ESG & Sustainability

resilient. reliable. responsible.

September 2020
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 – climate change and energy transition, safety and asset integrity, community engagement and Indigenous inclusion, and engaged and energized workforce – 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: the global energy future, including the factors and trends that are expected to shape it, and 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 global demand for energy while addressing climate change; our belief that the answer to this dual challenge lies in innovation across the energy system and finding and pursuing multiple pathways to reducing global greenhouse gas (GHG) emissions; our position to help society transition to a low-carbon economy; our commitment to taking climate actions that are consistent with our business model with changing energy market fundamentals and address government and shareholder 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 resilience therewith; 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 operational GHG emissions; our growth and diversification of our assets toward lower-emissions energy; strategic priorities, guidance and outlook; the COVID-19 pandemic and the duration and impact thereof; the expected supply of, demand for and prices of other crude oil, natural gas, natural gas liquids, liquefied natural gas energy, anticipated future cost reductions and deferral of growth capital spend; debt and equity market conditions, including the ability to access capital markets on favourable terms or at all; cost of debt and equity capital; economic and competitive conditions; operational reliability and performance; customer and regulatory approvals; maintenance of support and regulatory approvals for projects; anticipated in-service dates; weather; the realization of anticipated benefits and synergies of transactions; government legislation; litigation; changes in regulations applicable to our businesses; political decisions; impact of capital project execution on the Company’s future cash flows; credit ratings; capital project funding; expected EBITDA; estimated future cash flows and expected future DCF and DCF per share; benchmark future cash flows; expected performance and outlook of our businesses; secured growth projects and future growth and integrity programs; expected closing and benefits of transactions, and the timing thereof; and project execution, including capital costs, expected construction and in service dates and regulatory approvals.

Although we believe that the FLI is reasonable based on the information available on the date such statements are made and processes used to prepare it, such statements are not guarantees of future performance and you are cautioned against placing undue reliance on FLI. By its nature, FLI involves a variety of assumptions, which are based upon factors that may be difficult to predict and that may involve known and unknown risks and uncertainties and other factors which may cause actual results, levels of activity and achievements to differ materially from those expressed or implied by the FLI, including, but not limited to, the following: the COVID-19 pandemic and the duration and impact thereof, the expected supply of and demand for crude oil, natural gas, natural gas liquids, liquefied natural gas energy, anticipated future cost reductions and deferral of growth capital spend; debt and equity market conditions, including the ability to access capital markets on favourable terms or at all; cost of debt and equity capital; economic and competitive conditions; changes in tax laws and tax rates; changes in trade agreements; long-term energy scenarios; 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 resilience therewith; 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 operational GHG emissions; our growth and diversification of our assets toward lower-emissions energy; strategic priorities, guidance and outlook; the COVID-19 pandemic and the duration and impact thereof; the expected supply of, demand for and prices of other crude oil, natural gas, natural gas liquids, liquefied natural gas energy, anticipated future cost reductions and deferral of growth capital spend; debt and equity market conditions, including the ability to access capital markets on favourable terms or at all; cost of debt and equity capital; economic and competitive conditions; changes in tax laws and tax rates; changes in trade agreements; long-term energy scenarios; energy transition to a low carbon economy; and the development and performance of technology and new energy efficient products, services and programs. We caution that the foregoing list of factors is not exhaustive. Additional information about these and other assumptions, risks and uncertainties can be found in applicable filings with Canadian and U.S. securities regulators (including the most recently filed Form 10-K and any subsequently filed Form 10-Q, as applicable). Due to the interdependencies and correlation of these factors, as well as other factors, the impact of any one assumption, risk or uncertainty on FLI cannot be determined with certainty.

Except to the extent required by applicable law, we assume no obligation to publicly update or revise any FLI made in this presentation or otherwise, whether as a result of new information, future events or otherwise. All FLI in this presentation and all subsequent FLI, whether written or oral, attributable to Enbridge or persons acting on its behalf, are expressly qualified in its entirety by these cautionary statements.

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 noncash, realized 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 releases on Enbridge’s website and on EDGAR at www.sec.gov and SEDAR at www.sedar.com under Enbridge’s profile.
Life takes all forms of energy

- **25%** of North America’s crude oil transported
- **20%** of natural gas consumed in the U.S
- **~3.8M** natural gas distribution customers
- **1.8GW** of long-term contracted renewable energy = energy needs of 900,000 homes

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

(1) Inclusive of construction activity
As an operator of energy infrastructure we recognize the critical role and responsibility we have to our employees, customers, communities and investors. Enbridge has long considered environmental and social factors, along with strong governance and accountability, to be foundational to achieving our strategic priorities and ensuring the long-term sustainability of our company.

