

Delivering Energy Responsibly



Corporate Social Responsibility Report 2016
Data Sheet

Corporate Social Responsibility Report 2016 Data Sheet

TransCanada believes that being transparent and providing clear and accurate information on our business is critical to building trust and supporting a balanced energy discussion.

We continue to align our reporting with our top 10 material corporate sustainability aspects, which represent the interests and concerns most important to our business and stakeholders.

This is our first Corporate Social Responsibility (CSR) report developed in accordance with the GRI's G4 Core option Guidelines, including the disclosures in the Oil and Gas sector supplement. Along with the new disclosures required by the GRI that are found in both our CSR report and this CSR report data sheet, we include additional data that we believe stakeholders will find useful in measuring our performance.

Please visit www.transcanada.com/en/commitment to learn more about our Corporate Social Responsibility practices or visit www.transcanada.com for more details about our business.

Safety and Integrity

G4-EN24	2012	2013	2014	2015	2016
Reportable crude oil spills^{1,2}					
Number of reportable spills (#)	44	22	10	1	2
Canada	44	21	9	1	0
U.S.	0	1	1	0	2
Volume of reportable spills (litres)	214	3,130	220	2,300	63,614
Canada	214	3,054	61	2,300	0
U.S.	0	76	238 ³	0	63,614

Note: This indicator is inclusive of all TransCanada liquid pipeline assets where TransCanada has majority operating control, including CPG assets as of July 1, 2016. It does not include gas storage, energy assets or leaks from natural gas pipelines. Spills by third-party contractors are not reflective of TransCanada's integrity management performance and are thus excluded.

G4-EN24	2012	2013	2014	2015	2016
Reportable gas releases^{1,4}					
Number of reportable releases (#)	–	–	–	–	24
Canada	–	–	–	–	14
U.S.	–	–	–	–	8
Mexico	–	–	–	–	9
Volume of reportable releases (m ³)	–	–	–	–	2,174,126
Canada	–	–	–	–	3,131
U.S. ⁵	–	–	–	–	2,170,995
Mexico	–	–	–	–	78,321

Note: This indicator is inclusive of all TransCanada natural gas pipeline assets where TransCanada has majority operating control, including CPG assets as of July 1, 2016, but excluding assets in Mexico. It does not include liquids pipelines, gas storage or energy assets.

G4-OG13	2012	2013	2014	2015	2016
Process safety events involving oil and gas pipelines					
Oil or gas pipeline ruptures ⁶	–	–	3	1	0
Oil pipeline releases >5 barrels	–	–	0	0	1

Note: This indicator is inclusive of all natural gas and liquids pipeline assets in Canada, the U.S. and Mexico, with the exclusion of CPG assets. It does not include gas storage or energy assets.

Safety and Integrity

G4-LA6	2012	2013	2014	2015	2016	Industry average ⁷
Occupational health and safety						
Employees						
Fatalities	0	0	0	0	0	–
Total recordable case rate ⁸	0.62	0.57	0.59	0.61	0.82	1.04
Away from work case rate ⁹	0.18	0.14	0.16	0.27	0.25	0.32
Vehicle incident frequency rate ¹⁰	2.46	2.02	1.63	2.01	1.07	2.18
High potential incidents rate ¹¹	0.44	0.24	0.18	0.11	0.28	–
Contractors						
Fatalities ¹²	–	–	–	0	0	–
Total recordable case rate ⁸	2.34	1.75	1.32	1.17	1.35	3.5
Away from work case rate ⁹	0.29	0.29	0.19	0.15	0.13	1.35
Vehicle incident frequency rate ¹⁰	2.77	2.70	2.51	3.01	2.52	–
High potential incidents rate ¹¹	1.05	0.76	0.47	0.63	0.49	–

Note: This indicator is inclusive of all TransCanada assets where TransCanada has majority operating control, including CPG assets as of July 1, 2016, with the exception of vehicle incident frequency rates for contractors (which excludes CPG assets).

