



# The journey continues

2025 Indigenous Reconciliation Action Plan



# Acknowledgment

Enbridge respectfully acknowledges that our projects and operations span Treaty and Tribal lands, the National Métis Homeland, unceded lands and the traditional territories of Indigenous Nations, Tribes, Governments and groups (Indigenous groups)<sup>1</sup> across Turtle Island<sup>2</sup>.

We acknowledge and honor the more than 300 Indigenous groups in Canada and the United States (U.S.) that regularly consult and engage with us. We are deeply grateful for the time, honesty and courage of the Indigenous leaders, Elders and members who have shared their perspectives, interests, stories and traditional and cultural knowledge over the years.

We recognize the injustices Indigenous groups have historically faced, and the ongoing challenges they continue to face today. (Seventy-six years ago, in 1949, Interprovincial Pipe Line Company began the construction of what would eventually become Enbridge's vast portfolio of energy assets and infrastructure today). We acknowledge the lack of inclusion in our collective historical activities within the broader societal context at the time, including the impacts to cultures, languages and socio-economic well-being of Indigenous peoples.

We commit to listening and learning from the lived experiences of Indigenous people and to apply that knowledge with action to continue to forge a path towards reconciliation – in service of ensuring that our future is increasingly inclusive and respectful of Indigenous rights, values and heritage, and in recognizing their vital role and contributions in shaping a more inclusive society.



Over the years, Enbridge has been honored with blankets gifted from Indigenous Groups. The blankets served as a source of inspiration for the design of the [2022 Indigenous Update Report](#) and this star graphic was first unveiled in our inaugural [2022 Indigenous Reconciliation Action Plan](#). We honor these gifts and their importance to the fabric of our culture, and our dedication to continued learning and inclusion of Indigenous culture, heritage and teachings in our everyday lives.

All figures presented in U.S. dollars use an exchange rate of 1.4 CAD per USD.

<sup>1</sup> In this IRAP Refresh we are using the term “Indigenous groups” when referring to Indigenous Nations, Governments or groups in Canada and/or Native American Tribes and Tribal associations in the United States. We have the utmost respect for the unique rights and individual names of Indigenous groups across Turtle Island. This collective term is used solely for the purpose of the readability of the IRAP Refresh.

<sup>2</sup> The continent of North America is often referred to as Turtle Island by some Indigenous peoples. Both terms appear within this IRAP Refresh, where appropriate.

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## Why an Indigenous Reconciliation Action Plan Refresh?

As a North American company, we believe it's important to foster meaningful reconciliation within communities where we live and work. Enbridge published its inaugural Indigenous Reconciliation Action Plan in 2022 (2022 IRAP). Developed in recognition of the Truth and Reconciliation Commission's Call to Action No. 92, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) with respect for and acknowledgment of Indigenous rights and title, treaties, and sovereignty across Turtle Island, and consistent with our [Indigenous Peoples Policy \(IPP\)](#), it has served as the roadmap on our journey towards reconciliation over the past two years. While we have made progress towards our commitments and traveled further along the path to reconciliation, the journey continues.

This IRAP Refresh offers a chance to reflect on the engagement, listening and learning that have taken place over the past two years, review our progress on the commitments made in 2022, and renew our focus on both individual and collective efforts to advance truth and reconciliation.



## About the artist



Jason Carter is an Indigenous sculptor, painter, illustrator and public artist from the Little Red River Cree Nation at John D'Or Prairie, Alberta, and a Distinguished Alumni of MacEwan University. Jason has major permanent installations in both the Calgary and Edmonton International Airports, and his sculpture and canvas artwork are displayed in many public places (NAC, AFA, YWCA Calgary and Edmonton, Travel Alberta, Wood Buffalo Region, Stantec, Banff Caribou Properties, Microsoft and Canada Goose), and private collections globally.

In 2019, Jason was commissioned by the Museum of Aboriginal Peoples' Art and Artifacts of Canada to create three paintings (two 79" x 29" and one 58" x 29") to be permanently installed in the museum's entrance. Jason is the lead sculpture artist for *In Search of Christmas Spirit*, an immersive sculpture exhibit in Banff, Alberta where he created 12'-to-18'-tall sculptures of bears, wolves and bison lit from within like a lantern. He worked alongside Banff & Lake Louise Tourism, and Parks Canada, to complete this initiative. In 2021, Jason created wâpos; another large-scale sculpture installation celebrating the rabbit in Churchill Square; and Winter Solstice, which brought to light the importance of solstice and the passing of the sun and moon in winter to Indigenous peoples. Most recently, Jason was commissioned by Hockey Canada to hand paint 150 hockey sticks to be gifted to the player-of-the-game recipients during the IHF's world junior championship tournament in August 2022.

Jason's beautiful artwork was a central part of Enbridge's 2022 IRAP design. We are honored to collaborate with him again on this IRAP Refresh.

# About Enbridge

Enbridge is a leading North American diversified energy company, headquartered on Treaty 7 lands and a portion of the Métis Homeland in Calgary, Canada. We operate locally, living and working in the communities near our projects and operations. Enbridge has additional major offices across Turtle Island in Houston, Edmonton, Toronto, Duluth and Chatham.

We safely and reliably connect millions of people to the energy they rely on every day, delivering the energy that fuels people's quality of life through our North American natural gas, oil or renewable power networks and our growing European offshore wind portfolio. We continue to invest in modern energy delivery infrastructure, advancing new low-carbon energy technologies including hydrogen, renewable natural gas, and carbon capture and storage, and are committed to reducing the carbon footprint of the energy we deliver. Our goal is to achieve net-zero greenhouse gas emissions from our operations by 2050<sup>3,4</sup>.

North America is blessed with resources, cleaner energy and innovative people who can build and create the energy needed around the world. At Enbridge, we value Safety, Integrity, Respect, Inclusion and High Performance. Above all else, we aim to make a difference, economically and socially—as an industry leader, as a responsible corporate citizen, and as an exceptional employer. Our dedicated team of more than 15,500 employees, mainly in Canada and the U.S.,

is passionate about upholding these values, contributing to a positive culture that enables us to perform to our full potential, and living our values in support of our communities, the environment and each other. To learn more, visit us at [enbridge.com](http://enbridge.com).

## Message from our President and CEO

At Enbridge, we are deeply committed to reconciliation. We have learned that what we do today impacts the next seven generations, and we have a responsibility to preserve and care for the land, learn from her original inhabitants and move forward together in the spirit of healing, reconciliation and partnership. We take these responsibilities seriously. Our inaugural 2022 IRAP and its 22 commitments served as a guiding light in our company-wide commitment to advance reconciliation.

As we pause and reflect on our reconciliation journey, I am proud of the dialogue that has taken place, the listening and learning that has occurred, and the work that has been done. We have made great strides, including: enhanced engagement with Indigenous thought leaders through our sharing circles, roundtables and the seven-member Indigenous Advisory Group; 100% employee participation in Indigenous cultural awareness training; and the advancement of economic reconciliation through the formation of new equity partnerships and C\$2 billion (US\$1.4 billion) in Indigenous spend to date.



> President and CEO Greg Ebel stands between key members from the Calgary Chapter of our Indigenous Employee Resource Group – Edie Severight at left, and Mark Shilliday at right.

But the work is not done. While we recognize there is still a long road ahead, we remain focused on fulfilling both our new and renewed commitments. We are dedicated to early engagement and meaningful, respectful dialogue, and we remain steadfast in our responsibility to empower and build vital economic relationships as we move forward together.

Greg Ebel, President and CEO

<sup>3</sup> GHG emissions included within our targets are from assets over which we have operational control (Scope 1 and Scope 2 emissions). Projected reductions of GHG emissions intensity and absolute emissions is relative to the 2018 baseline year. For more information, see our Sustainability Report.

<sup>4</sup> Absolute emissions.