We strive for industry leadership in all that we do and are well-positioned to be a partner in the safe, reliable and sustainable delivery of energy for decades to come.

Al Monaco
President and Chief Executive Officer, Enbridge Inc.
Our ESG Priorities

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

**Climate Change & Energy Transition**
We are uniquely positioned to help society transition to a lower-carbon economy.

**Safety & Asset Integrity**
The safety of our people, and the communities in which we live and operate, is foundational to everything we do.

**Community Engagement & Indigenous Inclusion**
We strive to ensure our relationships with communities and Indigenous nations are mutually beneficial – environmentally, socially, culturally and economically.

**Engaged & Energized Workforce**
We aspire to build a culture that champions diversity and inclusion, inspires innovation, supports wellness and enables our people to achieve their full potential.

A foundation of our approach is a commitment 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.
## 2019 Highlights

### Industry-Leading ESG Performance

<table>
<thead>
<tr>
<th>Environmental</th>
<th>Social</th>
<th>Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety and protection of the environment are our highest priorities</td>
<td>Treating our employees and communities with integrity and respect</td>
<td>Committed to strong corporate governance and accountability</td>
</tr>
<tr>
<td><strong>$4B</strong></td>
<td><strong>57,000</strong></td>
<td><strong>4</strong></td>
</tr>
<tr>
<td>Invested in pipeline integrity over the last three years</td>
<td>Direct and indirect engagements with stakeholders and Indigenous communities on the Line 3 U.S. Replacement Program(^{(2)})</td>
<td>Board Committee Chairs are women</td>
</tr>
<tr>
<td><strong>$8B</strong></td>
<td><strong>$1B</strong></td>
<td><strong>&gt;80%</strong></td>
</tr>
<tr>
<td>Invested in renewable energy since 2002</td>
<td>Indigenous economic spend over the last decade</td>
<td>Board is independent, including Chair</td>
</tr>
<tr>
<td>Reduced emissions equivalent to removing ~12.2M cars off the road annually since 1995(^{(1)})</td>
<td><strong>31.3%</strong></td>
<td><strong>11x</strong></td>
</tr>
<tr>
<td>Investing in low carbon innovation with RNG, CNG, Hydrogen, Solar Self-Power projects</td>
<td>Positions are held by women</td>
<td>Average Board share ownership - 3x average Board retainer minimum requirement</td>
</tr>
<tr>
<td></td>
<td><strong>18.6%</strong></td>
<td><strong>6x</strong></td>
</tr>
<tr>
<td></td>
<td>Positions are held by ethnic &amp; racial minorities</td>
<td>Base salary share ownership requirement for CEO and 3x for named executive officers</td>
</tr>
</tbody>
</table>

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1) Through Demand Side Management Programs

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\(^{(1)}\) Through Demand Side Management Programs

\(^{(2)}\) Including First Nations"
### 2019 Highlights

## Awards and Recognition

We have been recognized for our sustainability performance & ESG disclosure, as well as our commitment to diversity & inclusion.

### Diversity & Inclusion / Workplace

- Best Places to Work for LGBTQ Equality 2020
- Canada's Best Diversity Employers 2020
- Bloomberg Gender-Equality Index 2020
- EqualPay TOP 100: Canada's Top 100 Employers 2020
- Forbes 2020: The Best Employers for Diversity
- Top Employers for Canadians Over 40

### ESG Performance / Disclosure

<table>
<thead>
<tr>
<th>Rating/Ranking</th>
<th>Relative performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainalytics</td>
<td>2nd among midstream peers</td>
</tr>
<tr>
<td>MSCI ESG</td>
<td>A rating</td>
</tr>
<tr>
<td>ISS E&amp;S QualityScore</td>
<td>Lowest risk; top decile</td>
</tr>
<tr>
<td>Scotiabank</td>
<td>Top among energy peers (5 year avg.)</td>
</tr>
<tr>
<td>National Bank</td>
<td>1st among Canadian midstream</td>
</tr>
<tr>
<td>State Street Global Advisors R-Factor</td>
<td>Top-decile for our industry sector</td>
</tr>
</tbody>
</table>
2019 Economic Impact