	2012	2013	2014	2015	2016
Investment in integrity and preventative maintenance programs					
Investment for natural gas and liquids pipelines (CAD\$ M)	~312	376	550	803	809

Note: This indicator is inclusive of all TransCanada liquid and natural gas pipeline assets where TransCanada has majority operating control, including CPG assets as of July 1, 2016. It does not include gas storage or energy assets.

	2012	2013	2014	2015	2016
Third-party damage					
Unauthorized excavations per 1,000 km of ROW ¹³	1.81	1.28	1.34	1.5	1.28
One-calls per km of ROW ¹⁴	2.77	2.88	2.91	2.76	2.56
Unauthorized pipeline encroachments (normalized by 1,000 km of ROW and one-calls)	5.15	4.33	3.30	3.9	4.62

Note: This indicator is inclusive of all TransCanada liquid and natural gas pipeline assets where TransCanada has majority operating control, with the exception of CPG assets. It does not include gas storage or energy assets.

Safety and Integrity

	2012	2013	2014	2015	2016
In-line inspections¹⁵					
Runs analyzed (#)	–	–	–	146	201
Canada					
Gas	–	–	–	86	87
Liquid	–	–	–	4	1
U.S.					
Gas	–	–	–	43	111
Liquid	–	–	–	10	2
Mexico					
Gas	–	–	–	3	0
In-line inspections (km/mi)	–	–	–	12,968 km/8,056 mi	18,074 km/11,233 mi
Canada					
Gas	–	–	–	5,243 km/3,257 mi	10,400 km/6,465 mi
Liquid	–	–	–	1,149 km/714 mi	315 km/196 mi
U.S.					
Gas	–	–	–	3,759 km/2,335 mi	6257 km/3,889 mi
Liquid	–	–	–	2,460 km/1,528 mi	1,102 km/685 mi
Mexico					
Gas	–	–	–	357 km/222 mi	0 km/0 mi

Note: This indicator is inclusive of all TransCanada liquid and natural gas pipeline assets where TransCanada has majority operating control, including CPG assets as of July 1, 2016. It does not include gas storage or energy assets.

	2012	2013	2014	2015	2016
Integrity digs¹⁵					
Completed integrity digs (#)	–	–	–	724	799
Canada					
Gas	–	–	–	618	545
Liquid	–	–	–	21	2
U.S.					
Gas	–	–	–	73	235
Liquid	–	–	–	12	14
Mexico					
Gas	–	–	–	0	3

Note: This indicator is inclusive of all TransCanada liquid and natural gas pipeline assets where TransCanada has majority operating control, including CPG assets as of July 1, 2016. It does not include gas storage or energy assets.

Safety and Integrity

	2012	2013	2014	2015	2016
Emergency preparedness and response exercises					
Total exercises completed (#)	96	104	113	125	117
Annual field exercises	18	23	22	22	22
Field tabletop exercises ¹⁶	62	66	61	67	64
Equipment deployment exercises	10	10	10	10	10
Calgary and Houston support department tabletop exercises ¹⁶	6	5	19	26	21

Note: This indicator is inclusive of all TransCanada assets where TransCanada has majority operating control, with the exception of the CPG assets.

G4-LA6	2012	2013	2014	2015	2016
Emergency preparedness and response training					
Regulatory training (HAZWOPER) ¹⁷	439	547	532	446	404
Best practice training (Incident Command System) ¹⁸	1,144	1,559	2,576	2,364	2,537

Note: This indicator is inclusive of all TransCanada assets where TransCanada has majority operating control, with the exception of the CPG assets.