## Where we are now—our journey continues

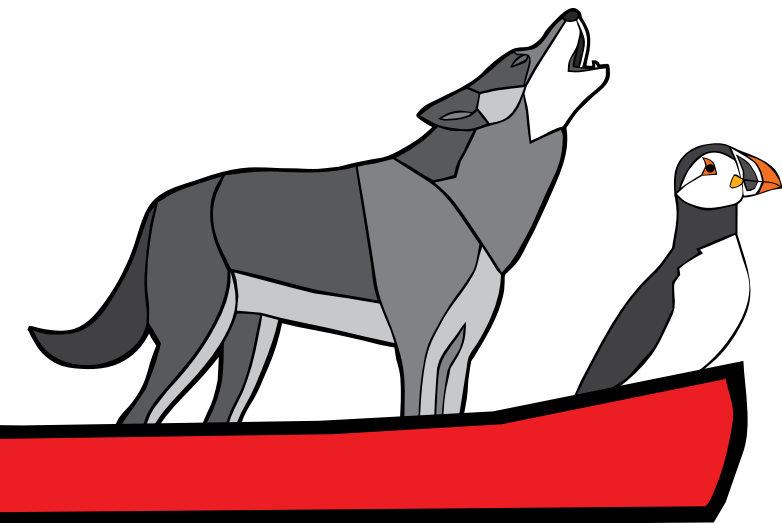
Our inaugural 2022 IRAP included 22 commitments, and associated actions, set forth to advance truth and reconciliation. Through the 2022 IRAP, Enbridge outlined objectives to create opportunities – for dialogue, for listening, for knowledge transfer, and for collaboration and partnership with Indigenous groups. The commitments permeated across each of our four businesses within Enbridge, transcended geographic borders and required us to focus holistically on our role as an energy company whose projects and operations span Indigenous groups across Turtle Island. The 2022 IRAP has served as a powerful tool for alignment within Enbridge on reconciliation and with Indigenous groups on shared interests.

Two years later, this important work continues.

Many of the commitments we made in 2022 are enduring. They contribute to meaningfully and respectfully embedding Indigenous teachings, knowledge and inclusion into our corporate culture. These include commitments such as: ensuring our employees participate in Indigenous cultural awareness training; forming an external Indigenous Advisory Group; and formalizing processes and strategies for Indigenous economic participation. While we may have “achieved” these commitments, they are not done. And they are not forgotten. They have become the new baseline for how we do business and will be maintained to pave the path we walk as we forge ahead on this journey.

In addition, and in conjunction with input from Indigenous groups, our IRAP Working Group, the Indigenous Advisory Group, employees and our Executive Leadership Team, we have renewed or refreshed some of our 2022 commitments to continue our work in these areas, and also set new commitments to strive towards over the next three years and beyond. Seeking truth, advancing reconciliation and walking this path is as much about the journey as it is about the destination. While we have made progress, there is more work to do.

Read on for comprehensive reporting on the progress made against our 2022 IRAP commitments, a list of the commitments we have achieved beginning on page 6, and new and refreshed commitments beginning on page 9.



“ Seeking truth, advancing reconciliation and walking this path is as much about the journey as it is about the destination. While we have made progress, there is more work to do. ”

## IRAP commitment and focus

At Enbridge, our core values – Safety, Integrity, Respect, Inclusion and High Performance – reflect what is truly important to us as a company. These values represent the “north star” for our organization, a constant beacon by which we make our decisions, as a company and as individual employees, every day. In 2023, Enbridge added high performance as a new value – recognizing the commitment of our people to set Enbridge apart as a recognized industry leader in a wide variety of areas, including reconciliation. We align to deliver results on things that matter, embrace change, take measured risks and adapt to continue the journey.

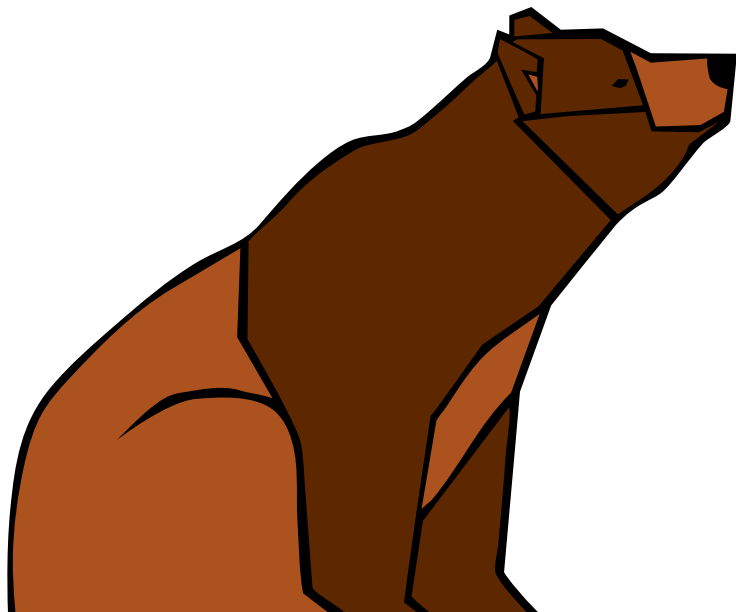
Our name, Enbridge, has long conveyed our commitment to being a bridge and playing our part in the energy transition. We recognize we have an important role to play in building bridges toward reconciliation and in collaborating with Indigenous peoples on the energy transition as we seek to be the first-choice energy infrastructure company in North America and beyond.

“ We believe we can achieve more together – collaboratively, respectfully, purposefully and transparently. ”

### Our vision for this IRAP Refresh is that it will:

- Guide us on our continued journey to reconciliation
- Unite and focus us in our efforts to continue to build and nurture respectful and mutually beneficial relationships with Indigenous peoples
- Enable us to collaboratively create a safer, more accountable, respectful, sustainable and inclusive future for seven generations<sup>5</sup> and beyond

<sup>5</sup> “Seven generations” is an Indigenous sustainability principle that says that we should consider how every decision will impact and affect those seven generations into the future.



# 2022 IRAP—progress on our commitments

We are proud of the progress made over the past two years. Since the 2022 IRAP was published, we have seen a shift occurring: what were once targets to strive for are now processes central to how we operate. While there is more work to do, we remain committed to continuing this journey.

## Commitments achieved

**12 commitments were achieved** out of the 22 commitments outlined in our 2022 IRAP. Of those 12 commitments:

**5 were achieved and integrated;** these 2022 IRAP commitments achieved over the past two years are now embedded in our corporate DNA. They form the new base standard for how we conduct our business, and we expect them to be continued as such in perpetuity. As such, they are not included in the IRAP Refresh commitment tables.










**7 were achieved and ongoing;** these 2022 IRAP commitments were achieved over the past two years and maintained in this IRAP Refresh with refreshed goals and details. These are identified in the IRAP Refresh commitment tables as “Refreshed” commitments.

The table below outlines these “achieved and integrated” and “achieved and ongoing” commitments.

	2022 Commitment	Status	Achievements
<b>Pillar 1</b>	Ensure 100% of Enbridge’s employees complete Indigenous awareness training	✓	<ul style="list-style-type: none"> <li>Incorporated cultural awareness training during onboarding process for every new Enbridge employee</li> <li>Maintaining Indigenous cultural awareness training as a requirement for all employees and contractors that interact with Indigenous people and communities or work on projects that impact Indigenous communities. Training will also be available to others who wish to have a deeper understanding of these communities</li> </ul>
<b>Pillar 2</b>	Develop an incremental formal mechanism for Indigenous groups to provide feedback to Enbridge	✓	<ul style="list-style-type: none"> <li>Established the Indigenous feedback mechanism in 2023</li> <li>Maintained feedback mechanism an ongoing basis: (email: <a href="mailto:indigenous@enbridge.com">indigenous@enbridge.com</a> and phone number: 1-855-459-0710)</li> </ul>
<b>Pillar 3</b>	Revise and formalize Indigenous financial partnership processes that encourage strategies to provide opportunities for Indigenous economic participation	➤	<ul style="list-style-type: none"> <li>Established an Indigenous Financial Partners Working Group</li> <li>Established four equity partnerships since 2022</li> <li>Maintaining commitment to Indigenous equity partnerships</li> </ul>

