

# ESG Performance

All 2020 data is as of December 31, 2020, unless otherwise indicated

	2020	2019	2018	2017	2016	GRI & SASB Disclosures
<b>ENVIRONMENT</b>						
Carbon dioxide emissions (tCO <sub>2</sub> ) <sup>1</sup>	<b>15,349,492</b>	16,029,325	20,835,297	21,225,016	23,113,155	305-1 IF-EU-110A.1
CO <sub>2</sub> intensity (tCO <sub>2</sub> /MWh of total sales) <sup>1</sup>	<b>0.49</b>	0.48	0.53	0.57	0.62	305-4
Reduction in CO <sub>2</sub> emissions since 2005 <sup>1</sup>	<b>39%</b>	36%	25%	24%	17%	305-5
NO <sub>x</sub> emissions (t)	<b>21,071</b>	22,189	22,697	24,105	25,298	305-7 IF-EU-120A.1
SO <sub>2</sub> emissions (t)	<b>62,363</b>	62,818	78,669	81,521	81,343	305-7 IF-EU-120A.1
Installed generation capacity (MW)	<b>9,335</b>	9,156	10,264	10,122	9,588	EU1
Installed renewable capacity (MW)	<b>1,262</b>	1,107	832	696	657	EU1
<b>SAFETY</b>						
Occupational Safety and Health Administration (OSHA) Injury Rate <sup>2</sup>	<b>0.81</b>	1.08	1.29	1.49	1.90	403-9 IF-EU-320A.1
Lost Time Injury (LTI) Frequency Rate <sup>2</sup>	<b>0.28</b>	0.41	0.35	0.42	0.58	403-9
Employee fatalities	<b>0</b>	0	0	1	0	403-9 IF-EU-320A.1
Contractor fatalities	<b>1</b>	0	0	5	1	403-9
Proactive Rate (PAIR) <sup>3</sup>	<b>237</b>	295	257	271	278	IF-EU-320A.1

1 We are reporting on our CO<sub>2</sub> emissions, CO<sub>2</sub> intensity and CO<sub>2</sub> emissions reduction since 2005 in this year's Performance Table to align with our Climate Commitment, which focuses on our efforts to reduce our CO<sub>2</sub> emissions.

2 The injury and incident rates are industry standard calculations based on 200,000 person hours of work. There was a 25 per cent reduction in the OSHA injury rates from 2019. There was a 32 per cent reduction in the LTI Rate from 2019.

3 PAIR is the number of proactive reports per 100 employees.

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<b>TEAM</b>						
Number of employees	7,100	7,300	7,500	7,500	7,400	102-8
Employee turnover rate	5.2%	6.8%	7.5%	5.9%	6.8%	401-1
Women in workforce	30%	30%	29%	28%	28%	405-1
Percentage of all employees that identify as minorities <sup>4,5</sup>	23%	-	-	-	-	405-1
Percentage of employees that are veterans (US only)	14%	-	-	-	-	405-1
Women on Emera's senior leadership team <sup>6</sup>	34% (41% at Emera Inc.)	34% (43% at Emera Inc.) <sup>7</sup>	33% (43% at Emera Inc.)	39% (Emera Inc. only)	39% (Emera Inc. only)	405-1
Percentage of management <sup>8</sup> and senior leadership that identify as minorities <sup>4,5,6</sup>	15%	-	-	-	-	405-1
Employee engagement rate <sup>9</sup>	Employee survey postponed in 2020 due to COVID-19. The 2021 survey was conducted in April and May.	-	83%	-	74%	
Employer of Choice	Canada's Top 100 Employer for 3rd consecutive year; One of Canada's top 100 employers for youth	Canada's Best Employers (Forbes); Canada's Top 100 Employers; Atlantic Canada's Top Employers; Nova Scotia's Top Employers	Canada's Best Employers (Forbes); Atlantic Canada's Top Employers; Nova Scotia's Top Employers	Canada's Best Employers (Forbes)	Halifax's Best Large Business Co-op Student Employer (Halifax Partnership Game Changers)	

4 The term "minority" is based on the local definition in each of the jurisdictions where we operate.

5 In addition to the self-identification data gathered from employees in the US and Caribbean, in 2020 we also began gathering self-identification data from our teams in Canada on a voluntary basis. As of December 31, 2020, 55 per cent of Canadian employees had participated.