Creating societal value

Enbridge contributes to and stimulates economic growth

- ~$9B Goods & services purchased
- $1.3B Employee wages
- $23M Community investments
- $5.97B Dividend declared
- $2.4B Taxes paid

- Sourcing goods & services from ~14,000 suppliers
- Employing ~13,000 people across North America
- Championing initiatives providing societal & business value through ~2,900 organizations across North America
- Achieving long-term growth & value for our shareholders
- Delivering benefits to economies across North America through taxes paid to local, state/provincial & federal governments
Responding to COVID-19

Enbridge’s Response to COVID-19

Maintaining safe operations & protecting our workforce
- Implemented physical distancing, restricted facility access, and cleaning protocols at all worksites
- No interruption to essential energy delivery services
- Prioritizing employee health and protection; developing regional return-to-work plans
- Paid leave for employees temporarily unable to work remotely due to COVID-19 and flexibility in schedules due to childcare or eldercare
- Frequent leadership communication and voluntary “check in” surveys

Supporting customers & communities
- Pledged $3.2M to community relief funds, support to Indigenous nations
- Virtual stakeholder and Indigenous engagement
- Temporarily halted late and non-pay disconnects for utility customers

Committed to protecting the health and safety of our people while supporting our customers and the communities
Our ESG Priorities:

Climate Change & Energy Transition
Climate Change & Energy Transition

Meeting the Dual Energy Challenge

Meeting Paris emissions reduction targets – SDS² Scenario - will require innovative thinking

(Giga tonnes CO₂e emissions)

Growing Global Energy Demand⁴:
All forms of energy will be needed
(Megatonnes of oil equivalent - Mtoe)

- Coal
- Crude Oil
- Natural Gas
- Nuclear
- Hydro
- Bioenergy
- Other Renewables

Current Policies Trajectory
Stated Policies Scenario (SPS)
Sustainable Development Scenario (SDS)

(1) IEA World Energy outlook 2019: Stated Policies Scenario (2) SDS Scenario = Sustainable Development Scenario

All forms of energy will be needed to fuel quality of life and prosperity globally, but it must be accomplished in a way that addresses climate change.
Resilience in a Lower-Emissions Future

Enbridge is resilient under all IEA scenarios

- North America will play a critical role in meeting the world’s energy needs with crude and LNG exports
- Enbridge’s advantage: Strategically positioned assets; diversified business mix; low-risk business model; investing in technology

Liquids Pipelines
- Connected to low-cost refiners across N. America
- Critical component of export value chain
- Building efficiencies through technology
- Self-power initiatives for our pipeline systems

Gas Transmission
- N. America major player in supplying global gas markets
- Connected to low-cost supply basins across N. America
- Well positioned assets to play a critical role in LNG exports
- Self-power initiatives for our pipeline systems

Gas Distribution
- Growing population to serve
- Gas is cost advantaged to alternatives
- Energy efficiency products
- Innovating with lower carbon nat. gas solutions: RNG & hydrogen

Renewables
- Zero-emissions energy
- Low-risk commercial structures
- Our investment reflects global energy mix
A long history and commitment to investment into lower carbon energy sources
What we are doing: Renewable Power

$8 billion invested in renewable power generation since 2002

Asset portfolio:
- 21 Wind farms - onshore & offshore
- 4 Solar energy operations
- 5 Waste heat recovery facilities
- 1 Hydro facility
- 1 Geothermal facility
- 1 RNG facility
- 3 CNG fueling stations
- 1 Power to Gas Hydrogen facility

Net generation 1.8 GW
Enough to power 900,000 homes

Climate Change & Energy Transition
What we are doing: Innovation

**RNG**
- Renewable natural gas supply from organic landfill waste
- Currently operating project in City of Hamilton, Ontario

**CNG**
- Compressed natural gas for transport fleet conversion or remote industrial usage
- 3 public fueling stations in Ontario

**Hydrogen**
- Partnered with Hydrogenics to develop North America’s first utility-scale power-to-gas facility in Markham, Ontario – generating 2 megawatts

**Solar Self-Power**
- Currently developing inside-the-fence solar fields to power gas transmission compressor stations and crude oil pipeline pump stations
- Lambertville Solar Farm – In Service Fall 2020

Growth and efficiency opportunities can also support environmental and social goals
What we are doing: Reducing GHG emissions

