

Building a better bridge to a clean energy future



HEARTLAND
GENERATION

| 2021 ESG Report

We believe in an energy transition that is fair and just and are committed to finding innovative solutions that extend the life of our existing assets, achieve deep decarbonization, and drive revitalization in rural economies.



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MESSAGE FROM THE CEO

As an emerging leader in Canadian power generation, we recognize the privilege – and the responsibility – we have in powering the communities where we operate. With the belief that ESG and value creation are inextricably linked, at Heartland Generation, we are focused on the ongoing decarbonization and revitalization of our assets, supporting our local communities, and operating in a safe, socially responsible, and inclusive manner.

Emerging leader in Canadian power generation

As one of the largest power generators in Alberta, our portfolio is a critical part of the province's infrastructure. Heartland Generation is proud to provide safe, reliable, and sustainable lower-carbon electricity to industries, homes, hospitals, businesses, and rural communities. With 10 generation facilities in Alberta and British Columbia, our portfolio includes more than 2,660 megawatts (MW) of well-maintained, complementary natural gas-fired thermal generation assets. Our contracted cogeneration assets provide reliable, low-cost, energy efficient electricity through long-term contracts with industrial partners. Our merchant assets are highly flexible and responsive to the dynamics of the Alberta power market, supplying reliable power and grid stability during peak demand periods. Together, we believe our portfolio provides a solid foundation for decarbonization across both our Heartland Generation portfolio and the broader Alberta energy industry.

Sustainable energy and our ESG focus

We are strong supporters of the transition to a reliable, low-carbon energy future and are proud to be playing a leading role in Alberta in the reduction of greenhouse gases (GHG). In late 2021, we completed our coal-to-gas conversions and we are actively investing in new technologies that will position our assets to play a meaningful role in the energy transition for many years to come.

We are committed to and are working toward our goal of net-zero by 2050 and support Canada's increased commitment to lowering its emissions through the Paris Agreement, by reducing emissions 40-45 per cent below 2005 levels, by 2030.

Building a better bridge to a clean energy future

At Heartland Generation, we are focused on achieving the deep decarbonization of our portfolio within the next decade, while ensuring, at the same time, the ongoing reliability of our electricity grids and supporting a fair and just energy transition. The first phase of our decarbonization in a decade plan was completed in late 2021 with the final conversion from coal to natural gas at our Battle River and Sheerness Generating Stations. Our transition off coal was completed more than a decade in advance of regulatory guidelines and will reduce GHG emissions intensities by 45 per cent to 50 per cent at these facilities, depending on generation factor.

Over the past two years, we have also focused on prioritizing the dispatch of electricity toward portfolio assets with the lowest GHG intensities. Combined with our coal to gas conversions, this is anticipated to reduce our GHG emissions by approximately 4.5 million gross tonnes (MT), or 35 per cent, annually, across the Heartland Generation portfolio. This is the equivalent of taking approximately one million cars off the road.

We believe natural gas is an essential part of the transition to a low-carbon electricity grid. Electricity is an integral part of everyday life and must be available where and when consumers need it. Natural gas provides us with reliable, lower-carbon, base load power, and ensures critical capacity is available to deliver a stable and dependable electricity grid, supporting the development of renewable power, which is intermittent in nature. In the future, natural gas will also serve as a large-scale feedstock for clean hydrogen production, facilitating the growth of our emerging hydrogen industry in Alberta, with CO₂ being safely and permanently stored underground.



MESSAGE FROM THE CEO

At Heartland Generation, we are focused on achieving the deep decarbonization of our portfolio within the next decade, while ensuring the ongoing reliability of our electricity grid and supporting a fair and just energy transition.

The next phase of our plan is focused around the decarbonization of our power generation assets using hydrogen. Leveraging our coal-to-gas conversions, we are evaluating the feasibility of converting our Battle River Generating Station from natural gas to hydrogen. Through the integration of new hydrogen production, coupled with adjacent carbon sequestration, our Battle River Carbon Hub (BRCH), could be capable of producing up to 400 MW of zero-emission base load power meeting the needs of consumers with net-zero commitments. This initiative will also enable these innovative technologies to be applied and scaled across the energy industry throughout North America to help achieve our collective goals of deep decarbonization.

By innovating and upgrading our existing assets, we bring new life to our facilities and promote new industry that will provide employment, drive capital investment, and create growth for rural economies which have been economically impacted by decarbonization. We will also reduce the cost of decarbonization for Albertans by utilizing existing transmission and grid infrastructure. Finally, by leveraging our existing generation footprint, we become capable of achieving significant emissions reductions on an expediated timeline.

Across our portfolio, we are also actively investigating new decarbonization opportunities, including renewables and electricity storage.

Health and safety

At the heart of our company is the pursuit of safety and operational excellence. Over the past year, we proudly achieved a Total Recordable Injury Frequency of zero, and we do not take that for granted. We continue to make significant investments in health and safety across all levels of our leadership with our Management System Framework, establishing the principles and standards necessary to drive continuous improvement. We are equally proud of our team's commitment to business continuity during the COVID-19 pandemic. Their embodiment of our guiding principles, the Heartland Way, allowed our organization to mitigate the personal and operational impacts of the pandemic without interruption in providing safe and reliable electricity.

Committed to our communities

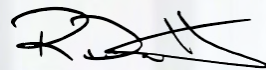
We operate in rural areas near the communities of Hanna, Forestburg, Grande Prairie and Red Deer, amongst others, and have a deep commitment to supporting the communities where we live and work. We believe strongly in our social responsibility to all our stakeholders including employees, landowners, and Indigenous Peoples, and we strive to build strong relationships and have a positive impact where we operate.

As one of Alberta's largest independent power producers, we are uniquely positioned to act as a strong advocate for

open, competitive, and most importantly, reliable energy markets within Canada. We bring our informed perspective, collective experiences, and forward-looking positions as we actively engage with industry stakeholders and all levels of government to help drive a low-carbon and economically sustainable future for our industry.

Looking ahead

It has been an exciting three years since our Heartland Generation story began. We are pleased by the success and progress Heartland Generation realized in 2021 and look forward to building on our accomplishments in the year ahead. Through continued investment and ongoing collaboration with local stakeholders, Indigenous communities, industry peers and governments we believe we can successfully achieve our objective of providing reliable and cost-effective power to future generations, while creating a viable pathway to net-zero electricity and economic growth in Alberta.



Rob Dutton

CHIEF EXECUTIVE OFFICER

OUR BUSINESS



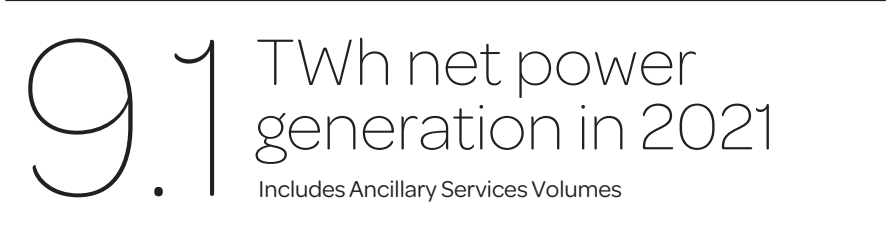
OVER \$3000K
in community investment



Employees



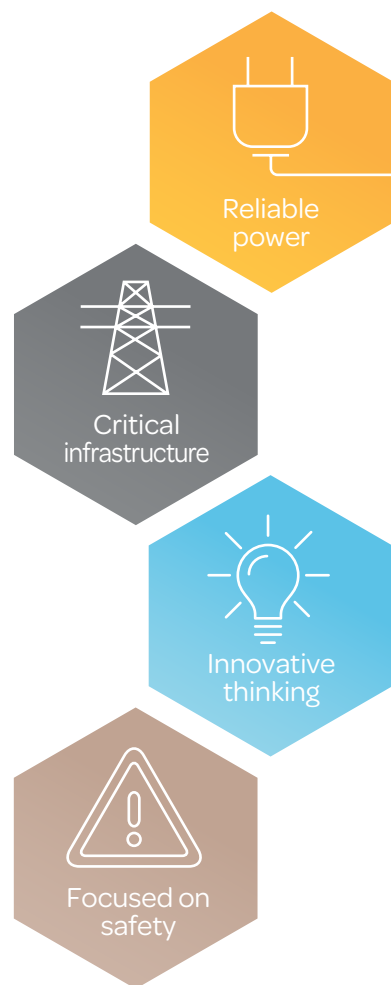
Adj. EBITDA



Natural Gas and Cogen Facilities

Integrity Inclusion & Respect Teamwork Honesty **THE HEARTLAND WAY** Collaboration Accountability Trust Transparency

2021 CORPORATE HIGHLIGHTS



Reliable power

As one of the largest power generators in Alberta, generating 9.1 net terawatt hours (TWh) in 2021, Heartland Generation is a critical part of Alberta's energy infrastructure. Our 100 per cent natural gas-fired generation portfolio plays an essential role in providing Albertans with reliable power, while also supporting the transition to low-carbon electricity by:

- Supplying reliable, highly efficient, lower-carbon base load power as the province continues to decarbonize;
- Providing highly responsive (peaking capacity) generation complementing the inherent variability of renewables; and
- Offering a viable platform from which to efficiently integrate new clean carbon technologies at existing strategically located facilities.

We are also one of the largest cogeneration operators in Alberta, providing efficient, lower emission power, steam and carbon offsets for industrial partners.

Critical infrastructure

Our balanced portfolio of high-quality assets provides efficient, dependable power for our customers:

- Contracted assets provide reliable power and cash flows through long-term contracts with high-quality partners.
- Merchant plants are highly responsive to changing supply/demand dynamics and provide much-needed, reliable power during peak demand times, when renewables may not be available.

Our natural gas-powered assets will play a key role in electricity for many years to come:

- Coal retirements combined with significant renewables growth will increase reliance on gas-fired generation for grid stability.
- Natural gas generation is forecast to increase 44 per cent by 2040.*

* Source: Alberta Electric System Operator's 2021 Long-term Outlook data file. Figure is based-off the Reference Case scenario and excludes Coal-to-Gas.

Innovative thinking

Heartland Generation is proud to be the first large-scale power generator in Alberta to fully transition off coal, completing our coal-to-gas conversions nearly a decade ahead of regulatory deadlines. Combined with our portfolio fleet optimization, we expect to achieve a reduction of approximately 4.5 million gross tonnes of greenhouse gas emissions (GHGs) annually. Our successful transition to natural gas and future decarbonization plans support Canada's clean energy initiatives and will help drive our country closer to achieving its net-zero goals.

Focused on safety

We employ a customer-focused approach that combines industry-leading performance with dependable power generation, a safety-first culture and low operating costs.

Building customer trust starts with taking care of our people and our facilities and ensuring that safety is at the heart of what we do. In 2021, we achieved an impressive 95 per cent plant availability and zero lost time incidents, and met our target of zero recordable incidents.

By keeping our assets well-maintained, we improve reliability for our customers and provide viable opportunities for continued decarbonization. We have successfully converted our coal plants at Battle River and Sheerness to cleaner burning natural gas facilities, and are now pursuing clean hydrogen-fueled power and carbon sequestration at our Battle River facility.

