



# Investing in Our Employees, Customers and Communities

For the year ended December 31, 2024



• BUSINESS SUSTAINABILITY IS NOT POSSIBLE WITHOUT OUR  
EMPLOYEES, OUR CUSTOMERS AND THE COMMUNITIES

*in which we all live and work.*



Our strong organizational culture facilitates meeting our common goal—our mission—to deliver energy that makes life better for the people and communities we serve. Our values — **CARE, INTEGRITY AND EXCELLENCE** — are our guiding principles; more than just words on a page. They describe how we approach our commitments, operate throughout the organization, interact internally and externally and move toward our vision to be a leader in delivering energy that contributes to a sustainable future.

Care

**We care. We put people first.**  
Keep them safe. Build trusting relationships. Foster a culture of equity, diversity and inclusion. Make a meaningful difference everywhere we live and work.



Integrity


**We act with integrity.**  
**We tell the truth.** Ensure moral and ethical principles drive our decision making. Do the right thing even when no one is watching.



Excellence

**We are committed to excellence.**  
**We achieve great things together.**  
Hold each other accountable to do the work that makes us better every day. Never give up.





This booklet provides an update on initiatives across our employee, customer and community groups as of 12.31.24, and builds on sustainability reporting from prior years. For more information about our commitments and approaches, please visit our [website](#).

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## EXECUTIVE STATEMENT

“ Our commitment to sustainability is rooted in the values that define who we are. Every investment we make reflects our responsibility to the customers and communities we serve, and to the employees who drive our progress. Together, we’re building a future that’s not only more sustainable, but grounded in care, integrity and excellence.”

## Our Commitments

**We are committed to safely and reliably delivering the energy that makes life better for the people and communities we serve.**

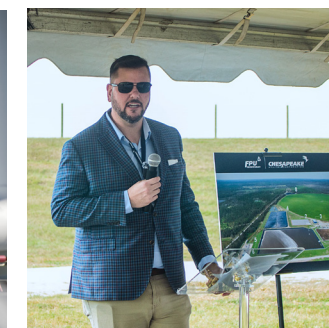
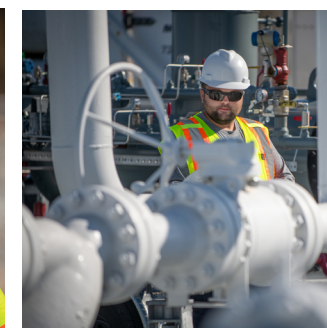
**To our employees:** **We are committed** to making safety, health and wellness a top priority for our employees. It’s our goal to promote a talented, diverse workforce that is scalable for future growth—meeting our objectives requires a dedicated and innovative workforce.

**To our customers:** **We are committed** to maintaining an open dialogue with our customers, providing consistent and relevant messaging, rapidly notifying customers of emergency issues and responding accordingly to inquiries. We are dedicated to exceeding customer expectations and offering a customer-centered experience.

**To our communities:** **We are committed** to the betterment of the communities where our employees live and work, including serving in leadership roles, volunteering, making financial or in-kind contributions and sponsoring organizations or events.



**JEFF HOUSEHOLDER**  
CHAIR OF THE BOARD, PRESIDENT AND CEO





## OVERVIEW OF OUR ORGANIZATIONAL CULTURE

### Our organizational culture is value-driven

**Why a strong organizational culture is important to us:** An engaging workplace culture directly correlates to employee retention, productivity, performance, customer satisfaction and the financial health of the organization. How a company is perceived internally and externally is equally important. When our employees are in the right seats and feel valued and understood, they take good care of our customers and our communities.

**This is why we invest in the employee experience.**

**We have a solid foundation.** Our mission, vision and values reflect our strong governance, risk management, accountability, business integrity and desire to make a meaningful difference. Our commitment to the highest ethical standards is reinforced through our Business Code of Ethics and Conduct and our Code of Ethics for Financial Officers. Antiharassment and nondiscrimination training is mandatory for all. Any violation is taken seriously and addressed immediately.

**It all starts with our people, beginning with strategic workforce planning.** Strategic planning includes alignment of our workforce with our operational and strategic initiatives and business transformation opportunities. We review workforce initiatives with monthly forecasts and reviews. Our employment policy, which applies throughout our workforce, facilitates the creation of a diverse workforce and culture that promotes a sense of belonging. We consider all qualified applicants without regard to race, religion, color, sex, national origin, age, sexual orientation, gender identity, disability or veteran status, among other factors. Attracting, selecting, onboarding, developing and promoting the right employees for every position inherently provides for a wide range of experiences, approaches and skills within our employee base, fostering entrepreneurial, innovative thinking.

**It is reflected in our everyday practices.** Our everyday business practices align with our mission, vision and values, which provide the backbone for how we serve internal and external stakeholders everyday. We welcome opportunities to share diverse ideas as we work together to reach a better outcome. When stakeholders are heard and thoughts are equally treated and considered, this fosters trust and increases transparency and accountability.



Read more about our strong foundation of corporate governance [here](#).

### Our Mission

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

### Our Vision

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

***Our people are our greatest asset and strength.***

***Our strong organizational culture supports an entrepreneurial and innovative mindset throughout the organization, fostering the achievement of our goals and delivering on our commitments to our employees, customers and communities.***





## EMPLOYEE ENGAGEMENT



Learn more about our businesses [here](#).

**Why employee engagement is important to us:** A positive employee experience leads to high levels of employee engagement, which directly impacts the overall culture of the organization. Investing time and resources into the initiatives discussed throughout this report to support the betterment of the employee experience supports the achievement of our growth targets as well as business transformation and continual improvement efforts.

**We have adopted a One Company operating approach.** Removing operational barriers facilitates our employees' ability to safely and successfully execute day-to-day operations and positions us to capture transformational growth opportunities. We accomplish this by streamlining and evolving our organizational structure, standardizing processes, adopting new technologies and interacting across all levels.

**Collaboration is encouraged at all levels.** Cross-functional teams and committees at various levels throughout the organization enable increased communication and reinforce alignment of our business practices with our goals and initiatives. It also provides our employees with an introduction to other areas within the Company, leading to employee development and a well-rounded understanding of our businesses. This facilitates the ability to adapt more quickly and efficiently to internal or external changes.

