compliance with laws and Northland's commitment to ethical and honest conduct.

In 2021, we updated our Code to align with our values and policies, including more detailed language around human rights, discrimination, harassment and violence, environmental management, health and safety, social media disclosure, and Corporate reporting. The updated Code was affirmed by our Board in the fall of 2021.

All employees sign Northland's Code, during the onboarding process and are informed of changes and updates on an annual basis.

Anti-Corruption and Anti-Bribery

Ongoing communication and training are important to our mandate for strong and transparent governance. Our Code of Business Conduct and Ethics focuses on conflicts of interest and confidentiality. We also have an Anti-Bribery/Anti-Corruption (**ABAC**) Policy that was re-affirmed by our Board in the fall of 2021, and is supported by mandatory employee training and compliance procedures to prevent bribery. The ABAC Policy has been translated into the local languages of the regions in which we conduct business. We strive to ensure that all our global employees, contractors and partners always adhere to these policies and procedures.

Human Rights

Northland has made a public commitment through our Code as well as our Supplier and Partner Code of Conduct to uphold human rights in accordance with the UN Guiding Principles on Business and Human Rights.

Our policies prohibit the use of child or forced labour at our operations or projects and maintain that all of our employees and contractors have the right to equal employment opportunities, freedom of association, dignity, privacy, safe and fair work without fear of discrimination or violence based on ethnic background, culture, religion, sexual identity or orientation, race, gender, ability or other factors, in accordance with applicable legislation.

In 2021, there were no incidents of violence involving the rights of Indigenous people, or any other human rights violations including incidents of child or forced labour.

Reviews are conducted at each stage of our project life cycle from initial market analysis, monitoring and reviews to supplier due diligence and at our operations. Northland is committed to working with our partners and suppliers to minimize the risk of violation of our codes and ensure greater transparency in the process.

Whistleblower Anonymity and Protection

Northland's Whistleblower Policy enables employees and other stakeholders to safely report misconduct or actions that violate the law or our Code of Business Conduct and Ethics. In addition, as approved by Northland's Board, the Audit Committee established clear procedures for receiving and responding to complaints regarding financial reporting, accounting or auditing matters. All submissions are strictly confidential and any reprisal, retaliation or disciplinary action against the reporting party is prohibited. Supporting and protecting those who report wrongdoing encourages all employees to observe the highest standards of business and personal ethics in accordance with our principal business and practices. All reports can be made to Mr. Russell Goodman, Chair Audit Committee and Lead Independent Director, Audit Committee by email at Russell.Goodman@npibm.com. To send a comment, request or inquiry to Northland's, please contact us at Corporate.Secretary@Northlandpower.com.



Diversity, Inclusion & Belonging (DIB)

ESG Issue: Diversity, Inclusion & Belonging (DIB)

At Northland, we are committed to fostering an inclusive environment — one where everyone is empowered to do their best work, all differences are welcome, practices are equitable, and everyone experiences a sense of belonging.

In collaboration with our Executive Team, our Global DIB Council devises and implements actions in support of these DIB commitments. Our DIB Council was formed in 2019, but in 2021, we opened the call for new Council members to obtain greater representation across all our regions. We also created new DIB Champions roles to enable accessibility of our DIB strategy to all levels of the organization. Our Champions act as ambassadors and support the implementation of global DIB initiatives at a regional/local level. As part of the DIB Council structure changes, we also updated the Chair of the Council to be a rotating position for members of our Executive Team, ensuring our Council was refreshed with new executive sponsorship annually. In late 2021, the acting Chair, CEO Mike Crawley, was replaced by EVP of Construction Morten Melin for 2022.

Understanding our Environment to Implement Meaningful Actions for our People

As part of the 2021 global engagement survey, we included items to measure our people's perception of diversity, inclusion and belonging at Northland. The survey included items around inclusive leadership, belonging, empowerment, career and work-life balance. Our engagement survey saw favourable results for its base year, with survey items like 'I feel comfortable being myself at work' receiving a global score of 78. We will continue assessing inclusion and belonging based on patterns in employee experiences through our annual global engagement survey, as well as through groups.

Increasing Education and Awareness Around DIB Looking Forward



In March 2022 Northland formally pledged, through Equal by 30, to its commitment to building a more inclusive energy future.

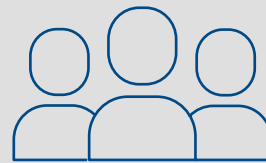
We are proud to be a growing global company, spanning regions across Asia, Europe, Latin America and North America. To recognize and celebrate our diverse cultures, a multicultural calendar was developed to be integrated into employees email calendar. This will ensure meetings and events are not scheduled during holidays, and employees are aware when different offices are closed for bank or statutory holidays.

Our global engagement survey found that

78%

of respondents

feel comfortable being themselves at work



Setting the Foundation:

In 2021, Northland's Executive Team signed a statement to demonstrate our commitment to leading inclusively and our increased focus and accountability around DIB. The statement includes the following six commitments:

- **Creating a trusting environment where our people feel secure and confident enough to engage in constructive dialogue...**by supporting and promoting an environment where our people can engage in meaningful, complex, and sometimes difficult conversations and by modeling positive, inclusive behaviours to ensure our people feel comfortable speaking up and speaking out.
- **Promoting inclusivity through cultural competency...**by offering educational opportunities for our people to reflect and learn, including unconscious bias and microaggressions education to recognize and minimize learned biases.
- **Acknowledging that advantages and barriers exist...**by applying an equity lens to our practices so that all our people have the same opportunities to grow their careers to their fullest potential.
- **Establishing processes to measure the ongoing efficacy of our diversity, inclusion and belonging initiatives...**by continuing to implement qualitative measurements designed to capture our people's experiences, as well as establishing a numeric baseline to track improvements on inclusion and engagement over time.
- **Recognizing our people for the work they do and values they hold...**by implementing merit-based and transparent talent and reward processes.
- **Sharing our diversity, inclusion and belonging plans with our Board of Directors...**by communicating our strengths and opportunities with the Board to bring increased focus and accountability to our shared progress.

What DIB means at Northland

The following definitions are meant to clarify our areas of focus and intended impact:

- Diversity refers to the characteristics that make people unique (seen and unseen). Examples include age, gender identity, ethnicity, disability, sexual orientation, education, and national origin
- Inclusion refers to the behaviours and cultural norms that make people feel welcome at Northland
- Belonging refers to an individual sense of acceptance

In 2021, Northland partnered with Catalyst, a global non-profit organization committed to helping build workplaces that work for women. As part of this partnership, our people accessed Catalyst's online hub of research, educational resources and online events on topics such as unconscious bias, microaggressions, inclusive leadership, and bystander intervention.

We also continued partnering with Kaleidoscope Trust, a UK-based NGO that works to uphold the human rights of lesbian, gay, bisexual, trans and gender-diverse people internationally. As part of Pride Month, we hosted a fireside chat with Josh Rivers, Communications Manager at Kaleidoscope Trust, where we touched on many topics, from the 2SLGBTQ+ acronym, to what it means to be an ally.

Spotlight on Truth and Reconciliation dialogue

In Canada, we partnered with many First Nations communities to help build and grow renewable infrastructure. These communities are an important part of what diversity and inclusion means within the Canadian context. On September 30th, 2021 in line with Canada's National Day of Truth and Reconciliation, Northland held a virtual dialogue.

The dialogue was primarily a discussion between our President & CEO, Mike Crawley and our Director of Community and Indigenous Relations, Matt Ladner to acknowledge the Indigenous groups on whose traditional lands we work and live on, and with whom we have developed meaningful relationships.

In honor of the day, Northland shared pertinent resources and distributed them to all Canadian employees. Orange "Every Child Matters" shirts were mailed to all Canadian employees who were encouraged to wear them on the day to help raise awareness.

Additionally, videos of the Honourable Justice Murray Sinclair, former member of the Canadian Senate and chairman of the Indian Residential Schools Truth and Reconciliation Commission from 2009 to 2015; speaking on the meaning of truth and reconciliation to Indigenous People and to Canada, and of Sean Plain, partner representative of the Aamjiwnaang First Nation, were shared.

It was an important session which focused on acknowledgement, education, and awareness building. It was also an opportunity to reflect on the devastating legacy of residential schools and the history of violence and oppression against Indigenous peoples in Canada. In light of this and the discovery of so many unmarked graves at now shut down residential schools, Northland made a donation of \$10,000 CAD to the Indian Residential Schools Survivors Society.





Community Investment & Impact

ESG Issue: Community Investment

In 2021, we solidified our commitment to investing in the communities where we do business through the publishing of our Community Investment Policy. This policy not only outlines the types of community investment we contribute to, including donations, sponsorships, community contributions and volunteerism, but also the pillars we aim to support through these activities. These pillars are in line with our ESG framework and in support of the UN SDGs we actively support:

1. Decarbonization and Proactive Environmental Protection
2. Health & Well-Being
3. Sustainable Communities

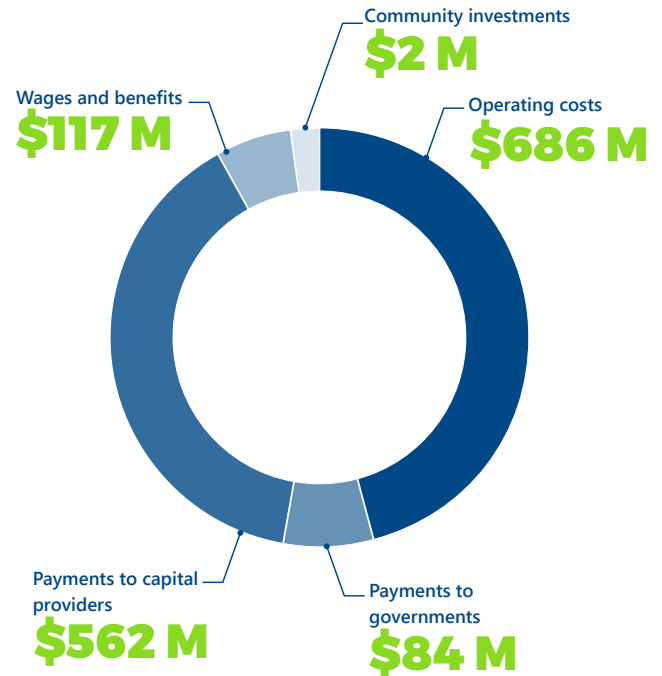
Creating Impact in Communities

Our projects, from inception to operations, are intricately involved with local and Indigenous communities. Additionally, as a global company we are involved in supporting our value chain. These economic and social impacts are felt directly within the communities and regions where we work.

Direct Economic Impacts

We create and distribute significant economic value to our stakeholders and the communities where we operate. The direct value we deliver comes in the form of payments to suppliers for goods and services, wages and benefits, payments to capital providers, payments to government through taxes, and through community investment in the form of contribution agreements, or through donations, sponsorships and volunteering.

