



ESG Performance

All 2021 data is as of December 31, 2021, unless otherwise stated.

	2021	2020	2019	2018	2017	GRI and SASB Disclosures
ENVIRONMENT						
Carbon dioxide emissions (ktCO ₂)	15,453	15,349	16,029	20,835	21,225	305-1 IF-EU-110A.1
CO ₂ intensity (tCO ₂ /MWh of total sales)	0.41	0.49	0.48	0.53	0.57	305-4
Reduction in CO ₂ emissions since 2005	39%	39%	36%	25%	24%	305-5
NO _x emissions (kt)	23.3	21.1	22.2	22.7	24.1	305-7 IF-EU-120A.1
SO ₂ emissions (kt)	63.5	62.4	62.8	78.7	81.5	305-7 IF-EU-120A.1
Installed generation capacity (MW)	9,784	9,335	9,156	10,264	10,122	IF-EU-000.D
Installed renewable capacity (MW)	1,365	1,262	1,107	832	696	IF-EU-000.D
SAFETY						
Occupational Safety and Health Administration (OSHA) Injury Rate ¹	1.06	0.81	1.08	1.29	1.49	403-9 IF-EU-320A.1
Lost Time Injury Frequency Rate ¹	0.36	0.28	0.41	0.35	0.42	403-9
Employee fatalities	0	0	0	0	1	403-9 IF-EU-320A.1
Contractor fatalities	2	1	0	0	5	403-9
Proactive Rate (PAIR) ²	234	237	295	257	271	IF-EU-320A.1

¹ The injury rates are industry standard calculations based on 200,000 person hours of work. The 2021 OSHA rate is an 8% improvement over the five-year average of 1.15. The 2021 Lost Time Injury Frequency Rate is equal to the five-year average.

² PAIR is the number of proactive reports per 100 employees.



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TEAM						
Number of employees	7,100	7,100	7,300	7,500	7,500	102-8
Employee turnover rate	7.70%	5.20%	6.80%	7.50%	5.90%	401-1
Women in workforce	30%	30%	30%	29%	28%	405-1
Percentage of all employees that identify as minorities ^{3, 4}	25%	23%	-	-	-	405-1
Percentage of employees that identify as underrepresented ⁵ (Canada and US)	12%	10%	-	-	-	405-1
Women on Emera's senior leadership team ⁶	34% (45% at Emera Inc.)	34% (41% at Emera Inc.)	34% (43% at Emera Inc.)	33% (43% Emera Inc.)	39% (Emera Inc. only)	405-1
Percentage of management and senior leadership that identify as minorities ^{3, 4, 6, 7}	19%	15%	-	-	-	405-1
Percentage of Emera Inc. Board that identify as minorities ³	-⁸	-	-	-	-	405-1
Employee Engagement Rate ⁹	83%	Employee survey postponed in 2020 due to COVID-19	-	81% ¹⁰	-	

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

4 In addition to the self-identification data gathered from employees in the US, in 2020 we also began gathering anonymous, voluntary self-identification data from our teams in Canada. As of December 31, 2021, 59 per cent of Canadian employees had participated. Note that the self-identification process for the Caribbean was better defined in 2021 to align with the US and Canada. As a result, it was determined that they were not completing self-identification as it relates to the newer definition.

5 Underrepresented groups defined as LGBTQ+, veteran, person with disability. In 2020, we reported a veteran-only US highlight which has now been incorporated into the updated highlight.

6 Senior leadership is defined as Director level and above.

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

8 Defined as Indigenous, a member of a visible minority, or as having a disability or other diverse characteristics apart from gender. We began gathering anonymous, voluntary self-identification data from our Board of Directors in February 2022. Two board members have indicated they identify as diverse. See pp. 39-40 on Board Diversity, in Emera's 2022 Management Information Circular, for more information.

9 The Employee Engagement Survey is conducted every two years.

10 This number was corrected from our 2020 Sustainability Report. Updated from 83% to 81%.



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TEAM						
Employer of Choice	Canada's Top 100 Employer and a Top Employer for Youth; Atlantic Canada's Top Employers; Nova Scotia's Top Employers	Canada's Top 100 Employer 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)	
CUSTOMERS AND RELIABILITY						
Number of customers	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)	1,573,659 (Electric) 902,553 (Gas)	IF-EU-000.A IF-GU-000.A
SAIDI (System Average Interruption Duration Index) (including significant weather event days) ¹¹	4.98	4.01	18.53	8.37	13.82	IF-EU-550A.2
SAIDI (excluding significant weather event days) ¹¹	3.16	2.60	3.49	3.25	2.80	IF-EU-550A.2
SAIFI (System Average Interruption Frequency Index) (including significant weather event days) ¹¹	2.76	2.44	3.44	3.48	3.04	IF-EU-550A.2
SAIFI (excluding significant weather event days) ¹¹	2.19	2.03	2.30	2.40	2.20	IF-EU-550A.2
Number of reportable cybersecurity breaches	0	0	0	0	0	IF-EU-550A.1
Number of smart meters installed (electric utilities)	~1,400,000	1,100,000	535,000	287,000	209,000	IF-EU-420A.2

¹¹ Based on the IEEE Standard 1366-2012, which includes the beta method for calculating major event days.

¹² 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).



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RELATIONSHIPS						
Community investment (millions of CAD)	\$13 ¹³	\$16	\$13.40	\$18.70	\$18.10	
Employee volunteerism (hours) ¹⁴	34,750	40,470	42,800	38,400	32,000	
Economic value distributed (billions of CAD)	\$5.3	\$4.8	\$5.1	\$5.3	\$5.1	201-1
CORPORATE GOVERNANCE						
Independent Directors on Emera Board	82%	82%	82%	83%	83%	
Women on Emera's Board of Directors	36% ¹⁵	36%	33%	33%	31%	405-1
Average age of Directors	64	63	63	63	63	
Average tenure of Directors (years)	6.9	6.3	5.7	6.3	7.4	
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. The Risk & Sustainability Committee of the Board oversees management's approach to addressing Emera's Environmental, Social and Governance (ESG) impacts, risks and opportunities which 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.					

¹³ Emera's Community Investment Program was formally audited in 2021 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.

¹⁴ Employee volunteer hours are tracked in various ways within our operating companies including through employee giving programs such as Good Neighbour and through self-reporting and tracking.

¹⁵ As of May 26, 2022, 42 per cent of Emera's Board Directors are women.



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CORPORATE GOVERNANCE						
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, 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, Risk and Sustainability Committee Charter, Sustainability Management Committee Charter, and Procurement Policy Guidelines.					