Heartland Generation's stable presence has created long-term employment opportunities and benefits to the rural communities where we operate. Through integrating innovation, we hope to continue this legacy for generations to come.

2021 CORPORATE HIGHLIGHTS



The Heartland Way is the cornerstone of how we conduct business, describing how we approach operations, treat each other, our customers, and our communities. It is the embodiment of our eight guiding principles in action.

32%

Reduced Scope 1 GHG emissions intensity by 32 per cent relative to our 2019 emissions intensity benchmark.

\$53 M

Invested \$53 million in 2021 to complete our final coal-to-gas conversion work at Battle River and Sheerness, becoming the first large-scale generator in Alberta to be coal-free.

ZERO TRIF

Achieved our safety goals and KPIs in 2021.

95%

Upgraded our Valleyview Station, with Filterboxx Silicon Carbide Ultrafiltration technology that allows us to return over 95 per cent of water to the water cycle.

\$3.2 M

Invested \$3.2 million towards the development of deep decarbonization opportunities at our Heartland Generation facilities.

\$300 K

Increased our investment commitment to local communities to \$300,000 annually.

LINKED BSC

Executive compensation is linked to ESG performance by incorporating qualitative and quantitative ESG elements into our Balanced Scorecard (BSC).

HEARTLAND GENERATION OPERATIONS

Heartland Generation’s portfolio includes 10 complementary, natural gas-fired generation assets with a combined generating capacity of more than 2,660 MW in Alberta and British Columbia.

Contracted Assets

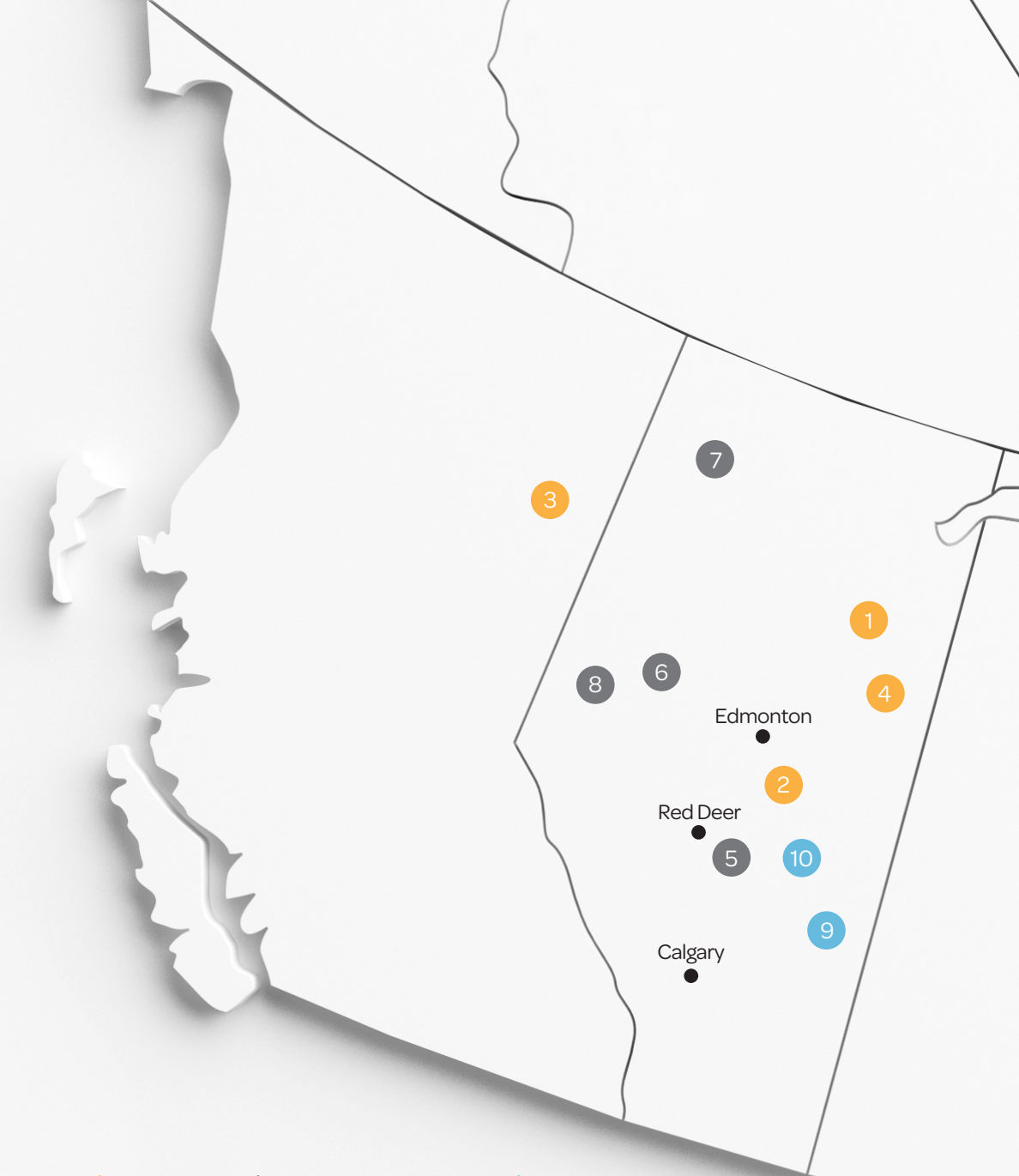
Our contracted fleet includes our Scotford, Muskeg River, Primrose and McMahon generation facilities which have an aggregate capacity of 617 MW. These facilities provide critical behind-the-fence cogeneration supporting investment grade industrial hosts. Additionally, long-term power purchase agreements with a weighted average life of approximately 17 years create stable and long-term cash flows. Our contracted assets rank as some of the lowest carbon intensity fossil-fuel power facilities in Alberta, resulting in low-cost, energy efficient electricity and steam for our customers.

Peaker Assets

With 719 MW of capacity, our highly flexible and efficient merchant portfolio includes our Joffre, Poplar Hill, Rainbow Lake and Valleyview facilities. Our peaker assets provide highly flexible and reliable energy directly to the Alberta merchant power market with significant long-term cash flow potential. With the ability to respond quickly to changes in energy supply and demand, peaker assets are a natural complement to renewable generation in the province, serving as a critical backstop for intermittent energy sources, including wind and solar.

Converted Assets

As the first large-scale Alberta generator to completely transition off coal, our converted fleet includes our Battle River and Sheerness Generating Stations which have an aggregate capacity of 1,340 MW. Originally constructed as coal-fired facilities, these units have been converted to natural gas, which has led to a 45-50 per cent reduction in greenhouse gas emissions intensities, depending on generation factor. The conversions allow us to extend the operating and economic lives of these facilities and supports meaningful decarbonization investment through proximity to key Alberta infrastructure.



Contracted – 617 MW

- 1. Muskeg River – 202 MW
- 2. Scotford – 195 MW
- 3. McMahon – 120 MW
- 4. Primrose – 100 MW

Peaker – 719 MW

- 5. Joffre – 474 MW
- 6. Valleyview – 100 MW
- 7. Rainbow Lake – 97 MW
- 8. Poplar Hill – 48 MW

Converted – 1,340 MW

- 9. Sheerness – 800 MW
- 10. Battle River – 540 MW

AN INTRODUCTION TO ECP – OUR CORPORATE SPONSOR

ECP is a leading investor across the energy transition spectrum. ECP has owned, developed or has under development, over 200 power generation and renewable assets representing over 59 GW across the US, Canada, and the UK. In addition, ECP has owned or developed approximately 5 GW of energy storage assets.



ECP has been investing in power generation assets, renewables, and storage as well as critical sustainability and decarbonization infrastructure since the mid-1990s, and is an experienced owner of energy-related businesses. ECP has a clear understanding of the strong link between ESG and value creation and understands that a functioning society cannot exist without safe, cost-effective, environmentally sound, and reliable energy infrastructure. ECP’s investment decisions are guided by decarbonization principles which include:

- Generating clean energy from geothermal, wind, solar and new low-carbon technologies.
- Developing energy storage assets to optimize renewable energy.
- Driving coal-to-gas transitions.
- Enabling renewable energy generation by backing up intermittent capacity.

ECP’s investment in Heartland Generation supports its decarbonization mandate, and they are strongly committed to helping us achieve our sustainability goals. Leveraging their deep industry expertise, ECP provides us with strategic insight and guidance as we develop our roadmap toward a net-zero portfolio.



Innovate: Pursuing cutting-edge strategies and opportunities linked to decarbonization and clean energy, including renewables, hydrogen, and carbon capture and storage.



Bridge: Optimizing natural gas assets not only supports the growth of renewables, but also displaces coal-fired generation assets, enabling the energy transition.



Redefine: Proactively identifying adjacent industries and overlooked sectors focused on energy efficiency and sustainability-linked opportunities.

57 Portfolio companies

\$24B In capital commitments

OUR APPROACH TO SUSTAINABILITY

This is Heartland Generation's first public-facing ESG report, creating a benchmark for the company and demonstrating our commitment to transparency and accountability to stakeholders. Heartland Generation has an ambitious, yet measured approach to lowering emissions, good governance and, best in-class safety. We are actively laying the groundwork for future clean energy growth opportunities - advancing Canada's energy transition and accelerating the drive to net-zero.

Heartland Generation focuses on integrating ESG throughout our company and is aligned with the Paris Agreement and Canada's commitment to achieving net-zero emissions by 2050. We are bringing an innovative approach to accelerating the energy transition and building a better bridge to a clean energy future.

Reporting approach and boundaries

This report contains the ESG information we believe is most relevant to our business and to our stakeholders. We continue to focus on ESG issues that have the potential to significantly impact our operations, financial results, and those which are most relevant to Heartland Generation's stakeholders.

We set our boundaries and report our results using the Financial Control approach according to The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (GHG Protocol), Revised Edition, March 2004, published by the World Resources Institute and the World Business Council on Sustainable Development (WRI/WBCSD). Unless otherwise stated, this report is with respect to the year ended December 31, 2021.

Metrics and frameworks

Our report is guided by two reporting frameworks:

- This report references the Global Reporting Initiative ("GRI") Standards and includes metrics that are most relevant to our industry and to our company. Refer to pages 36-44 for GRI Metrics.

- This report is aligned with the Sustainability Accounting Standards Board ("SASB") Standard for Electric Utilities Power Generators. Refer to pages 36-38 for SASB Metrics.

Heartland Generation also supports the United Nations Sustainable Development Goals (UNSDGs), which promote prosperity while protecting the planet. The UNSDGs recognize the collective need to work for economic growth and to address a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.

Materiality

We undertook a preliminary materiality assessment to identify ESG issues relevant to key industry stakeholders. Through consultations with select internal stakeholders, we confirmed the ESG issues most relevant to our company. We have used the results of this exercise to guide our reporting and to prioritize and focus our efforts. In future reports, we plan to further incorporate feedback from additional internal and external stakeholders while staying current with evolving reporting requirements.