\$1.5 Billion in Direct Economic Value Distributed



Dike Clean-Up Event in Norddeich (\$7,145)

Northland organized, for the second year in a row, a dike clean-up day that brought together 25 Northland employees to clean waste from the Norddeich dike. The clean-up team collected cigarette butts, plastic packaging and other rubbish from the dike and beach area that had just reopened after renovation. Additionally, Northland donated a waste receptacle with an ashtray to the City of Norddeich. The waste receptacle will be installed on the dike in the centre of the city to encourage tourists and residents to deposit cigarette butts into the ashtray instead of dropping them onto the dike and surrounding areas. Norddeich City Hall and the city's climate protection officer applauded Northland's "for a clean Norddeich" initiative, which has attracted the attention of other companies in the Norddeich area interested in supporting the initiative.



Highlights of Donations, Sponsorships and Volunteerism

EBSA Donations and Sponsorships \$50 Billion COP (\$16,750)

EBSA sponsored various organizations and initiatives throughout 2021, including cultural and educational events, as well as regional infrastructure forums, industry forums, conferences, and business roundtables. EBSA is also a proud sponsor of various national and regional events that celebrate the glories of Colombian cycling and cyclists.

Through the Corporación Autónoma Regional de Boyacá (Corpoboyacá), EBSA sponsored Orquídeas de Boyacá, los colores de la naturaleza (Orchids of Boyacá, the colours of nature), which are colouring books that offer environmental education for all ages with scientific and illustrative content that reinforces the importance of conservation of orchids and the preservation of the ecosystems they inhabit. The colouring books feature six new orchid species in the region, *Christensonella uncata*, *Heterotaxis sessilis*, *Octomeria grandiflora*, *Sobralia macrophylla*, *Xylobium foveatum* and *Prosthecha grammatoglossa*, that are important to high-altitude mountain ecosystems. Colombia has the highest number of endemic orchids in the world, with more than 4,000 species that make up about 15% of total orchid species globally.

La Lucha Solar PV Holiday Competition

Northland sponsored and facilitated a Happy Holiday activity and competition. Entries were based on a traditional Mexican craft form called Alebrijes, which are sculptures of fantastical and mythical creatures. The students enjoyed creating, painting, and decorating their submissions, which were judged by Northland employees. The contest was a great success with over 90% participation and prizes were awarded.

New York Donations and Sponsorships (\$24,500)

With a focus on sustainable communities, Northland's Ball Hill and Bluestone wind projects supported communities in the projects' area of influence by donating to the United Way, various food assistance and seniors programs, scholarships and youth sports programs.

Floods in Southern Germany (\$26,000)

Northland donated to Aktion Deutschland Hilft to support disaster relief efforts in response to the destruction from floods in southern Germany, particularly to help families who lost their homes. Additionally, Northland matched individual contributions from employees. A disaster response team, organised by a group of employees from Norddeich, was quickly mobilized to the disaster zone to lend a helping hand.

Northland Toronto Office Holiday Giving (\$30,000)

For a second year in a row, we donated our Toronto headquarters holiday party budget to charitable organizations that serve our local community. Nine organisations were selected for their alignment with each of the pillars in our Community Investment Strategy. Northland employees from the Toronto office then voted for their top choice for each pillar. The winners for each pillar were The United Way, The City of Toronto's Urban Forestry Program, and St. John Ambulance, with each organization receiving \$10,000 towards charitable initiatives.

Taiwan Fund for Children and Family (\$13,285)

Northland donated to the Taiwan Fund for Children and Family through Northland's 2021 COVID-19 donation program. Around 60 children and teenagers from Taichung, a region heavily impacted by the pandemic, benefited from the donation. The children and youth wrote handwritten letters of appreciation to the Northland team and Northland reciprocated in kind, sending handwritten responses, Northland swag and holiday greetings.

Indirect Economic Impacts

In addition to direct financial impacts, our activities continue to drive indirect economic benefits beyond our operations. This includes infrastructure investments and improving conditions for economic activity within the communities and surrounding areas, including the local supply chain.

We measure our indirect economic value distributed through our development and capital expenditures related to the development of sustainable infrastructure. We do not measure the value generated from additional benefits, such as jobs created, or economic development.

In 2021, these included continued construction in La Lucha, Mexico, Helios solar project in Colombia, onshore wind construction in New York State, further capacity development at our regulated utility, EBSA in Colombia, and the development of our offshore wind projects Hai Long in Taiwan and Baltic Power in Poland among others.

\$549
million
in Infrastructure
Investment and Services
Supported

Work in Partnership

We place team needs and priorities over individual needs. We build relationships across functions, geographies, and with our project partners, embracing differing perspectives to make better decisions.

Objectives and Targets:

- Developing strong relationships with our local and Indigenous communities

Material Issues:

- Community & Indigenous Relations
- Sustainable Supply Chain Management

UNSDGs:



Beth Wattleworth:

Commercial Development Director, Asia



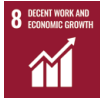
“At Northland, we’re constantly growing and engaging with different stakeholders across the globe. Our best decisions get made largely due to our collaborating culture. It’s through our passion, embracing people’s unique skills and differing opinions that pushes us to work in partnership and do our best work. As I always remind our team, we enter every project as engaged, collaborative partners. In doing so, we produce outstanding results.”

Till Frohloff:

O&M Manager



“Working in partnership is the only way our team in Operations can be successful. Being open, transparent, and willing to listen is how we build relationships that help us deliver on our goals. As a member of Northland’s Diversity, Inclusion and Belonging Council, as well as during the last five years working in a team that commissioned and is operating Northland’s German offshore wind farms, I have really come to understand the value of bringing in a diverse mix of voices when making key business decisions, as ultimately this leads to better outcomes for everyone.”



Community & Indigenous Relations

ESG Issue: Community & Indigenous Relations

Northland is committed to our local and Indigenous communities. We have a long history of working closely with these communities throughout the project lifecycle to ensure sustainable projects over the long-term. We take pride in our approach to establishing, building, and cultivating strong, mutually beneficial relationships to garner trust and support from local communities. This enables us to develop, construct and operate our projects while acting as trusted partners to local and Indigenous communities.

We have published these [commitments](#), to ensure that our long-standing practices and values are transparent, and to demonstrate the consistency of our approach across our global footprint.



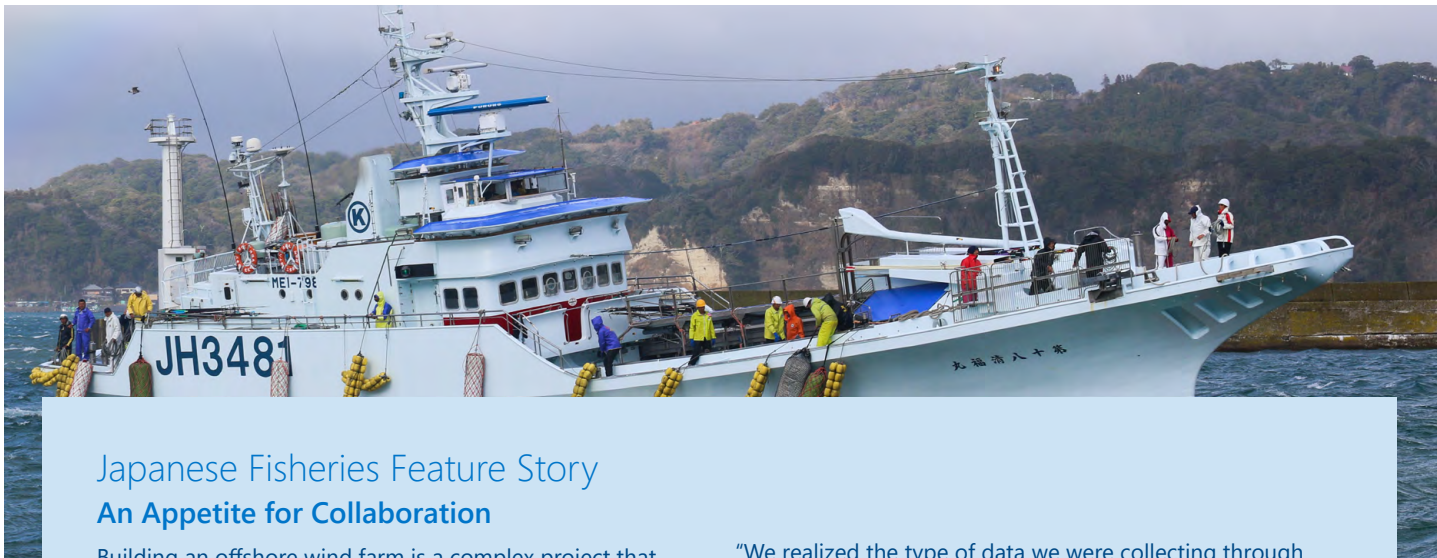
Developing Strong Relationships with our Local and Indigenous Communities

Northland has a collaborative and holistic approach to community engagement, and we are proud of the productive and lasting relationships we've built at all our sites. In 2021, we recorded over 30 community outreach initiatives and over 90 community relationships⁵. At the launch of each project, we identify all rightsholders and spend time on the ground understanding the needs, customs, policies and practices of the local communities. Our onsite and development teams undergo cultural sensitivity training to enhance cross-cultural communication abilities and avoid negative impacts or misunderstandings. Using a multi-layered communication framework, we establish direct connections with local rightsholders, and ensure open and accessible dialogue occurs at multiple levels. This dialogue includes clear lines of communication between facility or construction personnel as well as direct channels between local leaders and Northland's corporate offices. We support this framework with weekly meetings and check-ins, and by engaging with stakeholders at regional and national levels.

We are committed to:

- Engaging in meaningful consultation with local and Indigenous communities, early, often and throughout the lifecycle of our projects.
- Valuing and investing in effective programs that honour and seek to preserve local and Indigenous community heritage, culture, language, and values.
- Understanding and managing any potential impacts on local and Indigenous communities.
- Working with local and Indigenous communities, governments, and financial institutions to find ways to achieve meaningful involvement in our projects.
- Encouraging local and Indigenous employment, subcontracting and material supply.
- Providing a local social liaison on each of our projects during all stages of the project lifecycle.
- Supporting programs that enhance the lives of individuals that reflect the priorities of our local and Indigenous communities.
- Increasing our people's understanding of local and Indigenous cultures and traditions.

⁵. Community outreach initiatives include those initiatives from our development teams, project teams and facility managers to actively engage with communities in the area of influence. Community Relationships are defined as a community where we have agreements or sponsorships, from which we draw students or employees or with whom we have supply contracts.



Japanese Fisheries Feature Story

An Appetite for Collaboration

Building an offshore wind farm is a complex project that considers many factors, but few matter more than developing strong partnerships with local communities.