Reducing emissions from our operations

- From 2005 – 2016, we set and achieved targets, reducing emissions to 21% below 1990 levels
- Reducing methane emissions from natural-gas infrastructure
  - Program to replace cast iron and bare steel at the utility
  - Investing in CNG fleet vehicles – largest fleet in Canada
  - Optimizing our pipeline systems and using predictive analytics to reduce power consumption and GHG emissions
- Integrate climate considerations into investment decisions

Reducing our customers’ emissions

- Developed award-winning energy-efficient home building programs
- Develop and promote adoption of new energy efficiency products and services for our customers

Partnering to reduce emissions from the entire natural gas value chain

Since 1995, our Demand Side Management programs have saved

56.2 million tonnes of GHG emissions

Equivalent to removing 12.2 million cars from the road for a year
Climate Change & Energy Transition

Commitment to climate leadership

Formal public disclosure of ESG performance since 2001 – through Corporate Social Responsibility (CSR) reporting

- Developing second generation GHG reduction targets
- Adopted climate policy in 2007, updated in 2019

Resilient Energy Infrastructure\(^1\) is Enbridge’s first report addressing recommendations of the Task Force on Climate-related Financial Disclosure (TCFD)

- 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
- Management integrates climate change considerations into its risk management, governance and business planning processes

We are committed to addressing the risks and opportunities of climate change while delivering the energy that benefits economies

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(1) Enbridge Resilient Energy Infrastructure site and PDF: [Enbridge.com/climatereport](http://Enbridge.com/climatereport)
Our ESG Priorities:
Safety & Asset Integrity
Environmental stewardship in our operations

Safety & Asset Integrity

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 near misses or incidents for root cause and to guide continual strengthening of system barriers and controls, preventing leaks and releases.

$1.75B Invested on integrity programs in 2019

Systems safety events

- Liquids Pipelines
  - 2017: 10
  - 2018: 10
  - 2019: 6
  - Number of on property releases
  - Number of station releases: 214
  - Number of off property releases: 411
  - Volume of spills (Barrels Released): 8,470
  - Volume without 3rd party strikes: 1,954

- Natural Gas
  - 2017: 26
  - 2018: 15
  - 2019: 19
  - Number of pipeline releases
  - Number of station releases
  - Number of off property releases
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 (TRIF)**

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Employee TRIF</th>
<th>Contractor TRIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>0.72</td>
<td>0.79</td>
</tr>
<tr>
<td>2018</td>
<td>0.69</td>
<td>0.55</td>
</tr>
<tr>
<td>2019</td>
<td>0.75</td>
<td>0.59</td>
</tr>
</tbody>
</table>

3 year Average:
- **Employee**: 0.69
- **Contractor**: 0.70

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**Our Safety Culture:**

- In 2019, we implemented our Enterprise Safety Culture Framework to achieve safety excellence.
- Leaders are responsible for developing and supporting improved safety performance.
- Safety Performance Metrics are tied to each employee’s Short Term Incentives.
- TRIF falls below the U.S. 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

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(1) The three-year average is a calculation that includes the cumulative hours worked and work related incidents that occurred over the previous three years.
Safety & Asset Integrity

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)

Source: U.S. Department of Transportation, PHMSA
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

The Enbridge Enterprise Emergency Response Team (E3RT) - annual exercise in Ottawa, ON

204 Enbridge team members participated in simulated a gas supply disruption and a gate station damage resulting major customer outage. The exercise included participation of 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

Safety & Asset Integrity

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

Using 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

Actively investing in innovation

• Designed to encourage innovation while accelerating technology driven business solutions
• Applying machine learning, predictive analytics and AI to solve real business projects
• Worked on 170 innovation or research and development projects in 2019
Our ESG Priorities:
Community Engagement & Indigenous Inclusion
Building trust through meaningful, lifecycle engagement

- Guided by our Corporate Social Responsibility Policy and Indigenous People’s 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 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

1. Identify and engage with regional stakeholders and Indigenous nations (landowners, governments, etc.)
2. Identify regional, concerns, risks and opportunities
3. Implement plans, measure progress, adjust and report
4. Develop strategies, objectives and tactics to strengthen relationships, address risks and promote Enbridge interests
Corporate Citizenship