UNSDGs

Heartland Generation recognizes the United Nations Sustainable Development Goals (UNSDGs) as a global guide for a more equitable and sustainable future. As we pursue our decarbonization in a decade pathway, we will continue to do our part to support the UNSDGs.



Access to cleaner, affordable energy that is also reliable is critical to ensuring a just energy transition. Heartland Generation's extensive

Alberta infrastructure portfolio, including our energy efficient cogeneration facilities, highly flexible peakers, and recently converted coal to natural gas plants, all play a role in supporting our goals for a sustainable future. Optimizing our natural gas assets not only supports the growth of renewables, but also enables the energy transition by replacing coal-fired generation with a lower-emissions fuel. The dispatchable nature of our assets supports the ongoing development of renewables in Alberta, and our BRCH project aims to revitalize rural areas that have been impacted by decarbonization, supporting long-term economic sustainability. Through our BRCH project we hope to provide up to 400 MW of reliable electricity, meeting the needs of consumers with net-zero commitments.



Heartland Generation is proud to be the first large-scale Alberta power generator to fully convert its coal-fired generation facilities to

natural gas. Looking forward, we are focused on building a better bridge to a clean energy future and investing in innovative opportunities that can be integrated into our existing infrastructure to achieve deep decarbonization. Operating in east central Alberta for over 60 years, we are reimagining our Battle River Generating Station through our BRCH project and are working towards a solution to convert natural gas to clean hydrogen at a large industrial scale. Our BRCH project has the potential to enable zero-emissions power generation, help develop a viable hydrogen market in Alberta and create an opportunity for a low-cost, open access carbon sequestration hub. This would bring new life to aging assets, drive significant capital investment, and create growth in rural economies that have been impacted by the energy transition.



Over the past three years, we have achieved significant reductions in GHGs through our coal-to-gas transition and portfolio

optimization. We are now actively investing in new technologies that will position our assets to play a meaningful role in the energy transition for many years to come. We are committed and working toward our goal of net-zero by 2050 and acknowledge Canada's increased commitment to lowering its emissions through the Paris Agreement, by reducing emissions 40-45 per cent below 2005 levels, by 2030. We are working closely with governments at all levels to increase engagement and ensure alignment towards a successful energy transition.



Heartland Generation is working alongside our stakeholders to drive towards a clean energy future faster, while maintaining

a reliable, cost-efficient power supply that benefits the industries and communities we serve.



Integrating
innovation to
build a better
bridge to a clean
energy future

INTEGRATING INNOVATION TO BUILD A BETTER BRIDGE TO A CLEAN ENERGY FUTURE

We believe in an energy transition that is fair and just and we are committed to finding innovative solutions that extend the life of our existing assets, achieve deep decarbonization and revitalize rural economies impacted by the energy transition.

Environment

We are one of the largest power operators in Alberta, with 10 natural gas and cogeneration facilities, nine in Alberta and one in British Columbia. We provide efficient, lower emissions power to our customers and industrial partners. Our fleet of generating units includes highly efficient low-emitting cogeneration units, quick-start, gas-fired turbines and converted thermal units at Battle River and Sheerness.

Greenhouse gases and air pollution

Heartland Generation was the first large-scale power generator in Alberta to completely transition off coal. This transition was completed nearly a decade ahead of regulatory deadlines and reduced GHGs emissions intensities at Battle River and Sheerness by 45 per cent to 50 per cent, depending on generation factor.

Our gas-fired peaker assets also help drive the energy transition by supporting the continued integration of renewables into our electricity grid. With the ability to dispatch quickly, these units backstop intermittent renewable generation.

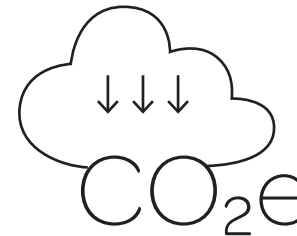
Our cogeneration assets provide reliable energy efficient power and steam from waste-heat recovery and achieved a weighted average emissions intensity of 0.22 tonnes of carbon dioxide equivalent per megawatt hour (tCO₂e/MWh) in 2021, positioning them among the

best performing of the fossil-fuel generators in Alberta in terms of GHG intensity. In 2021, our Muskeg cogeneration facility also generated emissions performance credits, as its emissions intensity level was below the high-performance benchmark for electricity generation (0.37 tCO₂e/MWh in 2021) under the Technology Innovation and Emissions Reduction (TIER) Regulation in Alberta, where we report annually.

To increase our portfolio efficiency and manage emissions, Heartland Generation has a dedicated team focused on dispatch optimization at our facilities with merchant capacity. By prioritizing dispatch toward lower heat-rate units, we are able to minimize emissions intensity across our generation portfolio.

In 2021, Scope 1 emissions intensity of the Heartland Generation portfolio averaged 0.31 tCO₂e/MWh. This is a reduction of approximately 32 per cent as compared to 2019. Through the completion of our Battle River and Sheerness coal-to-gas conversions in 2021 along with dispatch optimization of our generation portfolio, we have removed approximately 4.5 million tonnes of GHGs per annum, creating a significant drop in our Scope 1 emissions.

In addition to reducing our own emissions, our proactive purchase of offsets is another mechanism that Heartland Generation employs to support the energy transition and enables us to further invest into communities. In 2021, we



Reduction
of 4.5Mtpa
of GHGs
from 2019

settled more than 350,000 offsets purchased from third parties, against our annual retirement obligation.

Our successful coal-to-gas transition and future decarbonization plans support government clean energy initiatives and help drive Canada closer to its net-zero goals.

The role of natural gas

Reliable sources of base load and dispatchable power will become increasingly important as global electrification accelerates. Natural gas is an essential part of the transition and will provide reliable, lower carbon power during the transition to net-zero. As decarbonization progresses, natural gas will eventually transition to providing critical peaking capacity needed to support renewables and ensure a stable and dependable electricity grid.

INTEGRATING INNOVATION TO BUILD A BETTER BRIDGE TO A CLEAN ENERGY FUTURE

Natural gas will also serve as a large-scale feedstock for clean hydrogen production and support the development of the emerging hydrogen industry. As part of this process, CO₂ will be safely and permanently stored underground.

Other emissions

In addition to the reduction in GHG emissions, the conversion of our Battle River and Sheerness plants from coal to natural gas reduced sulphur dioxide (SO₂) emissions by 91 per cent ** in 2021 as compared to 2019. In addition, emissions of nitrous oxides (NO_x) were reduced by 41 per cent over the same period, while emissions of particulate matter and mercury (Hg), as a result of the conversions, have been eliminated.

The reduction in NO_x, SO₂, Hg and particulate matter represents additional improvements to the air quality of these sites and greater Alberta.

Heartland Generation reports air quality on a monthly basis to Alberta Environment and Parks.

Water management

Water is a core element of sustainability and is critical for healthy ecosystems. Heartland Generation strives to use water efficiently and to preserve water quality for the communities and habitats dependent on water access and quality. We are continuously investigating initiatives to optimize water use at all our facilities, focusing on preserving this natural and finite resource, and ensuring that bodies of water near our operations remain intact.

Heartland Generation uses water primarily to produce steam and cool our power generating facilities. Depending on the generating unit, steam may be used to generate electricity for industrial use. Most of the water withdrawn is returned to the source. For example, in 2021, the Battle River Generating Station, a gas-fired steam operation, returned over 95 per cent of water drawn from the Battle River.

** May use SO_x and SO₂ interchangeably as SO₂ is the main sulphur compound from the referenced stations



INTEGRATING INNOVATION TO BUILD A BETTER BRIDGE TO A CLEAN ENERGY FUTURE

We work with the Battle River Watershed Alliance, a non-governmental organization dedicated to preserving and enhancing the land and water in the Battle River and Sounding Creek Watersheds in Alberta. We also represent the electricity sector on the Alberta Water Council, a multi-stakeholder non-government organization tasked with advancing the outcomes of Alberta's Water for Life strategy, the overarching government-wide strategy to manage and safeguard Alberta's water resources.

Optimizing water use at Valleyview Station

Heartland Generation's Valleyview Generating Station, a 100 MW merchant facility located south of Valleyview in northwest Alberta, upgraded its wastewater treatment facility in 2021. The wastewater treatment facility was more than 20-years-old and designed for peaking operation. The legacy system also had an increased risk of adverse environmental impacts and higher cost implications.

Heartland Generation identified the Filterboxx Silicon Carbide Ultrafiltration technology as the best solution to eliminate these issues. The Filterboxx technology, similar to systems used at Heartland Generation's Rainbow Lake and Battle River Generating Stations, is made in Alberta and allows us to process the daily Valleyview wastewater volume in 12-hour cycles.

The technology provides a physical barrier between the wastewater treatment plant and the Little Smokey River, where the treated wastewater is discharged, removing more than 99 per cent of metals and more than 90 per cent of suspended solids. With this technology, more than 95 per cent of the water will be returned to the water cycle, allowing us to avoid trucking water offsite and reducing our operating costs and associated emissions. These upgrades have optimized water usage by returning water to the river and keeping it in the hydrologic cycle. Heartland Generation's investment at Valleyview demonstrates our company's commitment to minimal disturbance and being a good neighbour in our local communities.

Sheerness Red Deer River Pumping Station

Our Sheerness Red Deer River pumping station provides water for the Sheerness Generating Station, as well as irrigation water for the regions south and west of Sheerness, and raw water to the Henry Kroeger Water Commission, which supplies potable water to six communities in the area. A public campground (Prairie Oasis Park), on the north side of the Sheerness cooling pond, provides camping and water recreation in an otherwise semi-arid region of east central Alberta for Albertans and visitors to enjoy sustainable recreation - a reflection of our strong commitment to supporting and enhancing the communities where we live and work.

Biodiversity and land use

Heartland Generation prioritizes sustaining resilient ecosystems with a goal of minimizing the impact of our operations on land and wildlife. We also consider the impacts on biodiversity and land beyond our facilities and through our supply chain, and work alongside our broader stakeholder group to ensure alignment of priorities to limit our impact.

Heartland Generation's land position includes 6,371 gross hectares of owned land and 5,450 gross hectares of leased land. Following our transition from coal to natural gas, we are in the process of reclaiming land at Battle River and Sheerness, meeting or exceeding reclamation standards.



INTEGRATING INNOVATION TO BUILD A BETTER BRIDGE TO A CLEAN ENERGY FUTURE

Decarbonization in a decade

Continued decarbonization is a key element of Heartland Generation's future success and crucial to our global wellbeing. We understand the importance of what happens today, and believe we are uniquely positioned to help lead our industry through the clean energy transition. Over the past three years, we have made great strides in reducing our impact on the environment, but we know that more is needed. We support Canada's goal to be net-zero by 2050 and have innovative plans to help drive cleaner energy.