✓ Achieved and integrated   ➤ Achieved and ongoing



	2022 Commitment	Status	Achievements
<b>Pillar 3</b>	Advance opportunities for Indigenous businesses to participate in Enbridge's supply chain		<ul style="list-style-type: none"> <li>Established and conducted eight information sessions</li> <li>Established support mechanism for Indigenous businesses</li> <li>Maintain information sessions and support mechanism</li> </ul>
<b>Pillar 3</b>	Advance Indigenous procurement spending		<ul style="list-style-type: none"> <li>Achieved C\$2.757 billion (US\$1.97 billion) spend to date</li> <li>Aspiration: additional C\$1B (US\$714 million) between 2023 and 2030</li> </ul>
<b>Pillar 5</b>	Report and disclose progress on IRAP commitments in the Sustainability Report		<ul style="list-style-type: none"> <li>Established annual disclosure in our 2022 Sustainability Report</li> <li>Updates disclosed in 2023 Sustainability Report</li> <li>Maintain disclosure in our annual Sustainability Report</li> </ul>
<b>Pillar 5</b>	Facilitate a thought leader roundtable related to Indigenous inclusion and perspectives in sustainability strategy and policies		<ul style="list-style-type: none"> <li>Completed</li> <li>Held thought leader roundtable in Q4 2022</li> <li>Maintain thought leader roundtable in 2025</li> </ul>
<b>Pillar 5</b>	Refresh IRAP commitments and goals every two years		<ul style="list-style-type: none"> <li>Achieved IRAP commitment refresh within time frame</li> <li>Maintained IRAP commitment refresh to every three years</li> </ul>
<b>Pillar 6</b>	Establish an Indigenous Advisory Group (IAG)		<ul style="list-style-type: none"> <li>Established IAG terms of reference in 2023</li> <li>Maintain regular meetings</li> </ul>
<b>Pillar 6</b>	Ensure executive sponsorship and commitment to achieving IRAP goals		<ul style="list-style-type: none"> <li>Established Reconciliation Senior Vice President Steering Committee</li> <li>Maintained quarterly updates for the Executive Leadership Team sponsors</li> </ul>
<b>Pillar 6</b>	Ensure IRAP implementation and support mechanisms are established and aligned across the company		<ul style="list-style-type: none"> <li>Established IRAP Core Working Group</li> <li>Maintain IRAP implementation committees</li> </ul>
<b>Pillar 6</b>	Continue to conduct Indigenous Sharing Circles with participation from Executive Leadership Team		<ul style="list-style-type: none"> <li>Established quarterly Indigenous Sharing Circles</li> <li>Maintain quarterly Indigenous Sharing Circles with employees</li> </ul>

# About this IRAP Refresh

In this IRAP Refresh, commitments in the tables below are identified in one of two categories:

➤ **Refreshed:** 2022 IRAP commitments are refreshed and strengthened with enhanced targets or goals to challenge us to lean in further to advance reconciliation.

★ **New:** Net new commitments which were identified through learning and engagement as we navigated the last two years of this journey.

In line with our 2022 IRAP, this IRAP Refresh is organized into six key pillars, outlining 20 new or refreshed commitments. Detailed information and targets are provided on the following pages.

The six key pillars are central to our priorities and form the foundation of our commitment to reconciliation and have not changed since our initial 2022 IRAP was published. The pillars are designed to endure, and they reflect the essential components that guide us on this journey. Each pillar is supported by certain commitments, and associated tools, mechanisms and actions.

We will continue to publicly report on progress against these commitments annually in our Sustainability Report.