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 culture
- 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.
- We invested $2.4M in Safe Community Grants in 2019, representing a 78% increase in program funding from 2018
  - In 2019, Enbridge employees helped raise over $29.3 million for cancer research, treatment and care as part of our title sponsorship of the Enbridge Ride to Conquer Cancer
  - We raised nearly $7.9MM for the United Way in 2019

$15.7M
Contributed to Safe Community Programs since 2002

Invested $23M
in communities where we live & work across more than 2,900 organizations
Indigenous Inclusion

Indigenous Peoples Lifecycle Engagement Framework

Our Indigenous Peoples Policy 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.
- Implementation of Framework overseen by an Executive Indigenous Lifecycle Engagement Steering Committee, ensuring a consistent approach.
- Approximately 650 employees and contractors received in person or online Indigenous cultural awareness training in 2019.

Enbridge regularly engages:

- **200** Indigenous Nations & Groups in Canada
- **30** Federally Recognized Tribes in the U.S.
# Indigenous Peoples Policy – Guiding Principles

**Rooted in respect for Indigenous rights and interests**

<table>
<thead>
<tr>
<th>Understand the history and culture</th>
<th>Recognize legal and constitutional rights</th>
<th>Recognize importance of the UNDRIP</th>
<th>Engage in forthright and sincere consultations</th>
<th>Extend project benefits to communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Incorporate traditional knowledge and land-use information into projects and operational plans</td>
<td>• Recognize and respect the distinct rights and diversity of Indigenous peoples in Canada and the US</td>
<td>• Support the commitments made by the Canadian and US governments to protect the rights of Indigenous peoples</td>
<td>• Committed to pursuing sustainable, mutually beneficial relationships with the Indigenous communities over the lifecycle of our assets</td>
<td>• Work with communities to increase economic participation through a proactive approach to employment, training and supply chain</td>
</tr>
<tr>
<td>• Provide cultural awareness training for our employees and contractors</td>
<td></td>
<td>• Support the commitments made by the Canadian and US governments to protect the rights of Indigenous peoples</td>
<td>• Committed to pursuing sustainable, mutually beneficial relationships with the Indigenous communities over the lifecycle of our assets</td>
<td>• Work with communities to increase economic participation through a proactive approach to employment, training and supply chain</td>
</tr>
</tbody>
</table>

**Indigenous Inclusion**
Indigenous Inclusion

Policy in Action – Line 3 Replacement Program

• Completed and placed into service the Canadian segment of Line 3 Replacement - 665 miles of pipeline in 2019
  – Participation from over 150 Indigenous businesses, and over 1,100 workers - representing over 20% of the overall workforce - during the project’s construction
  – Secured 58 voluntary agreements with 95 Indigenous communities or groups in Canada

• Implemented Indigenous Construction Monitoring program – independent Indigenous monitors embedded into the construction team

• Continue to engage with U.S. Tribes on U.S. portion of pipeline to provide assurance on cultural and environmental protection and opportunities for employment, training and local economic benefits
  – In Minnesota, largest tribal cultural survey of entire ROW undertaken in the energy industry with nine Tribes participating directly and more than 30 Tribes involved
Building Constructive, Long-Term Relationships

“Enbridge’s door is always open”

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.

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; Lowa Beebe, Piikani First Nation; Guy Lonechild, CEO First Nations Power Authority.

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.
Engaged & Energized Workforce
Engaged & Energized Workforce

Fostering an Engaged and Energized Workforce

Focus on empowering our employees which strengthens a sense of purpose and value

• We are continually evolving to maximize our employees career experience and drive high performance
  ▪ Provide leadership and development opportunities through rotational assignments, courses, conferences, coaching and mentoring
• Our Wellness Program provides benefits and resources to support every aspect of employees' well-being – physical, mental and financial
  ▪ We are taking a proactive, ongoing approach to be a mentally healthy workplace that supports employee success at work, home and in the community

We aspire to build a culture that champions diversity and inclusion, inspires innovation, supports wellness and enables our people to achieve their full potential
Engaged & Energized Workforce

Championing Diversity & Inclusion

- We remain steadfast in our commitment to Diversity and Inclusion with executive oversight and sponsorship of an enterprise-wide Diversity & Inclusion strategy focused on
  - Empowering employees
  - Building a diverse and inclusive workplace
  - Attracting and retaining talent
- Dedicated internal Diversity Dashboard and several Employee Resource Groups to engage and educate our employees
- Our progress will continue in 2020 as we increase focus to break down systemic barriers to equity and ensure black employees are represented across all levels
- Enbridge has been working toward a culture of inclusion.
- Unconscious bias training to help all leaders and employees recognize, understand, and reduce implicit bias

In addressing systemic racism and equity, we know that what we do is even more important than what we say. And while we’re encouraged by the progress we’ve made in improving our workforce representation and fostering a more inclusive culture, we know we can do more.