Coal-to-Gas transition

Over the past few years, we have removed significant emissions from coal power generation. In 2021, Heartland Generation became the first large-scale power generator in Alberta to transition completely off coal, converting our coal-powered facilities at Battle River and Sheerness to natural gas. The process began in 2018 and involved retrofitting boilers and upgrading pipeline feed infrastructure, installing an enhanced control system, revising fuel contracts and working with regulators. Once completed, we permanently switched from coal to natural gas fuel and in combination with portfolio asset optimization over the same period, have reduced emissions by 4.5 Mtpa.

Delivering a low-carbon future

Terry Siverson has been at the Sheerness Generating Station (Sheerness) since 1983. He received the facility's very first delivery of coal in the 1980s and, almost four decades later, was there when the final pile of coal was received in 2021.

In April 2021, Heartland Generation celebrated the completion of the conversion to natural gas at Sheerness. While the plant maintained its capability to burn its remaining coal, the conversion marked a significant milestone along our pathway to decarbonization. Later, Sheerness became the first converted station in Alberta to officially utilize its remaining coal supply and begin operating wholly on natural gas.

On Friday, July 16, 2021, our final supply of coal was brought into the station. Two days later, it was emptied out of the bunker and coal burners were turned off, signaling the official end of coal at Sheerness. This represented a significant milestone for our company and the community around us.

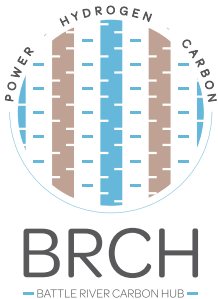
"I've had the opportunity to see first-hand the role that electricity plays in the energy transition. Taking part in the transition and being the first large-scale generator to convert to natural gas has positioned us well, and it all came together because of our collective can-do attitude - it was the Heartland Way in action!"

Terry Siverson
OPERATIONS SHIFT SUPERVISOR

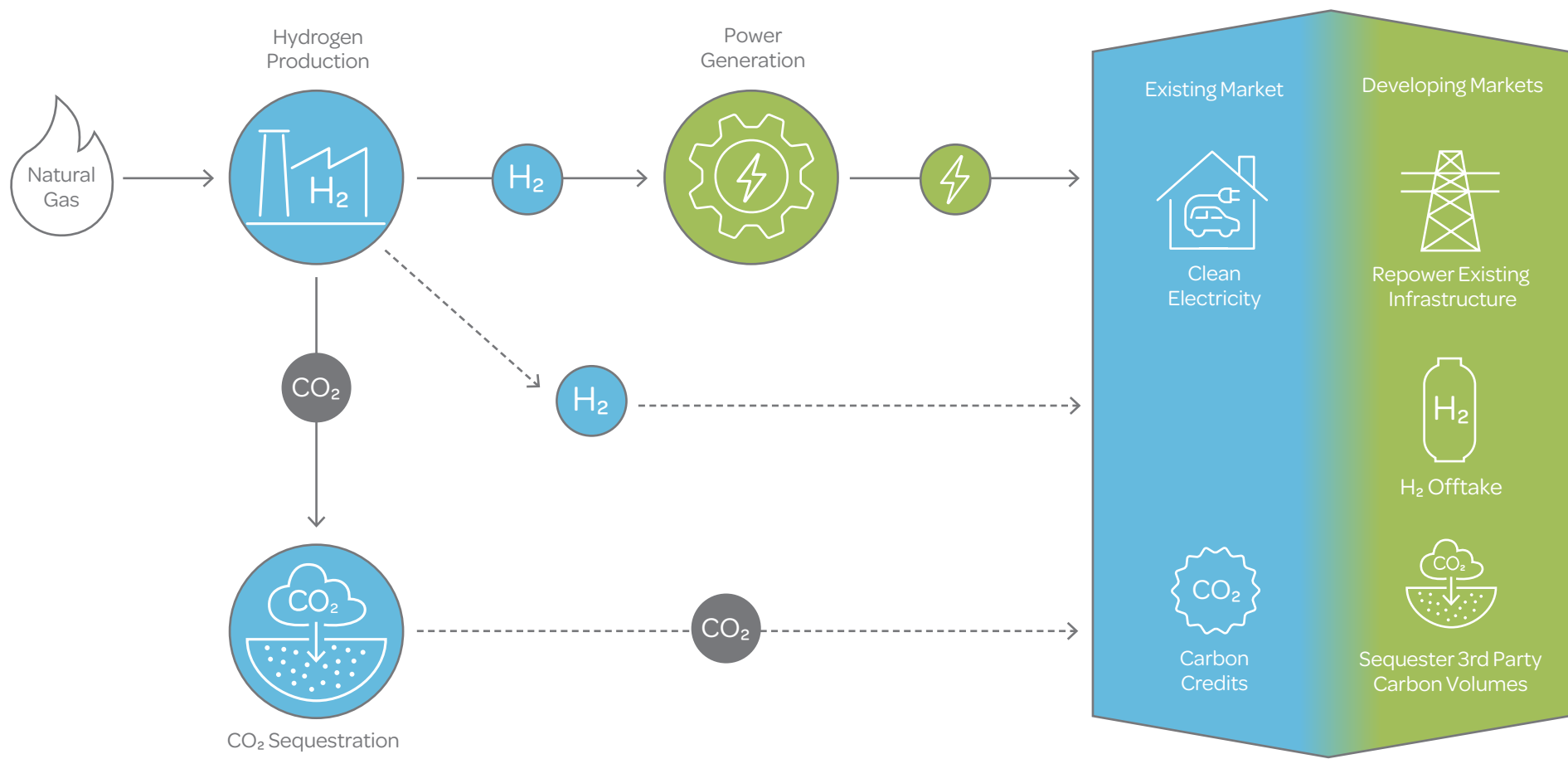


INTEGRATING INNOVATION TO BUILD A BETTER BRIDGE TO A CLEAN ENERGY FUTURE

Battle River Carbon Hub (BRCH)



Our BRCH project represents the next major step in our path to decarbonization. The project integrates three key components in the energy value chain to advance Canada’s transition to net-zero electricity by 2035: clean hydrogen production, carbon sequestration and zero-emissions power generation.



Advancing the energy transition

Our BRCH Project is expected to be a viable solution in advancing our clean energy transition. Its key components include:

Hydrogen production

The project would convert the current natural gas input stream to pure hydrogen and CO₂, using a re-forming technology. As the market evolves, hydrogen produced at the BRCH project could also be used to unlock demand for a clean hydrogen market and provide momentum for future growth.

Hydrogen power generation

Hydrogen would primarily be used to generate a reliable, base load zero-emissions power supply, offsetting the inherent intermittence of renewable power and supporting Alberta's electricity grid. Our existing facilities have established links to the power grid and have water and land licenses in place, making the transition to hydrogen faster, simpler, and more efficient.

Carbon capture and sequestration

CO₂ would be safely and permanently stored underground to materially reduce greenhouse gas emissions and generate valuable carbon credits. BRCH's open access CO₂ sequestration hub could store approximately 4.5 million tonnes per annum, from both Heartland Generation and other industry emitters – the equivalent to taking approximately one million cars off the road annually.

Our BRCH Project could result in Battle River becoming be the first 100 per cent hydrogen-fired power generation facility at this scale. Once completed, we expect the BRCH project could produce up to 800 tonnes of hydrogen and generate ~400 MW of clean electricity. In addition to significantly reducing emissions, by adapting our existing facilities, we would bring new life to aging assets, providing employment and meaningful capital investment, and creating growth in rural economies.

"Becoming the first large power producer in Alberta to completely transition off coal was a huge achievement for Heartland Generation, but I am even more excited about what we do next. Our BRCH project is an important step in driving the energy transition forward and advancing Canada's hydrogen industry. By transitioning legacy coal power infrastructure to hydrogen-fueled power we are creating a pathway for others to follow and making meaningful change possible."

Shana Boyd

DIRECTOR, ENERGY TRANSITION



INTEGRATING INNOVATION TO BUILD A BETTER BRIDGE TO A CLEAN ENERGY FUTURE

Future opportunities to support the energy transition

As we advance our BRCH project, we are also looking for other ways to reduce our impact. We are continually optimizing our power generation portfolio to improve energy efficiency; our cogeneration facilities are working alongside our industrial partners to lower emissions, and our people are finding ways to increase reliability and improve operational efficiency. We are also evaluating renewable power solutions, including solar and wind power, and battery storage to further augment our operations and further our decarbonization efforts.

Decarbonization achieved

- Coal-to-gas transition – Existing coal facilities all converted to natural gas powered generation.
- Energy efficiency and optimization (ongoing) – Strategically allocate power generation to most efficient facilities and optimize asset usage. Identify energy efficiency opportunities in operations, including heat rate improvements.
- Cogeneration (ongoing) – Key partnerships with oil and gas producers drive low-carbon power generation and improved energy efficiency.

Reduced emissions by 4.5 Mtpa

Ongoing decarbonization efforts (BRCH)

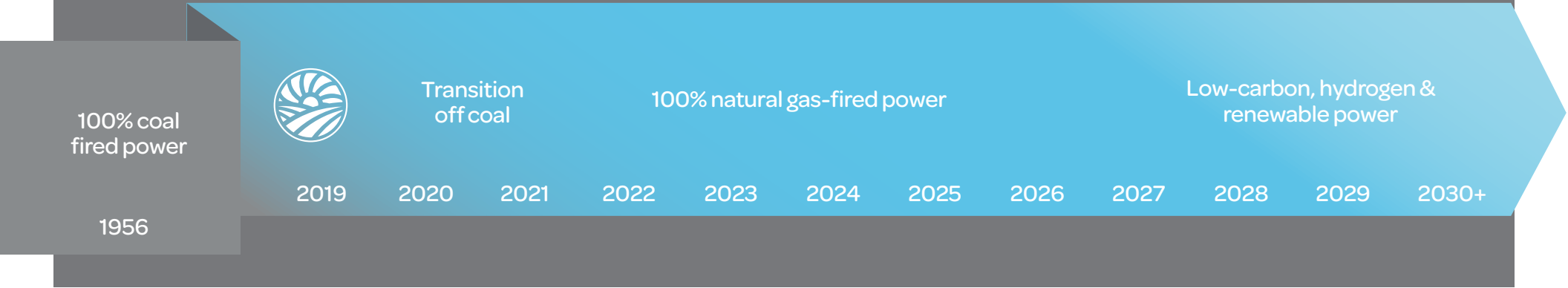
- Clean, reliable electricity to supply base load power needs.
- Hydrogen production for fuel use and future hydrogen offtake markets.
- Carbon capture and open access sequestration to reduce emissions for Heartland Generation and industrial emitters.

Expected to sequester 5 Mtpa of emissions

Future decarbonization opportunities

- Renewables – Evaluating potential renewable power and storage opportunities to be integrated at existing facilities.
- Evolving technologies – Ongoing monitoring of new innovation and advancing technology for clean energy and emission reductions.

Driving Canada towards net-zero





Health, Safety,
Security and
Environment
(HSS&E)

The background image shows a complex industrial facility, likely a refinery or chemical plant. It features a multi-level structure with green-painted steel beams and yellow-painted pipes. Two workers in blue protective suits and white hard hats are standing on a platform, looking at a large yellow pipe. The scene is illuminated by bright overhead lights, creating a high-contrast environment.