*We provide a meaningful and supportive employee experience, offering opportunities for teamwork, innovation, professional and personal growth.*

**A positive employee experience leads to high levels of employee engagement, which positively impacts performance**

Employee  
Experience

Employee  
Engagement



**Employee Retention**  
& Lower Absenteeism



**Productivity**  
& Performance



**Customer Satisfaction**  
& Loyalty



**Financial**  
Performance





Investments in our people

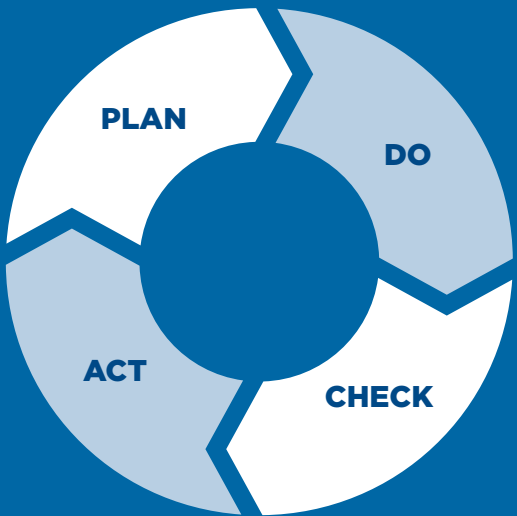
**Company Awareness and Recruiting** — Our goal is to attract and retain top talent for each position across all levels of the organization. This includes a wide range of experience, approaches and skills. Our efforts are enhanced by representation at career events, increased partnerships with vocational institutions and technical schools, expanded social media outreach and job postings with candidate-focused messaging as well as community involvement. We have increased our efforts in promoting awareness of our Company through the utilization of social media and our website. By showing how we live out our Company values, coupled with the ongoing enhanced talent acquisition efforts discussed in our last Sustainability Report, we have become an employer of choice, which allows us to attract and retain top talent. As a result, we continue to increase our applicant flow each year.

Utilizing diverse channels and strategic partnerships to increase Company awareness facilitates our robust talent-acquisition process.

Career events	Vocational institutions	Technical schools
Candidate-focused job postings	Social media	Community involvement

Our strategic partnerships extend the reach of our talent-acquisition efforts. One such partner assists in expanding our efforts to reach candidates at diverse educational institutions. Another partner assists in connecting directly with underrepresented job seekers through a network of community-based organizations and niche diversity websites. We also evaluate opportunities to attract the next generation of employees, partnering with high schools and youth organizations to inspire students to pursue careers in energy.

Committed to Continuous Improvement



Attracting, developing and retaining a workforce of exceptional top talent does not happen without planning, performing, assessing and acting on feedback. Our employee lifecycle approach informally adopts the Plan-Do-Check-Act (PDCA) management concept, which we have adopted in many areas of the Company, including safety management. PDCA facilitates a constant feedback loop, driving a continuous improvement mindset.

We utilize different avenues to gauge the effectiveness of our initiatives, including the Chesapeake Speaks survey, shorter pulse surveys, informal feedback, employee interviews, career discussions and event participation. Feedback received is used to create action plans to continuously enhance, adjust and otherwise improve initiatives.





HIGHLIGHT—GENERATING AWARENESS OF THE IMPORTANCE OF STEM EDUCATION TO OUR INDUSTRY

Supporting Science, Technology, Engineering and Math (STEM) Education

Through participation in Delaware’s STEM Equity in Action Day

In September 2024, we were one of 12 top-tier Delaware companies to host Delaware STEM educators during the STEM Equity in Action Day, a professional development opportunity organized by the Delaware Foundation for Science and Mathematics Education and Delaware Department of Education.

Educators who visited our corporate headquarters at Energy Lane in Dover, Delaware, toured our Safety Town facilities and our supervisory control and data acquisition (SCADA) room. The event also featured an employee panel discussion about operations, construction, engineering, renewables, business development and growth and retention. Discussion focused on what we do as a company, sharing our talent acquisition and recruitment offerings and informing educators about the STEM skills students need for careers at Chesapeake Utilities.

ATTENDEE FEEDBACK:

▶ *“This professional development experience was by far the most engaging and enlightening I have attended in the last 20 years of teaching science and math.”*



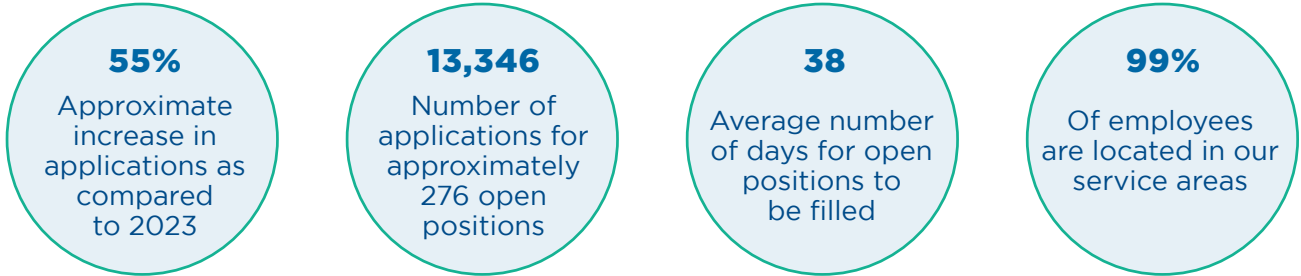
EMPLOYEE ENGAGEMENT

**Pay and Benefits** — We are committed to providing competitive compensation and benefits packages to all eligible employees. Market assessment studies are conducted annually to inform our pay structure. The benefits we offer are robust and customizable, allowing our team members to choose what works best for them. As part of our commitment to continuously improve upon and diversify our employee benefits, we annually review our offered benefits to ensure alignment with the industry.

Utilizing diverse channels and strategic partnerships to increase Company awareness facilitates our robust talent-acquisition process.

