

ESG Performance

All 2022 data is as of December 31, 2022, unless otherwise stated.

	2022	2021	2020	2019	2018	GRI and SASB Disclosures
ENVIRONMENT						
Carbon dioxide emissions (ktCO ₂)	14,676	15,308	15,349	16,029	20,835	305-1 IF-EU-110A.1
CO ₂ intensity (tCO ₂ /MWh of total sales)	0.45	0.48	0.49	0.48	0.53	305-4
Reduction in CO ₂ emissions since 2005	41%	39%	39%	36%	25%	305-5
NO _x emissions (kt)	17.9	23.3	21.1	22.2	22.7	305-7 IF-EU-120A.1
SO ₂ emissions (kt)	61.5	63.5	62.4	62.8	78.7	305-7 IF-EU-120A.1
Installed generation capacity (MW)	10,034	9,784	9,335	9,156	10,264	IF-EU-000.D
Installed renewable capacity (MW)	1,654¹	1,365	1,262	1,107	832	IF-EU-000.D
SAFETY						
Occupational Safety and Health Administration (OSHA) Injury Rate ²	1.05	1.06	0.81	1.08	1.29	403-9 IF-EU-320A.1
Lost Time Injury Frequency Rate ²	0.30	0.36	0.28	0.41	0.35	403-9
Employee fatalities	1	0	0	0	0	403-9 IF-EU-320A.1
Contractor fatalities	0	2	1	0	0	403-9
Proactive Rate (PAIR) ³	186	234	237	295	257	IF-EU-320A.1

1 In addition to our own capacity, we had contractual arrangements in 2022 with third-party providers who provided us with access to an additional 680 MW worth of capacity (450 MW of wind, 80 MW of solar and 150 MW of hydroelectricity via the Maritime Link).

2 The injury and incident rates are industry standard calculations based on 200,000 person hours of work. The 2022 OSHA Injury Rate is a 10 per cent improvement over the five-year average of 1.15. The 2021 Lost Time Injury Frequency Rate is equal to the five-year average.

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

	2022	2021	2020	2019	2018	GRI and SASB Disclosures
TEAM						
Number of employees	7,100	7,100	7,100	7,300	7,500	2-7
Employee turnover rate	10.2%	7.7%	5.2%	6.8%	7.5%	401-1
Percentage of women in our workforce (all employees)	29%	30%	30%	30%	29%	405-1
Percentage of employees that identify as visible minorities (US) ⁴	42%	-	-	-	-	405-1
Percentage of employees that identify as visible minorities (Canada) ⁴	7%	-	-	-	-	405-1
Percentage of employees that identify as underrepresented (US) ⁵	17%	-	-	-	-	405-1
Percentage of employees that identify as underrepresented (Canada) ⁵	5%	-	-	-	-	405-1
Percentage of leaders in the workforce that identify as visible minorities (US) ⁶	32%	-	-	-	-	405-1
Percentage of leaders in the workforce that identify as visible minorities (Canada) ⁶	8%	-	-	-	-	405-1
Percentage of women on Emera's senior leadership team ⁷	36% (45% at Emera Inc.)	34% (45% at Emera Inc.)	34% (41% at Emera Inc.)	34% (43% at Emera Inc.)	33% (43% at Emera Inc.)	405-1
Employee Engagement Rate ⁸	Employee survey taking place in spring 2023	83%	Employee survey postponed in 2020 due to COVID-19	-	81%	-
Employer of Choice	Canada's Top 100 Employers; Canada's Top Employers for Young People; Atlantic Canada's Top Employers; Nova Scotia's Top Employers	Canada's Top 100 Employers; Canada's Top Employers for Young People; Atlantic Canada's Top Employers; Nova Scotia's Top Employers	Canada's Top 100 Employers; Canada's Top Employers for Young People	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	-

