

# ESG and Sustainability



December 2019



# Legal Notice

# Forward Looking Information



This presentation includes certain forward looking statements and information (FLI) to provide potential investors and shareholders of Enbridge Inc. (Enbridge or the Company) with information about Enbridge and its subsidiaries and affiliates, including management's assessment of their future plans and operations, which FLI may not be appropriate for other purposes. FLI is typically identified by words such as "anticipate", "expect", "project", "estimate", "forecast", "plan", "intend", "target", "believe", "likely" and similar words suggesting future outcomes or statements regarding an outlook. All statements other than statements of historical fact may be FLI. In particular, this presentation contains FLI pertaining to, but not limited to, information with respect to the following: our environmental, social and governance (ESG) priorities – safety and asset integrity, community and Indigenous engagement and energy transition and climate change – including our goals, approach and practices for each; our pursuit of innovation and technology solutions to drive higher levels of safety, reliability and productivity in how we deliver energy; our integrated management systems; our supplier diversity program implementation; the global energy future, including the factors and trends that are expected to shape it; the transition to a low-emission economy and the expected role of different energy sources; expectations and forecasts regarding commodity supply and demand; our belief that two serious challenges are facing the world today – the need to meet a growing demand for energy, driven by global population growth and economic development, and the need to address climate change by keeping average global temperatures below 2°C above pre-industrial levels; our belief that the answer to this dual challenge lies in finding and pursuing multiple pathways to provide affordable and reliable energy while protecting our environment; our belief that the world must find new ways to meet growing global energy demand while reducing global greenhouse gas (GHG) emissions; our positioning to help society transition to a lower-carbon economy; the role of each of our business units in reducing our GHG emissions; our commitment to taking climate actions that are consistent with our business model, align with changing energy market fundamentals and address government and stakeholder expectations for progress on GHG emissions reduction and management of climate risks; the two International Energy Agency scenarios used to test the resilience of our strategy and assets and our expected resiliency thereunder; our energy transition priorities and our approach and activities to support the transition to a low carbon economy, including in the areas of reducing emissions from our operations, improving customer efficiency and expanding renewable and lower carbon energy businesses; our plans to develop next generation targets to reduce the operational GHG emissions; our growth and diversification of our assets toward lower-emissions energy; expected future financial and operating performance and financial strength and flexibility; 2019 and future year strategic priorities, guidance and execution of our strategic plans; expectations on sources and uses of funds and sufficiency of financial resources; secured growth projects and future growth, development, optimization and expansion program and opportunities; expected closing and benefits of announced acquisitions, dispositions, amalgamations and corporate simplification transactions, and the timing thereof; future acquisitions and asset sales or other monetization transactions; project execution, including capital costs, expected construction and in service dates and regulatory approvals; and system throughput, capacity, expansions and potential future capacity solutions.

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## Non-GAAP Measures

This presentation makes reference to non-GAAP measures, including adjusted earnings before interest, income taxes, depreciation and amortization (adjusted EBITDA). Management believes the presentation of these measures gives useful information to investors and shareholders as they provide increased transparency and insight into the performance of Enbridge. Adjusted EBITDA represents EBITDA adjusted for unusual, non-recurring or non-operating factors on both a consolidated and segmented basis. Management uses adjusted EBITDA to set targets and to assess the performance of the Company. Reconciliations of forward looking non-GAAP financial measures to comparable GAAP measures are not available due to the challenges and impracticability with estimating some of the items, particularly with estimates for certain contingent liabilities, and estimating non-cash unrealized derivative fair value losses and gains and ineffectiveness on hedges which are subject to market variability and therefore a reconciliation is not available without unreasonable effort.

These measures are not measures that have a standardized meaning prescribed by generally accepted accounting principles in the United States of America (U.S. GAAP) and may not be comparable with similar measures presented by other issuers. A reconciliation of non-GAAP measures to the most directly comparable GAAP measures is available on Enbridge's website. Additional information on non-GAAP measures may be found in Enbridge's earnings news releases on Enbridge's website and on EDGAR at [www.sec.gov](http://www.sec.gov) and SEDAR at [www.sedar.com](http://www.sedar.com) under Enbridge's profile.

# Our ESG and Sustainability Commitment



Our approach to business has always been grounded in respect for people, communities and the environment, and focused on delivering long-term value for our stakeholders – an approach that’s essentially our definition of sustainability in our business.

We know continued success relies on high standards of governance, with policies, sound management practices and strategies to address the environmental and social issues of greatest relevance to our business and stakeholders.

We remain committed to transparency and to holding ourselves accountable for our performance.

**Al Monaco**

President and CEO, Enbridge Inc.



# North America's Largest Energy Infrastructure Company



We fuel quality of life – safely, reliably connecting energy supply and consumer demand for 170 years

~25%

of crude oil transported in N. America

~20%

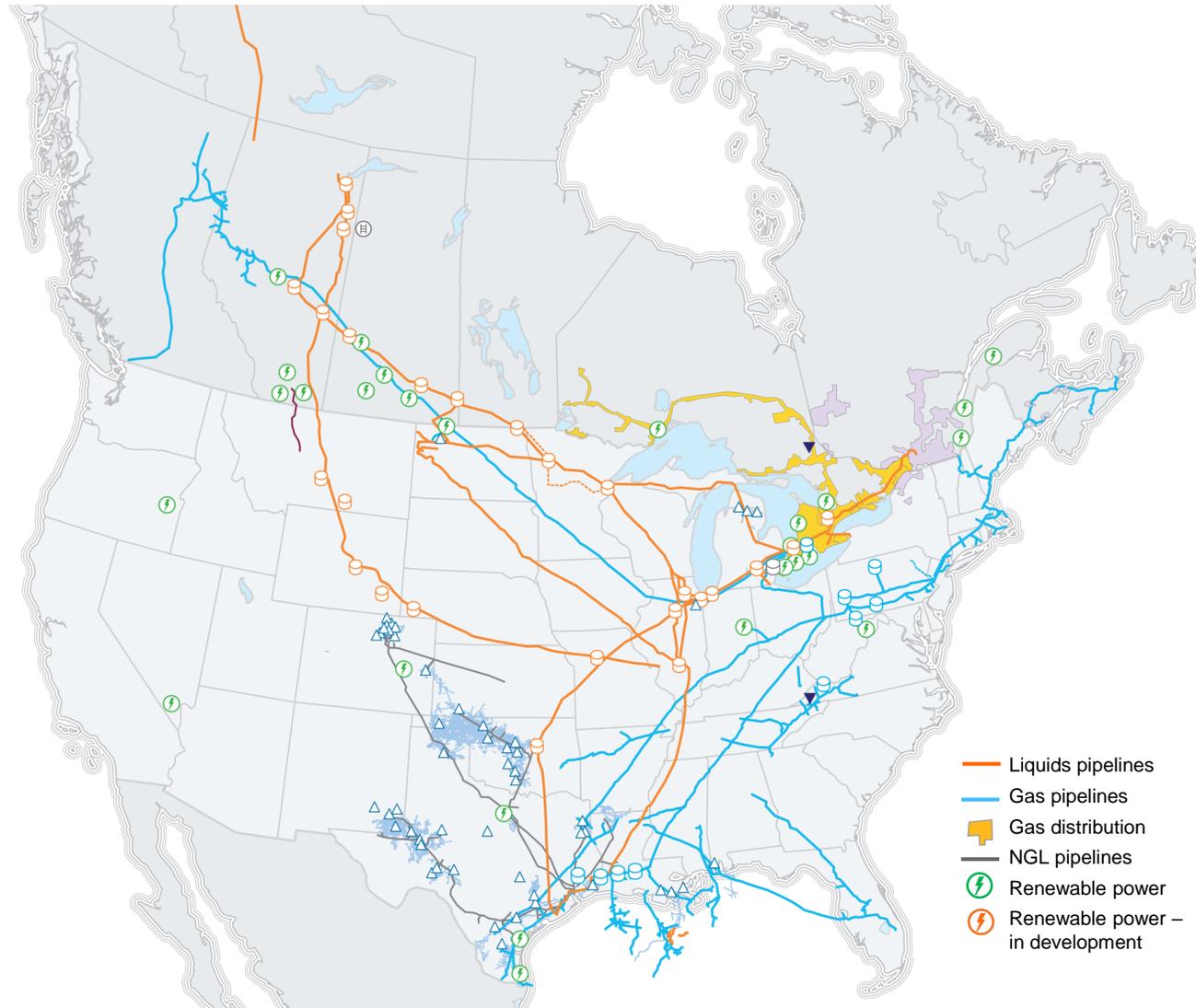
of natural gas consumed in the U.S.