Competitive salary, with annual bonus and salary increase opportunities	Opportunities for career growth and focus on promoting from within
Flexible work arrangements, including remote or hybrid work schedules	Aspiring managers and leadership development programs
Paid time off, holidays (including floating holidays) and a separate bank of sick time	Comprehensive health care benefits including life, AD&D and disability insurance
Pre-tax dollars to customize health care benefits	Scholarship programs for children of employees
401(k) matching program dollar-for-dollar, up to 6%	Educational assistance program
Monthly recognition events and Gratitude recognition program	Wellness initiatives, including Employee Assistance Program and Chesapeake Total Wellness
Community volunteer opportunities	Employer contribution to HSA
Tuition reimbursement program	Employee discounts
Mentorship and internship programs	Stock purchase plan
Paid parental leave	Employee resource groups
Safety incentives	Spot bonus opportunities

**Selecting and Hiring** — Following our **One Company** approach, we utilize cross-functional interview panels for many positions and promote consistency during the interview process for all positions. On average, our fill time for actively recruited positions is approximately **38 days**, compared to the industry average of more than 67 days<sup>1</sup> - **not only are we attracting more applications, but the applications are coming from quality candidates.**



**Onboarding** — Properly onboarding new team members is critical to the overall employee experience and begins prior to a new employee’s first day on the job. Our process from the time an employee accepts an offer to their first day on the job strives to ensure employees are equipped with the tools they need to be successful in their new endeavor with us. We have revamped our New Employee Orientation program to reinforce our mission, vision and values and promote connections, well-being and respect. All new employees, regardless of position, participate in this two-day program.

»» CHESAPEAKE »»

CONNECTIONS

CONNECTING US FORWARD

To further enhance our onboarding process, we implemented a Chesapeake Connections Program in 2023. The program is a way for new team members to connect with a team member outside of their department for the first few months of employment. This program helps onboard new team members and encourages connections and network building. The assigned connector helps answer questions and is a valuable resource as they begin their new role with the Company.



# Aligning Incentive Pay with Our Values

Combining financial performance with behavioral-based performance

In 2023, we implemented a new incentive program called **Team Incentive Plan (TIP)**, for which all full-time employees are eligible, subject to certain limited conditions. This plan **takes into consideration behavioral-based measures** that we believe underscore our ability to meet our commitment to safely and reliably deliver energy **in addition to our financial performance**.

TIP is based on safety and operational goals. This program reflects our core values of care, integrity and excellence by fostering growth, hazard awareness, recognition, cybersecurity, open communication and community impact through volunteerism.



\* The next scheduled Chesapeake Speaks survey is in 2025.

TIP Measures and Metrics

Measure	2023	2024
Hours of training completed in The Grove, our learning management system	23,910	43,132
Safety observations or near misses submitted in our Safety Data Management system	2,504	3,810
Recognitions delivered in our Gratitude recognition system	18,134	22,212
Phishing failure rate	2.7%	1.8%
Employee participation rate in our Chesapeake Speaks survey	93%	*
Hours our employees volunteered for community support	5,237	6,823

In 2025, small tweaks will be made to the measures as part of our commitment to continual improvement.

EMPLOYEE ENGAGEMENT



**Training and Development** — Training and development is a critical piece of the employee lifecycle. We provide a combination of in-person and on-the-job training and on-demand sessions. Our learning management system, The Grove, contains required learning, leadership curriculum and elective courses, all of which are either instructor-led or e-learning offerings.



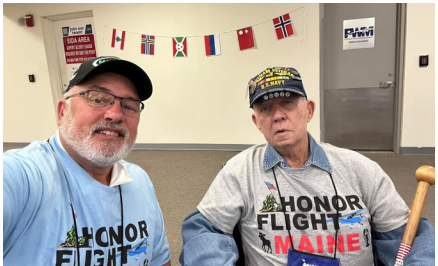
We currently offer two academy-style programs: We Speak Academy, which is a public speaking course, and Leadership Academy, which is comprised of eight leadership courses for all people leaders. In 2025, we plan to roll out two new offerings —Chesapeake Academy Part 1 and 2, which will include industry-focused education, Company culture and personal growth and development.

*Investing in our people by offering multiple training and development opportunities, both professional and personal, allows us to meet the workforce needs of the future.*

Combining development and exposure opportunities, the Chesapeake Mentoring Program is a voluntary employee mentorship program pairing mentees with a mentor who is a Company leader. This provides employees with opportunities to explore diverse perspectives, enhance skills and share expertise while providing an expanded view of the Company and the energy industry. The program is a one-year commitment for mentees.



**Employee Resource Groups** — We have 12 employee resource groups (ERGs) which are each officer-sponsored, and ERG membership is open to all employees. ERGs play a key role in strengthening a sense of belonging within the Company. These voluntary, employee-led groups connect team members throughout the organization by facilitating training and development, mentorship, leadership opportunities and cross-functional collaboration. Members also act as advocates for the Company in our communities.





# Florida City Gas

\$923 million acquisition, the largest in our history

In late 2023, we welcomed 178 Florida City Gas (FCG) employees to Chesapeake Utilities — our employee base immediately grew by over 17% as compared to year-end 2022.

To make the day one and near-term onboarding process as smooth as possible, we built on lessons learned from previous acquisitions and utilized a process that had proven useful for our smaller acquisitions. By expanding on that process, all transitioning employees were provided with a single touch-point for questions. Prior to day one, we had already begun the process to make the transition as seamless as possible, not only from an employee perspective, but also from the operations and customer perspectives.

We recently celebrated the one-year anniversary of the acquisition. The strategic acquisition has already proven successful and we look forward to continuing our One Company operating approach.

Some of Our Year-One Accomplishments:

Invested \$97 million in 2024, received approval to expand FCG’s existing SAFE program and made significant progress on several capital projects within the acquired FCG service area, including three RNG projects	Successfully negotiated a multiyear agreement with the existing union representing FCG employees
	Maintained a 93% FCG employee retention rate as of the end of 2024
	Named a 2024 Customer Champion by Escalent, a leading data analytics and advisory firm specializing in the energy and utility sector

FROM THE ARCHIVES

## Chesapeake Utilities Corporation Completes Acquisition of Florida City Gas

Transformative transaction more than doubles operations in high-growth Florida; expands regulated utility business mix and aligns with long-term earnings and dividend growth targets.



EMPLOYEE ENGAGEMENT

**Employee Recognition** — We utilize various options to recognize our employees, realizing that preferred methods of recognition can vary by employee. One long-standing recognition platform is our Chesapeake Cares program, which hosts celebratory events in appreciation of our employees’ hard work and dedication while recognizing team members’ accomplishments and milestones. These events are attended in person or virtually, enabling all employees to participate.