Our commitment to action begins at the top, with our Board and senior leadership listening deeply to our people and consulting with Black and Indigenous employees and other underrepresented groups, to help inform equity and inclusion plans, and shape policies and programs that will achieve sustainable change.

Marc Weil
Senior Vice President and Chief Human Resources Officer

Stats as at December 31, 2019

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Percentage</th>
<th>Change From 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>31.3%</td>
<td>Increased 1.3%</td>
</tr>
<tr>
<td>Ethnic &amp; Racial Minority</td>
<td>18.6%</td>
<td>Increased 2.9%</td>
</tr>
<tr>
<td>Persons with Disabilities</td>
<td>3.1%</td>
<td>Increased 1.3%</td>
</tr>
<tr>
<td>U.S. Veterans</td>
<td>4.0%</td>
<td>Increased 0.2%</td>
</tr>
</tbody>
</table>
Committed to Strong & Sustainable Governance
Enbridge’s Board takes a comprehensive approach to oversight of environmental, social and governance (ESG) matters with accountabilities designated across all Board Committees.

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; integrity of financial statements and financial reporting process
- **Safety & Reliability**: Public safety and emergency response; asset integrity; incident response and investigation; and Cybersecurity
- **Governance**: Board governance; director nomination, orientation, education and assessment; and corporate governance
Corporate Governance

Committed to Strong Corporate Governance

Our Governance Approach

• Value independent directors with diverse perspectives, expertise and experience
• Annual Board, committee and director evaluations
• Four of five committees are chaired by women
• Independent Chair of the Board
• Compensation, audit and governance committees are comprised solely of independent directors
• Share ownership requirement of 3x the annual Board retainer
• Advisory votes on executive compensation (“say on pay”)

Our Board Profile

Diversity

- 36% Women
- 64% Men

Independence

- 82% Independent
- 18% Non-Independent
- 4 of 11 Women Directors

Tenure

- 55% <5yrs
- 27% 5-10yrs
- 18% 10+yrs
- Average Tenure ~6 yrs

Age

- 36% 50s
- 9% 50s
- 55% 60s
- Average age 66 yrs

(1) Board profile as at June 30, 2020
**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

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

Share ownership requirement is 6x base salary and 3x base salary for the CEO and named executive officers, respectively.

### Majority of executive compensation is considered at risk (2019)

<table>
<thead>
<tr>
<th>President &amp; CEO</th>
<th>Average of Other Named Executive Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary 12%</td>
<td>Salary 18%</td>
</tr>
<tr>
<td>Long-Term Incentives 28%</td>
<td>Long-Term Incentives 27%</td>
</tr>
<tr>
<td>Short-Term Incentives 17%</td>
<td>Short-Term Incentives 14%</td>
</tr>
<tr>
<td>Medium-Term Incentives 43%</td>
<td>Medium-Term Incentives 41%</td>
</tr>
</tbody>
</table>

- **88% Compensation at risk**
- **82% Compensation at risk**
Commitment to a best practice approach

**Transparent Reporting**

### Reporting
- Annual Report
- Proxy Statement
- Annual Sustainability Report

### Policies

#### Enterprise Policies
- Statement on Business Conduct
- Corporate Social Responsibility Policy
- Climate Policy
- Indigenous Peoples Policy
- Lifesaving Rules
- Supply Chain Management (SCM) Policy
- Supplier Code of Conduct
- Corporate Financial Risk Management Policy
- Compliance Policy
- Whistle Blower Policy

#### E&S Management systems
- Enterprise Risk Management
- Integrated Management System
- Environmental Management System
- Enterprise Safety and Operational Reliability department
- Pipeline/asset integrity departments
- Operations & Integrity
- Occupational Health and Safety
- Regional Engagement Plans
- Indigenous Engagement Program and Action Plans; Lifecycle Engagement Framework
- Office of the Ombudsman (Enbridge Gas Inc.)
Contact Information

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For additional information about corporate sustainability at Enbridge, visit enbridge.com/sustainability