~3.7 million

natural gas distribution customers

1.8 GW

of renewable power generation (net) – enough to meet the needs of 900,000 homes



## Offshore Wind - Europe



- Liquids pipelines
- Gas pipelines
- Gas distribution
- NGL pipelines
- ⚡ Renewable power
- ⚡ Renewable power – in development

# Creating societal value

Enbridge contributes to and stimulates economic growth



**\$1.35B**

Taxes paid  
Local, state/provincial,  
federal



**\$1.27B**

Wages paid to  
employees



**\$4.66B**

Dividends paid  
to shareholders



**\$11B**

Goods & services  
purchased



**\$22.4M**

Invested in  
communities

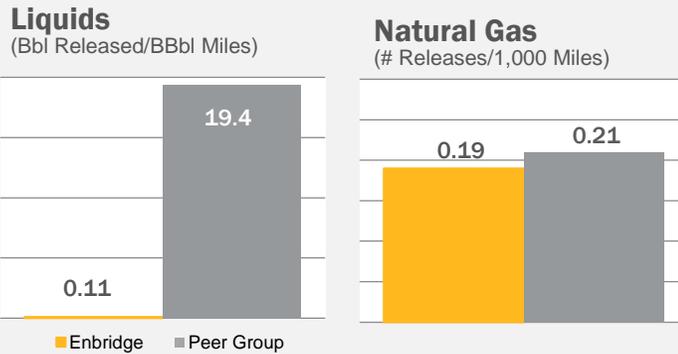
# Industry-Leading Performance - Highlights



## Environmental

Safety and protection of the environment are our highest priorities

### Industry Pipeline Releases, 2018

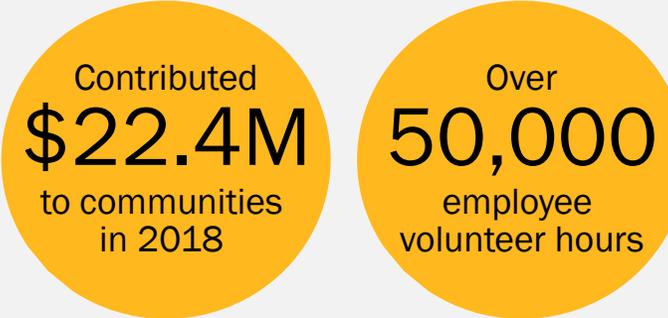


- Invested nearly \$8 billion in zero-emission energy
- Reduced direct GHG emissions from our Canadian operations to 21% below 1990 levels. Setting new targets across our businesses
- Removed the equivalent of 9.3 million cars from the road through reductions in natural gas usage

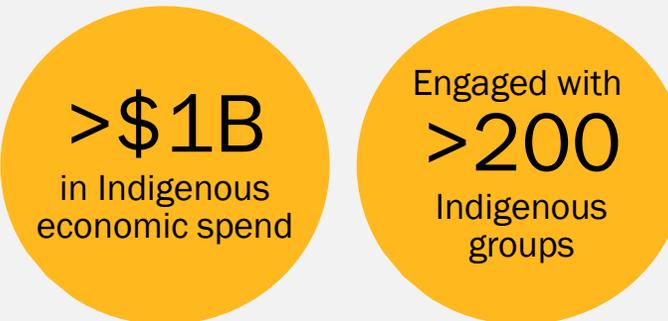
## Social

Treating our employees and communities with integrity and respect

### Community Investment



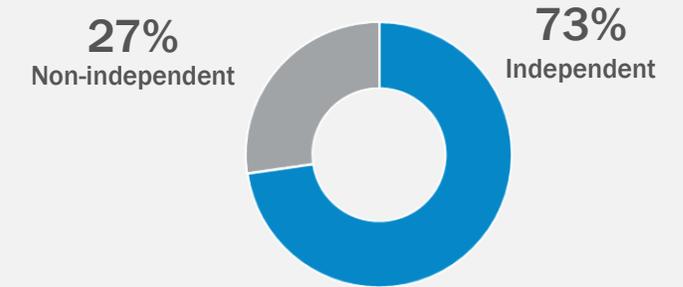
### Indigenous Engagement



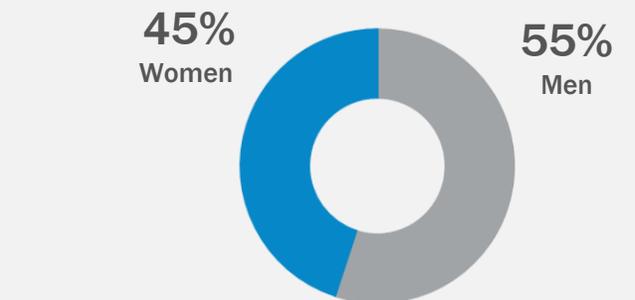
## Governance

Committed to strong corporate governance

### Board Independence



### Board Diversity



# Our ESG Priorities



Enbridge is committed to strong and sustainable governance which promotes the long-term interests of our shareholders, strengthens our Board and management accountability, and builds stakeholder and public trust.

**We focus on three ESG priorities of greatest relevance to our stakeholders and our business:**

## Safety & Asset Integrity



The safety of our people, and the communities in which we live and operate, always comes first.

## Community & Indigenous Engagement



We ensure our relationships with communities and Indigenous groups are mutually beneficial – environmentally, socially, culturally and economically.

## Energy Transition & Climate Change



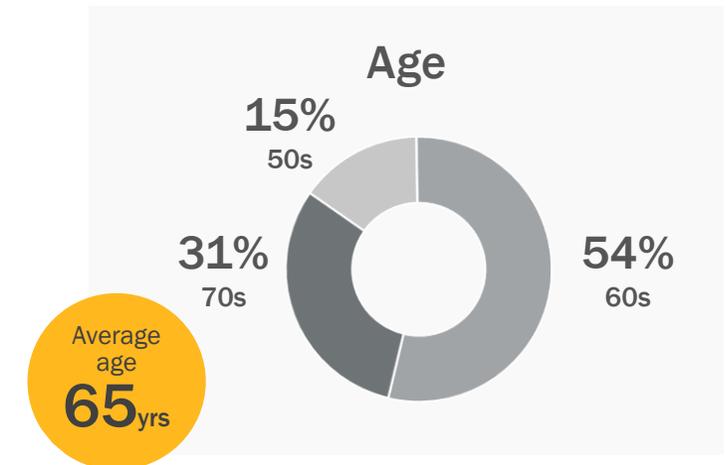
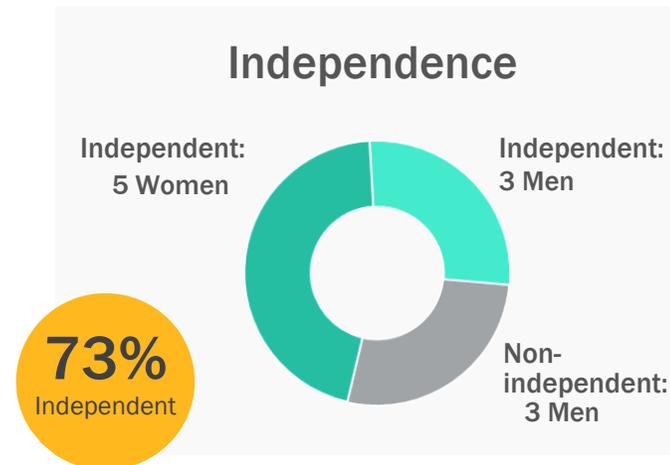
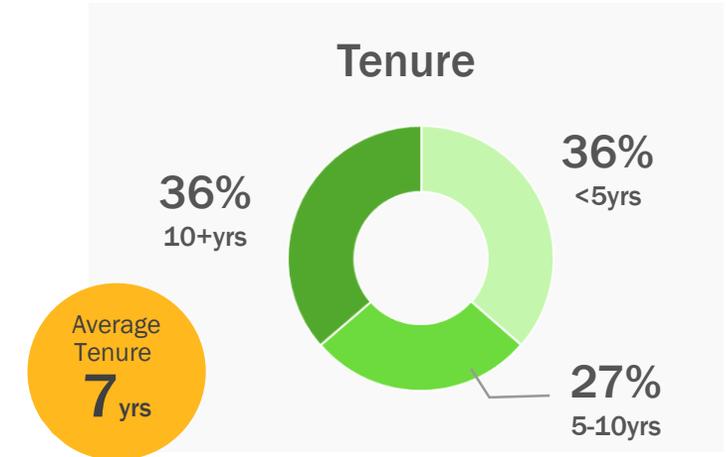
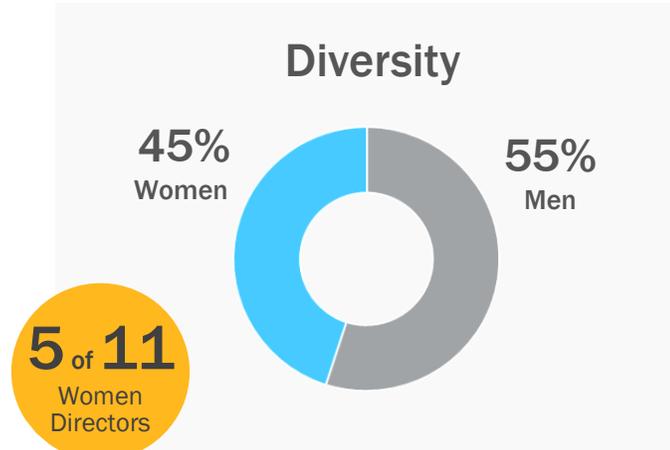
We are uniquely positioned to help society transition to a lower-carbon economy.