Some of our other recognition platforms include:

- ▶ Gratitude — a digital platform for employees to share appreciation and recognize team members across the organization, using social or points-based recognition. Team members earn points that they can redeem for merchandise through the platform’s reward marketplace.
- ▶ Hidden Heroes — a program that provides a platform for team members to recognize their peers for outstanding “behind-the-scenes” work.
- ▶ All-employee calls — hosted monthly by our CEO or members of senior management, the calls include recognition of accomplishments and milestones.

**GRATITUDE**  
A WORLD OF THANKS



40,346 recognitions delivered over 2023 and 2024



**Succession Planning / Continuity** — We continue to move forward with our succession planning and career advancement opportunities to assure leadership and technical position bench strength. Robust assessment processes and career discussions ensure we understand employee ambitions and interests and develop leaders for their next potential role. Chesapeake Utilities has identified eight leadership competencies that help define successful leaders. Our people leaders are assessed on these competencies.

Chesapeake Utilities Corporation’s Eight Leadership Competencies

Build relationships	Lead change	Think critically	Create accountability
Develop people	Inspire others	Communicate clearly	Lead diverse teams

In 2024, we completed the latest round of succession planning for our leadership team. This included implementing individual development plans for senior leadership and key technical position successors. In 2025, we plan to implement the Chesapeake Officer Academy, focused on succession planning, for current and future leaders.

We continue to evaluate and pursue opportunities that can help shape the next generation of employees by improving awareness of our Company, as discussed on [page 6](#) of this report and actively participating in STEM events like the one highlighted on [page 7](#) of this report.



## Employee Engagement Initiatives

### Retention and turnover metrics

We know retaining engaged top talent is critical to the success of our Company. Our employees remain highly engaged and we are committed to utilizing the continuous improvement process discussed on [page 6](#) of this report to act on employee feedback and continually provide a positive employee experience. While there are varying reasons employees part ways, turnover metrics can be used to gauge the effectiveness of efforts we have made on employee engagement over the past several years.

Excluding retirements, our 2024 voluntary turnover rate for our regular, full-time workforce was under 9.1%; our involuntary turnover rate was 4.8%.

**Approx.  
425**

Employees with  
10 or more years  
of service

**9**

Average years  
of seniority

**84**

Number of  
internal  
promotions  
in 2024

**We achieved a 93% participation rate for our 2023 Chesapeake Speaks employee engagement survey. In 2024, we administered an interim Chesapeake Speaks survey to our Florida City Gas members post-acquisition, and achieved an 81% participation rate.**

## MAKING A DIFFERENCE

### “THE Gas Man”



**54 years** — from 1967 through 2021 — that’s how many years our longest-serving employee, Clarence “Junior” Council, worked for Chesapeake Utilities. Known locally as “THE Gas Man,” Junior exemplified our values and cared about making a positive impact. He touched the hearts of many coworkers and customers. Post-retirement, the Company honored Junior with a named street, Council Circle, located in our Safety Town training facility in Dover, Delaware.

“Our customers are great people. As I make my way through our service territory inspecting gas service to the houses and checking meters, I love to talk to the homeowners. Sometimes, they’ll have questions, and I do my best to get answers for them before I leave their properties. It helps us at Chesapeake when people know we care.”

Junior passed away at the end of 2024; however, his legacy will carry on within the Company.

# Working for the betterment of the communities in which we work and live

**Why helping to better our communities is important to us** — Simply put, we live here, too. **99% of our employees live within our service areas.** When our communities are strong and thriving, our employees — and our customers — are strong and thriving, and vice versa. We share a vested interest in bettering our communities.

**We cannot fulfill our mission without our suppliers and contractors.** We consider them to be extensions of and representatives of our Company, and expect them to uphold our values, which is particularly important to us when they are working within the communities we serve. Our [Supplier Code of Conduct](#) describes the commitment and actions we expect from the people and organizations within our supply chain, including those we engage directly with and extending to their agents, representatives, partners, subcontractors and others who are performing business for those we engage. Our suppliers and contractors should expect to be treated professionally, provided with clear expectations and reasonable timelines and trust they will receive timely compensation for the work performed or service provided.

*Our joint commitment to caring, integrity and excellence is the foundation for a healthy, sustainable business relationship with genuine caring for those we serve.*

**Our supply chain strategy focuses on offering opportunities to suppliers that share our values** and are reflective of the communities where we live and operate. This fosters increased competitiveness, stimulates local economic development and delivers long-term value to our stakeholders. We encourage our suppliers to remain competitive and consider subcontractor opportunities. And when applicable, we also encourage our suppliers to disclose third-party certifications or self-certify as diverse businesses. **As of the end of 2024, over 11% of our active vendors had diverse designations, and comprised approximately 10.5% of our annual spend—a 128% increase over the last two years.**



Learn more about establishing a vendor partnership with us [here](#).

Our Supplier Code of Conduct defines the expectations we have for those in our supply chain:

Create a safe work environment	Promote a drug-free, violence-free workplace
Have a zero-tolerance culture for any form of harassment or discrimination in the workplace	Promote diversity and inclusion
Comply with all applicable laws	Protect the human rights of others
Provide fair and equal employment opportunities	Act in an ethical manner and be accountable and reliable
Avoid relationships that have the potential for creating a conflict of interest	Operate in a sustainable manner and make positive contributions for societal advancement





INVESTING IN OUR COMMUNITIES

Giving Policy  
Focus Areas



Safety and  
Health



Community  
Development



Education



Environmental  
Stewardship

**Providing support to our communities is an integral component of our value-driven culture**, and the four focus areas of our Giving Policy align with our commitment to the betterment of the communities we serve. Our Giving Policy calls for fulfillment of this commitment through donations, sponsorships and volunteering.

**Donations and Sponsorships**

Giving back through monetary donations and sponsorships provides positive impacts that extend beyond a currency figure. We continue long-standing donations across our service territories, such as to the United Way and local food banks, and maintain volunteer partnerships with many of those organizations as well.

**Volunteering**

Volunteering opportunities abound for our team members. Our community affairs department and ERGs work with nonprofit organizations to secure volunteer opportunities for all employees. Departments within the organization are also encouraged to organize volunteer opportunities as part of a team-building activity or a department meeting. Team members are also encouraged to volunteer within their communities and serve in leadership roles.

**Over calendar years  
2023 and 2024:**



Read more about our commitment to our communities [here](#).