- ¹ Data reported in previous TransCanada CSR reports may differ, as data have been updated to reflect finalized incident information.
- ² A reportable spill is defined as one that is reportable to a regulatory body, such as a federal, provincial or state regulator. Prior to July 1, 2014 in Canada, all Keystone crude oil spills, regardless of volume, were reportable to the Canadian Transportation Safety Board (TSB).
- ³ The volume of U.S. spills in 2014 has been restated based on final incident information.
- ⁴ A reportable release is defined as one that is reportable to an external agency or authority, such as a federal, provincial or state regulator.
- ⁵ Thresholds for reporting of gas releases are lower in the U.S. than in Canada with respect to the cost of damage to operators and/or adjacent facilities. In the U.S., a release resulting in damages of \$50,000 to the operator is considered a reportable release. In Canada, a release resulting in damages of \$50,000 is below the reporting threshold for a reportable release. The discrepancy between U.S. and Canadian reportable releases is the result of this difference in reporting requirements.
- ⁶ At this time, internal processes for tracking do not include facility pipeline ruptures, so the April 2016 Keystone Pipeline System leak is not captured here. For details on this event, please see the discussion on our number and volume of significant spills.
- ⁷ Industry averages are reported through a number of industry organizations and regulators. Reporting cycles are different for each source and metric and, as a result, industry averages are based on combined data for between 2013 and 2016. Sources used and data include:
 - Canadian Energy Pipeline Association – 2014, 2015 and 2016
 - Canadian Gas Association – 2014 and 2015
 - American Gas Association – 2013, 2014 and 2015
 - Alberta Government and Construction Trade Services – 2014
 - U.S. Bureau of Labor Statistics – 2014
 TransCanada 2016 data is, thus, not directly comparable to the industry average presented.
- ⁸ Total recordable case rate (TRCR) refers to the number of recordable cases related to a common exposure base of 100 full-time employees. Recordable cases are all work-related deaths and illnesses, and those work-related injuries that result in loss of consciousness, restriction of work or motion or transfer to another job, or require medical treatment beyond first aid. (U.S. Bureau of Labor Statistics, Record Keeping Guidelines for Occupational Injuries and Illnesses.)
- ⁹ Away from work case rate (AWCR) refers to an incident that results in an injury or illness that prevents an employee from returning to work on the next scheduled shift. The number of away from work cases, where the employee would have worked but could not because of occupational injury or illness, is related to a common exposure base of 100 full-time workers. This performance indicator is often referred to as the lost time case rate. (U.S. Bureau of Labor Statistics, Record Keeping Guidelines for Occupational Injuries and Illnesses.)
- ¹⁰ Vehicle incident frequency rate (VIFR) refers to the number of recordable vehicle incidents related to a common exposure base of 1 million kilometres (621,400 miles) driven. A recordable vehicle incident is any incident (regardless of fault) involving a fleet or rental motor vehicle that results in an injury to any person or damage to any vehicle or property, unless the vehicle was safely and legally parked at the time of the incident (ANSI standard D. 16.1 – 1989 Manual on Classification of Motor Vehicle Traffic Accidents – 5th Edition). Vehicle incidents involving animal strikes are not relevant to this indicator and have been removed from this data.
- ¹¹ High potential incidents (HIPO) are incidents with a high potential to result in a serious, debilitating injury to the worker related to a common exposure base of 100 full-time employees. Examples of high potential incidents include, but are not limited to, high-speed vehicle incidents, vehicle rollovers, high-voltage or high-pressure incidents, injuries to the head, fall from heights.
- ¹² A prime contractor experienced a fatality while working on a TransCanada project. This is not considered a recordable incident for TransCanada.
- ¹³ ROW stands for "right of way".
- ¹⁴ Local one-call centres field requests to have all underground utilities located and marked free of charge prior to any commercial or residential project involving digging.
- ¹⁵ The number of in-line inspections and integrity digs can vary year over year depending on annual program requirements.
- ¹⁶ A tabletop exercise involves key personnel discussing simulated scenarios in an informal setting.