4 We have updated our performance indicator this year from all employees to provide a breakdown in our US and Canadian operations. In the US, "visible minorities" includes American Indian, Alaskan Native, Asian, Black or African American, Hispanic, Latino, Native Hawaiian or Other Pacific Islander, or two or more races. We operate in Florida and New Mexico, where visible minorities account for approximately 50 per cent and 70 per cent of the population, respectively (US Census Bureau, 2021). In Canada, "visible minorities" includes Indigenous, Mi'kmaq, African, African Nova Scotian, East Asian, South Asian, Southeast Asian, West Asian/Arab, Latin or Other. We operate in Nova Scotia, New Brunswick, and Newfoundland and Labrador, where visible minorities represent 10 per cent, six per cent and three per cent of the population, respectively (Statistics Canada, 2021). In addition to the self-identification data gathered from employees in the US, in 2020 we began gathering voluntary self-identification data from our teams in Canada. As of December 31, 2022, 62 per cent of Canadian employees had participated. Our self-identification survey in Canada is voluntary, and, as a result, we may be underreporting the percentage of employees who identify as visible minorities due to incomplete participation.

5 We have updated our performance indicator this year from all employees to provide a breakdown in our US and Canadian operations. In the US, "underrepresented" includes veterans and persons having a disability. In Canada, "underrepresented" includes members of the 2SLGBTQ+ community and persons having a disability. In addition to the self-identification data gathered from employees in the US, in 2020 we began gathering voluntary self-identification data from our teams in Canada. As of December 31, 2022, 62 per cent of Canadian employees had participated. Our self-identification survey in Canada is voluntary, and as a result, we may be underreporting the percentage of employees who identify as underrepresented due to incomplete participation.

6 Leaders are defined as managers, Directors and above. We have updated our performance indicator to provide a breakdown in our US and Canadian operations. In the US, "visible minorities" includes American Indian, Alaskan Native, Asian, Black or African American, Hispanic, Latino, Native Hawaiian or Other Pacific Islander, or two or more races. We operate in Florida and New Mexico, where visible minorities account for approximately 50 per cent and 70 per cent of the population, respectively (US Census Bureau, 2021). In Canada, "visible minorities" includes Indigenous, Mi'kmaq, African, African Nova Scotian, East Asian, South Asian, Southeast Asian, West Asian/Arab, Latin or Other. We operate in Nova Scotia, New Brunswick, and Newfoundland and Labrador, where visible minorities represent 10 per cent, six per cent and three per cent of the population, respectively (Statistics Canada, 2021). In addition to the self-identification data gathered from employees in the US, in 2020 we began gathering voluntary self-identification data from our teams in Canada. As of December 31, 2022, 62 per cent of Canadian employees had participated. Our self-identification survey in Canada is voluntary, and, as a result, we may be underreporting the percentage of employees who identify as visible minorities due to incomplete participation.

7 Senior leadership is defined as Director level and above.

8 The Employee Engagement Survey is conducted every two years.

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CUSTOMERS AND RELIABILITY						
Number of customers	1,547,861 (Electric) 1,013,457 (Gas)	1,530,000 (Electric) 990,000 (Gas)	1,509,000 (Electric) 966,000 (Gas)	1,646,000 (Electric) 940,000 (Gas)	1,617,559 (Electric) 921,705 (Gas)	IF-EU-000.A IF-GU-000.A
SAIDI (System Average Interruption Duration Index) (including significant weather event days) ⁹	37.2	4.98	4.01	18.53	8.37	IF-EU-550A.2
SAIDI (excluding significant weather event days) ⁹	2.97	3.16	2.60	3.49	3.25	IF-EU-550A.2
SAIFI (System Average Interruption Frequency Index) (including significant weather event days) ⁹	4.05	2.76	2.44	3.44	3.48	IF-EU-550A.2
SAIFI (excluding significant weather event days) ⁹	1.95	2.19	2.03	2.30	2.40	IF-EU-550A.2
Number of reportable cybersecurity breaches ¹⁰	0	0	0	0	0	IF-EU-550A.1
Number of smart meters installed (electric utilities)	1,536,580	~1,400,000	1,100,000	535,000	287,000	IF-EU-420A.2
RELATIONSHIPS						
Community investment (millions of CAD)	\$18^{11, 12}	\$13	\$16	\$13.4	\$18.7	-
Employee volunteerism (hours) ¹³	31,532	34,750	40,470	42,800	38,400	-
Economic value distributed (billions of CAD)	\$6.5	\$5.3	\$4.8	\$5.1	\$5.3	201-1