HEALTH, SAFETY, SECURITY AND ENVIRONMENT (HSS&E)

Health & Safety

Heartland Generation is committed to conducting all activities in a manner that safeguards the health and safety of its employees, contractors, and the public, and preserves the quality of the environment for future generations.

Heartland Generation believes exemplary environmental, health and safety performance is essential to achieving our business goals and meeting the expectations of our stakeholders. Heartland Generation also benefits from being a member of ECP's Safety Best Practices Committee, which allows us to share best practices and lessons learned, and collaborate with other ECP portfolio companies.

Balanced scorecard objectives

Our Executive Leadership Team and Board of Directors review our HSS&E performance against our Balanced Scorecard annually, linking annual executive and employee compensation to our performance.

In our 2021 balanced scorecard, we tracked two Health and Safety key performance indicators (KPIs): Serious Injuries and Fatalities (SIFs) and Job Hazard Assessment (JHA) documents completed. In 2021, we met or exceeded all our targets.

We are proud of what we accomplished this past year, but we do not take it for granted. Through our HSS&E Management System, we are actively tracking and monitoring our performance, holding each other accountable and continuously striving to achieve our HSS&E goal of zero incidents.



HEALTH, SAFETY, SECURITY AND ENVIRONMENT (HSS&E)

Training

In 2021, our HSS&E training included a focus on increasing hazard management, recognition, and control competence across the organization, with just over 800 total hours of hazard training completed:

- All operational managers and supervisors were trained in Hazard Management fundamentals.
- All field and safety-sensitive employees were trained in the Hazard Assessment Process.

With a focus on achieving strong corporate alignment and a shared safety vision, we continued our investment in Safety Excellence for Supervisors and Managers (SEFSAM) in 2021. This comprehensive training is facilitated by industry safety training leaders, Global Centre for Leadership and Safety Excellence, and is designed to be a fundamental tool for aligning safety leadership behaviours as well as a mechanism for improved safety and business culture.

HSS&E Management System Framework updates

In 2021, we implemented updates to our Health, Safety, Security & Environmental Management System Framework. In total, we updated and high graded more than 50 documents, including policies, practices, procedures and plans and forms and templates.

In 2022, as part of our commitment to strong foundations and expanding on what we have, we are focused on streamlining our processes, verifying, and auditing all aspects of our Management System across all our operational sites.

Safe Work Process (SWP)

In 2021, Heartland Generation initiated a working group to evaluate all aspects of the SWP as part of the

organization's commitment towards continuous improvements. The goals of the SWP improvement initiative were to:

- Update practices and procedures capturing best practices, site knowledge and experience.
- Provide a consistent approach to work planning, preparation, authorization, and execution across the organization.
- Improve efficiency and enhance ease of use of the SWP while still maintaining the highest standard in employee and contractor safety.

We are committed to delivering innovative solutions that help us improve our working environment while keeping our employees safer. In 2021, a new Field Level Hazard Assessment (FLHA) form was developed and implemented across the organization. This FLHA has the potential to increase the identification and control of hazards at our sites and improve our working environment, while keeping our employees safer.

COVID-19

Throughout the pandemic, Heartland Generation took an approach that supported both the health and wellness of our people and our critical infrastructure-based business by implementing guidelines and protocols that were consistent and, in many cases, exceeded Alberta Health Services requirements.

In 2021, we implemented a robust private testing strategy to test employees for COVID-19 on a consistent and regular basis to quickly identify and reduce the risk of spread. For our essential workforce at our Heartland Generation and joint venture sites, more than 8,000 PCR and rapid antigen tests were conducted to ensure the safety of our people and the business continuity of our operations.

2021 KPIs achieved:
Serious Injuries and Fatalities:

Target 0
Actual 0

Job Hazard Assessments:

Target 95%
Actual 100%



In 2021, 43 Operational Managers at Heartland Generation participated in

1,032 total hours of SEFSAM Training

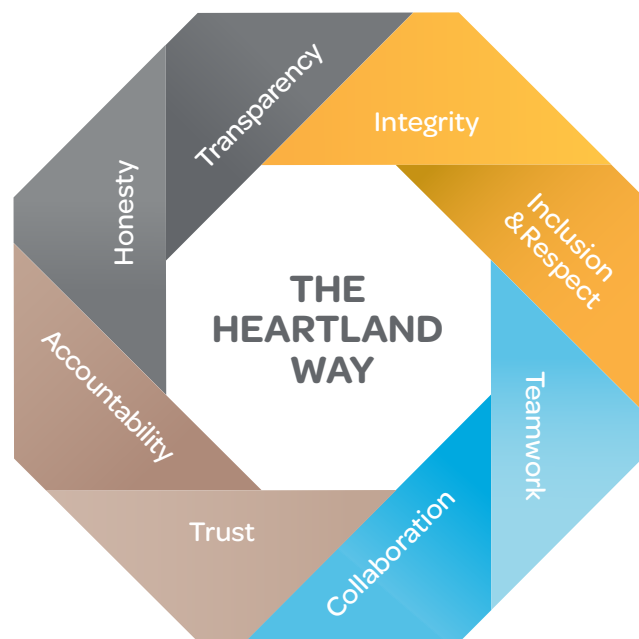


Social

SOCIAL

Guided by the Heartland Way

As we focus on building a better bridge to a clean energy future, we are equally focused on how we do it. Guided by the Heartland Way, we approach our work and our relationships in alignment with our eight guiding principles.



The Heartland Way dictates how we operate our business, treat each other, our customers, and our communities. It is the embodiment of our eight guiding principles in action and we expect employees from across the business to exemplify our principles at work and in our communities.

Our people demonstrate and lead with the Heartland Way by:

- Consistently demonstrating the Heartland Way in their leadership behaviours.
- Ensuring alignment, understanding and commitment from themselves and their teams to achieve Heartland Generation's strategic and business objectives.
- Providing timely, honest, fact-based, respectful feedback within their teams to support great performance.

Our off-coal transitions at our Battle River and Sheerness Generating Stations are emblematic of the Heartland Way in action – as it truly was a company-wide initiative spanning all functional areas and teams. Through our ongoing decarbonization process, we are committed to upholding our guiding principles, as well as accountability to our community stakeholders. What we prioritize, what is important to us, and how we move forward are all guided by the Heartland Way.

Prioritizing employee well-being and mental health

Heartland Generation supports and elevates the importance of mental health to help foster an inclusive workplace and support the well-being of all employees. A healthy culture starts with healthy minds and bodies, and we are committed to ensuring employees can access support for mental health as needed.

In 2021, as part of Heartland Generation's commitment to bolstering mental health resources in the workplace, we focused on pandemic-related mental health and return to the workplace, resiliency, caregiving and well-being with new tools and resources available for employees.

We encourage employees and leaders to have open and honest conversations about mental health and its impacts. We encourage employees to respectfully bring their whole self to work without fear of being excluded.

In 2021, as part of our mental health strategy, we launched our campaign, Mental Health & You, with a goal of normalizing mental health conversations, providing meaningful resources and educating our employees. This included the following initiatives:

- Partnered with Homewood Health for our Employee and Family Assistance Program (EFAP) to support mental health and wellness for employees and their families, including counseling, life coaching, and online resources to help manage stress and mental health issues.
- Shared resources from Homewood Health and SunLife including how to build resiliency during COVID-19, child-care and eldercare resources, well-being and self-improvement. Resources were also provided for managing the transition back to the workplace, with a focus on supporting employees and their colleagues in the

SOCIAL

transition by identifying and managing anxiety, implementing healthy strategies, and encouraging a positive mindset.

- Recognized the Canadian Mental Health Association (CMHA) Mental Health Week and ways to get involved, such as having open and honest conversations about mental health at work and home.
- Offered a Cognitive Behavioural Therapy (CBT) program, i-Volve, that uses a common, best practice psychotherapeutic approach of CBT to treat anxiety, depression, and overall coping. The program is self-guided, online, and available 24-hours a day for employees to work at their own pace.
- Shared personal stories from the leadership team to help normalize the conversation around mental health and provide both mental health awareness and access to resources.

Focused on Diversity, Equity & Inclusion

Heartland Generation believes that Diversity, Equity and Inclusion (DE&I) fosters a healthy range of ideas, and views, facilitates innovation, improves results, and creates opportunities. Our commitment to DE&I includes recruiting and retaining employees with diverse backgrounds and experiences, creating awareness of the importance of diversity, implementing an inclusive workplace, and fostering a supportive environment where inclusivity and equity are expected and prioritized.

Heartland Generation created a DE&I Policy in 2021 that aligns with the Heartland Way by codifying a positive and professional work environment that is safe for everyone. Our goal is to make the policy and what it stands for a core part of our business and embedded within our Code of Conduct.

Our commitment to DE&I starts with executives, and leadership teams and extends to our employees. Heartland Generation's leadership fosters a culture that empowers



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our people to focus on how they can contribute to a workplace that values respect, inclusion and belonging. This in turn helps foster a supportive environment where inclusivity is expected and prioritized.

Diversity is our end goal and building a culture of equity and inclusion is how we get there.

Together, we shape a Heartland Generation culture where everyone can:

- Contribute to innovation and decision-making through exposure to different perspectives and ideas.
- Support inclusion by operating in a work environment that is welcoming, accepting, safe, supportive, and free of judgment.
- Be empowered and inspired to contribute to fulfilling Heartland Generation's operational, environmental, social and governance goals.
- Encourage all employees to celebrate their identity and unique voice, to represent the diversity of the communities in which we operate.

Growing our talent

Our talent acquisition strategy ensures an inclusive and equitable recruitment and hiring process within the parameters of our Collective Agreement with the Canadian Energy Workers Association (CEWA). We are also integrating our hiring and promotions processes to continue to raise the bar on treating everyone fairly and with respect, including continuing to ensure that job postings welcome candidates of all backgrounds.

Our Total Rewards program supports employees in enhancing their wellbeing and developing their careers. We are committed to professional development and aim to empower all our employees through ongoing technical and non-technical training to ensure our workforce is continuously evolving and developing new skills.

Training for people leaders

As a new company, it was important for us to prioritize training for our people leaders. Over the past year and



through the beginning of 2022, we offered specialized training for all people leaders on themes of respect in the workplace, DE&I and team building. The training was offered in-person and will be extended to all employees throughout 2022. The courses are designed to help equip our people with common language and behaviours to address and improve our DE&I work.

Acknowledgement of days of significance

At Heartland Generation, we acknowledge days of significance that recognize the diversity of our colleagues.

- In 2021 and 2022, we marked International Women's Day company-wide to expand awareness and improve equity. We also donated \$5,000 to Women + Power, a Calgary-based community program that supports women who work in Alberta's power industry. The program's goal is to increase female representation in the industry.
- Heartland Generation acknowledged both National Indigenous Peoples Day and the National Day for Truth and Reconciliation. On September 30, 2021, we provided \$25,000 in donations to several Indigenous organizations to honour and recognize the day.