Safety and Integrity

- ¹⁷ Hazardous waste operations and emergency response standard (HAZWOPER) regulates the safety and health of the employees involved in management and clean-up operations at uncontrolled hazardous waste sites, employees engaged in certain hazardous waste sites and employees engaged in certain hazardous waste.
- ¹⁸ The Incident Command System (ICS) is a standardized on-site management system designed to enable effective, efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.

Society

G4-OG9	2012	2013	2014	2015	2016
Indigenous engagement					
Engagement with Indigenous communities					
Indigenous groups in Canada ¹					
Number of groups	–	–	–	–	273
Number of recorded meetings	–	–	–	–	1,301
Indigenous groups in the U.S.					
Number of groups	–	–	–	–	35
Number of recorded meetings	–	–	–	–	64
Indigenous groups in Mexico					
Number of groups	–	–	–	–	196
Number of recorded meetings	–	–	–	–	733
Human rights complaints received involving Indigenous Peoples					
	–	–	–	0	0

Note: This indicator is inclusive of all TransCanada operations and assets, with the exception of the CPG assets.

	2012	2013	2014	2015	2016 ²
Indigenous spending					
Total direct Indigenous spend (CAD\$ M) ³					
Indigenous direct spend (CAD\$ M)	–	–	–	–	53.8
Native American direct spend (CAD\$ M)	–	–	–	–	18.3
Total indirect Indigenous spend (CAD\$ M) ⁴					
Indigenous indirect spend (CAD\$ M)	–	–	–	–	106.3
Native American indirect spend (CAD\$ M)	–	–	–	–	0.03

Note: This indicator is inclusive of all TransCanada operations and assets, excluding the CPG assets.

Society

G4-LA1/G4-10	2012	2013	2014	2015	2016
Employment					
Full-time employees (#)	4,823	5,437	6,059	5,512	7,147
Canada	2,994	3,487	4,010	3,603	3,374
U.S.	1,771	1,859	1,914	1,757	3,563
Mexico	58	91	135	152	210
Contract professionals (#)	–	2,525	2,796	2,442	3,586
Employees represented by independent trade unions or covered by collective bargaining agreements (%)	4.9	4.51	4.27	4.7	5.1
New hire employees (#)	748	919	927	385	302
Canada	475	686	726	226	147
U.S.	215	195	154	125	117
Mexico	58	38	47	34	38
New hire employees by age group (%)					
<30 years of age	–	–	–	–	26
30–50 years of age	–	–	–	–	57
>50 years of age	–	–	–	–	16
Employee total turnover rate (%)	4.9	5.5	7.5	17.4	11.6
Employee voluntary turnover rate (%) ⁵	3.8	4.1	4.1	5.1	3.6
Employee involuntary turnover rate (%) ⁶	1.1	1.4	3.4	12.3	8.0
Employee turnover by age group (%)					
<30 years of age	–	–	–	–	7.9
30–50 years of age	–	–	–	–	46.1
>50 years of age	–	–	–	–	46.1

Note: Figures for full-time employees, contractor professionals, new hire employees and women in workforce are inclusive of all TransCanada operations and assets, including CPG assets as of July 1, 2016. Employees represented by independent trade unions/bargaining agreements do not include CPG assets.

Society

G4-LA12	2012	2013	2014	2015	2016
Diversity					
Women in workforce (%)	29.3	29.5	31.5	30.5	27.5
Full-time employees	–	–	–	–	27.3
Contractors	–	–	–	–	28.2
Women in management (% of total management workforce)					
Women in executive management (%)	11.2	11.2	22.2	22.2	25.0
Women in top management (%)	9.09	9.0	14.7	15.4	18.3
Women in junior management (%)	22.03	23.0	24.79	24.4	22.6
Canadian diversity analysis (%)					
Women	35.0	35.3	37.3	36.6	36.5
Indigenous Peoples	2.2	2.0	1.8	2.5	2.4
Persons with disabilities	1.7	1.6	2.0	3.4	3.2
Visible minorities (excl. Indigenous Peoples)	16.0	15.8	18.7	20.6	20.6
American diversity analysis (%)					
Women	19.5	18.6	19.3	18.3	18.7
Minorities (incl. American Indians/Alaska Natives)	18.8	19.7	19.0	19.6	13.5
Individuals with disabilities	0.7	0.8	1.2	3.1	2.1
Veterans	9.4	9.4	9.7	10.5	7.1
Mexico diversity analysis (%)					
Women	–	–	–	–	30.1

Note: This indicator is inclusive of all TransCanada assets where TransCanada has majority operating control, including CPG assets as of July 1, 2016.