# Committed to Strong Corporate Governance

## Our Governance Approach

- Value independent directors with diverse perspectives, expertise and experience
- Just over 60% of independent directors are women, exceeding our policy of one third
- Separate Chair and CEO
- Greater than 70% of our board is independent and committees are comprised solely of independent directors
- Share ownership requirement of 3x their annual retainer
- Advisory votes on executive compensation (“say on pay”)
- Annual Board, committee and director evaluations

## Our Board Profile



# Sustainability Governance

Enbridge's Board takes a comprehensive approach to oversight of environmental, social and governance (ESG) matters with accountabilities designated across all Board Committees

## Board of Directors

The Board is responsible for identifying and understanding Enbridge's principal business risks, including sustainability risks, and ensuring appropriate systems are implemented to monitor, manage and mitigate those risks.

### Corporate Social Responsibility

Indigenous consultation, stakeholder engagement, climate change, government relations and CSR reporting

### Human Resources & Compensation

Compensation and succession planning

### Audit, Finance & Risk

Annual Corporate Risk Assessment (CRA)

### Safety & Reliability

Public safety and emergency response, incident response and investigation, and cybersecurity

### Governance

Board recruitment and education

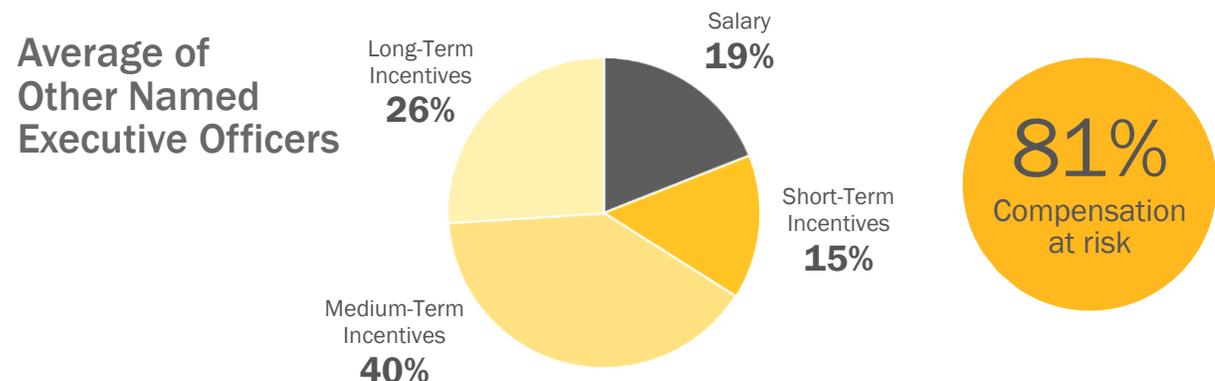
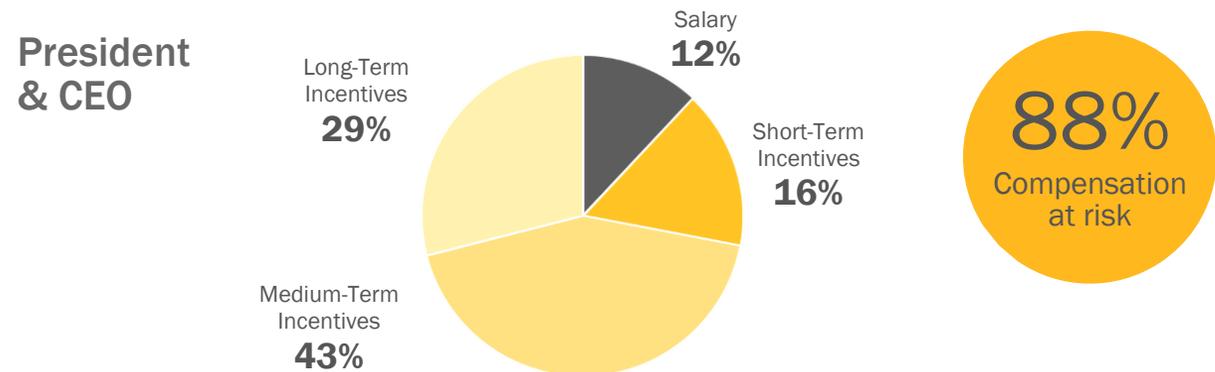
# Executive Compensation

Enbridge’s executive compensation program is grounded in pay-for-performance to align the Company’s strategic priorities and interest with those of its stakeholders

## Design of Executive Compensation

<b>Base Salary</b>	Fixed level of compensation designed to attract and retain a highly effective executive team
<b>Short Term Incentive</b>	Awarded based on comprehensive analysis of corporate, business unit and individual performance taking into account financial results, safety, operational and environmental performance
<b>Medium &amp; Long Term Incentive</b>	Aligned with Enbridge shareholders expectations for growth and returns over the long term

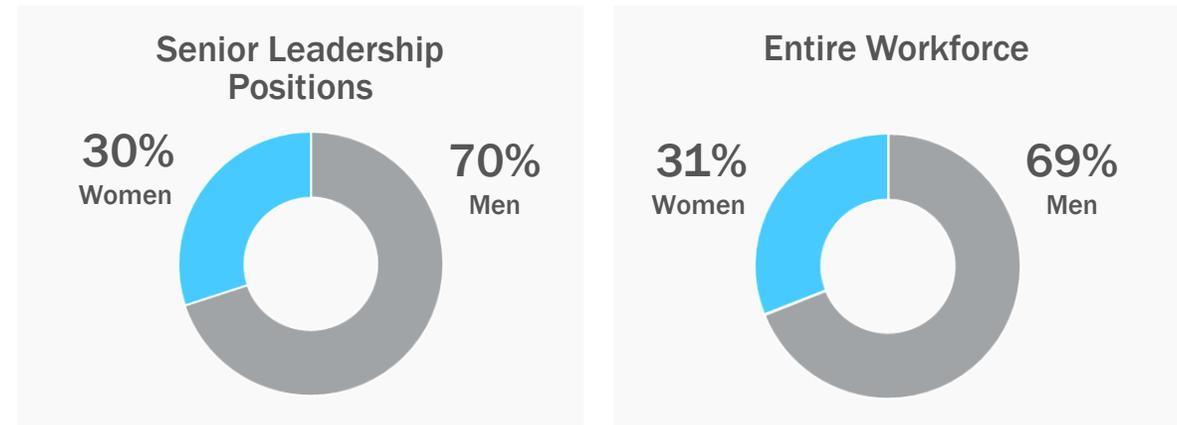
## Majority of executive compensation is considered at risk (2018)