## SIX PILLARS

**1**

People, employment and education

**2**

Community engagement and relationships

**3**

Economic inclusion and partnerships

**4**

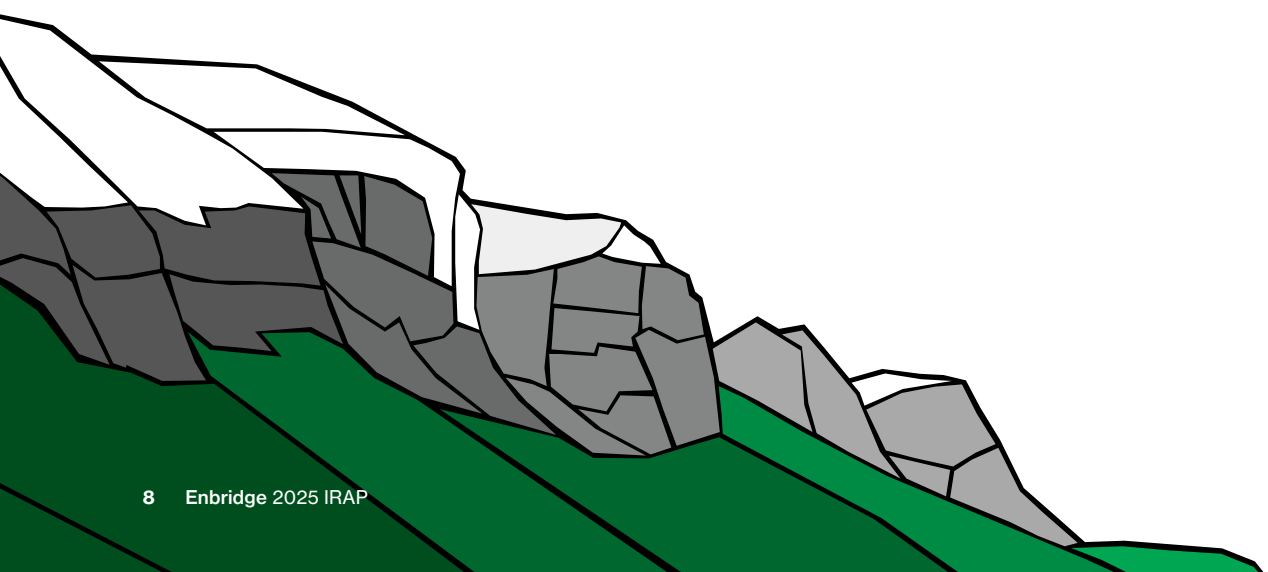
Environmental stewardship and safety

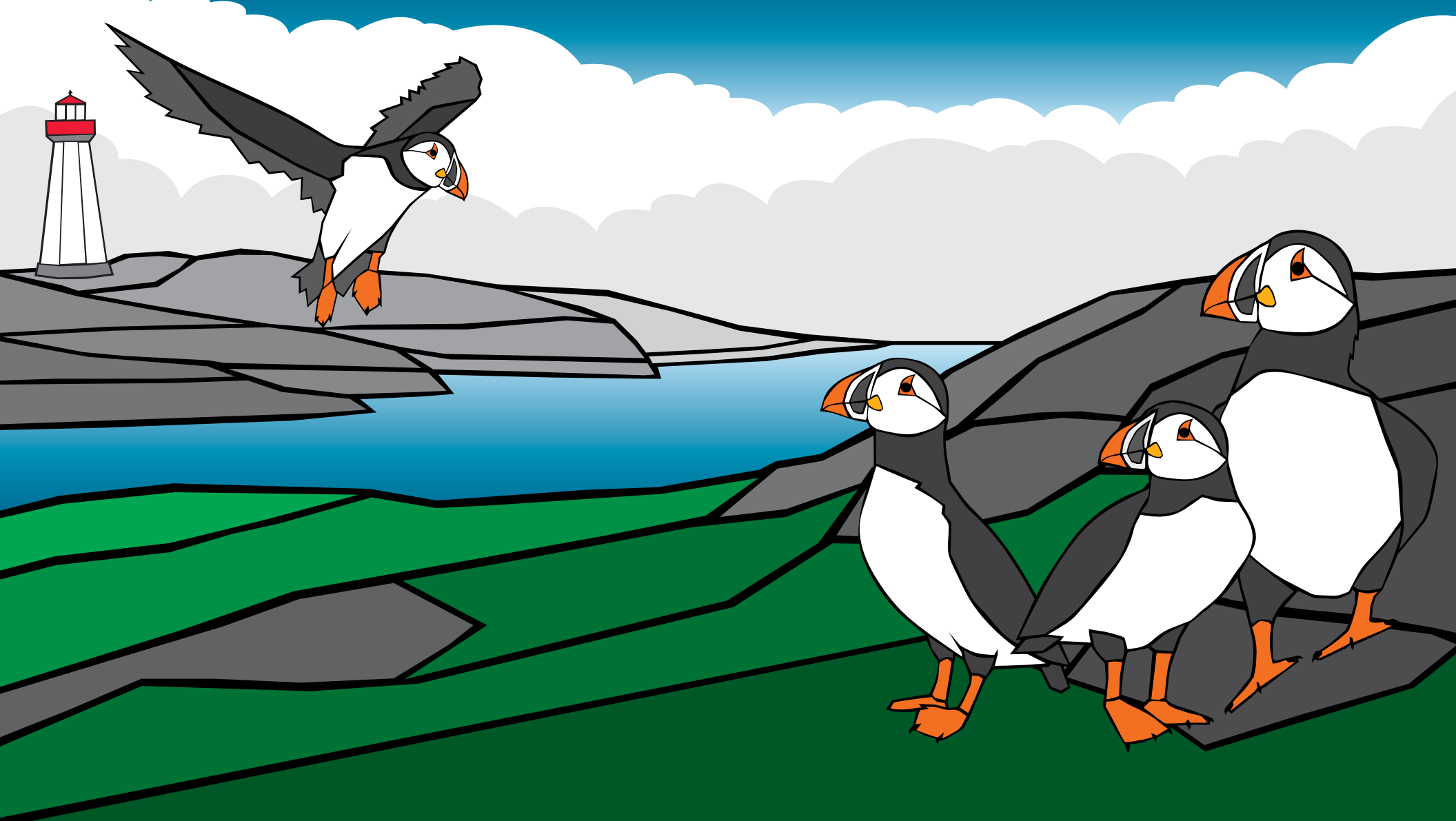
**5**

Sustainability, reporting and energy transition

**6**

Governance and leadership





1

PILLAR

**People, employment  
and education**

PILLAR 1


## People, employment and education

Enbridge is committed to creating and nurturing organizational structures that support opportunities to attract, retain and develop the skills of Indigenous people at all levels and in positions that make Enbridge the place to build their careers in a culturally supportive work environment.

Commitment	Details	Goal	Timeline
<b>Talent attraction and recruiting</b>			
Establish flexible work placements and opportunities for Indigenous people that account for regional and cultural considerations across Canada and the U.S.	<ul style="list-style-type: none"> <li>The Indigenous Employment Plan is led by an internal multidisciplinary team focused on improving the cultural consideration, working experience and hiring outcomes for Indigenous peoples.</li> <li>Continue to identify and resolve employment barriers for current and future Indigenous employees.</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Indigenous Employment Plan to account for Indigenous culture, regional/remote considerations and legal considerations, as appropriate.</li> <li>Continue education for U.S. and Canadian employees about expanded cultural flexibility within designated leave programs and reinforce that this exists with U.S. employees.</li> <li>Host a minimum of four listening sessions with Indigenous employees across Canada and the U.S. to understand top priorities and potential barriers to inclusion in the workplace.</li> <li>Refresh Indigenous Employment Plan based on feedback received within listening sessions.</li> </ul>	<p>➤</p> <p>2025 – ongoing</p>
Continue to seek and strive to increase Indigenous representation in Enbridge’s permanent workforce.	<ul style="list-style-type: none"> <li>Work with existing and new Indigenous partners to identify current opportunities and key growth areas for employment and skills development.</li> <li>Grow talent pool and implement Indigenous recruitment strategies.</li> <li>Recent large acquisitions have contributed to a growing U.S. employee base.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to engage with vendors, post-secondary institutions, employment centers and urban Indigenous recruitment partners to promote Indigenous recruitment.</li> <li>Attend at least 12 Indigenous-focused career fairs throughout Canada and the U.S. annually.</li> <li>Continue to strive for a workforce more reflective of the communities in which we operate.</li> </ul>	<p>➤</p> <p>2025 – ongoing Canada</p> <p>2027 – U.S.</p>

★ New commitment   ➤ Refreshed commitment

Commitment	Details	Goal	Timeline
Continue to review internal hiring processes and develop human resource capability to ensure all perspectives are reflected through attraction/retention lifecycle.	<ul style="list-style-type: none"> <li>Formalize Indigenous attraction and retention programs, focusing on cultural awareness, job advertising, partnerships and other regionally relevant cultural considerations.</li> <li>Ensure that Indigenous cultural perspectives and priorities are reflected throughout talent acquisition process(es).</li> <li>Conduct regular training with Talent Acquisition team on ways to conduct culturally inclusive interviews.</li> <li>Ensure job postings contain inclusive language and seek opportunities to consider culturally relevant transferable skills, such as experience in local Indigenous government, alongside other qualifications.</li> </ul>	<ul style="list-style-type: none"> <li>Review and, where appropriate, update internal hiring processes.</li> <li>Conduct ongoing and regular training with Talent Acquisition team related to hiring practices.</li> <li>Evolve current Indigenous attraction/retention approach as needed to ensure they continue to meet the needs of candidates and internal partners.</li> <li>Continue to adjust job descriptions and job postings, by leveraging content review tools and engaging with internal Indigenous expertise.</li> </ul>	<p>➤</p> <p>2025 – ongoing</p>
<b>Talent experience and development</b>			
Promote participation among Indigenous employees within Enbridge's development program offerings to support the retention and advancement of Indigenous employees.	<ul style="list-style-type: none"> <li>Offer development sessions to support career growth within Enbridge.</li> <li>Develop and diversify pools of candidates for apprenticeship and internship programs.</li> </ul>	<ul style="list-style-type: none"> <li>Partner with the Indigenous Employee Resource Group to host career development sessions, including topics such as accessing effective mentorship, coaching and sponsorship relationships.</li> </ul>	<p>➤</p> <p>2025 – ongoing</p>
<b>Cultural support programs</b>			
Continue to develop and maintain cultural support programs to make Enbridge an attractive and welcoming employer for all people, including Indigenous peoples.	<ul style="list-style-type: none"> <li>Include and develop Indigenous Employee Resource Groups across the company.</li> <li>Host programs related to Sharing Circles and Indigenous employee support across the company.</li> <li>Create culturally inclusive and safe spaces across the company that are supportive and celebrate Indigenous arts and culture.</li> <li>Provide opportunities for all employees to attend learning events celebrating the rich diversity within Indigenous heritage and culture.</li> <li>Support and provide access to Elders for consultation, cultural events and for support via the Employee Family Assistance Program.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to implement and provide cultural support programs.</li> <li>Integrate Indigenous arts and culture in Enbridge offices and facilities across Canada and the U.S.</li> <li>Continue to support the Indigenous Employee Resource Groups and ensure employees from all regions and field locations can join.</li> </ul>	<p>➤</p> <p>2025 – ongoing</p>

Commitment	Details	Goal	Timeline
Provide specialized and unique cultural awareness opportunities to Enbridge's Board of Directors and Executive Leadership Team that expand upon the learning from previous cultural awareness training.	<ul style="list-style-type: none"> <li>Conduct Indigenous-designed, -led, and -facilitated cultural awareness sessions for the Board of Directors and Executive Leadership Team to create enhanced understanding and awareness of the needs, priorities and interests of Indigenous Communities and Nations.</li> </ul>	<ul style="list-style-type: none"> <li>Host an annual Indigenous cultural session for Board of Directors and Executive Leadership Team.</li> </ul>	 Ongoing

## 2022 – 2024 progress and outcomes:

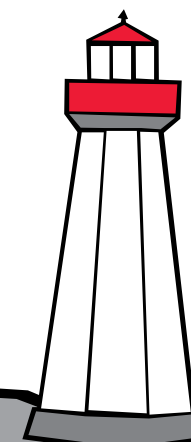
- Creation of Indigenous Employment Plan
- Creation of designated cultural leave program
- Attended a minimum of eight Indigenous-focused career fairs
- Reached 2.8% proportional Indigenous representation by the end of 2024 across the enterprise
- Implemented weekly training for Talent Acquisition
- Expanded Leadership Development Program
- Indigenous art present in seven Enbridge offices across Turtle Island
- Indigenous land acknowledgment plaques placed in 20 offices
- Ensured our employees participated in cultural awareness training
  - Every new Enbridge employee now receives cultural awareness training as onboarding requirement
  - Developed and implemented a cultural awareness program for all contractors

### Achieved (see table on pages 6 and 7):

- Elder support available through the Employee Family Assistance Program

### See our actions to date:

- [2023 Sustainability Report](#)



Spotlight

## Maawanji'we Leadership Program



> Kinomaage gamig and medicine garden at Shingwauk Kinomaage Gamig, Sault Ste. Marie, Ontario, Canada, spring 2024.

An emotional and powerful day of Indigenous cultural awareness education provides leaders an opportunity for learning, reflection and deep understanding of the importance of the continued journey towards reconciliation.

Through Enbridge's journey toward reconciliation, it has been imperative for our employees and our leaders to listen and learn about Indigenous culture, history and teachings.