G4-EC1 (partial)	2012	2013	2014	2015	2016
Community investment					
Community investment – direct only (CAD\$ M)	11.8	12.7	14.6	14.7	16.6
Investments by motivation (percentage of total portfolio)	–	–	–		
Social investments ⁷	–	–	–	39	48
Commercial investments ⁸	–	–	–	11	12
Philanthropic investments ⁹	–	–	–	50	40
In-kind giving (CAD\$ M) ¹⁰	–	–	–	0.34	0.14
Community investment, including funds leveraged through outside sources (CAD\$ M) ¹¹	13.4	14.7	20.6	20.4	21.9
Investments as a percentage of total revenue	–	0.14	0.14	0.15	0.13

Note: This indicator is inclusive of all TransCanada operations and assets, with the exception of the CPG assets.

Society

G4-EC1 (partial)	2012	2013	2014	2015	2016
Employee giving and volunteering					
Employee and contractor donations (CAD\$ M)	–	–	–	\$0.76	\$0.77
Company donations matching employee and contractor donations (CAD\$ M)	–	–	–	\$1.81	\$2.03
Volunteer hours logged by employees and contractors (# of hours)	–	6,801	11,553	9,151	11,452
During non-paid time (#)	–	–	–	7,531	8,666
During paid time (#)	–	–	–	1,620	2,786
Value of volunteer hours during paid work time (CAD\$)	–	–	–	\$76,228	\$131,089

Note: This indicator is inclusive of all TransCanada operations and assets, with the exception of the CPG assets.

G4-EC1 (partial)	2012	2013	2014	2015	2016
Community relations stakeholder engagement¹²					
Canada					
Number of stakeholder groups	–	–	–	–	~675
Number of in-person engagement activities ¹³	–	–	–	–	~600
Mexico					
Number of stakeholder groups	–	–	–	–	~190
Number of in-person engagement activities ¹³	–	–	–	–	~730

Note: This indicator is inclusive of all TransCanada operations and assets in Mexico and Canada, including CPG assets as of July 1, 2016.

Data presented is an approximate total by project and is based on activities conducted by the community relations group. This data is not wholly reflective of all TransCanada stakeholder engagement activities conducted in 2016. Additional stakeholder engagement activities are conducted by other TransCanada groups. In addition, data for stakeholder engagement activities conducted by community relations in the U.S. was not available for this reporting period.

- ¹ Includes First Nations, Métis groups, First Nation organizations and Métis organizations.
- ² In some cases, spending may be recorded as both direct and indirect. To better account for this, in 2016, we revised our methodology for reporting Indigenous spending. As a result, 2016 data represents a new baseline year and is not comparable to total values provided in past reports.
- ³ TransCanada's direct spend with prime/general suppliers.
- ⁴ TransCanada's prime/general suppliers' spend on labour, subcontractors, materials and expenses.
- ⁵ Voluntary turnover includes employees who retired or resigned from employment at TransCanada or are deceased.
- ⁶ Involuntary turnover includes severances, discharges and layoffs.
- ⁷ Social investment entails longer-term strategic involvement in community partnerships that addresses a specific range of social issues and is important to the company or to company stakeholders.
- ⁸ Activities in the community that directly support our business objectives or that promote or protect our commercial interests.
- ⁹ One-off or intermittent donations in response to charity appeals or in support of employee charitable activities.
- ¹⁰ In-kind giving involves donations of equipment and/or resources to support community programs.
- ¹¹ This figure takes into consideration contributions to community projects that can be directly linked to TransCanada's involvement (but that are not included in the investment cost), including additional investment generated from other companies, governments and TransCanada employees.
- ¹² Numbers are approximate, as communities and stakeholders who are engaged across multiple projects may be counted more than once. We are currently working to improve our processes for recording and reporting our stakeholder engagement activities for future reporting years.
- ¹³ Data includes "in person" or "face to face" engagement such as open houses, meetings, presentations, tours and emergency response engagement. Conference calls are not included.