**Supporting Hurricane Relief Efforts**

In the aftermaths of powerful Hurricanes Helene and Milton in 2024, we pledged \$50,000 to support the efforts of three relief organizations working to help our communities affected by these storms. Providing monetary support to nonprofit organizations that directly help our communities in times of need is just one of the ways we give back.

**\$30,000**



**\$10,000**



**\$10,000**



INVESTING IN OUR COMMUNITIES

A few of our many volunteer and donation opportunities are highlighted below:



In 2024, our annual **Caring is Always in Season campaign** focused on collecting Toys for Tots, non-perishable food items and new or gently-used coats. At the end of the campaign, which runs annually from November to December, we were able to donate 1,234 new toys or books, approximately 90 coats and 370 non-perishable food items. The campaign extends across the organization to all employees, regardless of work location.



The completion of our expansion to Somerset County, Maryland, in 2021 facilitated natural gas availability for the first time to that county, including providing service to the **University of Maryland Eastern Shore**. In 2023, we committed to contributing \$50,000 to support a new School of Pharmacy building at the university.



During 2023 and 2024, our employees participated in two Framing Frenzy events for **Central Delaware Habitat for Humanity**, which we have supported for a number of years. Working alongside other volunteers and future homeowners, we helped construct the frames of three homes. We are also long-term supporters of **United Way** chapters in our service territories, donating \$81,000 over 2023-2024, and participated in the Orrville, Ohio, chapter's **Day of Caring**, which brings together volunteers and local businesses to provide short-term, project-focused volunteer service to nonprofit and public organizations.



We continue our long-standing relationship with **The Nature Conservancy** (TNC), both through employee volunteerism, and corporate donations. Over 2023-2024, we donated a total of \$100,000 to two state TNC chapters in our service territories and participated in tree planting, vegetation clearing and cleanup events.



INVESTING IN OUR COMMUNITIES

Our ERGs also help fulfill our commitment to bettering our communities:



Our DiverseAbilities ERG coordinates employee volunteers for the multistate **Tim Tebow Foundation’s Night to Shine**, an annual prom event for individuals with special needs. The event’s 10th anniversary was held in 2024. Our HOPE ERG also has an annual campaign to collect socks for senior citizens in the communities we serve.

Our Veterans Resource Group ERG coordinates donations and employee volunteer efforts for **Wreaths Across America**, a nonprofit organization established to honor the sacrifices of those who have served our country and teach the next generation about the value of freedom. Chesapeake Utilities, through the Veterans Resource Group, offers a dollar-for-dollar match of wreaths purchased by our employees.



Our **Aspiring Scholars program** is a long-standing scholarship program open to children of our employees who are graduating high school seniors. In 2024, we awarded 16 recipients scholarships totaling approximately \$30,000. **Additionally, two scholarship opportunities are administered through our ERGs**—the Black Employee Network (BEN) ERG and the Women in Energy (WIE) ERG. For three consecutive years, BEN has awarded three scholarships in honor of Black History Month. The scholarships are open to graduating high school seniors and students who reside in our service territories. In 2024, WIE initiated the Women in Energy STEM award, a scholarship for a female applicant studying in a STEM field.

GIVINGTUESDAY



While Giving Tuesday, a global generosity movement, occurs year-round, the annual celebration on the Tuesday after Thanksgiving provides a special opportunity to provide additional support to families and communities in need. During the 2024 holiday period, Chesapeake Utilities donated **\$50,000** to food banks, food pantries and soup kitchens in our service territories to help replenish the items that have so generously been given to families and communities throughout the year. We also donated benches made of our recycled pipe to one of the Food Bank of Delaware’s locations. We have a long-standing donation and volunteering relationship with these organizations—in 2024 alone, our team members contributed **approximately 1,000 hours in community service to the organizations shown above.**

“*Thank you again for caring so deeply about others in our community. We remain grateful and extend our best wishes for your continued good health and prosperity.*”  
- Jamie Reynolds, BSN; President and CEO; Barnabas Center

HIGHLIGHT — REACHING MILESTONES WITH OUR LONG-STANDING ENERGY AFFORDABILITY AND EFFICIENCY PROGRAMS

Celebrating 40 Years of Customer-Focused Programs

SHARING and Energy Conservation Programs reach impressive milestones

2023—SHARING turns 40



Our Chesapeake Utilities Corporation SHARING Fund, established in 1983, provides assistance to help our natural gas and propane customers on the Delmarva Peninsula facing financial hardships pay their energy bills. Donations to the fund are received from Chesapeake Utilities, our employees, our customers and the community.

SHARING grants are available to eligible customers of Chesapeake Utilities and Sharp Energy; providing financial assistance for heating bills, appliance purchases or repairs and energy efficiency measures. **Over the past 20 years, approximately \$820,000 in grants have been distributed through the SHARING program.**

2024—Energy Conservation Program turns 40

Our Energy Conservation Program (ECP), which offers rebates, assistance and energy usage tips, has been offered to customers in our Florida service territories since 1984. Rebates are open to our natural gas and electric residential and commercial customers and help offset the cost of making energy-efficiency upgrades. On-site home energy checkups, which provide energy-use analysis and personalized energy use and sustainability information, are also offered through the program, at no additional cost to the customer. **In 2023 and 2024, the program processed nearly 36,300 rebates worth \$13.2 million.**<sup>1</sup>

1/ 2023 and 2024 statistics shown include both Florida Public Utilities and Florida City Gas

MAKING A DIFFERENCE

Partnering with customers to help others in need



For the **8th consecutive year**, employees at our Sharp Energy location in Dover, Delaware, participated in the ‘Stuff the Bus’ event, in which a Sharp AutoGas-powered Delaware Transit Corporation (DART) paratransit bus is ‘stuffed’ with food donations to benefit the Food Bank of Delaware.

“*Stuff the Bus is a great event; it feels really good to be a part of the program. At Sharp Energy, we love giving back to our community. Not only are we helping families in need, but we also use the opportunity to team build. It’s an exceptional event, and we had a blast doing it.*”

- Jason Fitchett, district manager at Sharp Energy, Dover



# Working for the betterment of the communities in which we work and live

**Providing excellent customer service is important to us.** When our customers, both externally and internally, feel they are heard and listened to, can engage in open and honest dialogue with us, and know they will receive consistent and timely communications from us, this fosters trust and increases transparency and accountability. And because most of our employees live within our service areas, many are customers, too, and we receive valuable feedback from them as well.