On various occasions through 2024, cohorts from across Enbridge's Gas Distribution Systems (GDS) and Liquids Pipelines leadership teams in the Great Lakes area in both Canada and the U.S. gathered to undertake an immersive day of Indigenous cultural awareness and knowledge sharing, which included a humbling and transformative visit to the Shingwauk Kinomaage Gamig in Sault St. Marie, Ontario, Canada.

Coordinated and arranged by Kaella-Marie Earle, an Anishinaabekwe (Ojibwe, Odawa, and Potawatomi) from Wiikwemkoong Unceded Territory and Aroland First Nation and a member of Enbridge's GDS team, these learning visits have been a powerful reminder of the history of Indigenous people in Canada and the importance of continuing the journey towards reconciliation and working together to achieve our shared goals.

Founded in 1979, a "Kinomaage Gamig" (Teaching Wigwam) was originally envisaged by Ojibway Chief Shingwaukonse, also known as Shingwauk, as a way of enabling and synthesizing cross-cultural understanding of traditional Anishnabek and modern European knowledge and learning systems.

## Spotlight

### Maawanji'we Leadership Program continued

Today, the Shingwauk Kinomaage Gamig, an Anishinaabe post-secondary institute that preserves the integrity of Anishinaabe knowledge and understanding, is set across the street from the former Shingwauk Indian Residential School on what is now Algoma University's Sault Ste. Marie campus.

The day commenced with prayer and song, a smudge with a knowledge holder on the beautiful Shingwauk campus and an opening sharing circle. Throughout the morning, participants were educated on the Seven Grandfather Teachings and traditional language; learned the history of the Anishinaabe and their deep connection to the land; visited a sacred medicine garden filled with the four sacred medicines (sweetgrass, sage, cedar and tobacco); enjoyed traditional Anishinaabe cuisine; and explored the National Chiefs Library and Archive, a center focused on the preservation of Anishinaabe knowledge.

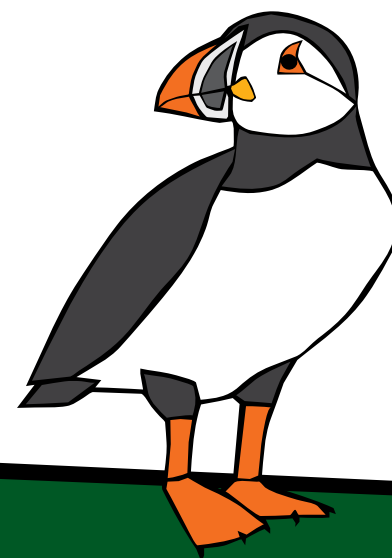
Throughout the afternoon, the team spent time visiting the former residential school and cemetery, and members were captivated by the deeply personal and moving stories from a residential school survivor.

“The opportunity to engage in an immersive and enriching experience such as that provided by the Shingwauk Kinomaage Gamig is one that gives a broader understanding and appreciation of the history of Indigenous peoples in North America and the importance of this journey towards reconciliation,” said Mike Moeller, Director of Enbridge's Great Lakes Region. “An emotional and powerful day of learning and reflection, the lessons and stories are ones we take to heart and lean on in our decision-making in both our professional and personal lives.”

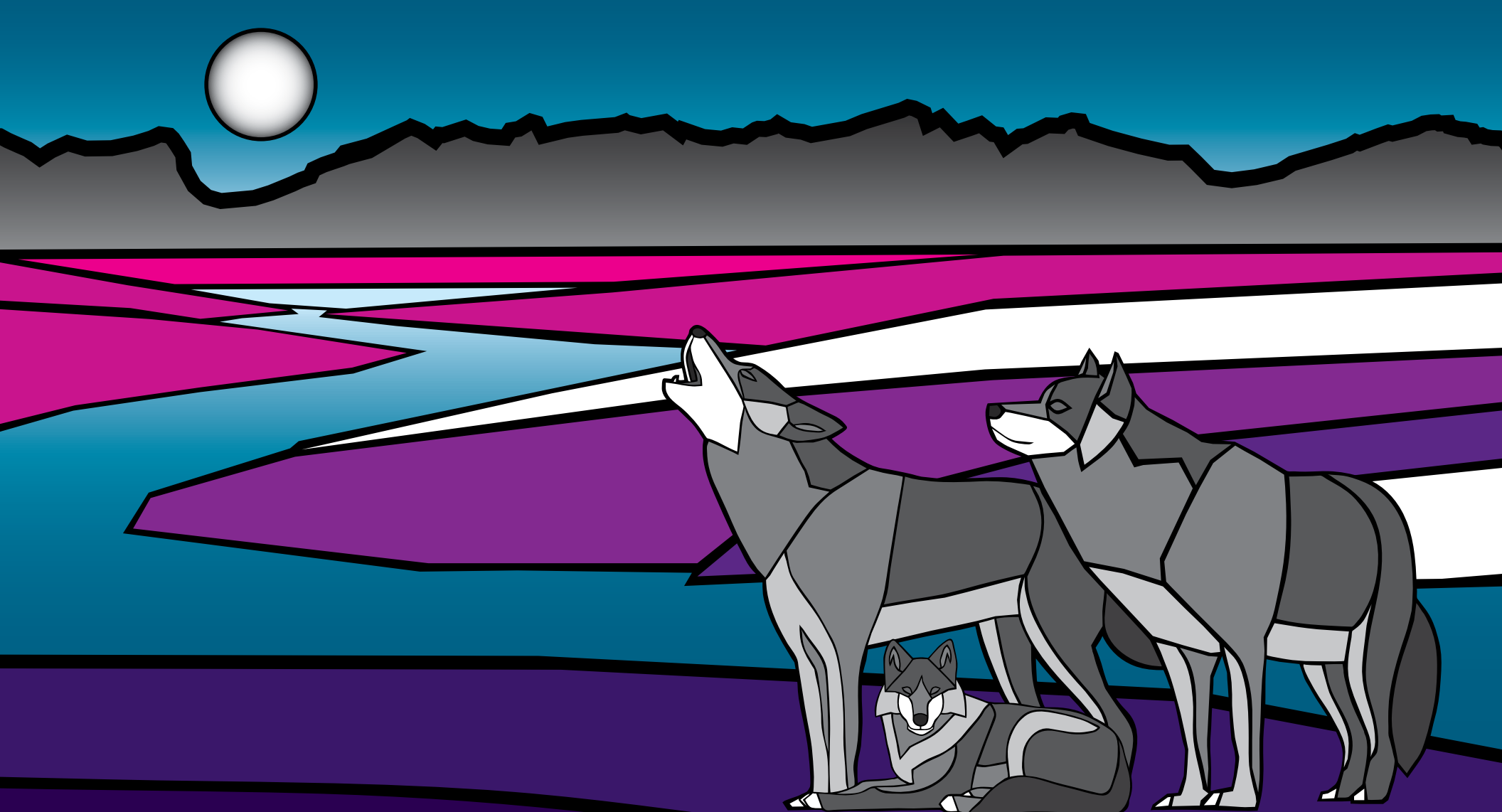
While the opportunity to visit the Shingwauk Kinomaage Gamig had a profound impact on those who attended, teams are also focused on incorporating and weaving cultural awareness education and opportunities into everyday routines.

The Great Lakes leadership team encourages participation in quarterly wisdom and knowledge circles and cultural sharing opportunities, ongoing engagement and dialogue with local Indigenous groups, and a “Respect Practice” guided by local Elders before commencing certain activities on Mother Earth.

As our journey towards reconciliation continues, it is guided, informed and furthered when our people, collectively and individually, pause to listen, learn and reflect. We are grateful to the Elders and knowledge holders of the Shingwauk Kinomaage Gamig for their time, energy and courage in sharing their personal stories and their traditional knowledge.







2

PILLAR

**Community engagement  
and relationships**

PILLAR 2

## Community engagement and relationships

Enbridge understands meaningful engagement and respectful relationships are foundational to advancing reconciliation. We are committed to developing strategies, mechanisms and opportunities that support and nurture dialogue and engagement between Enbridge and Indigenous groups throughout the lifecycle of our projects and operations.