Environment

G4-EN15, G4-EN16, G4-EN18	2012	2013	2014	2015	2016
Greenhouse gas emissions^{1,2}					
Direct GHG emissions (tCO ₂ e)	12,300,000	12,200,000	12,700,000	13,100,000	16,200,000
Natural gas pipelines	6,000,000	7,100,000	7,400,000	7,300,000	8,300,000
Liquids pipelines	0	0	0	0	0
Power	6,300,000	5,100,000	5,300,000	5,700,000	7,800,000
Transportation fuel					180,000
Indirect GHG emissions (tCO ₂ e)	220,000	190,000	190,000	190,000	350,000
Natural gas pipelines	210,000	190,000	190,000	190,000	350,000
Power	1,800	700	2,900	4,000	7,000
Total direct and indirect GHG emissions (tCO ₂ e)	12,500,000	12,300,000	12,900,000	13,300,000	16,500,000
Natural gas pipelines	6,200,000	7,300,000	7,600,000	7,500,000	8,700,000
Power	6,300,000	5,100,000	5,300,000	5,700,000	7,800,000
Natural gas pipelines emissions intensity (tCO ₂ e/Bcf) ^{3,4}	540	500	520	560	–
U.S.					293
Canada	–	–	–	–	991
Mexico	–	–	–	–	136
Power generation emissions intensity (tCO ₂ e/MWh) ^{5,6}	0.23	0.17	0.17	0.15	0.19

Note: Please refer to TransCanada's CSR report for detailed scope and boundary information for GHG emissions. GHG emissions data is inclusive of CPG assets as of July 1, 2016.

G4-EN29	2013	2014	2015	2016
Environmental fines (\$ in currency indicated)				
Energy operations	7,500 US\$	1,000 US\$	0	11,000 US\$
Gas and gas storage operations	1,000 US\$	0	15,500 US\$	1,750 US\$
Oil operations	0	0	0	0
Project development	2,690 CAD\$	0	5,000 CAD\$	19,590 US\$

Note: This indicator is inclusive of all TransCanada assets where TransCanada has majority operating control, including CPG assets as of July 1, 2016.

	2014	2015	2016
Water consumption⁷			
Total water consumption (million cubic metres)	3.8	4.2	7.8

Note: Total water consumption includes water withdrawn, considering net of water discharged to the source with higher or equal quality.

This indicator is inclusive of all TransCanada power assets where TransCanada has majority operating control and Canadian natural gas and liquids pipelines.

¹ Numbers may not add up due to rounding.

Values reported in previous TransCanada reports may differ from the above, as inputs may be updated after the date of publication of annual reports such as the CSR report, and we regularly review reporting scopes and methodologies.

² tCO₂e = tonnes of carbon dioxide equivalent

³ Bcf = billion cubic feet of natural gas

⁴ The relationship between natural gas transmission pipeline GHG emissions and the volume of gas transported is complex. Comparisons of emissions intensities between natural gas transmission pipeline systems must consider the type of pipeline network and the service that it is providing.

⁵ MWh = megawatt-hours

⁶ Many of TransCanada's electricity generating facilities also generate a heat product, which is not accounted for here. Therefore, the emissions intensity presented for this indicator is only partially representative of the company's true emissions intensity.