# Fostering an Engaged and Energized Workforce

- Focus on empowering our employees which fosters a sense of purpose and value
- Provide leadership and development opportunities through rotational assignments, courses, conferences, coaching and mentoring
- Executive oversight and sponsorship of enterprise-wide Diversity & Inclusion strategy focused on closing representation gaps through awareness, learning opportunities and employee resources
- Demonstrate commitment to diversity through our work with:
  - **Equal by 30:** Work towards equal pay, equal leadership and equal opportunities for women in the energy sector by 2030
  - **30% Club Canada:** Achieve 30% female representation on our board and across all leadership levels
  - **Catalyst Canada:** focused on accelerating and advancing women into leadership; CEO a member of advisory board

## 2018 Gender Representation at Enbridge



**EQUAL** by 30



Recognized by



Member of



Our ESG Priorities:

# Safety & Asset Integrity

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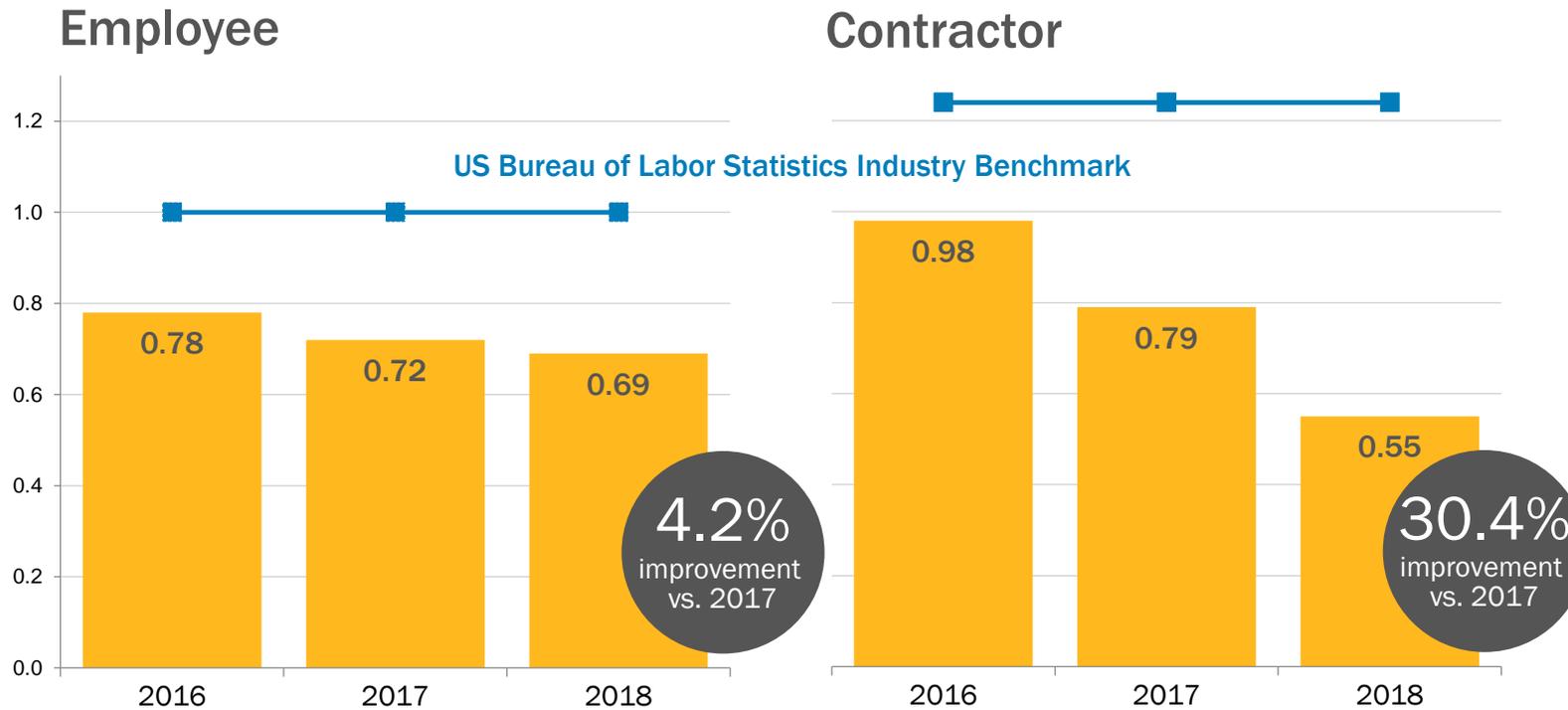


# Our Safety Performance and Culture

We place the highest priority on the health and safety of our workforce and the members of our community

## Total Recordable Incident Frequency

(Recordable incidents x 200,000 hours/total hours worked)



## Our Safety Culture:

- Leaders are responsible for developing and supporting improved safety performance
- Safety Performance Metrics are tied to each employees Short Term Incentives
- TRIR falls considerably below the US Bureau of Labor Statistics Benchmarks
- Integration of risk management through Enbridge's Management System Structure
- Key areas of focus include:
  - Impacts of human factors
  - Health & safety principles
  - Lifesaving rules
  - Contractor safety management
  - Occupational health & safety programs

# Environmental stewardship in our operations

## We take a lifecycle view of integrity management

from design and construction, monitoring and prevention, leak detection and community outreach and engagement

## Our pipelines are monitored using multiple computerized systems

each with a different focus and using different technology, resources and timing to provide overlapping and layered leak detection

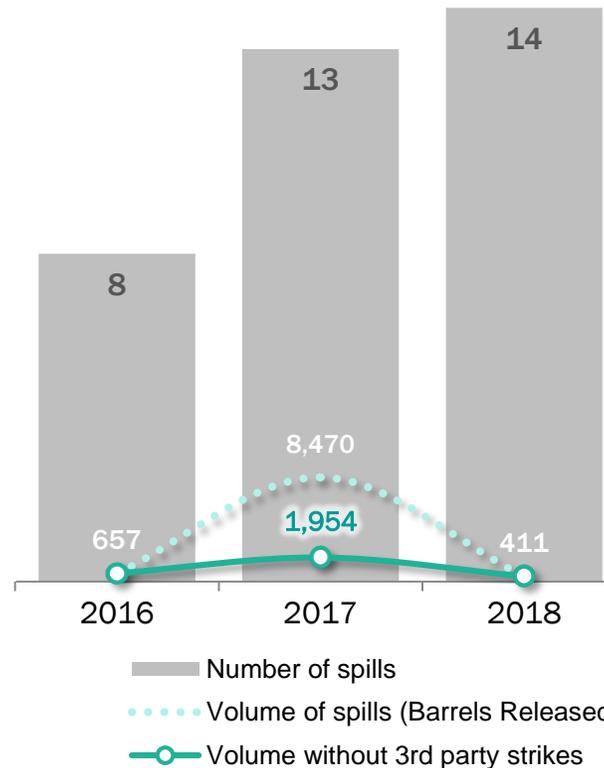
## We rigorously investigate

any near misses or incidents are examined for root causes and guide continual strengthening of system barriers and controls to prevent leaks and releases

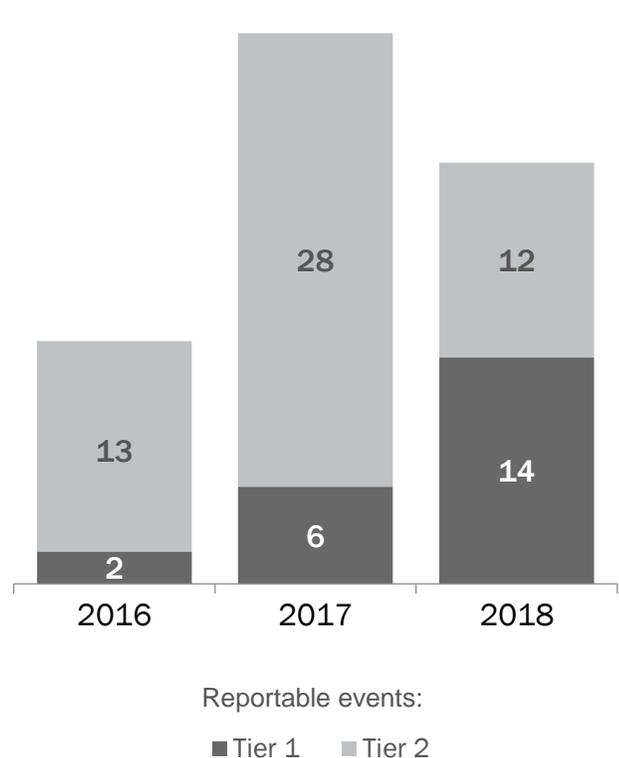
**29,150**  
Inspections on our assets in 2018