Just Transition

Ensuring an energy transition that is just, means that workers and regional economies dependent on fossil fuels are integrated into the low-carbon future, so that no one is left behind. At Heartland Generation, this means more than creating work opportunities; it includes engaging in dialogue with participants and considering those impacted in each phase of our decision-making.

To support our goal of building a bridge to a clean energy future, we are:

- Maintaining a power generation fleet that supports a reliable and efficient Alberta power grid.
- Leveraging our deep expertise, assets, and efficient operations, including our recently converted coal-to-natural gas plants, existing infrastructure, and grid connections.
- Pursuing new technologies such as renewables, carbon capture and sequestration, hydrogen production, and hydrogen-fired power generation at scale to integrate with our existing facilities.

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We believe in an energy transition that is fair and just and by doing these three things right, we are driving towards a clean energy future faster, while maintaining a reliable, cost-efficient power supply that benefits the industries and communities we serve. We are committed to finding innovative solutions that will extend the life of our existing assets and drive revitalization in rural economies most impacted by energy transition.

Through our BRCH project, we are pursuing a solution with the potential to convert natural gas-fueled electricity to hydrogen-fueled electricity at a large industrial scale and help create the foundation for a viable clean hydrogen market.

Our project leverages our existing power infrastructure and connections to the power grid, reducing costs to Albertans. These newly created economic opportunities for industry and rural communities will generate increased capital investment, increased employment, and other long-term benefits.

Recognizing Indigenous Peoples

We recognize Indigenous Peoples (Status/Non-Status, Métis, and Inuit) as rightsholders. We work to limit the impact of our business activities and to maintain positive relationships with Indigenous groups.

Truth and Reconciliation

Heartland Generation acknowledged the National Day for Truth and Reconciliation on September 30, 2021. Employees were encouraged to acknowledge and educate themselves on the history of residential schools through quiet reflections or shared resources that support learning about Indigenous Peoples culture and history. Many employees chose to wear orange shirts in support of the victims of residential schools.

In 2021, to show our commitment to reconciliation, Heartland Generation provided \$25,000 in donations to support the following organizations:

In 2022, we created an Indigenous Inclusion Plan (“IIP”) as part of our commitment to supporting Indigenous communities, organizations, and businesses. Implementation of Heartland Generation’s IIP is focused on the following:

Relationship Development: When working with Indigenous communities and organizations, one of the most important foundations is the development of relationships based on trust, respect and understanding, and a recognition of historic inequities and mistreatment.

Cross-Cultural Competencies: To develop effective relationships and programs, it is first necessary to develop internal competencies and understanding of the contextual landscape in Canada. This includes the history of Indigenous Peoples in Canada, the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission’s Calls to Action, legal and other issues that affect Indigenous communities, and general awareness of protocols in place when working together with Indigenous Peoples and organizations.

Economic Development: Heartland Generation supports the creation of social and economic value for Indigenous communities and businesses who are close to our operations through our procurement process, which includes provisions for local and Indigenous content.

Workforce Development: We aim to provide employment opportunities to interested Indigenous Peoples who meet employment requirements and work with Human Resources and Aboriginal Skills and Employment Training Strategy/Indigenous Skills and Employment Training or equivalents in Indigenous communities who are proximal to our areas of operations.

- National Centre for Truth and Reconciliation;
- Awo Taan Healing Lodge Society; and
- Highbanks Society.

We are committed to giving back to the communities that are home to our people and operations with investments focused on Indigenous Reconciliation. Our goal is to build strong families and community-based programming.

In November 2021, more than 20 company executives, and senior leaders, participated in Indigenous Cultural Awareness training. The training explored the different histories and perspectives of Indigenous Peoples living in Canada and the complex experiences Indigenous Peoples face today, in the context of current national and local relations.

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Heartland Generation's community giving program

Our new community giving program, *Where the Heart Lands*, launched in the fall of 2021 and is designed to help build up strong communities where we live and work. We partner with organizations that are dedicated to furthering causes close to our hearts and are focused on supporting our communities through corporate giving and volunteerism.

We believe in being a good neighbour and making a positive impact in the communities where we live and work.

Heartland Generation is committed to supporting our communities and has set an annual target investment of \$300,000 to be directed towards our four pillars of giving:

- **Conservation:** We support initiatives that promote conservation and sustainability, while connecting the communities where we operate with the nature around them.
- **Science & Innovation:** We support organizations that promote STEM-based (Science, Technology, Engineering and Math) learning to advance our communities through science and innovation.
- **First Responders:** We contribute to organizations that provide essential health and safety services to the communities in which we operate.
- **Community & Indigenous Support:** We invest in organizations focused on building strong families, community-based programming, and Indigenous reconciliation.

Investments in local communities

Our 2021 donations include:

- STARS (Shock Trauma Air Rescue Service) Air Ambulance;
- Women + Power;
- Forestburg School Bursary;
- Battle River Watershed Alliance; and
- Women's shelters and food banks across Alberta, with a focus on the 10 communities where we live and work.

Indigenous organizations including:

- National Centre for Truth and Reconciliation;
- Awo Taan Healing Lodge Society; and
- Highbanks Society.



In 2021, our volunteer program, Acts of Heart, was created and readied for launch in 2022, due to the ongoing pandemic.

This program provides paid time off for employees to volunteer for an organization that aligns with one of our four community investment pillars. As an individual-based program, it provides flexibility for employees to volunteer their time to an organization of their choice. Heartland Generation encourages teams to plan and organize an 'Act of Heart' where employees can get together and get hands-on in building strong communities.



Connection in our communities

We support the Central Alberta Women's Emergency Shelter (CAWES) which experienced increased demand for their services during the pandemic, which was exacerbated by a decrease in support in 2021. Our donation helped CAWES supply essentials such as toiletries, diapers and formula, bedding, towels, and winter clothing to women and children fleeing domestic violence. Supporting CAWES, and the critical service it provides for women in need, raised awareness and helped create a connection between our employees and the needs of our communities.

Ensuring
Accountability



ENSURING ACCOUNTABILITY

Governance and Ethics

Heartland Generation is built on a foundation of good governance, accountability, and transparency. As our company grows, we are committed to incorporating and evolving governance best practices and additional procedures.

Sustainability-focused ownership

Heartland Generation is owned by private equity firm, ECP, a leader in the energy transition since the 1990s. ECP's global investments span the power decarbonization spectrum, including, among others, power, energy storage, and coal-to-gas transitions. ECP's support, experience and knowledge are a strategic advantage to Heartland Generation as we navigate the energy transition. We also benefit from working closely with ECP to gain insight from their expertise on cybersecurity, HSS&E & operations, and ESG, providing Heartland Generation access to industry-leading resources in these areas.

Experienced, engaged Board

Our Board is committed to a robust governance structure that oversees our strategic direction and business performance.

Our Board of Directors includes:

- Tyler Reeder, Managing Partner, ECP
- Andrew Gilbert, Partner, ECP
- Scott Steimer, Vice President, ECP
- Rob Dutton, Chief Executive Officer, Heartland Generation

Our Board is responsible for the stewardship of Heartland Generation's overall business, which includes ensuring financial strength, providing risk oversight and strategic direction, as well as ensuring appropriate controls exist in support of ethical business conduct. The Board also supports the prioritization of ESG items and monitors our ESG performance.

The Board also oversees the selection and compensation of the Executive Leadership Team. In 2021, we created a stronger link between our performance and our commitment to sustainability by integrating quantitative and qualitative ESG metrics in the business areas of HSS&E, compliance, operations, finance and strategy into our Balanced Scorecard.

Heartland Generation's Board meets a minimum of three times a year and has an Audit Committee that meets annually to approve our financial statements and ensure that corporate financial integrity is maintained. The Audit Committee also reviews Heartland Generation's cybersecurity programs and any reports or concerns involving alleged financial wrongdoing. Our Board has retained Deloitte as our independent auditor and tax advisor to provide additional financial controls.

In addition to formal Board and committee meetings, the CEO and various Executive Leadership Team members meet informally with Board members on a bi-monthly basis to provide ongoing updates.

Forward-thinking Executive Leadership Team

Our Executive Leadership Team's deep cross-industry experience brings innovation and unconventional thinking to our business. Our broad energy exposure helps us identify issues and opportunities and create fresh solutions that span the energy value chain.

33% gender diversity
in Executive
Leadership Team

Cross-sector
energy experience

ENSURING ACCOUNTABILITY



FROM LEFT TO RIGHT: Kim Anderson, Chief Financial Officer; Gary Smith, Chief Operating Officer; Joni Tymensen, Director, Human Resources; Rob Dutton, Chief Executive Officer; Morey Sair, General Counsel; Duncan Croasdale, Chief Commercial Officer

ENSURING ACCOUNTABILITY

Our approach to business

Heartland Generation is committed to upholding high ethical and legal standards in all our business practices and relationships, and we have developed a Code of Business Conduct and Ethics & Code Policies (Codes) to help guide our employees. Our Codes ensure that we operate in an accountable manner where we take responsibility for honest and ethical conduct towards our employees, stakeholders, and the wider community in which we operate.

Our Codes are comprehensive and include policy areas such as Alcohol & Drug, Anti-Corruption, Compliance, Conflicts of Interest, Diversity, Equity & Inclusion, Information Systems Usage, Insider Trading, and Privacy. Our employees are required to review and agree to these policies on an annual basis and Heartland Generation is committed to enhancing and expanding our policies, as needed.

Our whistle blower hotline, hosted by an external party and available 24/7, is featured prominently throughout our operations to allow for ready access and anonymous reporting of any alleged violation of our policies. Our investigation process incorporates members of Heartland Generation's Executive Leadership Team, and in the event a report involves any accounting, internal accounting control, auditing or other financial irregularity, our Audit Committee Chair would become involved. We are committed to improving our practices and procedures in this area as our company grows.

A deep-rooted culture of compliance

Heartland Generation meets or exceeds the highest standards required of Alberta power market participants, such as the Fair, Efficient and Open Competition Regulation, with our ingrained culture of compliance. We do this through the implementation of our Compliance Policy and Compliance Program Standard, which ensures that the electricity we deliver to the Alberta Interconnected Electric System meets or exceeds our obligations as a market participant.

Our culture of compliance is achieved through:

- The establishment and implementation of our Compliance Policy and Compliance Program Standard.
- The development and adherence to operating procedures and compliance management systems.
- A commitment to continual employee training.
- A commitment to objective incident investigation and follow-up, including routine documentation and review and implementation of appropriate corrective actions.
- Systematic and timely self-reporting.

Our unique policy principles

Heartland Generation is a strong advocate for electricity markets and decarbonization within Alberta and Canada. As a fully independent power producer, we provide a unique policy perspective within our industry and our business has the ability to respond quickly to implement any policy changes. We support policies that allow Canadians to make the necessary transition to a more sustainable energy future while also protecting the competitiveness and reliability of the electricity market for the benefit of consumers. Energy policy frameworks are complex and we are committed to building relationships and advising on policy development that will help shape the Canadian energy landscape.



Competitive: Promote competition as the strategy for achieving emissions reductions, innovation, and efficient consumer prices.