⁷ Water consumption increased in 2016, as compared to 2015, due to TransCanada's acquisition of the Ironwood power plant, which uses water both for the production of steam to generate electricity via a steam turbine and for cooling water for the cooling towers. The majority of water consumed is released as steam created in the cooling towers as a function of cooling the process steam. This asset was sold in June 2017.

Economy

G4-EC1 (partial)	2012	2013	2014	2015	2016
Financial performance (CAD\$ millions unless otherwise indicated)					
Revenues	8,007	8,797	10,185	11,300	12,505
Comparable EBITDA*	4,245	4,859	5,521	5,908	6,647
Net income attributable to common shares	1,299	1,712	1,743	(1,240)	124
Net income attributable to common shares (\$/share)	1.84	2.42	2.46	(1.75)	0.16
Comparable earnings*	1,330	1,584	1,715	1,755	2,108
Comparable earnings per common share (\$/share)*	1.89	2.24	2.42	2.48	2.78
Funds generated from operations*	3,344	4,120	4,415	4,730	4,821
Proceeds from sale of assets, net of transaction costs	–	–	196	–	6
Cash dividends paid on common and preferred shares	1,281	1,356	1,439	1,538	1,536
Dividends declared per share (\$/share)	1.76	1.84	1.92	2.08	2.26
Capital spending, equity investments and acquisitions (CAD\$ B)	3,464	5,131	4,834	5,158	19,745
Interest expense	891	951	1,107	1,370	1,998
Income tax expense	466	611	831	34	352
Investment in R&D	13.7	22.7	39.6	46.6	20.3

* Denotes a non-GAAP measure. Please refer to the 2016 CSR Report's "Cautionary note" for more details.

G4-EC1 (partial)	2012	2013	2014	2015	2016
Economic benefit to communities (CAD\$ millions unless otherwise indicated¹)					
Property taxes	434	445	473	517	555
Cash taxes paid	190	202	109	162	105
Total payroll costs ²	–	–	–	1,090.6	1,468.3
Canada (CAD\$ M)	–	–	–	699.9	636.6
U.S. (US\$ M)	–	–	–	261.8	604.6
Mexico (MXN\$ M)	–	–	–	368.0	307.0
Employee benefits ³	–	–	–	180.8	236.8
Canada (CAD\$ M)	–	–	–	98.7	84.8
U.S. (US\$ M)	–	–	–	58.7	112.5
Mexico (MXN\$ M)	–	–	–	14.1	15.8

Note: This indicator is inclusive of all TransCanada operations and assets, including CPG's payroll and employee benefits as of July 1, 2016, but excluding CPG's property and cash taxes.

Economy

G4-EC1	2012	2013	2014	2015	2016
Direct economic value generated and distributed (CAD\$ millions)					
Direct economic value generated	–	–	–	11,300	12,505
Direct economic value distributed	–	–	–	6,852	8,030
Plant operating costs, employee wages and benefits, and others	–	–	–	3,250	3,819
Payments to providers of capital	–	–	–	2,908	3,534
Payments to government	–	–	–	679	660
Community investment	–	–	–	14.7	16.6
Direct economic value retained	–	–	–	4,448	4,475

Note: This indicator is inclusive of all TransCanada assets, with the exception of payments to governments, which excludes CPG assets.

- ¹ For total payroll costs and total employee benefits, we have applied the 2016 and 2015 average US\$ to CAD\$ exchange rate published in the TransCanada Annual Report. We have applied the 2016 and 2015 average Mexican peso to CAD\$ exchange rate published by the Bank of Canada. A correction has been made to 2015 data due to a conversion error.
- ² Total payroll costs are based on T4, W2 and Constancia de Percepciones earnings for Canadian, U.S. and Mexican core employees.
- ³ Employee benefit costs include the overall costs for the following programs, where applicable: pension plans, benefits (including medical, dental and vision), stock and savings plans, life and accident insurance, long-term disability, employee-assistance programs and other benefits not included in total payroll costs.