**\$1B**  
Invested on integrity programs in 2018

Liquids Pipelines Releases



Gas Transmission Releases



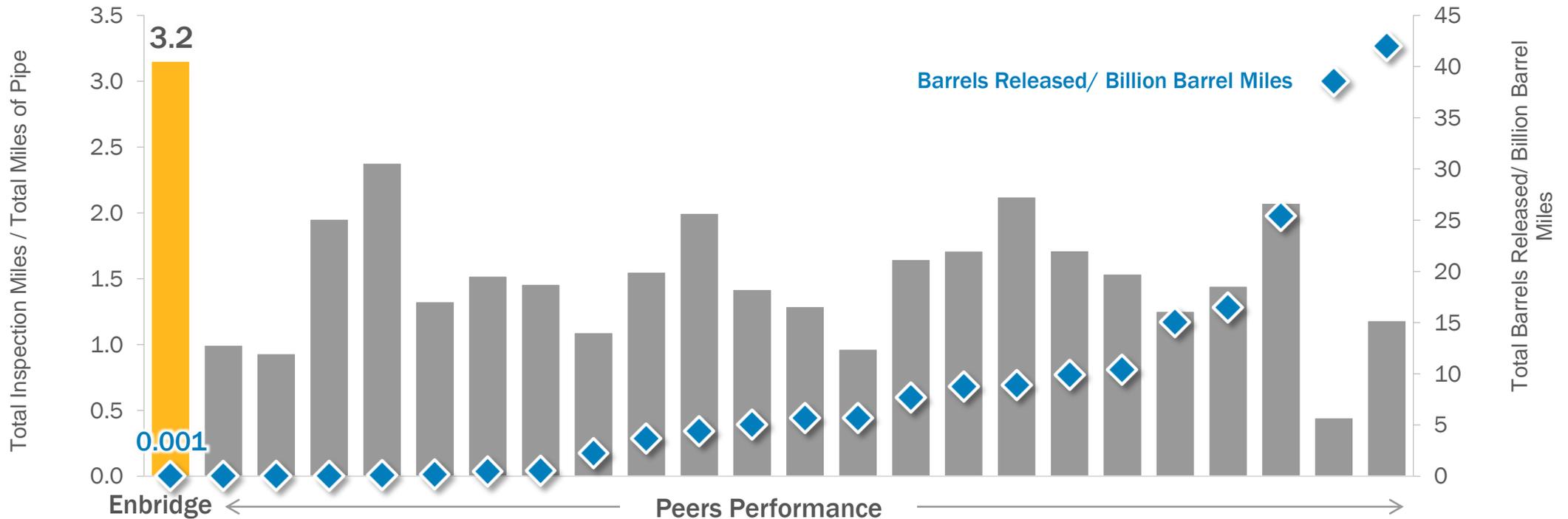
Tier 1 events are commodity releases with greater consequences and/or higher release volumes. Other Reportable incidents, termed Tier 2 events, are commodity releases with lesser consequences.

# Highest Total Inspection Miles; Lowest Releases

Our industry leading pipeline integrity inspection program has resulted in one of the lowest release rates per volume of liquids transported

## Industry-leading Liquids Pipelines Safety Performance

(2014-2018; Total inspection miles / Total miles of pipe VS Barrels released/Billion barrel miles)



# Emergency Preparedness & Response

Emergency preparedness/response plans are regularly reviewed, audited, updated and tested

- Enbridge's emergency management process addresses the safety of our workforce and the integrity of our assets
- Our comprehensive emergency response plans are tailored to each business unit to cover distinct operations and risks, including geographic-specific information



**315**  
Emergency drills  
& exercises staged  
in 2018

**2700+**  
employees received  
Incident Command  
System training  
in 2018

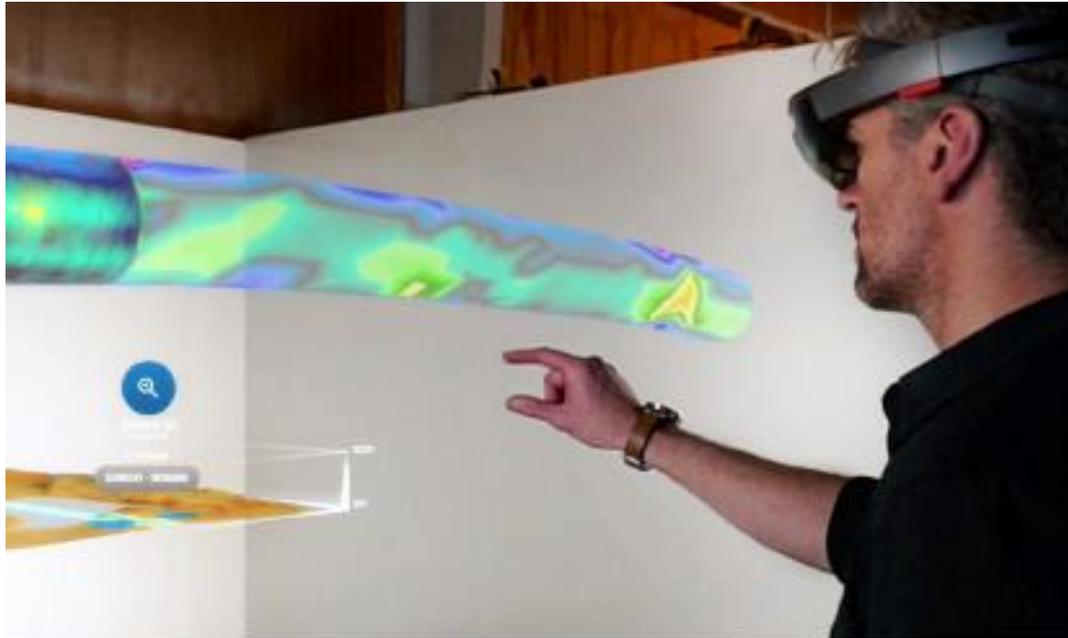
## The Enbridge Enterprise Emergency Response Team (E3RT) - annual exercise near Wisconsin Rapids, WI

More than 100 Enbridge team members participated in the simulated response to a release of heavy crude, along with members from the nearby Tribal nation, as well as officials from several towns, counties, state and federal departments.

E3RT is a group designed to enhance Enbridge's ability to respond to a large-scale, long-term incident beyond the response capacity of a single region or business unit

# Innovation at Enbridge

Enbridge is committed to pursuing innovative solutions to drive higher levels of safety, reliability and productivity in how we deliver energy



- **We employ leading commercialized technologies**
  - Next generation in-line inspection enabling unprecedented analytical capabilities
  - Aerial imaging using laser light to map the safest route for pipelines
  - Joint Industry Partnership to research cutting-edge technologies using a state-of-the-art pipeline simulator to improve detection reliability
- **Investing in innovation**
  - Designed to encourage innovation while accelerating technology driven business solutions