Commitment	Details	Goal	Timeline
<b>Community engagement and relationships</b>			
Support communities along our right-of-ways, including Indigenous communities, with community-strengthening initiatives.	<ul style="list-style-type: none"> <li>Our aim is to make sure there is at least C\$80 million (US\$57 million) cumulatively over 2022 – 2027 of overall community spend that supports Indigenous communities to enable them to work with Enbridge.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to invest at least C\$80 million (US\$57 million) in cumulative funding.</li> <li>Provide annual updates on progress toward cumulative C\$80-million (US\$57-million) investment.</li> </ul>	<p>➔</p> <p>2022 – 2027</p>
Formally establish our Indigenous Lifecycle or relationship-based engagement approach as the Enbridge’s standard of practice for engaging with Indigenous groups.	<ul style="list-style-type: none"> <li>Building sustainable, respectful relationships and partnerships with Indigenous groups is fundamental to improved alignment of interests and outcomes for both Enbridge and Indigenous groups.</li> <li>Connecting the Lifecycle guidelines as articulated in the Lifecycle Engagement Framework formally to our IRAP and our Indigenous Peoples Policy drives further internal alignment and consistent standards of engagement practice.</li> </ul>	<ul style="list-style-type: none"> <li>Embed the Lifecycle Engagement Guidelines Framework as a corporate guideline and within the Indigenous Peoples Policy as part of our commitment to reconciliation.</li> </ul>	<p>★</p> <p>2026</p>

★ New commitment   ➔ Refreshed commitment

### 2022 – 2024 progress and outcomes:

- C\$41 million (US\$29 million) of C\$80 million (US\$57 million) provided to date
- Updates are shared annually in the Sustainability Report

**Achieved (see table on pages 6 and 7):**

- Feedback mechanism established ([indigenous@enbridge.com](mailto:indigenous@enbridge.com), 1-855-459-0710)

**See our actions to date:**

- [2023 Sustainability Report](#)



## Spotlight

# The unique and impactful role of Tribal Liaisons



Enbridge is honored to consult, engage and collaborate with more than 300 Indigenous groups across Turtle Island. This ongoing connection is fundamental to creating important and meaningful relationships with Indigenous groups and imperative to advance reconciliation.

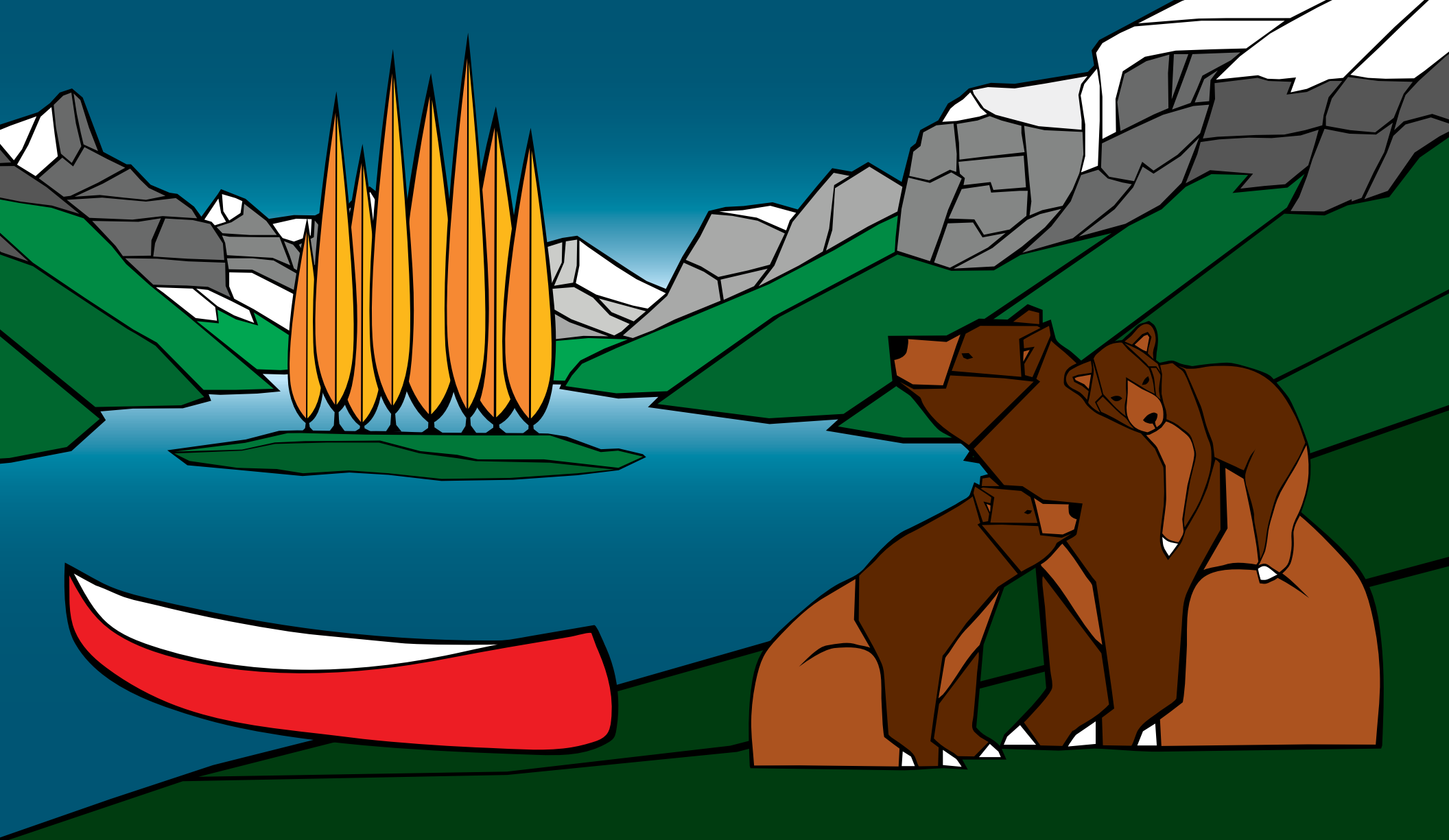
Tribal Liaisons play a unique role within Indigenous communities. Requiring a deep understanding and appreciation for the traditional communities in which they work and for the work that Enbridge undertakes, they are a liaison, a bridge, identifying opportunities for learning, engagement and connectedness.

Diane Pemberton Osceola (Wabegonaquay) is a proud member of the Leech Lake Band of Ojibwe and a Tribal Liaison for Enbridge. Born in White Earth, and currently residing on the Leech Lake reservation in Minnesota, she is a strong and spiritual Anishinaabe Equay (Ojibwe woman), mother, grandmother, great-grandmother, daughter, sister and auntie, as well as a tradesperson and respected businesswoman.

Diane joined Enbridge as a Tribal Liaison in 2019 and, through listening and learning, has been humbly and impactfully identifying important opportunities for connection, education and engagement since that time.

“Liaisons are a conduit for connecting, educating and collaborating with our communities and the people,” said Diane. “I am honored to have the opportunity to identify and support my people, and to enable and guide productive solutions to everyday needs within our community.”

With no two days the same, every day provides an opportunity for creating, maintaining or expanding connections. At the heart of the work of Tribal Liaisons in the U.S. are the relationships they build and nourish. Guided by the Seven Sacred Teachings including love, respect, honesty, courage/bravery, truth, wisdom, and humility, we are grateful and humbled by the work of these important community and team members.



3



PILLAR

**Economic inclusion  
and partnerships**

PILLAR 3

## Economic inclusion and partnerships

Enbridge strives to create, engage in, and stimulate positive and mutually beneficial financial impacts, opportunities and potential partnerships with Indigenous groups and businesses.

