

NOVA SCOTIA ENERGY BOARD

IN THE MATTER OF: *The Public Utilities Act*, R.S.N.S. 1989, c.380, as amended

IN THE MATTER OF: **Nova Scotia Power Inc.** Nova Scotia Power Incorporated –
Affiliate Code of Conduct Report for 2025.

INFORMATION REQUESTS
(NON-CONFIDENTIAL)

To: **Kathleen Murray**
Regulatory Counsel
Nova Scotia Power, Inc. (NS Power)

From: Small Business Advocate

Responses Due: September 14, 2026

Copies: 1 electronic copy (PDF searchable)

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Issued at Bedford, Nova Scotia on this 24th day of August, 2026

Request IR-1:

Refer to M12883, Exhibit N-1, NS Power 2025 Affiliate Code of Conduct Report, dated May 28, 2026, (the “2025 ACofC Report”), Appendix G, All Employees Transfers to/from NSP from Jan 1, 2025 to Dec 31, 2025, page 1 of 1, that includes the transfer of two employees whose previous positions were Director, WAM project, at NSP and Emera Inc. (EMA), respectively, as shown below.

REDACTED (CONFIDENTIAL INFORMATION REMOVED)							
2025 Affiliate Code of Conduct Report Appendix G Page 1 of 1							
All employee transfers to/from NSP from Jan 1, 2025 to Dec 31, 2025							
Transfer Date	Previous Affiliate	Previous Position	Current Affiliate	Current Position	Reason for Transfer	Hire Date	Yrs of Service
2025-06-20	NSP	Director, WAM Project	EMA	Director, WAM Project	Transfer to Affiliate	2015-06-29	10.00
2025-07-18	Emera	Director, WAM Project	NS Power	Sr Director Bus Transformation	Transfer to Affiliate	2015-06-29	10.10

- Please explain what is meant by WAM in this report and for IT versus other capital work streams that may be involved.
- Based on this extraction from Appendix G, is it reasonable to infer that NS Power relinquished significant expertise in IT WAM to EMA?
- Has NSP hired a new Director, WAM Project? What is their level of experience/years of experience?
- Will the newly transferred Sr. Director Bus Transformation be involved in or have responsibility for IT WAM projects, including those listed below?
 - M12743 C0068714 IT - Identity and Access Management, \$6,756,522
 - M12619 C00611443 IT – WAM Capital Enhancement Routine, \$1,625,040
- Will this employee be involved with the program of recovery from the 2025 Cyber Security event? If so, please explain their role.
- Please refer to the transfers listed in Appendix G that shows the transfer of an NSPML employee who held the position “Co-op Developer” on January 15, 2025 to NS Power into the position of “Solution Developer” and explain the difference between these two positions?
- For the July 18, 2025 transfer of an Emera employee who held the position of “Dir. Cyber Security Governance” into the position of “Director, Information Security” at NSP:
 - Is this transfer to NS Power into a full-time permanent position or is it a secondment from Emera? If a secondment, for how long?
 - Will this transferred employee be assigned to direct the program of recovery from the Cyber Security event?
- Does the transfer of a NS Power employee previously holding the position of “Director, Information Security” into the position of “Dir. Cyber Security Governance” at Emera, represent a loss to NSP of expertise considering that the transferred employee had 7.10 years of experience at the date of transfer when compared with the transfer from Emera to

1 NS Power of an employee holding the same position (Director, Information Security) at
2 Emera but bringing with them to NS Power only 3.4 years of experience?

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4 **Request IR-2:**

5 Based on the results shown in Appendix B 2025 NS Power Corporate Scorecard, Pages 1-3 of 3:

- 6
7 a) Did NS Power's management recommend an incentive payout to all employees? If not,
8 what employees (by role, level or section) were recommended to receive an incentive
9 payout.
10 b) What areas reviewed in the 2025 Balanced Scorecard Results reveal areas for
11 improvement?
12 c) Of those areas determined to require improvement, which relate to customer service
13 improvements and what is NS Power's plan to achieve these goals?
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