# Our ESG Priorities: Community & Indigenous Engagement

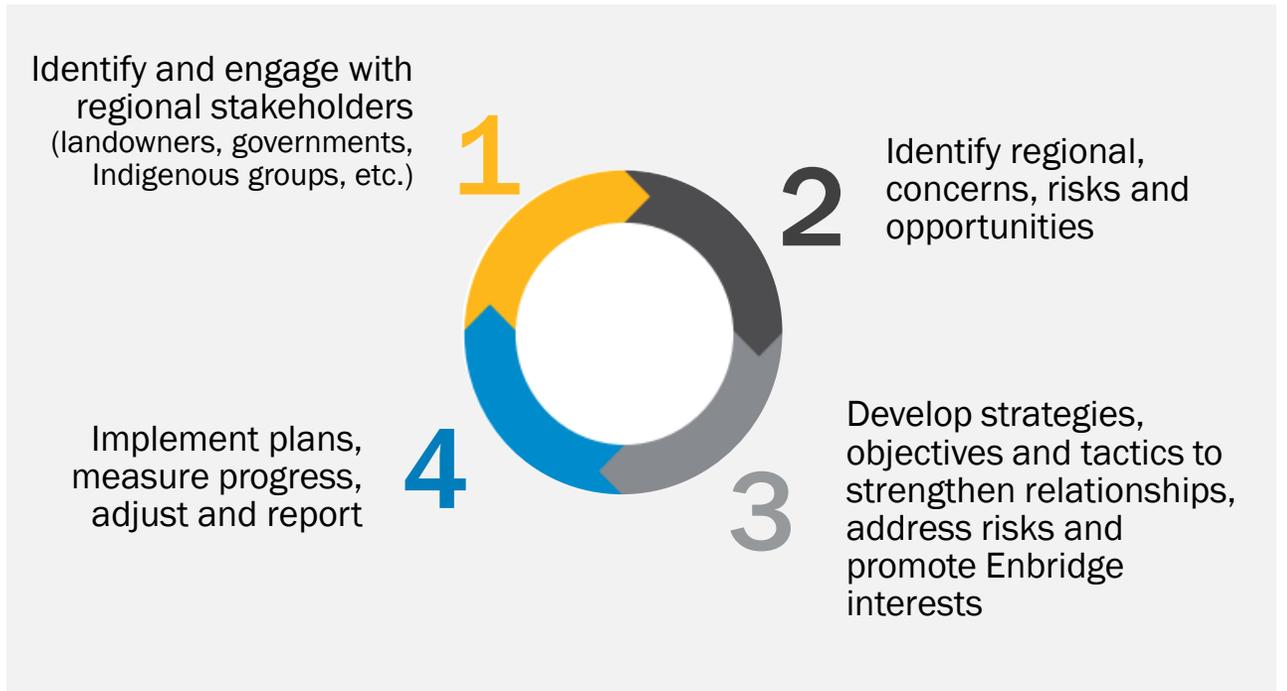
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# Building trust through meaningful, lifecycle engagement

- Guided by our Corporate Social Responsibility Policy, we are committed to clear, honest and respectful dialogue and to timely stakeholder engagement
- We develop custom Regional Engagement Plans for each new project focusing on constructive, meaningful and long-term relationships
- Integrated Management System (IMS) supports our strategic and relationship-based approach to engagement, inclusion and communication activities
- We seek continuous improvement to our stakeholder engagement systems and accountability, including feedback from the communities where we work and operate

## Community Engagement Process



# Indigenous Peoples Policy – Guiding Principles

Rooted in respect for Indigenous rights and interests where we operate

## Understand the history and culture

- Incorporate historical relationship to the land, traditional knowledge and land-use information into projects and operational plans
- Provide cultural awareness training for our employees and contractors



## Recognize legal and constitutional rights

- Recognize and respect the distinct rights and diversity of Indigenous peoples in Canada and the US



## Recognize importance of the UNDRIP

- Support the commitments made by the Canadian and US governments to protect the rights of Indigenous peoples



## Engage in forthright and sincere consultations

- Committed to pursuing sustainable, long-lasting mutually beneficial relationships with the Indigenous communities who live where we work and operate



## Extend project benefits to communities

- Strive to increase socio-economic participation through a proactive approach to employment, training and supply chain
- Strengthen communities and support culture through investment



# Indigenous Peoples Engagement Framework

**Our Indigenous Peoples Policy (IPP) sets out the principles which govern the company's engagement framework**

- Engagement framework is based on Lifecycle engagement which extends past the project phase through to the full lifespan of our assets
- Focus on continued improvements to engagement by incorporating key learnings from past experiences
- Framework is implemented and overseen through the Indigenous Operations Steering Committee, ensuring a consistent approach

## Enbridge regularly engages



**200** Indigenous Nations & Groups in Canada



**30** Federally Recognized Tribes in the U.S.



# Policy in Action – Line 3 Replacement Program

- Provided funding and collaboration on cultural walks/tours, cultural land blessing ceremonies, Indigenous participation in archeological work, and traditional land use studies
- Secured 58 voluntary agreements with 95 Indigenous communities or groups in Canada,
  - Cover Traditional Land Use, procurement, training and employment opportunities, environmental stewardship and construction monitoring
- Hired Aboriginal monitors who oversee construction and ensure Enbridge's compliance with its commitments
- Employed over 1,100 Indigenous men and women during the life of the project to date
- U.S. Tribal Workforce Training program graduated its first cohort of students



**20%**  
project workforce  
in Canada made up of  
Indigenous men and  
women

**\$450MM**  
Indigenous  
contracts & wages  
in 2018

**\$100MM**  
Commitment for  
Indigenous spend  
in Minnesota during  
Line 3 Replacement  
Project

# Indigenous Engagement

“Enbridge’s door is always open”

 **StarTribune**

## Canadian First Nations leaders: It's possible to work successfully with Enbridge

We collaborated with the company to ensure that Line 3, which uses our land, would be safe and would provide jobs to our people.

Submitted and published on August 21, 2019

On behalf of Chief Glenn Hudson, Peguis First Nation; Chief Ken Clamers, Birdtail Dakota Sioux Nation; Chief Nathan Pasap, White Bear First Nations; Chief Cadmus Delorme, Cowessess First Nation; Chief Todd Peigan, Pasqua First Nation; Robert Daniels, on behalf of Chief Watson, Mistawasis Nehiyawak First Nation; Chief Kenny Moccasin, Saulteau First Nation; Chief Brad Swiftwolfe, Moosomin First Nation; Iowa Beebe, Piikani First Nation; Guy Lonechild, CEO First Nations Power Authority

“For many of us, the decision to either oppose or find ways to influence and benefit from the project was not easy, but we did choose to engage with Enbridge.

We worked with them and found ways to ensure environmental protections, and ways to secure tangible economic benefits and career development commitments for the indigenous people we represent.

Enbridge listened and we believe this project has been a success for our people.”

# Fueling quality of life in our communities

We fuel futures through community investments - partnering with local organizations and championing solutions for safe, vibrant and sustainable communities

- Collaborate with local stakeholders to identify organizations and initiatives which create sustainable benefits
- Partner with Indigenous groups to support education and cultures
- Match our employees' charitable contributions and fundraising, reward volunteer hours with dollars and paid time off, and acknowledge the leadership commitment of serving on non-profit boards and committees.
  - In 2018, Enbridge employees helped raise over \$41.8 million for cancer research, treatment and care as part of our title sponsorship of the Enbridge Ride to Conquer Cancer
  - Through energy4everyone, we create opportunities for employees to volunteer internationally, installing solar panels to bring energy to remote communities
  - We raised nearly \$8MM for the United Way in 2018

\$13M

Contributed through our Safe Community Program since 2002



\$22.4M

Contributed to communities in 2018

Our ESG Priorities:

# Energy Transition & Climate Change

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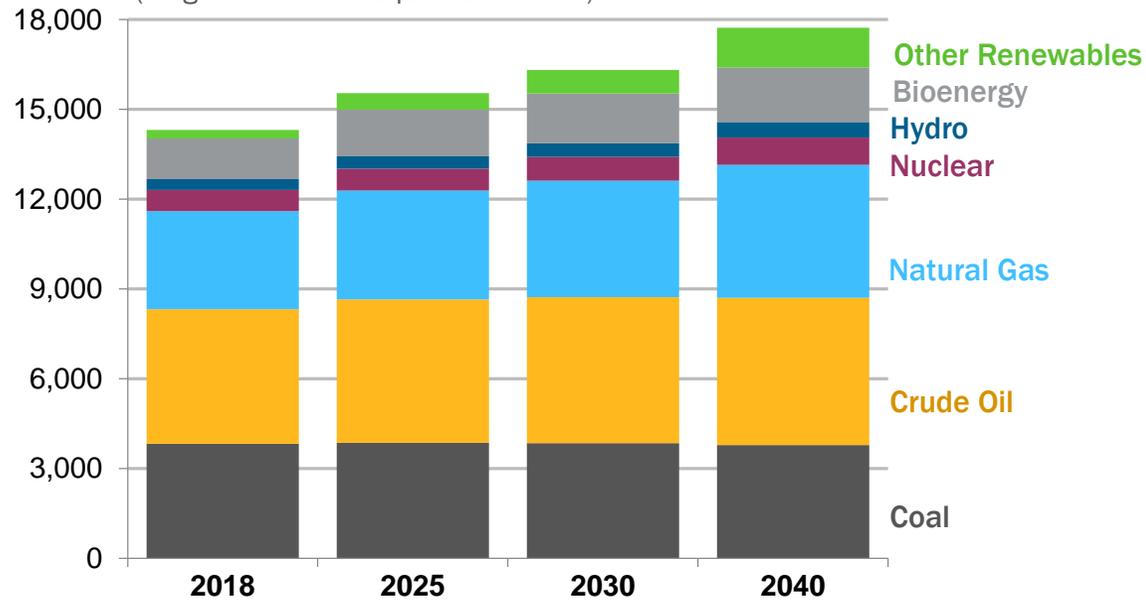
# Meeting the Dual Energy Challenge



Providing the energy that fuels quality of life and prosperity – while addressing climate change

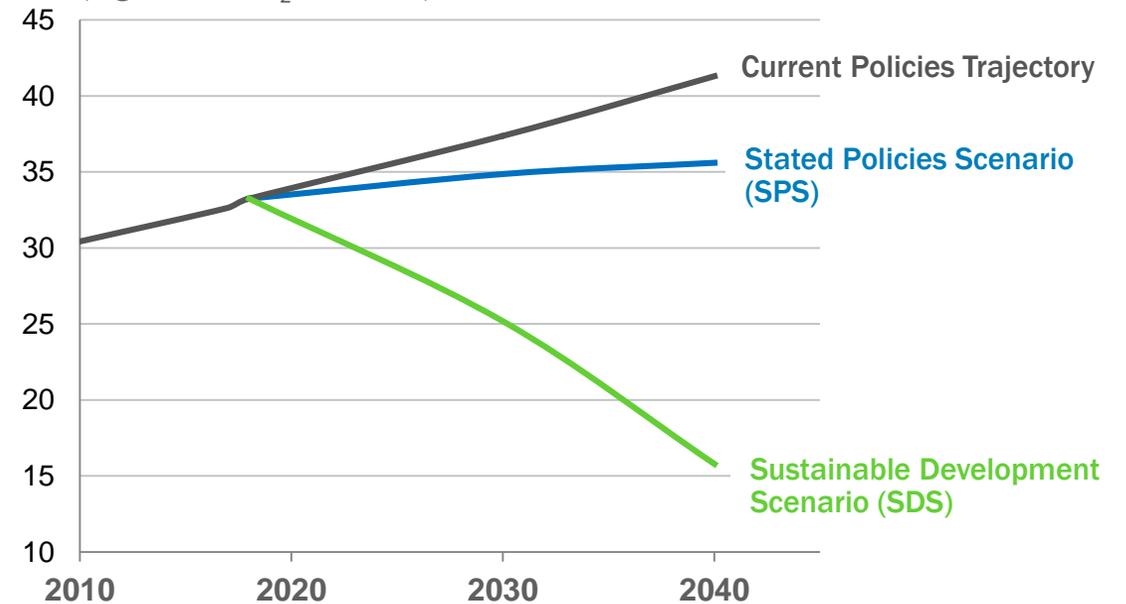
## Growing Global Energy Demand<sup>1</sup>: All forms of energy will be needed

(Megatonnes of oil equivalent - Mtoe)



## IEA Scenarios: Under SPS emissions continue to grow; SDS trajectory necessary to meet Paris goals

(Giga tonnes CO<sub>2</sub> emissions)



“Climate change is serious, and it requires action.” - Al Monaco, President and CEO, Enbridge

(1) IEA World Energy outlook 2019: Stated Policies Scenario (New Policies Scenario in 2018 report).

# Innovation is needed across the entire energy system

1

## Fuel Switching

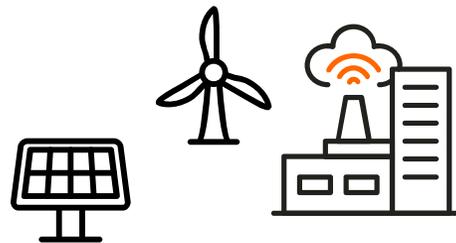
- Move from higher carbon to lower carbon sources like natural gas and renewables



2

## More Renewables

- Can increasingly compete on cost



3

## Energy Efficiency

- Fuel standards
- Demand-side management



4

## Cleaner Oil & Gas

- Reduce GHG intensity of oil and natural gas
- Renewable natural gas
- Power to gas



Multiple pathways to meet demand and reduce emissions.

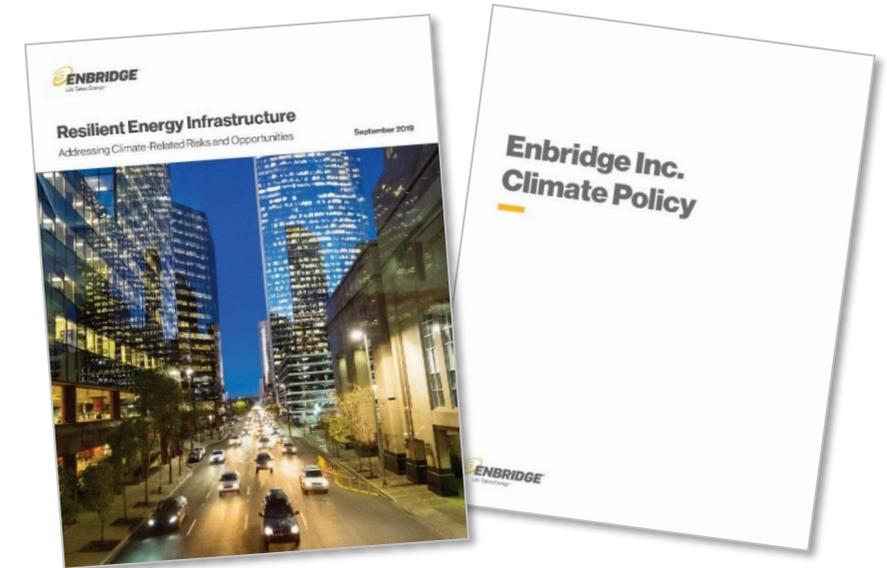
# What Enbridge is Doing

## Resilient Energy Infrastructure<sup>1</sup> is Enbridge's first report addressing TCFD recommendations.

- Discusses our evolving approach to integrating climate risks and opportunities into our governance structure and strategic planning, and how we identify and mitigate risks.
- Outlines the role of our Board and executive leaders in ensuring that climate considerations are part of our decision-making frameworks for risk management, business planning and performance evaluation.

## Our Actions are guided by our Climate Policy<sup>2</sup> and include:

- Reducing GHG emissions from our own operations
- Helping customers reduce their energy use and GHG impact
- Investing in renewable energy assets and low-carbon solutions



We are taking a leadership role in the transition to a lower-emissions economy.

(1) Enbridge Resilient Energy Infrastructure site and PDF: [Enbridge.com/climatereport](https://enbridge.com/climatereport)  
(2) Enbridge Climate Policy PDF: [Enbridge.com/climatepolicy](https://enbridge.com/climatepolicy)

# Reducing GHG Emissions in Our Operations

- Developing next generation GHG emissions reduction targets for our operations (previously set and met targets to reduce emissions 21% below 1990 levels between 2005 and 2016).
- Implement GHG emission reduction strategies.
- Reducing methane emissions from natural-gas related infrastructure.
- Investing in CNG fleet vehicles – largest fleet in Canada.
- Optimizing our pipeline systems; increasing efficiency and using data and predictive analytics to reduce power consumption and emissions.