9 Based on the IEEE Standard 1366-2012, which uses the beta method for calculating major event days. Note: There is inherent variability in Emera's SAIDI and SAIFI all-in metrics, which can be highly impacted by storms and other severe weather conditions. In 2022, these metrics were significantly impacted by a larger number of severe weather events, particularly Hurricane Ian and Post-Tropical Storm Fiona.

10 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 Transportation Security Administration (TSA).

11 Emera's Community Investment Program was formally audited in 2022 by the London Benchmarking Group (LBG). The LBG Model is the recognized global standard for managing, measuring and reporting community investment, helping companies ensure credibility and accountability in the disclosure of the value of community investment.

12 Includes a one-time, \$5 million USD contribution to the University of South Florida to establish the TECO Clean Energy Research Center.

13 During business hours and self-reported by employees.

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CORPORATE GOVERNANCE						
Independent Directors on Emera Board	92% ¹⁴	82%	82%	83%	83%	-
Women on Emera's Board of Directors	42% ¹⁵	36%	36%	33%	33%	405-1
Percentage of Emera Inc. Board that identify as diverse	17% ¹⁶	-	-	-	-	405-1
Average age of Directors	64	64	63	63	63	-
Average tenure of Directors (years)	6.8	6.7	6.3	5.7	6.3	-

Operating company board independence	Operating company boards are comprised of Emera leadership and independent local directors. We believe independent directors add an important level of governance and perspective for the communities we serve. The boards of all our regulated operating companies include independent directors. The boards of our four largest utilities (Nova Scotia Power, Tampa Electric, Peoples Gas and New Mexico Gas) are comprised of a majority of independent directors, and many of our smaller operating companies have independent directors on their boards.
Risk management	The Board takes a comprehensive and multi-faceted approach to risk oversight. The Risk and Sustainability Committee of 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 highlights of the assessment findings each year, as well as the areas of future focus to address these findings, in the company's Management Information Circular.
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, Anti-Corruption Compliance Program and Policy, Respectful Workplace Policy and Procedure, Safety Management System and Occupational Safety and Health Policy, Environmental Management System and Environmental Policy, ethics hotline, Disclosure Policy, Conflict of Interest Protocol and Policy, Crisis Management Team Charter and Crisis Management Protocols, Cybersecurity Protocols, Pandemic Protocols, Third-Party Risk Management Policy, Board of Directors Charter, Audit Committee Charter, Health, Safety and Environmental Committee Charter, Nominating and Corporate Governance Committee Charter, Management Resources and Compensation Committee Charter, Risk and Sustainability Committee Charter, Board Diversity Policy, Sustainability Management Committee Charter, and Procurement Policy Guidelines.

¹⁴ Eleven out of 12 Directors were independent in 2022.

¹⁵ Five out of 12 Directors were women in 2022. As of our Annual Meeting of Shareholders held May 24, 2023, 45 per cent (five out of 11) of Emera Director nominees to the Board are women, including our Chair.

¹⁶ Two out of 12 Directors were diverse in 2022. Diverse is defined as having Indigenous heritage, ethnic, racial or visible minority status, a disability or other diversity characteristics apart from gender. As of May 24, 2023, one Director nominee identifies as having an ethnic, racial or visible minority status and one Director nominee identifies as a member of the 2SLGBTQ+ community.