As Northland seeks the best site off the coastline near Isumi in Japan's Chiba prefecture, it installed weather measurement systems – also known as Lidar sensors – on buoys at different locations to monitor wind speed, wave height and current conditions, as well as water temperature, atmospheric pressure and flow velocity.

"That's part of the process we use to map out where we might install our turbines, and we developed a proprietary application that allows us to track this data in real time," says Beth Wattleworth, Commercial Development Director for the Asia Region. "The other major consideration in finding an optimal site is ensuring it won't adversely impact natural ecosystems or other commercial entities, such as local fishery operators."

Northland's strong relationships with Ohara and Taito fishery operators have proved mutually beneficial for both the company and the Japanese fisheries operating in the region. Their regional knowledge helped Northland and the construction teams gain critical insights into the high-density fishing sector, including when, where and how they fish. In return, Northland made available insightful data they had been collecting through their Lidar sensors to the fishery operators.

"We realized the type of data we were collecting through our app would be most useful to fishery operators in the region, so we decided to make it available to them free of charge," said Hayato Abe, Development Manager, Japan. "We are quite pleased with the adoption rate to-date, and we have received very positive feedback about how it helps them save time and money, while most importantly ensuring the safety of their crews."

A partnership between Northland, Shizen Energy and Tokyo Gas, the Chiba project is slated to begin construction in 2026, with operations scheduled to start in 2028, with a production capacity of 600 MW.

"Much like sustainable energy, sustainable fisheries are vitally important to the economy of the region and being able to create a symbiotic relationship that will help both parties thrive is part of how we measure success," added Wattleworth, who is looking forward to fostering new opportunities for collaboration, both on and offshore.

One of the initiatives being explored is how best to assist local fishery operations in adopting marketing practices that would allow them to service retailers and restaurants directly without other intermediaries, thereby increasing their net earnings, while helping keep fish stocks of local favourites such as lobster, sardines and Japanese amberjack plentiful and competitively priced.

Other Examples

La Lucha

In keeping with our commitments to local and Indigenous communities, Northland conducted a social impact assessment for the area of influence of the La Lucha project in the early stages of project development. This assessment establishes mitigation measures and programs to be implemented with local communities and authorities. As part of this process and through consultation, Northland also developed an annual framework agreement with the Municipality of Mapimi to support social issues. Through this agreement this year, Northland donated 48 solar-powered battery Light Emitting Diode street lamps to Ceballos, the nearest town to the La Lucha project.

Northland developed and implemented a social management plan and communication program that included a focus on gender equity, among other important social issues. Various initiatives have been implemented to specifically address the issues, including sponsoring a course for women entrepreneurs, and providing materials for a series of local community workshops. The project team also developed and delivered skill development, training, and educational programmes for local communities.

Northland continues to work with local communities through various initiatives, including improving local infrastructure, donations of computer equipment to the local communities, support for cultural events, and meetings with the University of Chapingo to evaluate the potential for local land to be more productive. We also prioritize, wherever possible, the procurements of goods and services from the local communities and the hiring of local labour to support positive economic impacts for the region.

Helios

At Helios, while the project’s environmental design was developed, EBSA’s social professional, Dr. Lina Tovar Peña, Social Responsibility Professional, reached out to local communities, identifying stakeholders and the issues that were most important to them, and anticipating any potential conflicts. Solar PV is a new technology for the community, leading some to wonder how they would benefit from, or be affected by the project. EBSA’s social team encouraged open dialogue to address all issues brought forward by the community, resulting in strong relationships with community members.

Indigenous Partnerships

Born from a firm belief in the rights of Indigenous peoples and their lands, we make it a priority to ensure that our activities provide positive benefits to the Indigenous communities where we operate. Many of our renewable facilities in Canada are located within traditional Indigenous territories and we work to develop and maintain positive relationships with these communities.



Some of our First Nations partners:

Left to right, top to bottom: Whitefish River First Nation, Aundeck Omni Kaning First Nation, Sheshegwaning First Nation, Zhibaaahaasing First Nation, Sheguiandah First Nation, M'Chigeeng First Nation, the United Chiefs and Councils of Mnidoo Mnising, Wahgoshig First Nation and Taykwa Tagamou

Renewable projects provide us with the opportunity to lead by example and guide our community into the future, so we can make Canada, Ontario, and especially our traditional territory safer for future generations

- Chief Chris Plain. Leader of the Aamjiwnaang First Nation



“Looking Seven Generations Ahead” Chief Plain, Aamjiwnaang First Nations, calls The Grand Bend Wind Farm the catalyst for a legacy

“We are a community first, and a business second,” explains Chief Chris Plain.

As the leader of Aamjiwnaang First Nation, he is passionate about his mandate to create opportunities not only for today’s generation, but for generations to come. It is as much about upholding the traditions of the past as it is about fostering self-determination for the future. “That’s why we manage our business in a manner consistent with our values as a community and a nation.”

In 2016, Aamjiwnaang First Nation partnered with Northland Power to open the Grand Bend Wind Farm. Today, the onshore 40-turbine wind farm spans 4,100 acres and can produce up to 100 MW of green power. The income from the project has raised members’ equity and given the community the flexibility to advance local priorities, says Chief Plain. However, the most significant value of the project is the opportunity it ignited.

“The success of Grand Bend proved to lenders that Aamjiwnaang is a viable corporation that has the capacity to develop partnerships with industry,” explains the Chief. The dividends from the wind farm became the seed financing for new revenue-generating projects.

As the first development project outside the Aamjiwnaang community, The Grand Bend Wind Farm was in many ways an experiment in partnership. According to Chief Plain, the experiment worked because Northland understood and respected the community’s needs and values.

“People rush through business opportunities because that’s what you do. But Northland understood that we are a community. They understood that we needed the time to properly consult with our members to make sure they fully understood what we were doing because it was a large financial investment.” Every decision is guided by the Seven Grandfather Teachings, says Chief Plain. These include respect, humility, honesty, and truth.

“For our relationship to work, Northland needs to honour these values,” says Tim Richardson, Northland’s general manager of Indigenous and community relations. “That meant respecting the community’s process and building in the necessary time for meaningful consultation.”

As a result, “developing the partnership with Northland was a positive experience for all involved,” says Chief Plain, one Aamjiwnaang looks forward to building on in the future.

After all, this isn’t just about one project; it’s the continuation of a legacy.

“We’re stewards of the land, the same as those who came before us and those who will come after us”, explains the Chief. Every choice is about looking seven generations ahead. “Renewable projects provide us with the opportunity to lead by example and guide our community into the future, so we can make Canada, Ontario, and especially our traditional territory safer for future generations.”



Suppliers & Partners

ESG Issue: Supplier Management

A Commitment to a Sustainable Supply Chain

As a developer and long-term owner-operator of energy generation assets and a regulated utility, Northland works with over 2,000 suppliers and vendors on an annual basis. These suppliers may change across projects and jurisdictions, but they remain an integral part in helping us do business.

Our global supply chain includes suppliers. Located in Asia, Europe, the United States and Canada. Northland is primarily focused on capital expenditure procurement for the development of sustainable infrastructure assets, including, but not limited to wind turbines, towers, turbine foundations, the use of (installation) vessels, electricity cables, offshore and onshore substations, solar panels, inverters and trackers.

In order to comply with tendering rules and requirements in the areas where we operate, the supply chain is partly organized in the country in which the high-capital expenditure investments will take place. Local content requirements for high-expenditure investments are becoming more common around the world, affecting the supply chain and decisions surrounding it. However, these local requirements also present greater opportunities for partnerships, which has been a key part of our growth strategy.

ecovadis Northland aims to build strong relationships with our suppliers and ensure they thrive. We believe that to achieve this requires mutual understanding and responsibility for our communal impact on our people, our communities, our planet and our businesses. We have therefore partnered with EcoVadis, an external trusted provider of business sustainability ratings, intelligence and collaborative performance improvement tools for global supply chains. EcoVadis supports better due diligence and transparency within our supply chain, and helps us work proactively with other businesses on environmental, social and governance issues. Backed by a technology platform and a global team of domain experts, EcoVadis' actionable sustainability scorecards provide Northland with detailed insight into environmental, social and ethical risks within our global supply chain.



Martijn de Heer, Supply Chain and Procurement Director

Supplier and Partner Code of Conduct: Ensuring we do what is right in a sustainable and ethical manner

As a global company with operations and activities in multiple countries, Northland's extensive supply chain consists of numerous vendors and partners. With most relationships, either in life or business, the goal is to create a win-win situation and to be governed by a set of values both parties can adhere to.

Northland's Supplier and Partner Code of Conduct is both a business agreement and a social contract to help guide our relationships with our partners and suppliers. It helps mitigate risks and lays the foundation for honest and transparent relationships built on accountability and shared responsibility.

"We created our Supplier and Partner Code of Conduct as a way to clearly articulate our values and what we stand for as a company, to our entire supplier ecosystem," said Martijn de Heer, Northland's Director of Procurement, who is based in the Netherlands. "None of it should come as a surprise to anyone who has done business with us in the past, but it's a purposeful way to align on a shared vision."

With child labour, forced labour and human rights protections among the most fundamental safeguards sought by companies operating globally, Northland's ESG considerations aim to integrate these beliefs into the decision-making process at every facet of the business. In short, it codifies what Northland has stood for since our inception in the late 1980s.

"Working in partnership has always been core to our success, and our organizational values and policies ensure we adhere to this code as our guiding principles when dealing with our various partners. It forces us to consistently ask a vitally important question: Are we doing what's right in a sustainable and ethical manner?"

Using a Supplier and Partner Code of Conduct as part of our procurement and sourcing process allows us to pre-screen suppliers and partners, providing them with tools and guidance to conduct a self-assessment, which opens the door to meaningful conversations that address gaps before they become issues of concern.

After successfully launching the Code, the next steps on this journey will be the full implementation of the Code, including an auditing protocol to benchmark results and – through a scorecard system – improve and track progress over time.

"Ethical practices have always been embedded in our work, but I'm proud we were able to formalize it, have it endorsed by our Board and collect valuable input from countless people across the organization so that everyone has a sense of ownership and feels invested in it," added De Heer.



Building Better Projects Together

Northland's success is the result of being early movers with respect to jurisdictions and technologies, and key to this success are the partnerships and relationships that we form. Northland's approach to development is to partner with a local market presence with intimate knowledge and expertise of the jurisdiction in which they work. This provides a strong local skill base, resourced through local hires, that are delivering the projects with the support and guidance of the wider business. These relationships have allowed us to establish positions in key markets to develop and operate high-quality, renewable projects.

This continues to be our approach as we look to leverage our early mover advantage, reputation, and strategic relationships to expand our global portfolio.

In early January 2022, Northland announced a partnership with RWE Renewables GmbH to co-develop a cluster of offshore wind projects in the German North Sea with a total gross capacity of 1.3 GW. Through the joint venture, Northland and RWE strengthened their position in the German offshore wind market. The cluster provides size and scale that is expected to lead to synergies in development and construction costs, as well as operating costs, to support the decarbonization efforts in Germany.