**Our service excellence strategy forms the blueprint for achieving this goal.** We strive to make providing excellent service, both externally and internally, our identity. Between 2010 and 2023, **we have doubled the Company three times**, and we anticipate sustaining this growth trajectory — as evidenced by our long-term guidance — furthering our expansion goals, broadening our footprint and continuing to grow our customer base. To do this, we are synergizing our efforts, aligning our goals and amplifying the impact of our service across every touchpoint.

***Our goal is to achieve industry top-quartile customer service performance by 2027.***

## Our Service Excellence Strategy Key Drivers of Success

### Service Satisfaction

- ▶ Safety and Reliability
- ▶ Billing and Payment
- ▶ Customer and Field Service

### Brand Trust

- ▶ Customer Focus
- ▶ Company Reputation
- ▶ Communications Effectiveness

- ▶ Reliable Quality
- ▶ Community Support
- ▶ Environmental Dedication

### Product Experience

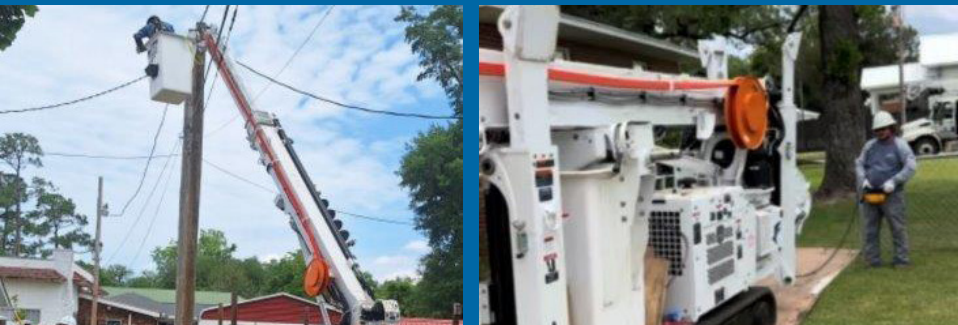
- ▶ Design Features
- ▶ Benefit Awareness
- ▶ Usage Performance

In 2025, we plan to utilize a nationally-recognized data analytics and advisory firm to conduct customer experience surveys across our regulated customer base. The results of that survey, coupled with other relevant data points, will help inform additional actions to undertake to achieve our goal. We also plan to fully incorporate our unregulated customers into our customer care organization so we successfully implement a single company customer experience focus across the organization.

## Service Excellence in Action

Technological advances in equipment that allow the job to be done more safely, more efficiently and with less interruption to our customers and communities fully align with our service excellence strategy and our commitments to our employees, our customers and our communities. In early 2024, we acquired two new pieces of equipment for our electric distribution operations that accomplish that.

The “BackYard Machine” is designed to access job sites that are difficult to get to with conventional bucket trucks. They fold up into towable pieces of equipment and run on tracks on location. The machines can fit through a 4-foot gate, which makes them ideal for accessing customer backyards and other tight areas, and can be used to install or pull poles and do bucket work on a 40-45 foot pole. In addition to day-to-day operations, the equipment also plays an important role in storm restoration and cleanup efforts.



INVESTING FOR OUR CUSTOMERS

**We are implementing technology to facilitate providing the best customer service.** In June 2023, we announced a partnership with SAP and IBM to improve our customer experience by implementing a new customer information system platform. In August 2024, the project, named 1CX (One Customer Experience) — the largest technology project in our Company’s history— went live, supporting our regulated customer base across Delaware, Maryland and Florida and standardizing processes by consolidating multiple legacy customer information platforms.

*Best-in-class customer service, accessible technology and continuous improvement are core elements of our customer care strategy*

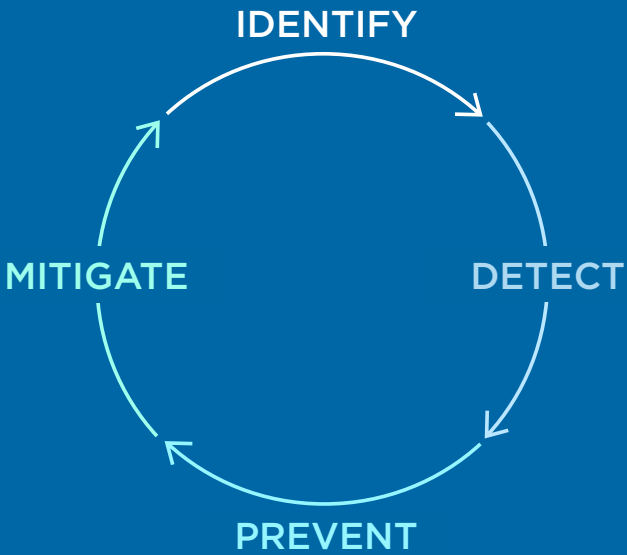
**The successful implementation of the 1CX project established a business technology platform which we will continue to build upon.** Our investments in transformative technologies are a strategic move toward a more efficient, data-driven and customer-centric future by:



- ▶ Standardization of processes and practices in line with best-in-class methods
- ▶ Transforming data into analytics more quickly to help us make better, more informed decisions at a faster pace
- ▶ Improving our ability to attract and retain new talent, supporting our organizational strategies and evolving needs in an ever-changing environment

**In 2025, we anticipate introducing a customer portal and self-service for customers who prefer those options, incorporating Florida City Gas operations and customers into the 1CX platform and embarking on an SAP project to transform our employee and accounting information systems.**

Protecting Customer Information



We remain steadfast in our commitment to safely and securely collecting, storing and protecting consumer data. Our 1CX platform includes platform includes stringent security measures, data encryption, role-based access controls and compliance with industry regulations. We also continue to conduct annual identify theft training for all employees who come into contact with personally-identifiable information.

Phishing campaigns continue to be conducted routinely, prompting continual awareness of the threat bad actors could impose.



RECOGNITIONS OF OUR VALUE-DRIVEN CULTURE

The initiatives discussed within this report, as well as those in prior sustainability reports, directly support our values of care, integrity and excellence. Living by our values day-in and day-out shines through, not only in the financial success of the Company but also in the international, national, regional and local recognitions we receive. Our strong foundation enables us to meet our commitments to employees, customers and our communities.