Commitment	Details	Goal	Timeline
<b>Indigenous financial partnerships</b>			
Continue to explore and execute Indigenous commercial equity partnerships.	<ul style="list-style-type: none"> <li>Indigenous commercial equity partnerships provide an opportunity to better align interests with Indigenous groups and encourage economic inclusion and reconciliation.</li> <li>Maintain an internal Indigenous Financial Partnerships Working Group to:                             <ul style="list-style-type: none"> <li>– Maintain standards and criteria for commercial partnerships within the company’s investment review processes that account for various regulatory, legal and socio-economic considerations.</li> <li>– Share best practices.</li> </ul> </li> <li>Maintain adequate resources to assess and potentially execute Indigenous commercial partnership opportunities.</li> <li>Engage with Indigenous groups to seek feedback and assess alignment between Enbridge’s processes, market opportunities and new opportunities for Indigenous commercial economic participation.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain an internal Indigenous Financial Partnerships Working Group.</li> <li>Continue to implement processes and strategies internally to review assets and projects to consider Indigenous commercial equity participation and encourage early engagement with Indigenous groups.</li> <li>Maintain appropriate dedicated positions and multidisciplinary teams to assess and execute prospective commercial partnership opportunities.</li> <li>Commit to the development of two additional Indigenous commercial economic partnerships by the end of 2027.</li> </ul>	<p> 2025 – 2027</p>
<b>Supplier capacity development</b>			
Advance opportunities for Indigenous businesses to participate in Enbridge’s supply chain.	<ul style="list-style-type: none"> <li>Develop and conduct information sessions to provide guidance and education to Indigenous businesses seeking participation in Enbridge’s supply chain.</li> <li>Continue to provide support for Indigenous businesses navigating Enbridge’s procurement system.</li> <li>Expand current Indigenous business contact mechanism to include options for feedback from Indigenous businesses.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and conduct at least 10 information sessions over three years. Expand on existing mechanism for Indigenous businesses and communicate enhancement to make Indigenous businesses aware of the mechanism.</li> </ul>	<p> 2025 – 2027</p>

 New commitment    Refreshed commitment

Commitment	Details	Goal	Timeline
<b>Indigenous procurement</b>			
Advance Indigenous procurement spending <sup>6</sup> .	<ul style="list-style-type: none"> <li>The 2022 IRAP resulted in an articulated aspiration of an additional C\$1 billion (US\$714 million) of Indigenous procurement spend between 2023 and 2030.</li> <li>Progress is reported on annually in our Sustainability Report.</li> </ul>	<ul style="list-style-type: none"> <li>Execute and report on the progress towards the 2030 aspiration for an additional C\$1 billion (US\$714 million) of Indigenous procurement spend.</li> </ul>	<p>➤</p> <p>2030</p>
Explore opportunities to remove contracting barriers and support Indigenous contractors.	<ul style="list-style-type: none"> <li>Review contracting payment mechanisms and processes to identify and remove barriers to increase participation and positive outcomes for Indigenous businesses.</li> </ul>	<ul style="list-style-type: none"> <li>Where possible, remove contracting barriers and implement appropriate mechanisms to accelerate payments to Indigenous contractors.</li> </ul>	<p>★</p> <p>2026</p>

<sup>6</sup> Enbridge takes direction from the leadership of Indigenous groups on which Indigenous members, companies and partners are available for economic inclusion purposes. We also consider economic opportunities for any incorporated business with a combined Indigenous ownership/controlling interest greater than 50% and include the burdened cost of wages for all self-identified Indigenous workers.

## 2022 – 2024 progress and outcomes:

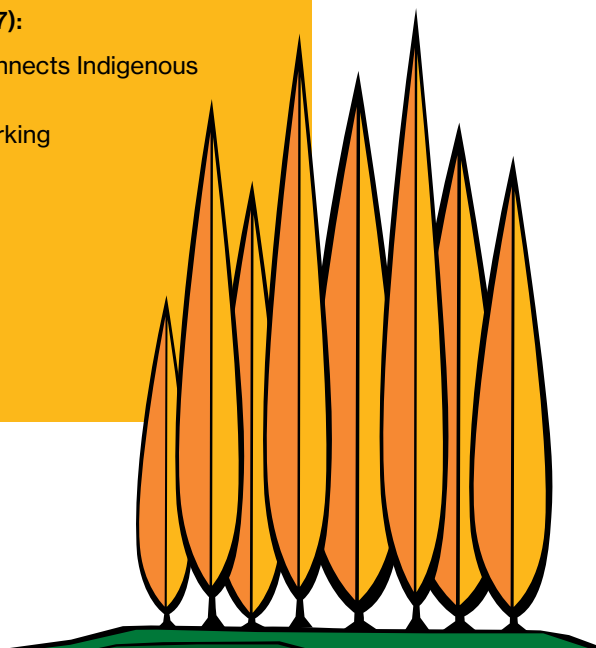
- Four new commercial partnerships established since 2022:
  - Plaza/Wabek Pipeline sale (North Dakota)
  - Wabamun Carbon Hub (Alberta)
  - Seven Stars Energy (Saskatchewan)
  - Athabasca Indigenous Investments Partnership (Alberta):
    - At the time, in 2023, Project Rocket was the largest energy-related Indigenous commercial partnership transaction in North America. It saw communities acquire an 11.57% interest in seven Enbridge-operated pipelines in northern Alberta for C\$1.12 billion (US\$800 million).
- Eight business information sessions and business summits completed
- Expanded current Indigenous Business contact mechanism ([Indigenousbusiness@enbridge.com](mailto:Indigenousbusiness@enbridge.com)) to include options for feedback from Indigenous Business to Supply Chain Management Indigenous Engagement (SCM IE)
- In our 2022 IRAP, our aim was to spend an additional C\$1 billion (US\$714 million) by 2030:
  - Since 2023, we have spent C\$757 million (US\$514 million)
  - The total Indigenous spend to date is C\$2.757 billion (US\$1.97 billion)

### Achieved (see table on pages 6 and 7):

- Established an email that directly connects Indigenous businesses to SCM IE
- Indigenous Financial Partnership working group established

### See our actions to date:

- [2023 Sustainability Report](#)



## Spotlight

# Plaza/Wabek Pipeline sale: MHA Nation and Enbridge

A precedent-setting sale welcomes the first Tribal shipper on Enbridge's mainline system and represents an investment in generational opportunities for one North Dakota Tribe.

With more than 17,000 enrolled members across nearly a million acres of land, the Mandan, Hidatsa and Arikara Nation (MHA Nation) of North Dakota offers a wide range of services to its people – from finance to child care, from housing to health care, from employment training to cybersecurity to Veterans affairs.



> Mark N. Fox, Chairman of the MHA Nation, left, and Enbridge's Mike Koby sign the sale agreement. Standing at rear are members of the MHA Nation's Tribal Business Council including, from left: Monica Mayer MD, MHA Nation Tribal Councilwoman; Robert White, MHA Nation Tribal Councilman; Bernie Fox, CEO of Thunder Butte Petroleum; and Fred Fox, MHA Nation Tribal Councilman.

The MHA Nation, also known as the Three Affiliated Tribes, also operates an energy division that includes oil production and processing. In June 2023, Enbridge and the MHA Nation announced that Thunder Butte Petroleum Services Inc., a wholly owned MHA Nation subsidiary, would purchase the Plaza/Wabek Pipeline from Enbridge for C\$7 million (US\$5 million), making MHA Nation the first Tribal shipper on the Enbridge system.

The Plaza/Wabek Pipeline is a six-inch-diameter oil pipeline traveling approximately 50 kilometers (31 miles) from a gathering system in the Plaza/Wabek fields of the Fort Berthold Reservation to Enbridge's Stanley Terminal in Stanley, ND. The line has a transport capacity of 15,000 barrels per day.

"Becoming one of the first Tribal shippers on the Enbridge system is a win-win situation. Creating an avenue of transmission to move our energy trust assets and resources to the marketplace will help further support various projects, programs and infrastructure, and increase our nation's standard of living," said Mark Fox, Tribal Chairman at MHA Nation. "Enbridge interacted with respect and professionalism throughout the process, and it has been a pleasure to work with them."