6 Senior leadership is defined as director level and above.

7 The 2019 percentage for Emera Inc. was updated from 38 per cent to 43 per cent following a data review.

8 Management is defined as supervisors, managers and senior managers.

9 The employee engagement survey is conducted every two years.

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<b>CUSTOMERS AND RELIABILITY</b>						
Number of customers	<b>1,509,000 (Electric) 966,000 (Gas)</b>	1,646,000 (Electric) 940,000 (Gas)	1,617,559 (Electric) 921,705 (Gas)	1,573,659 (Electric) 902,553 (Gas)	1,584,956 (Electric) 895,914 (Gas)	IF-EU-000.A IF-GU-000.A
SAIDI (System Average Interruption Duration Index) (including significant weather event days) <sup>10</sup>	<b>4.01</b>	18.53	8.37	13.82	7.50	IF-EU-550A.2
SAIDI (excluding significant weather event days) <sup>10</sup>	<b>2.60</b>	3.49	3.25	2.80	3.65	IF-EU-550A.2
SAIFI (System Average Interruption Frequency Index) (including significant weather event days) <sup>10</sup>	<b>2.44</b>	3.44	3.48	3.04	3.04	IF-EU-550A.2
SAIFI (excluding significant weather event days) <sup>10</sup>	<b>2.03</b>	2.30	2.40	2.20	2.43	IF-EU-550A.2
Number of reportable cybersecurity breaches <sup>11</sup>	<b>0</b>	0	0	0	0	IF-EU-550A.1
Number of smart meters installed (electric utilities)	<b>1,100,000</b>	535,000	287,000	209,000	-	IF-EU-420A.2
<b>RELATIONSHIPS</b>						
Community investment (millions of CAD) <sup>12</sup>	<b>\$16.0</b>	\$13.4	\$18.7	\$18.1	\$8.4	
Employee volunteerism (hours) <sup>13</sup>	<b>40,470</b>	42,800	38,400	32,000	15,000	
Economic value distributed (billions of CAD)	<b>\$4.8</b>	\$5.1	\$5.3	\$5.1	\$4.1	201-1

10 Based on the IEEE Standard 1366-2012, which includes the beta method for calculating major event days.

11 Emera is required to comply with rules and standards relating to cybersecurity and information technology, including those mandated by bodies such as the North American Electric Reliability Corporation and the Northeast Power Coordinating Council.

12 Community investment totals in 2018 and 2017 included one-time, large contributions to innovation-based partnerships such as the Emera ideaHUB at Dalhousie University in Nova Scotia, the Emera Innovation Exchange at Memorial University in Newfoundland and Labrador, and the Emera NB Power Research Centre for Smart Grid Technologies at the University of New Brunswick.

13 Based on hours submitted to employee volunteer programs in our businesses, such as Good Neighbour.

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<b>CORPORATE GOVERNANCE</b>						
Independent directors on Emera Board	<b>82% (9/11)</b>	83% (10/12)	83% (10/12)	83% (10/12)	92% (11/12)	
Women on Emera’s Board of Directors	<b>36%</b>	33%	33%	31%	33%	405-1
Percentage of Emera Inc. board directors that identify as minorities <sup>4</sup>	<b>0%<sup>14</sup></b>	-	-	-	-	405-1
Average age of directors	<b>63</b>	63	63	63	63	
Average tenure of directors (years)	<b>6.3</b>	5.7	6.3	7.4	6.5	
Operating company board independence	The boards of all our regulated operating companies include independent local directors, and almost all of these boards are comprised of a majority of independent directors. We believe independent directors add an important level of governance and perspective for the communities we serve.					
Risk management	The Board takes a comprehensive and multi-faceted approach to risk oversight. The Board oversees management’s approach to addressing Emera’s Environmental, Social and Governance (ESG) impacts, risks and opportunities that are most important to its business performance and to key stakeholders.					
Board and director performance	The Board assesses its effectiveness annually to find ways to improve its performance. It voluntarily discloses the assessment outcome each year, as well as the action plan to address findings, in the company’s Management Information Circular each year.					
Director share ownership	Directors are required to own a combination of Emera common shares and deferred share units with a market value of three times the annual board retainer.					
Shareholder engagement	Emera is committed to open communication with shareholders and has a robust shareholder engagement program. This includes regular meetings with investors, investor events and presentations, quarterly analyst calls, mailouts and notifications. Our Annual General Meeting is also a significant opportunity to engage with shareholders, including through our annual “say on pay” advisory votes.					
Succession planning	The Board is focused on director/senior executive succession to ensure the right leadership for Emera into the future.					
Policies and protocols	Emera’s governance policies and tools are broad, covering all critical aspects of our business. These include our Code of Conduct, Respectful Workplace Policy and Procedure, Safety Management System, Environmental Management System, ethics hotline, Disclosure Policy, Conflict of Interest protocol, Crisis Management Team Charter and Crisis Management protocols, Cybersecurity protocols, pandemic protocols, Board of Directors Charter and Procurement Policy Guidelines.					

<sup>14</sup> While the Board currently has no members who identify as Indigenous, as a member of a visible minority or as a person with a disability, the Company is focused on establishing and maintaining a board with a diverse mix of experience, skills and backgrounds. See page 36, on Board Diversity, in Emera’s [Management Information Circular 2021](#) for more information.