Operations

	2012	2013	2014	2015	2016
Asset mix					
Power assets by fuel source (%)					
Natural gas	34	34	34	36	37
Natural gas/oil	21	21	21	19	23
Coal	14	14	14	13	0
Nuclear	21	21	21	23	29
Hydro	5	5	5	4	5
Wind	4	4	4	4	5
Solar	1	1	1	1	1
Power produced from emission-less sources (%)	31	31	31	32	40
Natural gas transmission network (km)	68,000	68,000	68,000	67,300	91,500
Natural gas storage capacity (Bcf)	380	407	368	368	653
Power facilities (#) ¹	21	21	19	20	17
Power generation capacity (MW) ¹	11,800	11,800	10,900	13,100	10,700
Liquids pipelines (km)	3,467	4,247	4,247	4,247	4,324

Note: This indicator is inclusive of all TransCanada assets where TransCanada has majority operating control and includes Northeastern Power assets held for sale in 2016.

¹ Energy assets that TransCanada owns or has interests in. For a list of assets, see pages 59–60 of TransCanada's [2016 Annual Report](#).

Corporate Governance and Ethics

G4-SO6	2015	2016
Political contributions		
Political contributions made by TransCanada Corporation (CAD\$)	\$155,000.00	\$111,000.00
Canada (CAD\$)	\$86,000.00	\$54,000.00
U.S. (CAD\$)	\$69,000.00	\$57,000.00
Political contributions made by TransCanada subsidiaries		
U.S. (CAD\$)	\$8,500.00	\$4,500.00

Note: This indicator is inclusive of all TransCanada assets where TransCanada has majority operating control and is inclusive of CPG assets as of July 1, 2016.

	2012	2013	2014	2015	2016
Governance¹					
Size of board of directors (#)	11	11	11	12	13
Executive directors (#)	1	1	1	1	1
Independent directors (%)	91	91	91	92	92
Corporate governance guideline on board diversity	–	–	–	–	Yes
Women on TransCanada board (%)	27	27	27	25	23
Average director age	62	62	63	63	62
Director retirement age	70	70	70	70	70
Separate chair and CEO	Yes	Yes	Yes	Yes	Yes
All committees independent	Yes	Yes	Yes	Yes	Yes
Annual director elections	Yes	Yes	Yes	Yes	Yes
Individual director elections	Yes	Yes	Yes	Yes	Yes
Average board meeting attendance	93	100	98	96	100
Majority voting policy	Yes	Yes	Yes	Yes	Yes
Say on pay approval vote	96.63	92.67	94.28	97.10	97.47
Number of board interlocks	1	0	0	0	0
Clawback policy	No	No	Yes	Yes	Yes
Double-trigger vesting on change of control	No	No	Yes	Yes	Yes
Director share ownership requirements	6x cash retainer	4x cash + equity retainer	4x cash + equity retainer	4x cash + equity retainer	4x cash + equity retainer
Executive share ownership requirements	4x (CEO), 2x other executives	4x (CEO), 2x other executives	5x (CEO), 2x (other named executives)	5x (CEO), 2x (other named executives)	5x (CEO), 2x (other named executives)
In-camera sessions at every board and committee meeting	Yes	Yes	Yes	Yes	Yes
Code of Business Ethics	Yes	Yes	Yes	Yes	Yes
Board, committee and director evaluations annually	Yes	Yes	Yes	Yes	Yes
Board orientation and education program	Yes	Yes	Yes	Yes	Yes
CEO total direct compensation (CAD\$ M)	7.10	8.45	7.86	8.46	9.51

Corporate Governance and Ethics

	2012	2013	2014	2015	2016
Ethics					
Number of ethical issues received and investigated (#)	57	49	55	65	90

Note: This indicator is inclusive of all TransCanada assets where TransCanada has majority operating control and is inclusive of CPG assets as of July 1, 2016.

¹ 2016 data is as of February 28, 2017.