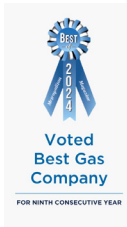


For the second consecutive year, named a 2024 Champion of Board Diversity by The Forum of Executive Women, an award that honors top public companies in the Philadelphia region with boards comprised of at least 30% women.



For the fifth consecutive year, received 2024 Stars of Delaware awards by the Delaware State News. Chesapeake Utilities was named Best Energy Provider and Best Company with Over 50 Employees. Sharp Energy was named Best Propane Company and Best Company with 26-50 Employees.

Sharp Energy was named Best of Roanoke-Chowan in the following categories: Best Propane Provider; Best Customer Service; Best Employees; Best Employer/Place to Work.



Sharp Energy Named Best Gas Company by Metropolitan Magazine - 9th consecutive year.



Sharp Energy Named Best Propane Provider by Coastal Style Magazine



FCG named Easiest to do Business With by Escalent



Named Best for Corporate Governance in the United States by World News Media Ltd.'s World Finance, an international publication — Chesapeake Utilities is a two-time award winner, recognizing our commitment to corporate governance practices that advance integrity, transparency and accountability throughout the organization.



Awarded Torch Award for Ethics by Delaware's Better Business Bureau, which honors outstanding ethical business practices and commitment to character, culture, customers and community.



Received two separate awards for our 2023 Black History Month internal and external communications — DE&I Communications Award from Ragan's PR Daily Awards and the Gold Award from American Advertising Federation District 4 Angel Award for Corporate Social Responsibility.



FCG named a 2024 Customer Champion by Escalent, ranking highest among natural gas utilities in the southern region for fostering strong and engaged customer relationships, and second among natural gas companies nationwide. As part of their evaluation, Escalent considered performance in critical areas such as safety and reliability, environmental stewardship and community engagement.

## Having a Positive Impact

Making life better for the people and communities we serve

The commitment we have made to our communities, focused on the betterment of the communities where our employees live and work, helps to enrich lives and livelihoods. Our engaged workforce facilitates our actions on this commitment and the social impacts of our community-focused actions, through donations, volunteerism or capital investments, are a reflection of our extraordinary team members’ commitment to our core values of care, integrity and excellence, as reflected in messages like those below.

“ A special thank you for your generosity for making Leslie’s dream come true. /.../ Your willingness to contribute to her happiness has woven an uplifting chapter into her story, one filled with gratitude and optimism.

- Mariah Almonte; Sunshine Foundation Dream Village



“ On behalf of the Board of Directors and myself, I would like to extend a sincere word of thanks to /.../ Florida Public Utilities for your on-going support of the mission of Riviera Beach Cares Homeless Coalition for Families. /.../ Your generosity makes our work possible. Without it, the families and children we serve would not have a clean, safe place to lay their heads in the time of crisis.

- Terri Ferguson, LCSW; Founder/ Chief Executive Officer; Riviera Beach Village



“ I’m excited because this is something that’s been several years in the making for this farm. But I’m excited about more dairies in our state continuing their sustainability story by adding the energy component. Taking something that would otherwise cause harm in the environment and turning that around to a precious energy source to fuel Florida’s economic engine.

- Ray Hodge; Executive Director United Dairy Farmers of Florida



## Investing in renewable natural gas for a more sustainable future



In October 2024, we held a ribbon-cutting ceremony to mark the official completion of our full-scale RNG facility at Full Circle Dairy in Lee, Florida. A **\$28 million investment**, the facility positively impacts local and regional communities by **capturing and redirecting more than 1,100 metric tons of methane per year**, into a renewable energy source.