Northland's reputation with partners, governments, and other stakeholders was also key in establishing our partnership with PKN ORLEN S.A. for the development of the Baltic Offshore project in Poland. Northland was selected as the partner for the project based on our expertise in offshore wind and our reputation for being a good and nimble partner to work with. The partnership allows Northland to expand our presence in Europe through the development of the 1.2 GW Baltic Power offshore wind project that is expected to contribute to the global decarbonization transition, helping Poland fulfill its renewable energy ambitions.

In Asia, our local market presence continues across our three key markets of Japan, South Korea and Taiwan through our Chiba, Dado Ocean and Hai Long offshore wind projects. In each of these key markets, we work closely with the local communities, stakeholders and our partners to not only advance our existing development projects, but to also expand our footprint through securing additional offshore wind development opportunities. Through these efforts, we have progressed our first offshore wind project in Asia, our 1,044 MW Hai Long project towards financial close, which we expect to achieve later this year. Financial close signifies the closing of the necessary funding to commence with construction of the project.

Working Together to Build Better Projects

ESG Issue: Employee Engagement & Development

For Northland, working in partnership does not only apply to those outside of the organization. As a company that spans four continents, countless time zones and many distinct functional areas, partnering within the organization is as important, but also presents multiple challenges.

Northland began as a Canadian-based, power producer with a regional focus in Canada. However, with our growth in offshore wind in Europe in 2014, and the 2020 purchase of our regulated utility in Colombia, operations began to expand globally. This meant building global teams, not only for operational purposes, but for development ones. To meet our growing global development demands, regional offices were created in Europe, Asia, North America and Latin America. Regional offices supported local human resources, legal, financial and public affairs functions.

The 2021 Glint engagement survey identified a growing need to improve how we communicate, connect and manage our people and our work on a global scale. As a way to foster a sense of connectedness and provide our people opportunities to build bonds across functions and geographies, we implemented Northland Coffee Connections. This initiative utilizes the Microsoft Teams platform to randomly pair participants across the organization for a 1:1 coffee session.

We have also created globally-enabled services such as the Project Management Office (**PMO**) which was developed to help streamline our projects from inception to operation across asset classes and jurisdictions.

What remains pivotal in this process is creating shared culture and experiences for all Northlanders and our subsidiaries, through a shared purpose, values and our refreshed brand.





While we have shown the ability to conduct our business effectively without the need to sit together in the same room, as social beings the desire to gather will remain strong and there needs to be more intentionality in creating opportunities for us to connect in person.

- Mads Moellegaard, Director, Construction

Global Teaming

The future of work is now: How the pandemic shaped workplace culture

The “Future of Work” was already a hot topic before the spring of 2020, when flexible time, virtual offices, and asynchronous work began entering the lexicon.

When the COVID-19 pandemic arrived, the “Future of Work” quickly became the present.

“In many respects, Northland was ahead of the curve because as a project-based company, we were already accustomed to having cross-functional teams working together across different offices and multiple time zones,” said Danni Zheng, Manager, Business Development, who works out of the Toronto office. “The reliance on video platforms during the pandemic created a strange phenomenon in that we got to see a lot more of each other – and collaborate even more – without being physically in the same room.”

The pandemic forced the entire business world to reimagine the workplace. In a virtual environment absent of water-cooler moments and team-building events, it placed an even higher premium on culture, which made recruiting talent and the process of onboarding new employees that much more challenging.

“At Northland, having an alignment of values between the company and prospective employees has always been paramount,” said Yvonne Amanchukwu, Northland’s Global Head of PMO headquartered in London. “To build efficient teams, you need to hire for both expertise and cultural fit. Ensuring that potential employees are informed about Northland’s culture and way of doing business is an integral part of our recruitment process. To foster collaboration, and as part of our continued commitment to living our values, Northland has been much more deliberate in setting up informal coffee breaks and Lunch and Learns, as well as one-on-one check-ins, to ensure that a strong feedback loop is established, and everyone feels supported.”

Setting and respecting boundaries has shifted dramatically over the last few years and Northland leaders have been mindful to model the behaviour they would like to see become the norm.

“We have never ‘policed’ hours. Allowing people to take family and personal time when needed has always been a priority, but it’s a new paradigm when you can no longer tell which people are ‘staying late’ and in need of a break,” said Christian Voelcker, Director, Engineering, at Northland Europe. “Early on during the first lockdowns, we had to fight the mindset that we had nothing better to do than work, but we needed to show our teams it was important for all of us to find a new balance between life and work.”

As a result of the increased acceptance of remote work, one of the positive aspects has been having access to resources and talent you would not have considered before due to distance or time limitations.

“While we have shown the ability to conduct our business effectively without the need to sit together in the same room, as social beings the desire to gather will remain strong and there needs to be more intentionality in creating opportunities for us to connect in person,” said Mads Moellegaard, Director, Construction, who is based in Hamburg.

As such, the European Construction group made a point of inviting most of the development team in from Japan to Germany as soon as restrictions lifted last fall, because it was important to bring them closer to the business, having only interacted with them through a screen.

And while it is true that technology has given us the tools to become more efficient, it felt good to give the term “face time” its original meaning back.

Take Care of Ourselves and Each Other

We uphold the highest health and safety standards and understand the importance of balance and well-being.

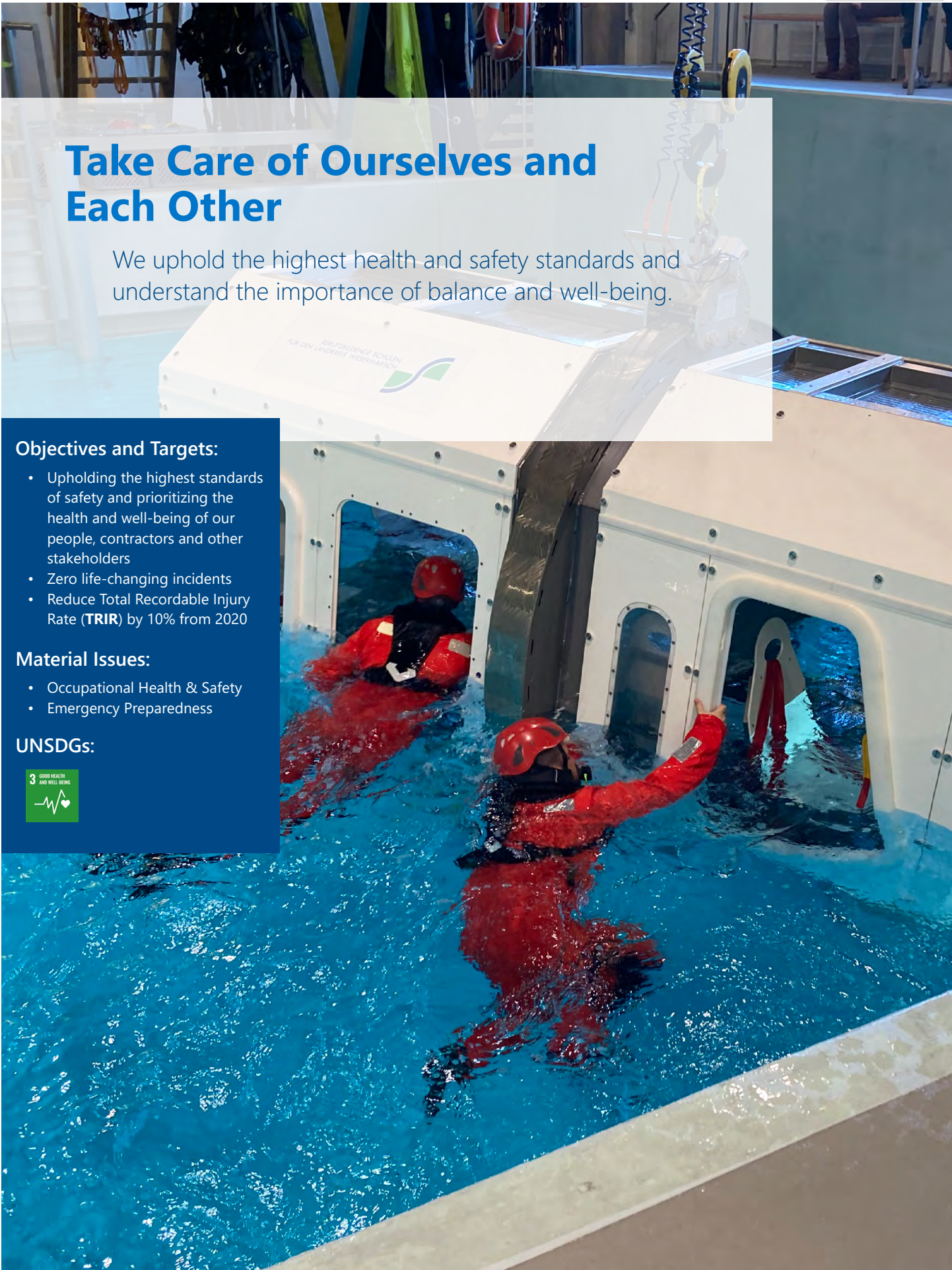
Objectives and Targets:

- Upholding the highest standards of safety and prioritizing the health and well-being of our people, contractors and other stakeholders
- Zero life-changing incidents
- Reduce Total Recordable Injury Rate (**TRIR**) by 10% from 2020

Material Issues:

- Occupational Health & Safety
- Emergency Preparedness

UNSDGs:





Health, Safety & Well-Being

ESG Issue: Occupational Health & Safety, Emergency Preparedness

At Northland, we put people's safety first. We are committed to upholding the highest standard of safety and prioritizing the health and well-being of our people and other stakeholders. Our Global Health & Safety Policy is the foundation of our Health and Safety Management system and the cornerstone of the site and project-specific health and safety programs. It is an expression of our President and CEO's commitment to providing a safe, secure and healthy workplace for all our employees, contractors and partners. It is reviewed by our President and CEO and updated annually.

At the Executive level, Northland is deeply committed to maintaining our exceptional health and safety record and standards. Our Executive Team regularly reviews our Global Health and Safety Policy and receives monthly updates from all regional offices and facilities, along with a Global Health and Safety Scorecard. Beyond the responsibility and accountability taken by our Senior Management, our Board also provides oversight, confirms health and safety policy and reviews performance for all regions.

Acknowledging the diversity of the regions we operate in and the different technologies, each facility and project ensures that all relevant health and safety issues are identified and satisfactorily managed by establishing adequate policies, procedures, and tools necessary to comply with our corporate goal and global policy. All operational sites and corporate offices also have a formal Joint Health and Safety Committee, consisting of management and workers, which meet regularly to discuss updates and ensure regular monitoring. In 2021, we had 62 employee members of these Joint Health & Safety Committees.

