ESG Performance

All 2019 data is as of December 31, 2019, unless otherwise stated.

	2019	2018	2017	2016	GRI and SASB Disclosures
Environment					
Greenhouse gas (GHG) emissions (tCO$_2$e)	**16,225,197**	21,089,911	21,634,422	23,466,306	305-1 IF-EU-110A.1
GHG intensity (tCO$_2$e/MWh of total sales)	**0.48**	0.53	0.58	0.58	305-4
Reduction in GHG emissions since 2005	**35%**	24%	22%	14%	305-5
NO$_x$ emissions (t)	**22,189**	22,697	24,105	25,298	305-7 IF-EU-120A.1
SO$_2$ emissions (t)	**62,818**	78,669	81,521	81,343	305-7 IF-EU-120A.1
Installed generation capacity (MW)	**9,156**[1]	10,264	10,122	9,588	EU1
Installed renewable capacity (MW)	**1,107**	832	696	657	EU1
Safety					
Occupational Safety and Health Administration (OSHA) Injury Rate[2]	**1.08**	1.29	1.49	1.90	403-9 IF-EU-320A.1
Lost Time Injury Frequency Rate[2]	**0.41**	0.35	0.42	0.58	403-9
Employee fatalities	**0**	0	1	0	403-9 IF-EU-320A.1
Contractor fatalities	**0**	0	5	1	403-9
Proactive Incident Report (PAIR) Rate[2]	**1,108**	852	272	278	IF-EU-320A.1
Team					
Number of employees	**7,300**	7,500	7,500	7,400	102-8
Employee turnover rate[3]	**6.8%**	7.5%	5.9%	6.8%	401-1
Women in workforce	**30%**	29%	28%	28%	405-1
Women on Emera's Senior Leadership team[4]	**38%**	33%	39%	39%	405-1

	2019	2018	2017	2016	GRI and SASB Disclosures
Team (cont.)					
Employee engagement rate[5]	–	83%	–	74%	
Employer of Choice	**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)	
Customers and Reliability					
Number of customers	**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)[6]	**18.53**	8.37	13.82	7.50	EU28, EU29 IF-EU-550A.2
SAIDI (excluding significant weather event days)[6]	**3.49**	3.25	2.80	3.65	EU28, EU29 IF-EU-550A.2
SAIFI (System Average Interruption Frequency Index) (including significant weather event days)[6]	**3.44**	3.48	3.04	3.04	EU28, EU29 IF-EU-550A.2
SAIFI (excluding significant weather event days)[6]	**2.30**	2.40	2.20	2.43	EU28, EU29 IF-EU-550A.2
Number of reportable cybersecurity breaches[7]	**0**	0	0	0	IF-EU-550A.1
Number of smart meters installed (electric utilities)	**535,000**	287,000	209,000	–	IF-EU-420A.2
Relationships					
Community investment (millions of CAD)[8]	**$13.4**	$18.7	$18.1	$8.4	
Employee volunteerism (hours)	**42,800**	38,400	32,000	15,000	
Economic value distributed (billions of CAD)	**$5.1**	$5.3	$5.1	$4.1	201-1

	2019	**2018**	**2017**	**2016**	**GRI and SASB Disclosures**
Corporate Governance					
Independent Directors on Emera Board	**82%**	83%	83%	92%	
Women on Emera's Board of Directors	**33%**	33%	31%	33%	405-1
Average age of Directors	**63**	63	63	63	
Average tenure of Directors (years)	**5.7**	6.3	7.4	6.5	
Operating company board independence	Operating company boards are comprised of Emera leadership and independent local directors. Independent directors are not required, but we believe they add an important level of governance and perspective for the communities we serve. The boards of all our regulated operating companies include independent directors, and almost all of these boards are comprised of a majority of independent directors.				
Risk management	The Board takes a comprehensive and multi-faceted approach to risk oversight.				
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, Safety Governance Framework, 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.				

1   Reduction in installed generation capacity is due to the sale of three US natural gas plants, and one natural gas plant in New Brunswick, Canada.
2   The injury and incident rates below are industry standard calculations based on 200,000 person hours of work.
3   In 2019, Emera sold assets in New England, New Brunswick and Nova Scotia. Employee numbers from these companies were not included in employee turnover.
4   Senior leadership is defined as Director level and above.
5   The Employee Engagement Survey is conducted every two years.

6   Based on the IEEE Standard 1366-2012, which includes the beta method for calculating major event days.
7   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.
8   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.