# Reducing customers' energy use and GHG impact

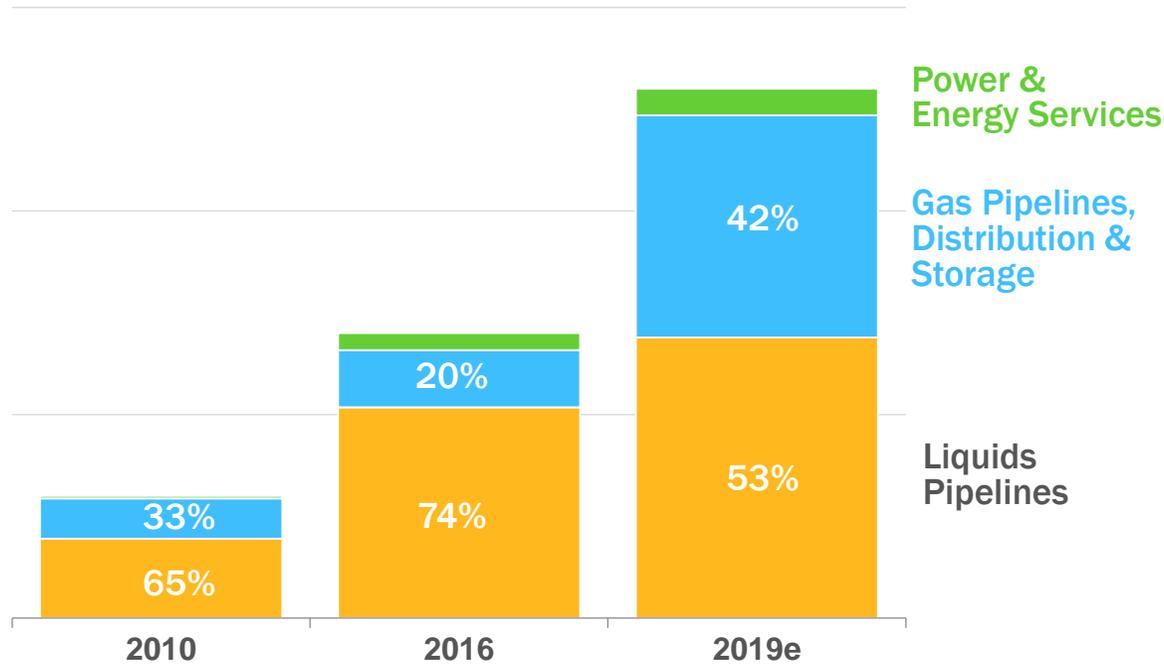
- Partnered with Hydrogenics to develop North America's first utility-scale Power-to-gas facility, which takes surplus electricity and stores it in our pipeline system where it's blended to reduce carbon content.
- Between 1995 and 2017 Utility-based Demand Side Management programs have saved 25 billion cubic feet of natural gas – the equivalent of removing 9.3 million cars from the road annually.
- Award-winning energy-efficient home building programs.
- Develop and promote adoption of new energy efficiency products and services for our customers.



# Diversification and Low-Carbon Solutions

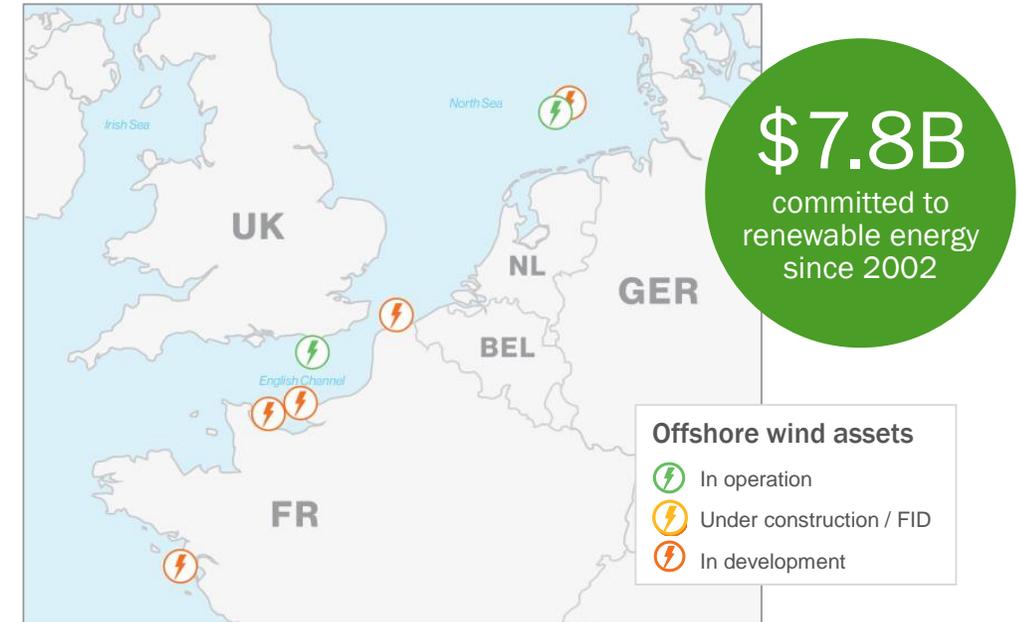
## Growing Proportion of Lower-Carbon Natural Gas

Enbridge Total Net Assets by Core Business Segment (\$B, Year End)



## Growing Offshore Wind Assets

complement Enbridge's North American renewables portfolio



Diversifying to reflect shifting market fundamentals – capturing opportunities in a changing energy future

# Resilient Strategy in a Lower-Emissions Future



## Liquids Pipelines

- Connected to low-cost refiners across N.A.
- Critical component of export value chain
- Building efficiencies through technology



## Resilient under all IEA scenarios

- N.A. to play a critical role in meeting the world's energy needs through crude and LNG exports
- Strategically positioned assets; diversified business mix
- Low-risk business model
- Investing in technology

## Renewables

- Zero-emissions energy
- Low-risk commercial structures
- Our investment reflects global energy mix



## Gas Transmission

- N.A major player in supplying global gas markets
- Connected to low-cost supply basins across N.A.
- Well positioned assets to play a critical role in N.A. export



## Gas Distribution

- Population growth
- Energy efficiency products
- Renewable natural gas
- Cost advantage over alternatives

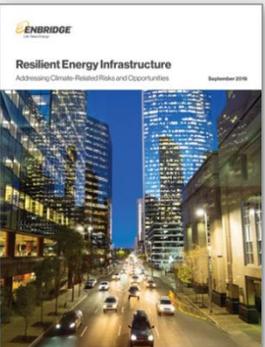


Commitment to a best practice approach

# Resources: ESG & Sustainability at Enbridge



## Reporting

Annual Report	Proxy Statement	Annual Sustainability Report
 <p>2018 Annual Report</p>	 <p>Notice of 2019 Annual Meeting of Shareholders and Proxy Statement</p>	 <p>Building Connections 2018 Sustainability Report</p>
Climate Change Resilience Report	Indigenous Engagement Discussion Paper	
 <p>Resilient Energy Infrastructure Addressing Climate-Related Risks and Opportunities</p>	 <p>Indigenous Rights and Relationships in North American Energy Infrastructure A Discussion Paper, June 2018</p>	

## Policies

Enterprise Policies	E&S Disclosure	E&S Management systems
<ul style="list-style-type: none"> <li>• Statement on Business Conduct</li> <li>• Corporate Social Responsibility Policy</li> <li>• Climate Policy</li> <li>• Indigenous Peoples Policy</li> <li>• Lifesaving Rules</li> <li>• Supply Chain Management (SCM) Policy</li> <li>• Supplier Code of Conduct</li> <li>• Corporate Financial Risk Management Policy</li> <li>• Compliance Policy</li> <li>• Whistle Blower Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Annual CSR &amp; Sustainability Report</li> <li>• Climate report (aligned to TCFD)</li> <li>• Indigenous engagement discussion paper</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise Risk Management</li> <li>• Integrated Management System</li> <li>• Environmental Management System</li> <li>• Enterprise Safety and Operational Reliability department</li> <li>• Pipeline/asset integrity departments</li> <li>• Operations &amp; Integrity</li> <li>• Occupational Health and Safety</li> <li>• Regional Engagement Plans</li> <li>• Indigenous Engagement Program and Action Plans; Lifecycle Engagement Framework</li> <li>• Office of the Ombudsman (Enbridge Gas Inc.)</li> <li>• Carbon &amp; Energy Efficiency plans (in development)</li> </ul>

# Contacts



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