Health and Safety Management System

Our Health and Safety Management System provides clear targets and goals for all Northland's international offices and facilities to monitor, evaluate and report on their health and safety performance. Internationally certified health and safety professionals manage programs across our operations through our global Health and Safety Office.

Contractor Health and Safety Program

We inform contractors and all business partners of our programs, standards, protocols and policies and work with them where appropriate to support their adoption of practices consistent with our own.

Northland requires all contractors or partners to comply with all jurisdictional occupational health and safety acts, regulations and codes, and to follow known industry safe-work practices and standards. When awarding major contracts or acquiring a company, their

safety records, including recent investigations, citations or notices of violation issued, emergency response policies, and results of incident investigations are considered to ensure they comply with the law.

Northland also adheres to internationally recognized occupational health and safety standards, such as the International Standards Organization (ISO). In 2019, our team in the Netherlands at the Gemini offshore wind farm achieved ISO 45001 certification for upgrading their occupational health and safety management system, enhancing their work to reduce occupational injuries and disease. This certification also affiliates within Gemini's IMS framework as part of the broader ISO 55001 certification previously achieved for asset management.

Right to a Safe Workplace

Northland's employees and contractors are guaranteed the right to refuse work and remove themselves from situations that could cause injury or ill health. In any situation where this right is invoked and action taken, we work quickly to investigate and resolve the situation, following the steps of our Global Risk Management Program. Occupational health services across all our locations are provided by qualified and accredited professionals and comply with legal requirements and follow industry best practices.



Our Health and Safety Management follows four core principles:

- 1. System:** Our Health & Safety Management System provides clear monitoring, evaluating and reporting targets and goals for Northland's international locations.
- 2. People:** Internationally certified health and safety professionals manage programs across our operations through our global Health and Safety Office.
- 3. Preparedness:** Each facility maintains its own emergency response plan and regularly completes drills and exercises to reinforce our emergency preparedness.
- 4. Leadership:** Our Executive Team regularly reviews our Global Health and Safety Policy and receives monthly health and safety updates from all regional offices and facilities, along with a Global Health and Safety Scorecard.

David Povall

Executive Vice President, Development



"At Northland, we recognize that building a culture centred on and having an open dialogue about, health and safety begins at the top. As an executive team, we listen to the needs of our people and work together to come up with strategies to address work-life balance and mental health. We can support each other by spending time with one another at the office or project sites, communicating often and taking time off"

Training

Our training program needs are identified and delivered to support adequate levels of competency. We integrate new employees and contractors into our programs during their relevant onboarding and orientation. Training programs are periodically reviewed to ensure they remain relevant and appropriate to the nature and extent of the risks. In 2021, we observed a significant increase in our total hours of health and safety training, we put in place improved tracking and corporate reporting processes, and we returned to the regular training schedule after being adjusted in 2020 to protect our employees and other stakeholders from COVID-19 infections.

38,044

Hours

of Health and Safety Training

Training for our frontline managers and supervisors plays a fundamental role in Northland's outstanding health and safety record. At our European offshore wind facilities, we have adopted the internationally recognized Global Wind Organization (**GWO**) framework, which aligns safety and technical training standards. Before working at our facilities, all technicians, contractors and supply chain partners must complete 140 hours of GWO training. At our Canadian operating facilities, supervisors, engineers and operators undertake mandatory health and safety training facilitated by recognized health and safety training provider

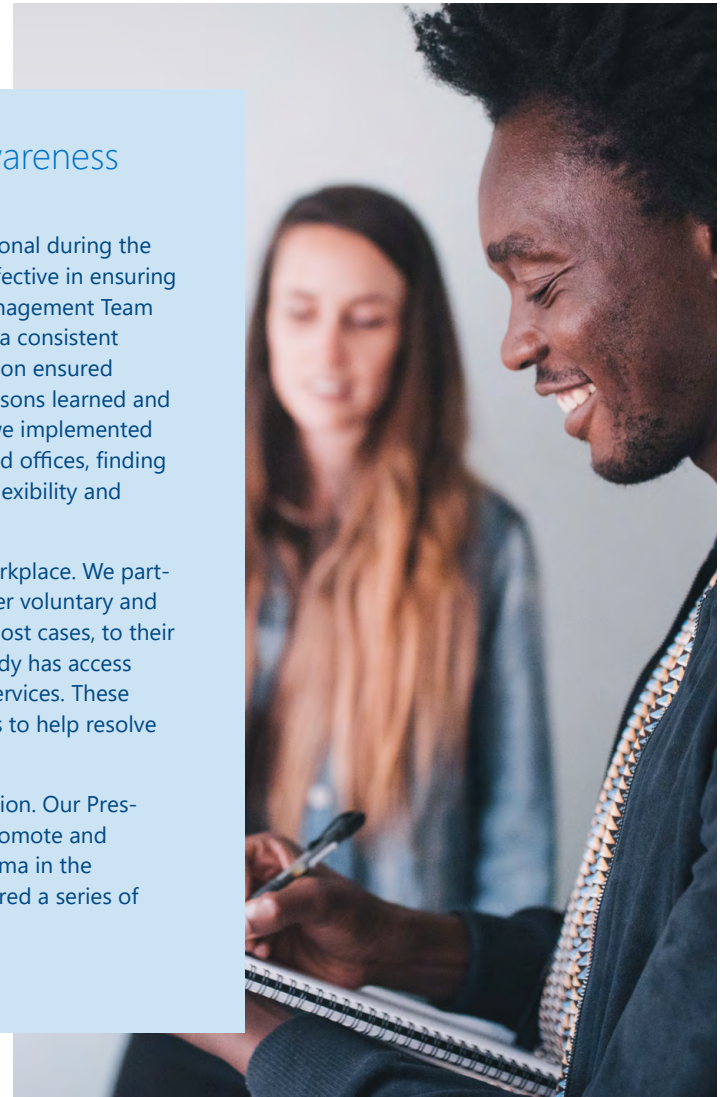
In 2021, Northland delivered virtual (corporate) and in-person (site-specific) training to employees and contractors in line with our training matrices. Training included new hire safety orientations offered globally as part of the new employees onboarding, certification, and refresher training for the Joint Health Safety Committee members, site training for workers and contractor orientations, plant managers and supervisor training (offered quarterly), and training for corporate employees who travel to work sites. The training addressed hazards such as heat stress, chemical safety, manual material handling, workplace harassment and discrimination, and topics such as driver safety and behavior-based safety.

Spotlight on Mental Health Support and Awareness Employee Well-Being and Flexible Working

In 2021, we continued adjusting and learning how to remain operational during the second year of a global pandemic. Our measures were simple yet effective in ensuring that our employees' well-being was protected. Our Global Crisis Management Team continued coordinating our response with regional teams to ensure a consistent approach on how we manage the impact of the pandemic. Each region ensured compliance with local regulations, adjusted protocols and shared lessons learned and best practices. In collaboration with Corporate Services, IT and HR, we implemented our Workplace Reimagined Framework to redefine our workplace and offices, finding a balance between the need for connection and collaboration with flexibility and accommodation.

Our commitment to our employees' well-being goes beyond the workplace. We partner with recognized vendors across the regions we operate in to offer voluntary and confidential health promotion programs to our employees, and in most cases, to their dependant family members. In countries where the population already has access to high-quality services, we promote and facilitate access to those services. These employee assistance programs support employees and their families to help resolve work, personal health, and life changes that improve their lives.

In October we celebrated Mental Health Month across the organization. Our President and CEO launched the initiative by sharing our strategies to promote and improve mental health to raise awareness and to help break the stigma in the workplace. Every week, each member of the Executive Office sponsored a series of challenges with all our employees across the organization.



Risk Management and Emergency Preparedness

Safe and efficient operations depend on rigorous monitoring and management of workplace hazards and risks. Our Global Risk Management Program is used at all our facilities to ensure compliance with regional laws, regulations and industry best practices. We continue to eliminate or reduce the risks associated with all our activities, maintaining our focus on risk reduction. Through strong leadership, regular communication, and training, we continue to ensure that health and safety remains top of mind for our employees and contractors, and that we maintain a zero life-changing incident target. We continuously collaborate with our employees and other stakeholders to deliver the vision, values and objectives set out in our Global Health and Safety Policy.

Each of our locations has risk assessment processes in place that assist in identifying hazards in our workplaces and on project sites, enabling effective controls to be put in place to mitigate the risk from our activities.

Each facility maintains its own emergency response plan, and regularly completes drills and exercises to reinforce our emergency preparedness beyond just our operations. These plans include:

- Emergency and crisis communication and escalation processes
- Specific emergency response plans including for spills, fires, working near open bodies of water, working at heights, pandemic preparedness, cybersecurity incident response and operational emergency procedures, among others that are relevant to the asset type and location.

In 2021, we took initiative to proactively manage risks and prepare for emergencies, including through some of these initiatives:

- Our Operations group in Spain facilitated a simulated and coordinated series of scenarios to all sites, where each team had the opportunity to demonstrate how they would respond to, and recover from, each situation. Action plans were reviewed with senior management and cascaded down to all sites.
- Enabled our Corporate and European offices to work with our regional development teams in Korea and Japan on the development of safety requirements by adapting some approaches used in our projects in Europe.
- Implemented site-specific construction safety programs for our onshore wind projects in New York and our first solar project site in Colombia, including programs that not only remain in compliance with local regulations, but ensure continuous improvement.
- Planned and executed major components maintenance activities for two of our energy-efficient gas plants in Canada, resulting in zero significant health and safety incidents. This was a demonstration of the commitment from our teams to ensure the safety and well-being of our employees, contractors and other stakeholders involved.



Zero Life-Changing Incidents

Spotlight on Emergency Preparedness Training in North America

In November 2021, Northland participated in a two-day grid security emergency response exercise with the North American Electricity Reliability Corporation (**NERC**) and the Electricity Information Sharing and Analysis Center (**E-ISAC**) along with peers and regulators.

The live, interactive exercise simulated an unclassified, large-scale grid security crisis and provided the electricity industry the opportunity to test responses to cyber and physical security attacks that severely disrupt grid reliability. The objectives included:

- Activation of incident, operating and crisis management response plan
- Enhanced coordination to facilitate restoration
- Identification of interdependent concerns with natural gas and telecommunication
- How to respond to a supply chain-based compromise of critical components
- Identification of common mode and cyber operation concerns across interconnections.

After the collaborative, full-scale exercise, the participant organizations were able to discuss and share lessons learned where appropriate. Internally there was also an exercise to plan for integration of Northland-specific lessons learned.

Drive Performance

We honour our commitments, always taking ownership of our actions and our results.