Customer-Focused, Market Based: Promote the fair, efficient and openly competitive (FEOC) principles of Alberta's market.



Uniform: Ensure policies are technology agnostic to promote a level playing field.

Protection for Ratepayers & Consumers: Ensure investors bear the risk by eliminating government subsidies that may be detrimental to the market.





Data
Tables

DATA TABLES

Operations	Units	Measure	2020	2021	GRI Disclosure	SASB Disclosure
Infrastructure						
Total number of Facilities ¹	(#)	G	12	10		
Total number of Operated Facilities	(#)	G	8	6		
Transmission lines ²	(km)	G	11	11		
Plant availability	(%)	G	93.7	94.7		
Equivalent forced outage rate, EFOR	(%)	G	3.9	2.4		
Capacity factor	(%)	G	50.4	56.7		
Heat rate	(GJ/MWh)	G	10.05	9.80		
Net generation	GWh	WI	7,770	9,107		
Generation from natural gas in regulated markets ³	(%)	WI	5.2	4.6		
Corporate Governance						
Total compensation ratio – CEO/employees ⁴	(ratio)		5.800	6.900	2-21	
Political contributions	(\$M)		0.00	0.00	415-1	
Economic						
Economic Performance						
Revenues and other income	(\$M)		525	923	201-1	
Net margin	(\$M)		(30)	102	201-1	
Adjusted funds from operations	(\$M)		97	168	201-1	
Net cash flows from operating activities	(\$M)		33	130	201-1	
Fuel cost - coal	(\$M)		38	4	201-1	
Fuel cost - natural gas	(\$M)		148	297	201-1	
Community investment	(\$)		85,890	303,682	201-1	
Environment⁵						
Energy						
Energy consumption within organization – natural gas	(MWh)	WI	80,870	277,483	302-1	
Energy consumption within organization – coal	(MWh)	WI	253,519	13,660	302-1	
Purchased electricity for consumption	(MWh)	WI	61,518	63,361	302-1	
Emissions⁶						
Greenhouse gas emissions – natural gas Scope 1	(tCO ₂ e)	WI	2,948,510	5,031,961	305-1	IF-EU-110a.1
Greenhouse gas emissions – coal Scope 1	(tCO ₂ e)	WI	2,172,299	152,146	305-1	IF-EU-110a.1
Greenhouse gas emissions – % of Scope 1 covered under emissions limiting regulations	(%)		100	100		IF-EU-110a.1
Greenhouse gas emissions – % of Scope 1 covered under emissions reporting regulations	(%)		100	100		IF-EU-110a.1
Greenhouse gas emissions – Scope 2 ⁷	(tCO ₂ e)	WI	35,065	36,116	305-2	
Greenhouse gas emissions intensity scope 1 and 2 ⁸	(tCO ₂ e/MWh)	G	0.36	0.32	305-4	
Methane emissions – stationary combustion	(tonnes)	WI	234	222	305-1	

DATA TABLES

Environment	Units	Measure	2020	2021	GRI Disclosure	SASB Disclosure
Emissions						
Methane emissions – venting	(tonnes)	WI	33	20	305-1	
Methane emissions – flaring	(tonnes)	WI	0	0	305-1	
Methane emissions – fugitive	(tonnes)	WI	0	0	305-1	
Air emissions – NO _x	(tonnes)	WI	5,513	5,048	305-7	IF-EU-120a.1
Percentage in or near areas of dense population ⁹	(%)	WI	7.4	9.0		IF-EU-120a.1
Air emissions – SO _x	(tonnes)	WI	7,637	1,357	305-7	IF-EU-120a.1
Percentage in or near areas of dense population ⁹	(%)	WI	0	0		IF-EU-120a.1
Air emissions – particulate matter	(tonnes)	WI	196	150	305-7	IF-EU-120a.1
Percentage in or near areas of dense population ⁹	(%)	WI	7.3	10.4		IF-EU-120a.1
Air emissions – mercury	(kg)	WI	9	3	305-7	IF-EU-120a.1
Percentage in or near areas of dense population ⁹	(%)	WI	0	0		IF-EU-120a.1
Water						
Water withdrawal	(Mm ³)	WI	251,798	316,204	303-3	IF-EU-140a.1
Water discharge	(Mm ³)	WI	233,487	297,490	303-4	
Water consumed	(Mm ³)	WI	18,311	18,163	303-5	IF-EU-140a.1
Biodiversity						
Total land use	(ha)		11,821	11,821		
Total owned land	(ha)		6,371	6,371		
Total leased land	(ha)		5,450	5,450		
Reclaimed land	(ha)		5,193	5,450	304-3	
Waste						
Waste generated	(tonnes)	WI	20,242	10,453	306-3	
Waste generated – hazardous	(tonnes)	WI	32	130	306-3	
Waste generated – non-hazardous	(tonnes)	WI	19,645	10,076	306-3	
Waste diverted from disposal - hazardous	(tonnes)	WI	14	1	306-4	
Waste diverted from disposal - non-hazardous	(tonnes)	WI	551	245	306-4	
Waste disposed	(tonnes)	WI	19,677	10,207	306-5	
Environmental Compliance						
Spills, total number	(#)	Operatorship	3	1		
Spills reportable number	(#)	Operatorship	2	1		
Spills reportable volume	(L)	Operatorship	500	11,000		
Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, regulations	(#)	Operatorship	0	0		IF-EU-140a.2

DATA TABLES

People	Units	Measure	2020	2021	GRI Disclosure	SASB Disclosure
Employment						
Total number of employees ¹⁰	(#)		300	268	2-7	
Permanent employees	(#)		294	260	2-7	
Turnover for permanent employees	(%)		4.9	8.8	401-1	
Employees covered by collective bargaining agreements	(%)		55	47	2-30	
Number of grievances filed against the company	(#)		7	3		
Number of labour arbitrations	(#)		0	0		
Diversity						
Employee diversity – overall (female)	(%)		21	26	405-1	
Employee diversity – executive (female)	(%)		33	33	405-1	
Employee diversity – leadership (female)	(%)		25	23	405-1	
Ratio of basic salary and remuneration of women to men	(ratio)		84:100	86:100	405-1	
Incidents of discrimination	(#)		0	0	406-1	
Health and Safety						
Near miss frequency rate (NMFR)	(NMFR score)		1.6	3.3		IF-EU-320a.1
Total recordable injury frequency (TRIF – score)	(TRIF score)		1.07	0		IF-EU-320a.1
Lost time injury/illness frequency (LTIF – score)	(LTIF score)		0	0	403-9/403-10	
Lost time injury/illness severity (LTIS – score)	(LTIS score)		0	0	403-9/403-10	
Fatalities	(#)		1	0	403-9	IF-EU-320a.1
Workers covered by an occupational health and safety management system	(%)		100	100	403-8	

¹ In 2021, Heartland Generation divested of the House Mountain and Karr facilities.

² Canadian Natural Resources Limited owns the other half of this asset at Primrose.

³ McMahon facility is located in British Columbia.

⁴ Inclusive of base salary plus Annual Incentive Payments for all employees.

⁵ Working interest values have been adjusted to account for the 2021 divestiture of the distributed generation assets (House Mountain and Karr) and the 2020 increase in Muskeg working interest to 100%. Both the 2020 and 2021 values reflect 0% of the distributed generation assets and 100% of Muskeg.

⁶ Heartland Generation calculates greenhouse gas emissions according to the Alberta TIER Regulation and working interest values have been adjusted to account for the 2021 divestiture of the distributed generation assets (House Mountain and Karr) and the 2020 increase in working interest in Muskeg to 100%. Both the 2020 and 2021 values reflect 0% of the distributed generation assets and 100% of Muskeg.

⁷ Uses grid factor provided by Alberta Environment and Parks and does not include corporate office.

⁸ Calculation is based off total emissions divided by generation and steam.

⁹ Areas of Dense Population are those with populations over 50,000 people located within 49 km; which include Edmonton and St. Albert, located approximately 30km from the Scotford facility, and Red Deer, located approximately 10km from the Joffre facility.

¹⁰ Includes permanent and term employees.

DATA TABLES

Highlights and Initiatives	2021	GRI Disclosure	SASB Disclosure
Organizational Profile			
Membership Associations	Alberta Regional Airshed Group Alberta Water Council Association of Professional Engineers and Geoscientists of Alberta (APEGA) Battle River Watershed Alliance Calgary Chamber of Commerce Clean Air Strategic Alliance (CASA) Electricity Canada International Emissions Trading Association (IETA) Independent Power Producers Society of Alberta (IPPSA) Red Deer Air Advisory Committee WSPP Inc.	2-28	
Strategy			
Statement on sustainable development strategy	Heartland Generation is taking a leadership role in Alberta's energy transition and we are committed to working towards net-zero by 2050. The first phase of our plan to decarbonize in a decade includes the switch from coal to natural gas. Natural gas is an essential part of the transition to low-carbon power. Over the next 10 years, the second phase of our plan will make significant strides to decarbonize our power generation assets including a potential move to hydrogen at our Battle River generation station. Refer to page 5 for the complete message from Heartland Generation's CEO on how Heartland Generation plans to support and contribute to sustainable development.	2-22	
Ethics and Integrity			
Mechanisms for advice and concerns about ethics	We have developed a Code of Business Conduct and Ethics & Code Policies (collectively the "Code") to guide our employees. Annually, Heartland Generation requires employees to complete an Annual Acknowledgement of the Code that each employee has read, understands, and agrees to abide by the Code. Additionally, Heartland Generation implemented a hotline/whistleblower line ("Hotline") which is referenced throughout the Code, featured prominently on Heartland Generation's HUB intranet, and mobile app to facilitate easier reporting. Reporting of suspected Code violations and wrongdoing is required of all employees and encouraged among Heartland Generation's contractors and stakeholders.	2-26	

DATA TABLES

Highlights and Initiatives	2021	GRI Disclosure	SASB Disclosure
Governance			
Governance structure	The Board is responsible for stewarding Heartland Generation's overall business and financial strength. It provides the necessary risk management and strategic direction. The Board also participates in corporate governance for Heartland Generation to ensure that appropriate controls exist in support of ethical business conduct. The Board supports the development of Heartland Generation's definition and prioritization of ESG matters and will ultimately monitor ESG performance. Additionally, the Board is responsible for overseeing CEO, Executive and employee compensation and related benefit and incentive programs which are aligned to the balanced scorecard performance of Heartland Generation to support the principles of strong pay for performance. Board Meetings for Heartland Generation are held three times annually, and the CEO and various Executive members meeting informally with Board members on a bi-monthly basis to provide ongoing updates and status reports.	2-9	
Delegation of responsibility for managing impacts. Role of the highest governance body.	Heartland Generation's Executive Team is tasked with developing strategy, executing on its Balanced Scorecard, identifying, and managing ESG priorities and encouraging the leadership through the Heartland Way. In 2021, the Executive Team worked diligently with the Board to initiate and develop Heartland Generation's ESG strategy and this ESG report by reviewing our risk, priorities and opportunities. Each executive plays key role in developing and managing ESG priorities for Heartland Generation and provides the necessary functional oversight and reporting to the Board. Heartland Generation retained external experts to build a baseline for our first report, and identify risks and opportunities for future ESG tracking and reporting.	2-13 2-14	
Stakeholder Engagement			
Stakeholder Engagement	Heartland Generation has developed robust industry partnerships by relationship-building with both key industry stakeholders and consumer organizations. Heartland Generation advises on, and advocates for, a competitive and sustainable energy industry in Alberta, and Canada, through these formal and informal partnerships. This work happens through committee positions, supporting research, and engaging and communicating with government(s), regulatory bodies, organizations, and NGOs. In 2021, these partnerships and engagements included: • Alberta Direct Connect Consumers Association (ADC). Heartland Generation partnered with ADC in advocating the provincial government for changes to transmission policy, including self-supply and export, that benefit consumers. • Alberta Electric System Operator (AESO). Heartland Generation provides the AESO with advice on rules and policies relating to reliability standards and pricing framework. This includes participation in formal engagements, filing comments and providing ongoing feedback on the performance of the Alberta power market.	2-29	