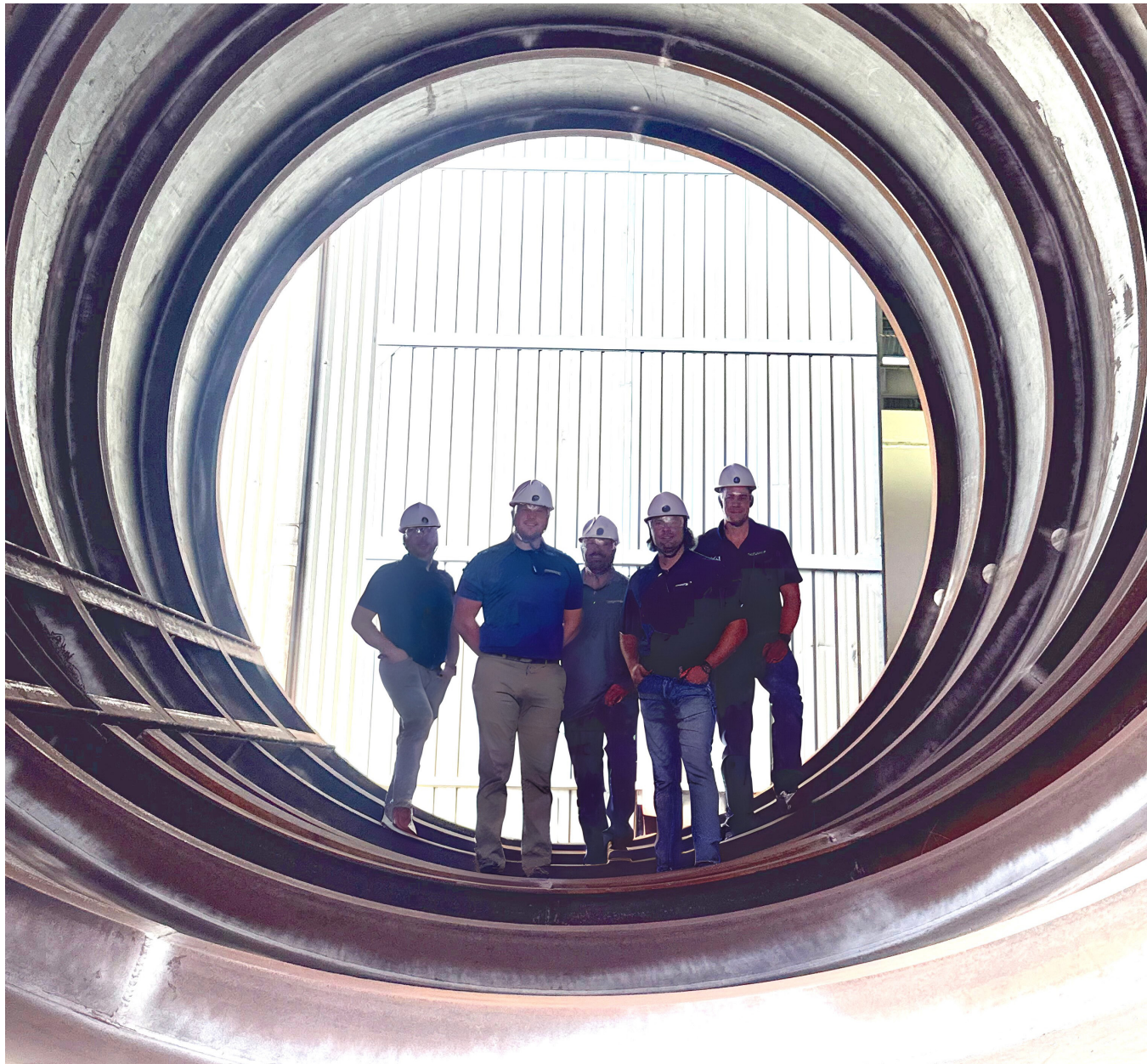
# Forward-Looking Statements



This report is for general informational purposes only, and the information contained herein is not intended to and should not be relied upon with respect to any specific matter or factual circumstance, including investment decisions with respect to Chesapeake Utilities Corporation securities. This report contains certain forward-looking statements, including statements regarding: our goals and commitments to our internal and external stakeholders and sustainability; our strategic planning efforts, including with respect to those strategic initiatives and business transformation opportunities that we may seek and undertake; our ability to provide competitive compensation and other benefits to our employees; our anticipated timing regarding the deployment of training and development opportunities; our efforts regarding succession planning and career advancement opportunities; our supply chain strategy; our expectations regarding our growth trajectory, as well as our goals relative to customer service performance; our expectations regarding our ability to utilize data analytics and advisory firms; our investments in technologies; our commitment to data protection and our intentions, plans, expectations, assumptions and beliefs about our future performance, business strategy, projected plans and objectives. These and other similar statements that do not directly or exclusively relate to historical facts are “forward-looking statements” within the meaning of the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements can typically be identified by the use of forward-looking words, such as “project,” “believe,” “expect,” “anticipate,” “intend,” “plan,” “estimate,” “potential,” “forecast,” “goals,” “target”, “outlook,” “commitment” or other similar words, or future or conditional verbs such as “may,” “will,” “should,” “would” or “could.” You should not place undue reliance on these forward-looking statements, which are not promises or guarantees of future performance. All forward-looking statements made in this report and all subsequent forward-looking statements, whether written or oral and whether made by or on behalf of the Company, are expressly qualified by these cautionary statements. Forward-looking statements speak only as of the date they are made or as of the date indicated, and we do not undertake any obligation to update forward-looking statements as a result of new information, future events or otherwise. In addition to the risks and uncertainties discussed in our annual report on Form 10-K and other reports and filings with the Securities and Exchange Commission, the following important factors, among others, could cause actual future results to differ materially from those expressed in the forward-looking statements: (i) state and federal legislative and regulatory initiatives; (ii) the outcomes of regulatory, environmental and legal matters; (iii) the impact of climate change, including the impact of greenhouse gas emissions or other legislation or regulations intended to address climate change; (iv) changes in environmental and other laws and regulations to which we are subject; (v) changes in the current political environment, including the effects the Presidential administration could have on energy policy, the economy and consumer confidence; (vi) the availability and reliability of adequate technology, including our ability to adapt to technological advances, effectively implement new technologies and manage the related costs; (vii) risks related to tariffs, which are likely to increase the costs of imported materials and equipment, disrupt supply chains, drive economic volatility, and create adverse capital and credit market conditions; (viii) risks related to cyber-attacks or cyber-terrorism that could disrupt our business operations or result in failure of information technology systems or result in the loss or exposure of confidential or sensitive information; (ix) issues relating to the implementation and effective use of technologies to support our business, including artificial intelligence; (x) the ability to successfully execute, manage and integrate a merger, acquisition or divestiture of assets or businesses and (xi) the ability to continue to hire, train and retain appropriately qualified personnel.



Appendix





WORKFORCE COMPOSITION

2024 Company Composition Statistics <sup>1</sup>

1,200+ Chesapeake Utilities Employees

Minorities in the Workplace



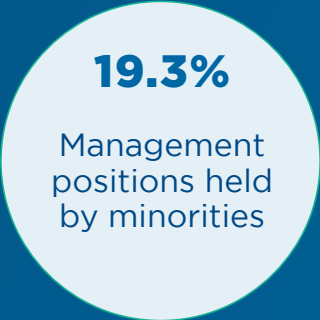
Women in the Workplace



Generations in the Workplace



Major Age Group in the Workplace



1/ Figures shown represent all employee types (for example, full time, part time, seasonal, etc.) as of December 31, 2024 or within 2024, as applicable.

# Year-End 2024

The table below represents the demographic overview of our regular, full-time workforce for the **year ending Dec. 31, 2024**. The data aligns with our annual EEO-1 report.

			NON-HISPANIC OR LATINO												
	HISPANIC OR LATINO		MALE						FEMALE						
Job Categories	Male	Female	White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaskan Native	Two or More Races	White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaskan Native	Two or More Races	Overall Totals
Executives / Sr Officials & Managers	0	0	11	2	0	1	0	0	8	0	0	0	0	0	22
First / Mid Officials & Managers	10	3	99	7	0	1	0	4	35	3	0	1	0	0	163
Professionals	13	9	89	13	1	5	2	3	67	17	0	4	1	5	229
Technicians	31	0	181	24	1	2	1	6	9	1	0	0	0	1	257
Sales Workers	2	3	17	2	0	0	0	0	5	1	0	0	0	0	30
Administrative Support	8	21	25	10	0	1	1	2	137	35	0	3	1	1	245
Craft Workers	38	0	95	31	2	1	1	2	3	0	0	0	0	0	173
Operatives	8	0	71	18	0	1	0	2	3	0	0	0	0	0	103
Laborers & Helpers	0	0	3	1	0	0	0	0	0	0	0	0	0	0	4
TOTAL	110	36	591	108	4	12	5	19	267	57	0	8	2	7	1226

We strive to conform to ADA guidelines to ensure accessibility for all users. If you experience issues filling out or submitting this form, please contact us at [accessibility@chpk.com](mailto:accessibility@chpk.com) for assistance.