Objectives and Targets:

- Creating long-term value for all stakeholders
- Managing risks through accountable, ethical and transparent governance frameworks
- Developing programs and initiatives to inspire, train and grow our workforce
- Maintain or improve our Employee Engagement Score in 2022

Material Issues:

- Climate Risk Management & Resilience
- Transparency & Business Ethics

UNSDGs:



Monica Liu
Development Project Director

April Meyer

Senior Director, Investment Management



“Our company values ideas and we strive to create an environment that encourages collaboration. **What drives my performance** is taking personal ownership of my work and honouring my commitments as priorities evolve. It’s about saying what I’m going to do and doing what I say. It’s about having the opportunity to participate without the boundaries of hierarchy or job description, and being valued for my contributions. It’s about building relationships and supporting each other to achieve our goals. As a company, we celebrate success and give praise to teams involved. When we fall short of expectations, we acknowledge it and seek to identify opportunities for improvements.”

Rachel Stephenson

Chief People Officer



“While our work powers communities across the globe, Northland is powered by our people. We are nimble by nature, adapting to change using a solutions-oriented approach in all that we do. For solutions big, small, and anywhere in between, we drive performance by holding ourselves accountable to our commitments in our transformative journey towards a carbon-neutral world.”



Asset Management & Risk Management

ESG Issue: Climate Risk Management & Resilience, Transparency & Business Ethics

Asset Integrity Management

The core of Northland’s business strategy is creating sustainable, long-term value and prosperity for all stakeholders across our global operations. Our approach is to continually increase value through investments in sustainable infrastructure assets by developing high-quality projects with long-term, contracted revenues. We constantly reinvest in our operating assets to ensure maximum efficiency and viability. We also focus on innovation and development to reduce the cost of renewable power generation and improve efficiency; these drive the competitiveness and economic feasibility of our power generation.

As we develop, construct and become a long-term owner and operator, the sustainability of our assets becomes increasingly important. In the short-term, how our assets run impacts the availability to generate energy and while short-term gains are always important, we want our assets to be viable past their planned lifecycle. For this reason, we conduct regular maintenance and shutdowns in order to ensure we are reaching the full potential of our assets now, while also ensuring they are built to last.



Our asset management process begins in the design stage of any new project, ensuring we are using the right materials, the right placement of assets, and that we understand the settings we are working within. For offshore wind, for instance, this means investing in Lidars to help map weather and wave patterns at our sites. This also means conducting social and environmental impact assessments, geological inspections and engineering reviews. It means working closely with our suppliers and contractors to design and develop the best projects.

The asset management process continues during construction, ensuring ongoing review and monitoring. When sites are operational, we conduct regular monitoring and maintenance to be proactive around needed upgrades, replacements and repairs. As such, all our sites and assets have close monitoring systems to alert us of any issues and to detect inefficiencies early. We use these operation and maintenance (O&M) managing systems and predictive maintenance and computerized maintenance management systems (CMMS) to track the technical aspects of our operations.

This allows us to conduct regular inspections and source spare parts early to ensure limited down time of the assets.



Nordsee One Rotor Assembly Replacement Campaign

Proactive inspection and planning to ensure safe and reliable operations

Operating large, complex offshore wind farms in the rough waters of the North Sea is a challenge that is worth the reward in providing reliable energy that serves communities across Germany. However, operating and maintaining these gentle giants requires time and specialized skill sets to ensure their continued safe and reliable operations.

Conducting inspections and repairs in waters more than 30 metres deep, at a distance from land of more than 40 kilometres is an incredible logistical challenge which involves meticulous planning while factoring countless safety considerations.

Through a proactive maintenance and inspection program, Northland’s Nordsee One team identified a component design issue on several wind turbines, leading to unusual levels of wear and tear. This is highly uncommon, since the turbines are only in their fourth year of operation and use parts that would typically have a lifespan of 25 years. Our team set into motion a proactive preventive maintenance plan to ensure the ongoing operation of the wind farm while working to replace the bearing components on the turbines that were most affected.

“In an abundance of caution, we mobilized our entire ecosystem of suppliers, third-party experts and internal resources to address the issue as quickly and as safely as possible,” says Tim Kittelhake, Managing Director of Northland’s Nordsee One operations. “When you have a rotor blade assembly the size of a football field which must be fitted with millimetre accuracy, the level of detail and preparation involved in accomplishing such a task is pretty remarkable.”



But in an industry where wind is the driving force behind energy production, breezy weather can make repairs at sea difficult.

“The logistics that go into sequencing the production of the new components, having the appropriate vessels at the ready quayside to transport them offshore, as well as the lifting equipment to withstand the weight of the turbines on the ship’s platform, can only be accomplished as a team and our technicians and engineers have done an amazing job,” says Carina Wüst, Senior Project Manager, who oversaw the planning and implementation of the replacement campaign.

To provide the safest environment for the crew, the team relied on two independent weather monitoring systems to ensure the campaign was carried out during windows where wind was calm, and enlisted paramedics to be on board should any incidents occur.

Being responsible and sustainable encompasses our ability to manage the integrity of our assets. Completing this type of work without any safety incidents is a point of pride that is fundamental to the way we operate our its facilities, rooted in our value of ‘taking care of ourselves and others.’

“Every employee at Northland is encouraged and expected to stop or pause work at our facility if they see a risk or feel for some reason it is not safe to work,” says Volker Obermeyer, Health, Safety and Environmental (**HSE**) Manager. “In fact, we have an incentive program for those who report safety issues and make suggestions for improvements. It’s a company-wide culture of safety that extends from our offices to the turbines of our offshore wind operations.”

In this case, catching the problem early was only one piece of the puzzle. Taking decisive action to proceed with a full replacement – without any disruption in production – ensured no one was left twisting in the wind.

Risk Management

Northland’s Enterprise Risk Management (**ERM**) Framework was designed to establish a clear process and provide practical guidance on activities to support our long-term sustainability. The ERM program is under the responsibility of the CEO and CFO, with accountability to the Board. The ERM Framework is designed to achieve a number of objectives: 1) integration of risk management with strategic planning, 2) risk identification and assessment of activities, 3) development of risk responses and action plans and 4) monitoring risk and reporting on the results of the process. Northland assesses key risks based on three criteria: (i) impact, (ii) likelihood and (iii) the need to manage differently or more formally. Within our ERM Framework, we have committed to evaluating key risks on a quarterly basis with accountability from senior leads of all key functions across the company.

Northland’s Board has oversight over ESG-related matters, which include all material ESG issues and climate-related issues that impact the Company. Additionally, through quarterly updates, the Board is provided with reports on progress against ESG and climate-related metrics, risks, and opportunities. The Board also reviews the annual sustainability and climate-related disclosures, which demonstrate progress towards Northland’s stated targets.

Responsibility for the identification and management of ESG and climate-related issues and impacts falls under the ESG Steering Committee, which is co-chaired by the CEO and CFO and includes nine core members and 14 subject matter experts across multiple functions within the Company. Core members represent key functions across the organization, including Investor Relations, Government Relations, Community and Indigenous Relations, Human Resources, Procurement, Finance, Treasury, Communications and Legal. The ESG Steering Committee, through updates coordinated by the Director, Global ESG Strategy and Reporting, provides regular updates to the Board on the Company’s ESG activities.

The Committee’s mandate is to set the Company’s general strategy and overall priorities with respect to ESG matters (including climate-related), and to consider, recommend and ensure consistency of appropriate policies, practices, disclosures and managing risks through adequate due diligence. This includes the review of economic, social and environmental risks within the supply chain, related to green financing and in the development of ESG-related strategies and programs. The ESG Steering Committee also participates in the materiality assessment in determining through the consultation with stakeholders (employees, investors, lenders, legal advisors, government, partners, suppliers, etc.)

Climate Risk and Resiliency

Identification and assessment of climate-related risks are done throughout the project life cycle as part of the ERM process. Northland's risk identification, assessment, response planning, reporting, and monitoring are integrated into routine business activities, with ownership of key risks delegated to the functional leads throughout the organization. Any identified risks are escalated to the Executive Team and Board, and are monitored to ensure appropriate responses.

In 2021, we undertook additional risk review through a preliminary long-term scenario analysis, reviewing both high-warming and below 2°C scenarios and their impacts on Northland business, both in terms of opportunities and risks.

Although this exercise was primarily focused on the long-term impacts, our preliminary findings have not changed the risk and opportunity environment. In 2021, Northland's climate-related risks continued to be:

- Changes in policy, legal and regulatory requirements which could increase the price on carbon and potentially affect our operations through incremental fuel costs, as well as our development through the costs of goods and services. Northland remains resilient by continually monitoring global regulatory developments and acts to address the related financial and business risks associated with our activities.
- Changes in weather patterns and increased severity and frequency of storms. This risk has two potential impacts:
 1. Potential impact on our tangible assets as the risk to operational effectiveness and project timelines due to disruptions from severe storms. Northland is acutely aware of these risks during each stage of project lifecycles and puts careful consideration into risks of extreme weather in the design of the sites, the effective monitoring of cooling systems, equipment selections, maintenance schedule and location of assets.
 2. Impact on revenues due to increased variability of results, particularly within our renewable portfolio. Although there is still limited data available on the impacts of climate change on wind patterns, for instance, there is some risks due to clustered sites, that we could see variability in wind for instance. Close monitoring and planning in these cases is also key to limiting downtime of low availability.

Our detailed review of these risks and also climate-related opportunities, metrics and strategy are included in the ESG Performance Index in line with the recommendations of the Task Force for Climate-related Financial Disclosure.

Data and Cybersecurity

As operators of critical electricity infrastructure, Northland faces increased risk exposure of cybercrime. Information and operational systems could be at risk to unauthorized access, malware, acts of vandalism, acts of terrorism, and acts of war among other risks. Such risks, if materialized, could result in significant impact to business operations, power grid stability, loss and/or disclosure of sensitive data including corporate and personal data, unavailability of information systems, and/or damage to assets.

Northland is aware of these risks and we have proactively enhanced our cybersecurity capabilities in line with the National Institute of Standards and Technology's Cyber Security Framework to better prevent, detect, and respond to cyber incidents to reduce their overall risk and impact to the organization. We have undertaken measures to centralize global cyber risk management activities for our assets, collaborate on security with joint venture partners, and engage with well established security service providers to ensure Northland's interests are protected.

We continually monitor and assess threats, risks, and vulnerabilities and mitigate them using a combination of prevention, detection, and response controls. These controls are regularly tested through a variety of methods including assessments, table top exercises, and incident response. Additionally, cybersecurity performance is routinely measured through the use of key performance indicators.

Understanding that a sound security strategy involves people and not just technology and processes. We have adopted a comprehensive and inclusive security awareness and training program that includes regular multilingual training topics, simulated phishing emails to reinforce training, and awareness sessions. Internal and external assessments, penetration tests, and audits are utilized to ensure risks are effectively managed and that we remain compliant with applicable critical infrastructure protection and data protection regulations.