DATA TABLES

Highlights and Initiatives	2021	GRI Disclosure	SASB Disclosure
Stakeholder Engagement			
Stakeholder Engagement	• Battle River Watershed Alliance (BRWA). Heartland Generation's seat on their Board of Directors is as an Industry Liaison, this allows Heartland Generation to engage meaningfully in a community where they have operations, and to provide community support. This relationship allows Heartland Generation to ensure they are represented in the power generation happening at their sites, as well as to proactively identify issues and trends that can support Heartland Generation's strategies going forward. • Canadian Association Physicians for Environment (CAPE). This Alberta-based NGO lobby's for decarbonization and the transition from coal and have been very vocal in the media. Heartland Generation engages this organization to assess all risks, manage any issues, and ensure that are prepared to address any advocacy from this group. • Canadian Electricity Association (CEA). Heartland Generation holds a Board position, and sits on the National Emerging Issues Committee & CEA Government Relations Strategy Committee to influence and receive market intelligence (i.e. advocacy during COVID re. vaccination and testing for critical infrastructure, Indigenous engagement). • Government of Alberta (GoA). Heartland Generation supported the GoA's reviews of self-supply and the Alberta Intertie Restoration, where Heartland Generation led an industry coalition in discussions with the Associate Minister of Electricity (Hon. Dale Nally). • Independent Power Consumer Association (IPCAA). Heartland Generation partnered with ADC in advocating the provincial government for changes to transmission policy, including self-supply and intertie policies, benefitting consumers. Heartland Generation also expects to have alignment with IPCAA on carbon pricing and will aim to partner similarly in its government advocacy approach. • Independent Power Producers Society of Alberta (IPPSA). Heartland Generation currently holds a seat on the Board of Governance Committee. IPPSA works with industry on common policy principles and values, while trying to influence the sector and policy simultaneously. Heartland Generation works with IPPSA weekly, providing key messages, approving how they interact with government and policy makers, and their communications strategy. • Pembina Institute: Clean Energy Think Tank. While not a formal affiliation, Heartland Generation prioritizes their engagement with this organization given their importance to Alberta's official opposition and ability to influence the federal government. They have quarterly check-ins to provide updates as to what Heartland Generation is doing, progress, thinking on policy that they can share with the public and federal government. • University of Calgary School of Public Policy. This informal partnership allows Heartland Generation to engage and support faculty in their research and public engagement on the electric sector and electricity-related topics, by offering their industry expertise and insights.	2-29	
Collective bargaining agreements	123 Employees are currently covered under the collective bargaining agreement (2021).	2-30	
Labour stability	Ratified a new Collective Bargaining Agreement in November of 2021. Achieved a 4-year term agreement with the Canadian Energy Workers Association. This will create a stable workforce for our operations for an extended period.		

DATA TABLES

Highlights and Initiatives	2021	GRI Disclosure	SASB Disclosure
Environment			
Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Decarbonization is key to Heartland Generation's future success and crucial to our global wellbeing. Refer to page 11 of our ESG Report for more details on our strategy to manage Scope 1 emissions and our decarbonization plans going forward.		IF-EU-110a.3
Occupational health and safety			
Discussion of management systems used to integrate a culture of safety throughout the exploration and production lifecycle	Heartland Generation's Health, Safety, Security & Environmental Management System Framework (HSS&E-MS) ensures that HSS&E policy and principles are applied consistently to all operations within Heartland Generation. The HSS&E-MS consists of 16 elements that defines the minimum standards of each work site. Each department and work group determines for themselves how best to meet these standards by setting their own risk-based priorities. All workers are trained to ensure work is performed in a safe and environmentally responsible manner.	GRI 403-1	
A description of the processes used to identify work-related hazards and assess risks on a routine and non-routine basis, and to apply the hierarchy of controls in order to eliminate hazards and minimize risks A description of the occupational health services' functions that contribute to the identification and elimination of hazards and minimization of risks, and an explanation of how the organization ensures the quality of these services and facilitates workers' access to them.	Heartland Generation has established formal risk management processes and procedures that apply to the Heartland Generation organization and all sites where Heartland Generation has operational responsibility for the safe execution of scopes of work and contractors will follow the Heartland Generation's risk management processes and procedures unless their process meet or exceed the intent of Heartland Generation's risk assessment procedures. At Joint Venture sites, similar risk management processes and procedures have been established under the Joint Venture Management System and any variances from Heartland Generation's existing risk management procedures must be approved by Heartland Generation. This process ensures the assessment of risk is done in a consistent and standardized manner throughout our operations. A documented process exists to identify HSS&E hazards at all stages of a project lifecycle, from detailed design through construction, commissioning and routine operations. All job activities and tasks are examined to identify and evaluate the associated health hazards and to determine compliance with occupational health standards. HSS&E hazards are identified in the Risk Register to allow risks to be systematically identified, controlled, and monitored. Heartland Generation uses its risk assessment matrix to identify the level of risk. Results of each risk assessment are used to develop or revise safe operating procedures, inspection programs, audit programs, operational controls, training programs and emergency response programs.	GRI 403-2 GRI 403-3	

DATA TABLES

Highlights and Initiatives	2021	GRI Disclosure	SASB Disclosure
Occupational health and safety			
A description of the processes for worker participation and consultation in the development, implementation, and evaluation of the occupational health and safety management system, and for providing access to and communicating relevant information on occupational health and safety to workers.	Heartland Generation utilizes a variety of mediums to educate, raise HSS&E awareness, motivate, and stimulate participation including the following • Ongoing Internal Communications: A variety of techniques are used to communicate HSS&E policy, standards, practices, procedures, plans and processes, including any changes or revisions, audit results, outcomes of site incident investigations and reported hazards/unsafe conditions, etc. Communication for contractors and visitors shall be through Contractor and Visitor Onboarding Process and involvement in safety meetings as appropriate. • HSS&E Meetings: HSS&E Meetings are used to communicate about hazards, risk levels, mitigation measures, behaviours and the results of corrective actions and incident investigations. Monthly HSS&E Operations Meetings, Daily Tailboard/ Crew Meetings and Quarterly Joint Health and Safety Committee (JHSC) Meetings regularly take place across all sites. • Safety and Environmental Alerts: S&E Alerts are used to summarize the incident events, findings, corrective actions, and actions for other sites. They highlight the learning's from the incident, rather than explaining the details of the incident. • Monthly HSS&E Reports: The HSS&E Monthly Report provides an overview of the previous month's HSS&E incidents, statistics, trends and KPIs. It is reviewed with Site Management and posted to the Heartland Generation internal website.	GRI 403-4	
An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided.	Coverage for Medical and Dental Benefits is a valuable part of Heartland Generations compensation package - It helps reduce out-of-pocket costs and protects all permanent employees in case of medical or dental emergencies. Benefits include Employee Basic Life Insurance, Basic Accidental Death and Dismemberment, and Employee, Spousal and Child Optional Insurances including Critical Illness. Employees are also covered for both Short-Term and Long-Term Disability. In addition, Heartland Generation provides a comprehensive Flexible Extended Health plan where employees can choose the coverage they need. Coverage includes Vision Care, Prescription Drugs, Paramedical, Hospital, Medical Services/ Supplies, and Out of Country Emergency Insurance. The Flexible Dental plan includes coverage for Preventive, Basic, Major and Child Orthodontics depending on the employee's flex choices. Employees can use extra Flex Credits to purchase additional days off, contribute to their RRSP and/or allocate to a Health Care Spending Account. Heartland Generation is committed to the mental health of our employees and their dependents - Our Mental Health Strategy has a goal of normalizing the conversation around mental health and bolstering support and resources. We use a variety of tools to communicate our message including our intranet page, events and acknowledgement days to tie into other corporate initiatives like our Community Investment program and Financial Wellness Education Sessions. Additionally, Heartland Generation provides confidential counseling and wellness resources through Homewood Health (our Employee and Family Assistance Program), and other wellness and financial education resources through our benefits provider Sun Life. These resources include counselling, on-line Cognitive and Behavioural therapy and a variety of health and financial tools and resources to help manage their mental health, to educate employees on child and elder care, legal and financial matters and their overall health. In 2022, Heartland Generation will increase our paramedical mental health coverage for all employees to 100% coverage, up to \$2,500 per person, per year, for Psychological/Social Workers to better support the mental health of our employees.	GRI 403-6	

DATA TABLES

Highlights and Initiatives	2021	GRI Disclosure	SASB Disclosure
Occupational health and safety			
Prevention and mitigation of occupational health and safety impacts directly linked by business relationships.	Heartland Generation incorporates occupational health and safety measures into its business relationships. At Joint Venture sites, similar risk management processes and procedures have been established under the Joint Venture management system and any variances from Heartland Generation's existing risk management procedures must be approved by Heartland Generation. Contractors will follow the Heartland Generation's risk management processes and procedures unless their process meet or exceed the intent of Heartland Generation's risk assessment procedures.	GRI 403-7	
Rights of Indigenous Peoples			
Discussion of engagement processes and due diligence practices with respect to the management of Indigenous rights	Heartland Generation recognizes Indigenous Peoples (Status/Non-Status, Métis and Inuit) as rightsholders in respect of many of Heartland Generation's business activities and works to create and maintain positive relationships with Indigenous groups. Heartland Generation's Indigenous Relations Policy supports this view by ensuring the unique cultures, perspectives and values of Indigenous Peoples are considered and respected in Heartland Generation's operations. Heartland Generation ensures effective engagement with Indigenous people and communities by identifying and initiating relationships with Indigenous Peoples who may be affected by Heartland Generation's activities through early and ongoing communication and by listening to the expressed views of Indigenous Peoples affected by Heartland Generation's operations. Heartland Generation respects Indigenous heritage and culture, legal rights, and works with Indigenous communities to understand issues of concern. Through cross-cultural awareness presentations and discussion at all levels of Heartland Generation's organization, including operations, Heartland Generation fosters understanding and appreciation of the concerns and values Indigenous Peoples.		EM-CO-210a.2