The efforts of our global cybersecurity team are reported quarterly as a part of the enterprise risk management process and semi-annually in a presentation to the Board. Annually, working with the CFO, we complete an IT General Controls Audit where copies of the security policy and processes are audited to ensure that we have the necessary controls in place and are adhering to them. A full report is then prepared and presented to the Board. Our commitment to managing cyber and IT risks is further demonstrated through ongoing policy revisions that reflect the changing environment, allowing us to respond accurately and quickly to changes. For example, in 2020 we increased the frequency of our security awareness and training for employees as part of our risk mitigation plans for remote work.



Northland Re-imagined: A Difference Way of Working

ESG issue: Talent Engagement & Development

Talent Development and Engagement

In 2021, we invested heavily in enhancing the capabilities within our Chief People Office. For example, we established our Talent and Fit for Future group, which focuses on building programs and processes across the talent lifecycle, including recruitment, onboarding, performance, learning and development, and engagement. Although the focus of the Chief People Office is on providing a best-in-class employee experience, Northland also understands that the manager-employee relationship is an essential element of the employee experience. Our talent management strategy focuses on strengthening this important relationship by equipping managers with the resources they need to have powerful conversations with their people around topics like engagement and performance.

Putting employee engagement at the heart of everything we do

In summer 2021, we launched our first global engagement survey through Glint. This annual survey is the backbone of our engagement strategy. We are proud that 82% of our people across the globe responded to the survey. We also feel the overall score of 75 is strong for a baseline survey, given it is the same as the Glint global benchmark.

Some of the strengths that were highlighted through the survey are that our people are excited about Northland's future and find a sense of purpose in their work. We also discovered that people feel supported by their manager, as 'I would recommend my manager to others' had a global score of 80.

Ensuring performance management is fair and objective

We have globalized our performance process by ensuring our people across the globe followed the same evaluation calendar. We host calibration sessions at the end of the performance cycle, so managers can discuss performance ratings for their team with other managers in their functional area. These sessions help identify and correct potential rating biases or errors, and ensure performance evaluations are fair, accurate, and supported by evidence of achievement.

Creating a competency framework

We are developing a competency framework that provides a shared language to clarify expectations and set standards for performance across the globe. It is a guide to help our people understand the behaviours and actions that are valued, recognized and rewarded at Northland. Our competency framework has the following components:

- **Our Values:** we refreshed our values to ensure they are a reflection of our operating philosophy and highlight what we stand for.
- **Our Core and Leadership Competencies:** these are a set of related knowledge, skills and attributes that result in essential behaviours expected at Northland. We developed our 5 core and 4 leadership competencies during a workshop with 13 participants from HR and the business.

Building a leadership team for the future

Being able to identify the high-potential leaders within Northland and prepare them for future leadership roles is crucial for the long-term success of our business. We have also created executive-level succession plans and identified potential internal succession candidates for our Executive Officer roles. We considered diversity (age, gender) in our successor pools given diversity is a priority in developing our leadership pipeline. We are now looking at the following approaches to ensure strong succession health:

- Developing and engaging our identified successors to facilitate their ongoing learning and development (ex. Stretch assignments)
- Taking a strategic approach to organization design
- Adopting a strategic and proactive approach to recruitment
- Implementing flexible work arrangements



75
overall
engagement
score



82%
global survey
response

Workplace Reimagined Framework

In 2021, to further support our increasingly global and remote working team, Northland developed a flexible workplace framework to support every level, functional area and jurisdiction within the organization. It is called "Workplace Reimagined". What began as a solution to keep employees engaged and teaming while working remotely due to COVID-19, has become a framework for how we build, grow and collaborate as an organization moving forward. While this concept of flexibility was far from new at Northland, there was no overarching philosophy and process, supporting technology, tools and trainings.

Workplace Reimagined aims to further support employee well-being and work-life balance, help to create additional engagement with work and the organization, provide greater space for diversity of needs and ways of working, while also fostering inclusivity and helping to attract and retain top talent. Benefits include better managing our office footprints, and creating more collaboration space and more usable space.



Our Six Guiding Principles for Flexible Work

1. **For everyone** - flexibility is for everyone
2. **Mutually beneficial** - best outcome for our people, Northland and other stakeholders
3. **About teamwork** - success depends on collaboration
4. **Adaptability** - framework to be reviewed regularly
5. **Leader led** - senior leaders role modelling and building flexibility across the organization
6. **Regional and operational differences**- one size can't fit all.

The flexible work parameters and guidance provides greater accessibility, for those for whom the role permits to have:

- Flexible working hours
- Unplanned, unpaid/ paid leaves to attend to unplanned or unanticipated life events
- Take a relatively even split between remote and in-office work, prioritizing collaborative work in-person when possible.
- Mobile offices to provide flexibility for frequent travellers
- Shift swapping to provide greater flexibility for operations employees

Act on Opportunities

We are passionate about our work. We think creatively and are constantly striving to evolve, grow and deliver value for the business.

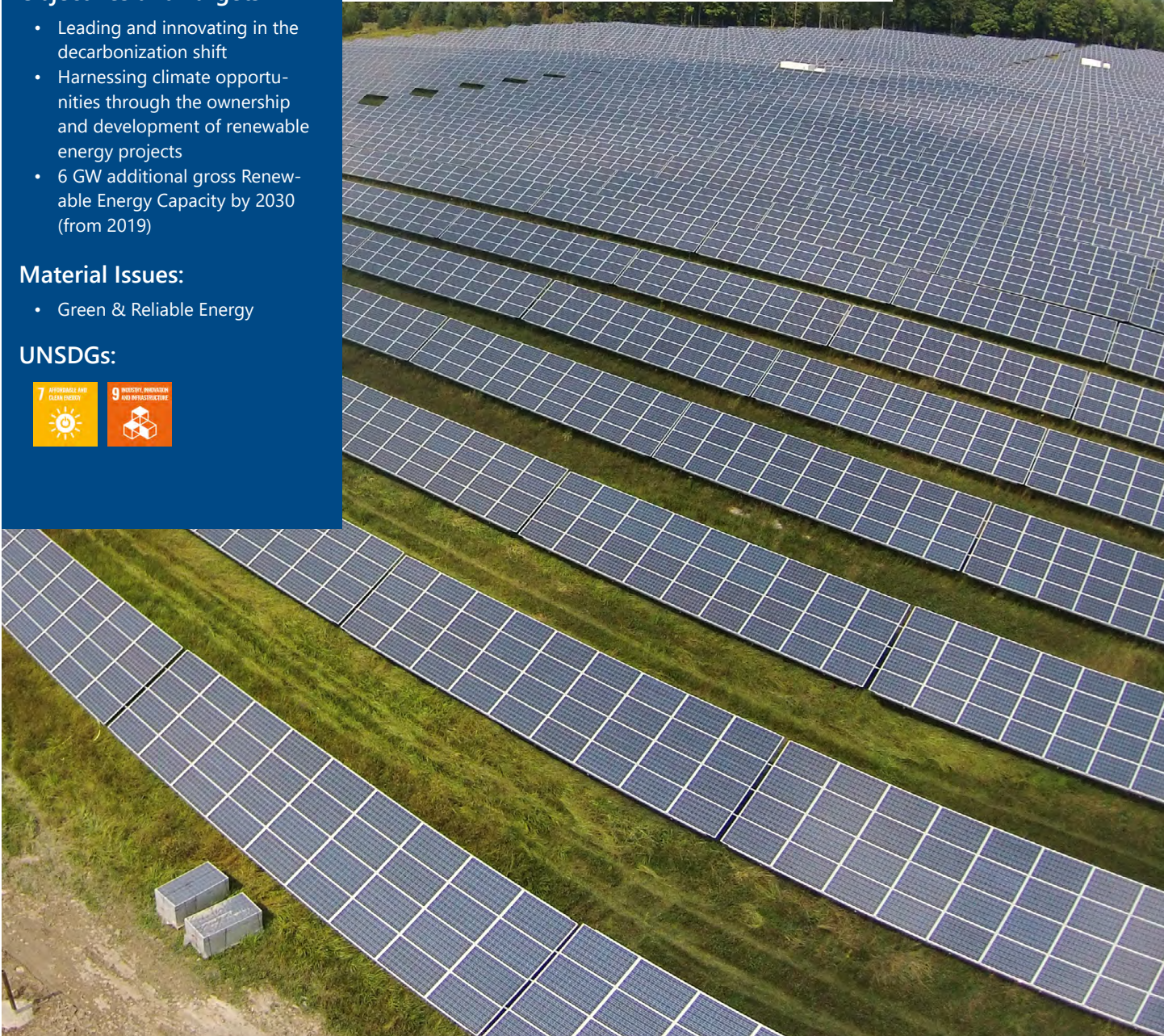
Objectives and Targets

- Leading and innovating in the decarbonization shift
- Harnessing climate opportunities through the ownership and development of renewable energy projects
- 6 GW additional gross Renewable Energy Capacity by 2030 (from 2019)

Material Issues:

- Green & Reliable Energy

UNSDGs:



Ian Caparas

Manager, Total Rewards



"I joined Northland for the opportunity to challenge myself and leave my mark on a fast-growing company. When I joined, two things became very clear to me. The first being Northlanders are incredibly passionate people, and the second is our leadership encourages you to act on opportunities as they arise. I've now been here for over a year and because I've seized those opportunities, my role has expanded. I've worked on incredible projects that have created enduring value for our people and the business."

Wendy Franks

Executive Vice President, Strategy & Investment Management



"Northland's advantage is our entrepreneurial mindset. As developers, owners and operators, Northlanders are empowered to act on opportunities at the forefront of the energy transition led by industry leaders in renewable energy while optimizing the potential of the current energy landscape."

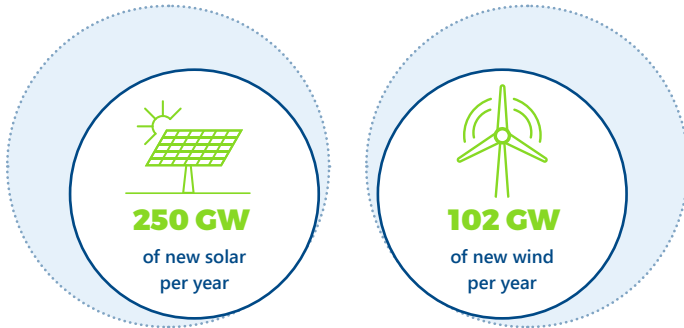


Renewable Growth, Value Creation & New Initiatives

ESG issue: **Green & Reliable Energy**

Northland is harnessing climate opportunities through the development of renewable energy projects.

There is a large demand for renewable energy infrastructure to meet the demand for lower-carbon economies. Global forecasts for renewables predict:

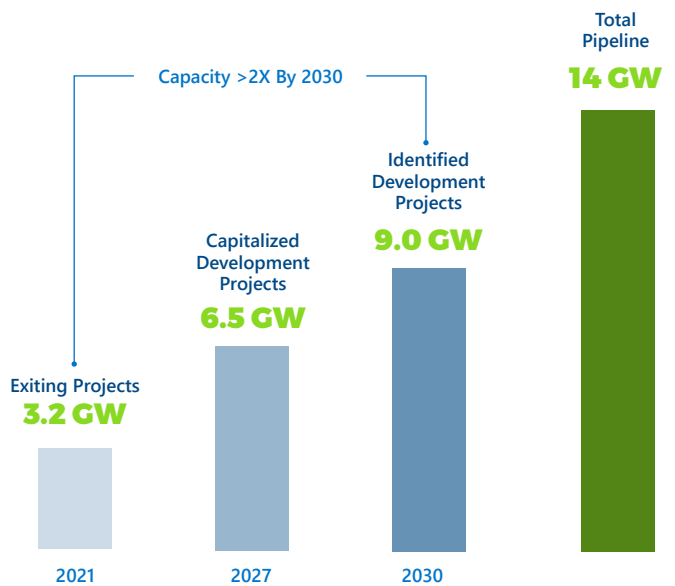


Northland understands the opportunity this presents to develop reliable, high-quality and efficient renewable energy projects. It is our continuous focus and what we do best. We have been able to do so by leveraging our expertise and early-mover advantage to secure, develop and operate high-quality renewable projects with long-term contracts. As a global developer with extensive expertise in developing offshore wind projects, Northland is strategically positioned as a top ten global offshore wind owner and developer to participate in the decarbonization of global electricity grids that will occur over the next five to ten years. Projects in our pipeline in Europe, Asia, North America, and Latin America will be critical to our growth and to achieving our mission of developing a carbon-free world.

Our Focus on Offshore Wind

Northland is the fourth-largest operator globally of offshore wind⁶. Our focus remains on developing these high potential projects in jurisdictions where demand is great and with limited land availability for onshore renewables. Our offshore wind expertise and talent will be a key asset both in developing new projects and in securing new partnerships, such as the partnership with PKN ORLEN on the Baltic Power offshore wind project in Poland and RWE for a cluster of projects in the North Sea. We currently have over 1.2 GW of gross offshore wind operating capacity and an additional 6 GW of gross capacity of capitalized and identified projects under development. Our current portfolio and pipeline of projects are working towards supporting the decarbonization of carbon-intensive grids and helping countries meet their renewable energy targets (see list of target markets and their capacity targets below).

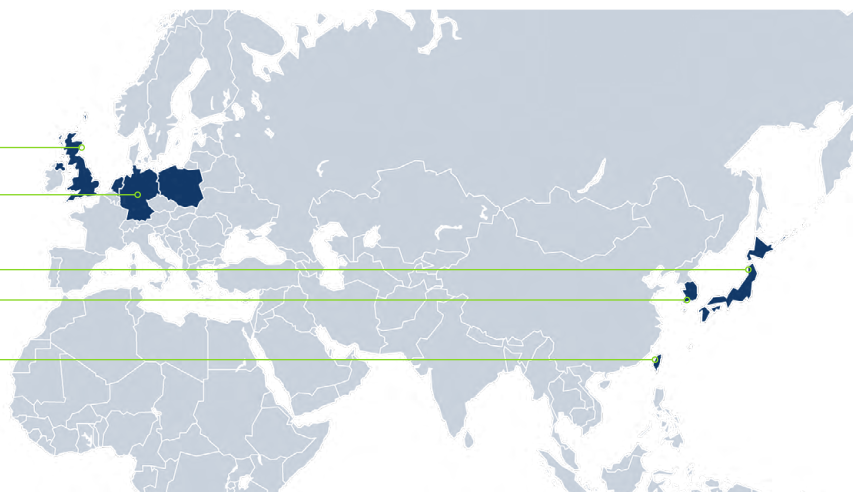
Capacity Growth



National Offshore Wind Targets by 2035

Targeted Markets

- United Kingdom: 44 GW
- Germany: 23 GW
- Netherlands: 16 GW
- Poland: 11 GW
- Japan: 10 GW
- South Korea: 12 GW
- Taiwan: 21 GW



6. Measured by operating capacity

Commitment to Renewable Energy Infrastructure and Accessibility

Onshore Renewables

We continue to grow our onshore renewable portfolio of wind and solar assets through a targeted approach, looking at a limited number of high-growth markets including Eastern Europe, Northeastern United States and Colombia. We are creating a competitive position on the ground and working at the local level to secure scale and partnerships, where appropriate. We currently have nearly 0.4 GW of onshore renewables under construction and they represent almost 10% of our 14 GW of gross portfolio pipeline.

Providing Access to Renewable Energy - EBSA Utility

Through our 2020 acquisition of EBSA, our regulated utility in Colombia, Northland creates a platform advantage for delivering renewable energy to the Colombian grid. Northland also sees this as an opportunity to further grow our portfolio of regulated utilities in the region.

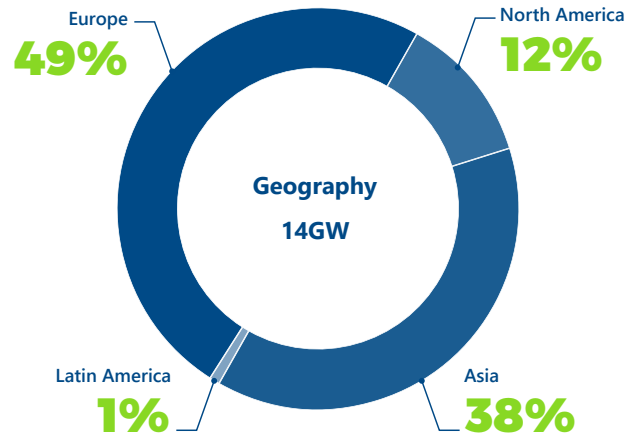
Beyond providing Northland with a perpetual stream of cash flows, EBSA also provides social benefits, including local community programs, and environmental benefits, such as increasing the amount of avoided emissions through the addition of renewable energy capacity. We are building internal capacity at EBSA for generation projects that will facilitate further project development. Additionally, EBSA and Northland are taking advantage of climate-related opportunities and directly providing carbon-free energy to industrial clients who are seeking to meet renewable energy targets, including steel, mining, cement and beverage producers.

EBSA can participate across all segments of the energy chain in Colombia. Leveraging our position with EBSA, we are actively developing renewable energy projects, starting with our 16 MW Helios solar project which was under construction in 2021. Conveniently, Boyacá has some of the highest irradiation levels in Colombia, which is optimal for solar projects being developed in the region.

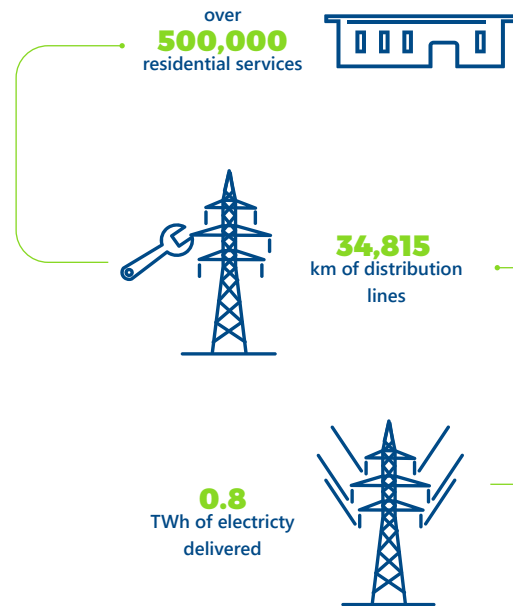
New Initiatives

Northland is looking at how it can further support the global decarbonization shift through the development of new supporting technologies such as energy storage and alternative fuels, and how these can support renewable energy in the markets where we operate. We see these new initiatives as a way to tap higher-value end markets for our electrons. There is a clear need for peaker plant replacements, managing the grid with increasing intermittent renewables, long-duration energy storage and displacing fossil fuels in heating, transport and industry. We see opportunities through our existing operating and development assets, through standalone projects and by looking at new markets. Areas of particular interest to Northland include energy storage and green hydrogen.

Renewables Growth



EBSA Regulated Delivery





Green Hydrogen Feature Story:

Powering the next wave of energy in Canada and abroad

With global decarbonization well underway and the expectation for increased use of renewable energy over the next decade, new technologies such as hydrogen will play a role in facilitating the transition to sustainable energy and net-zero economies.

“We’re currently experiencing the democratization of green energy, which is thrilling because it’s local by definition, but it goes way beyond the electricity sector,” says Jeroen Visser, Global Director, Hydrogen, at Northland Power. “According to the Hydrogen Council and McKinsey, the hydrogen market is expected to provide 18% of the world’s energy and 20% of CO² reduction globally by 2050 and Northland is at the forefront of this industry.”

It’s a green space that offers a lot of white space for the company, especially in North America where the technology is still in the early stages of development and mass deployment. Northland’s vision for green hydrogen – which is hydrogen generated entirely by renewable energy – is to see it as part of its suite of solutions to support a decarbonization shift. It is currently looking at multiple projects around the world, with a keen focus on bringing these solutions home to the Canadian market.

Hydrogen is used for a lot of applications in today’s world. However, to provide the energy needs of a net-zero economy, green electrons must be converted into green molecules. While the demand already exists – along with the technology to deliver it – the scale and infrastructure development needed to move the green molecules to the areas of greatest need, will take time and resources.

“Scaling the technology is the biggest challenge right now, but we also need a thoughtful approach to market development,” says Ruth Donald, who is part of the team leading new initiatives and market analysis at Northland. “There is a lot of excitement around hydrogen, but that’s not why we’re looking at it. We’re doing this because we know we can bring something to fruition that will have a significant impact on our decarbonization efforts – both here in Canada and abroad – while providing value to our shareholders.”

Acting on opportunities is a core tenet of Northland’s growth philosophy and even though the potential of seeing hydrogen displace fossil fuels for heating, transport and industry feels ground-breaking, it’s far from a novel concept. In fact, it’s energy-producing prowess is something scientists and even novelists have been contemplating for centuries.

“When he wrote *The Mysterious Island* in 1875, Jules Verne imagined a world where ‘water will one day be employed as fuel, that hydrogen and oxygen will constitute it [...], of an intensity of which coal is not capable,’” recalls Visser. “It’s amazing to think that 150 years later, we are bringing this once-revolutionary vision to life around the globe.”

The market for green hydrogen is growing in Europe, but still in its infancy in Canada where it could serve as a significant solution to the Canadian challenge to further decarbonize its electricity grid over the next few decades.

“It’s true we have a steep mountain to climb and sticking with what you have is always easier, but we see this as a natural progression in terms of what we do at Northland,” says Donald. “I look at how far we’ve come with renewables, and I can’t help but get excited about how we can decarbonize other parts of the economy using green hydrogen.”



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Intelligent Energy. Greener Planet.