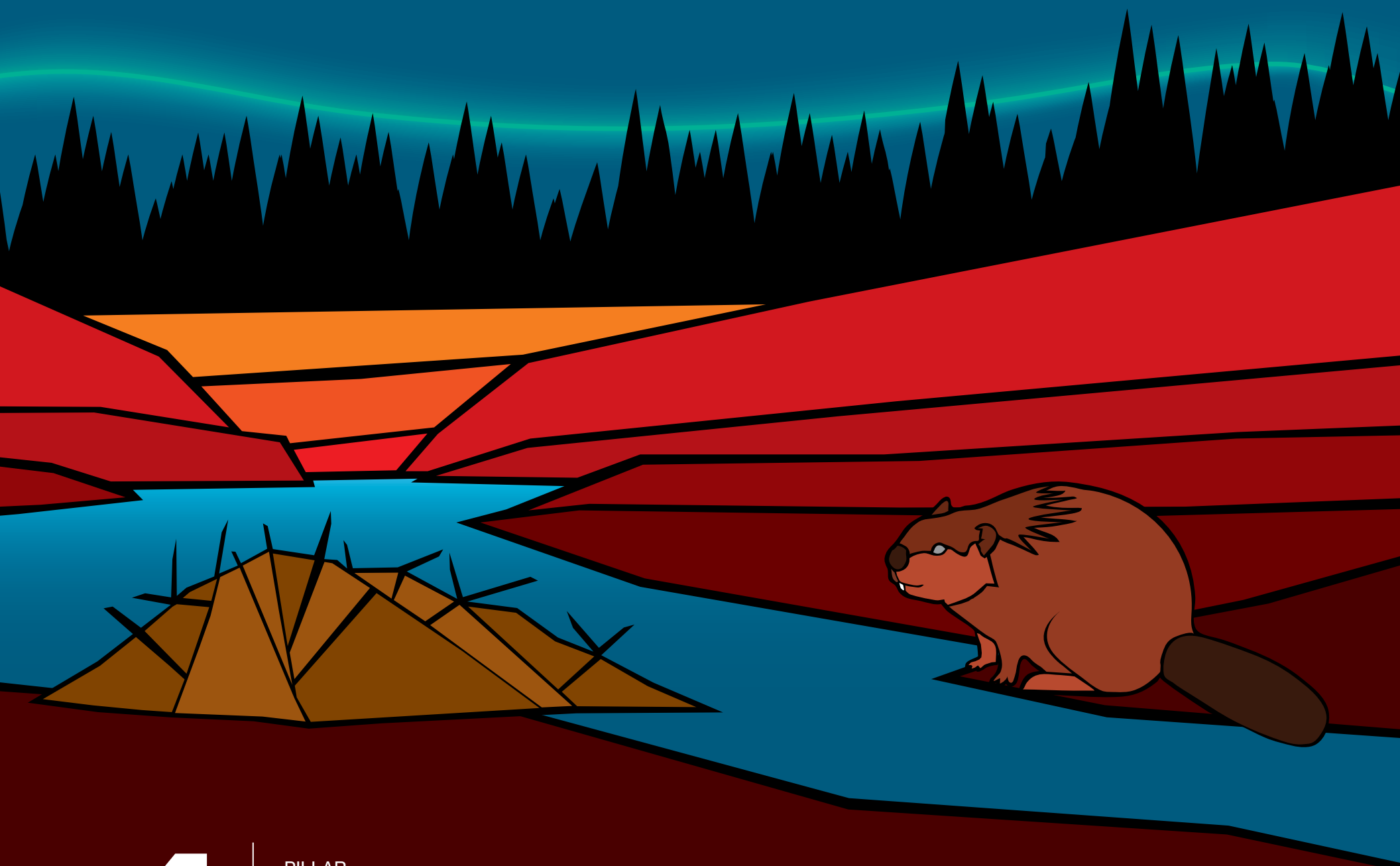
Respectful and transparent engagement regarding the long-term goals of both the MHA Nation and Enbridge allowed for productive negotiations, and ultimately for the sale to

proceed. In that same spirit, as work continues to finalize the necessary agreements and build the infrastructure required for the projected 2025 in-service date, both parties remain committed to working collaboratively and in the spirit of partnership.

"It was an honor to spend time getting to know the history, culture and people of MHA Nation through our negotiations and discussions on the Plaza/Wabek pipeline sale," said Sam Munckhof-Swain, Enbridge's Director of Indigenous Economic Partnerships. "As they become the first Tribal shipper on Enbridge's mainline system and their crude resources are able to access crucial markets across North America, this creates new generational opportunities for MHA Nation as they invest in their people for future generations."

We are dedicated to exploring and pursuing Indigenous financial and equity partnerships in the regions where we operate. With the support of a dedicated internal Indigenous strategic partnerships team, Enbridge is focused on fostering new partnerships and opportunities with Indigenous groups.

Our commitments under IRAP Refresh Pillar 3 outline the near-term steps we are taking to generate positive, mutually beneficial financial impacts and to create meaningful opportunities and partnerships with Indigenous groups and businesses.



4

PILLAR




**Environmental  
stewardship and safety**



PILLAR 4

## Environmental stewardship and safety

Enbridge recognizes the strong Indigenous connection to culture and the traditional importance of the land, air, animals and water. We are committed to environmental protection, collaborative stewardship and continued improvement of engagement on, and inclusion of, traditional and cultural knowledge in our plans, projects and operations.

Commitment	Details	Goal	Timeline
<b>Indigenous inclusion and traditional knowledge</b>			
Review and revise Enbridge's approach to Indigenous inclusion in environmental review processes.	<ul style="list-style-type: none"> <li>Proactively engage with Indigenous groups to share Enbridge's environmental processes and initiatives, and increase awareness for opportunities to partner with Indigenous organizations for environmental work.</li> </ul>	<ul style="list-style-type: none"> <li>Provide information on Enbridge's environmental processes and initiatives to identified Indigenous groups.</li> <li>Strengthen engagement to reflect Indigenous inclusion.</li> </ul>	 2025 – ongoing
Regionally advance opportunities for Indigenous inclusion in environmental field work.	<ul style="list-style-type: none"> <li>Regionally identify and advance opportunities for Indigenous participation in environmental field work.</li> <li>Engage with Indigenous groups to identify where Traditional Environmental Knowledge (e.g. planning site and facility locations) can be included into land-based development.</li> </ul>	<ul style="list-style-type: none"> <li>Increase Indigenous involvement in fieldwork.</li> <li>Identify land-based opportunities considering inputs from Indigenous groups.</li> </ul>	 2025 – ongoing
<b>Emergency preparedness and pipeline safety</b>			
Continue to share emergency management materials and encourage increased Indigenous awareness in emergency response.	<ul style="list-style-type: none"> <li>Continue to engage and share emergency management materials with Indigenous groups.</li> <li>Continue to generate awareness and provide opportunities for participation in emergency response exercises.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to share relevant emergency management materials to generate awareness and work with identified Indigenous groups to implement the “Best Practices for Notifications to Indigenous Nations and Communities” regarding Canada Energy Regulators (CER) Reportable Incidents.</li> </ul>	 2025 – ongoing
Continue to communicate with Indigenous groups regarding emergency and safety mechanisms and approaches.	<ul style="list-style-type: none"> <li>Continue to provide notifications to Indigenous groups at the same time as the regulator to ensure they are aware and engaged in the event of a release from our pipeline systems.</li> </ul>	<ul style="list-style-type: none"> <li>Communicate with Indigenous groups in the event of a release from our pipeline systems.</li> </ul>	 Ongoing

 **New commitment**    **Refreshed commitment**

### 2022 – 2024 progress and outcomes

- Assessed current environmental approaches in each region
- Increased Indigenous inclusion in various stages of environmental review processes
- Increased opportunities for Indigenous participation in environmental field work, especially through engagement on projects
- Provided emergency management materials and opportunities to participate in emergency response exercises to Nation emergency coordinators, administrators and leadership
- Hosted tours of key Enbridge operational facilities, which provided an opportunity to share information and answer questions
- Incident communication protocols were developed with some communities near our assets
- [2023 Sustainability Report](#)

## Spotlight

### Safe Community Grant—Frog Lake First Nation

Engagement and collaboration around safety as a core value creates opportunities for increased and improved community and regional emergency response, connection and security.

At Enbridge, safety is at the heart of what we do. For us, it's more than operational safety. It is also paramount that the communities in which we work and live are safe.

Since 2002, our Safe Community First Responder Program has helped support a wide variety of emergency response needs, from new firehoses, emergency management training, and the purchase of jaws-of-life for fire departments to automated external defibrillators, vehicles, and major financial support of air ambulance services.

Frog Lake First Nation (Frog Lake) is located in remote central Alberta, Canada, 200 kilometers (124 miles) east of Edmonton. Having adequate emergency management capacity within the community is important to the safety, security and peace of mind of its members. To that end, in 2022, Frog Lake began expanding its emergency management capacity, hiring a dedicated Emergency Management Director (EMD) and then applying for and receiving Enbridge Safe Community First Responder Program grants in 2022 and 2023 to contribute to the build of a new community fire hall.

As part of ongoing efforts to continue to enhance emergency response and safety within the community, in summer 2023, Frog Lake identified the need for a reliable and dedicated vehicle for emergency management, response and security patrol in the community, and considered applying for an additional grant to contribute to its purchase.

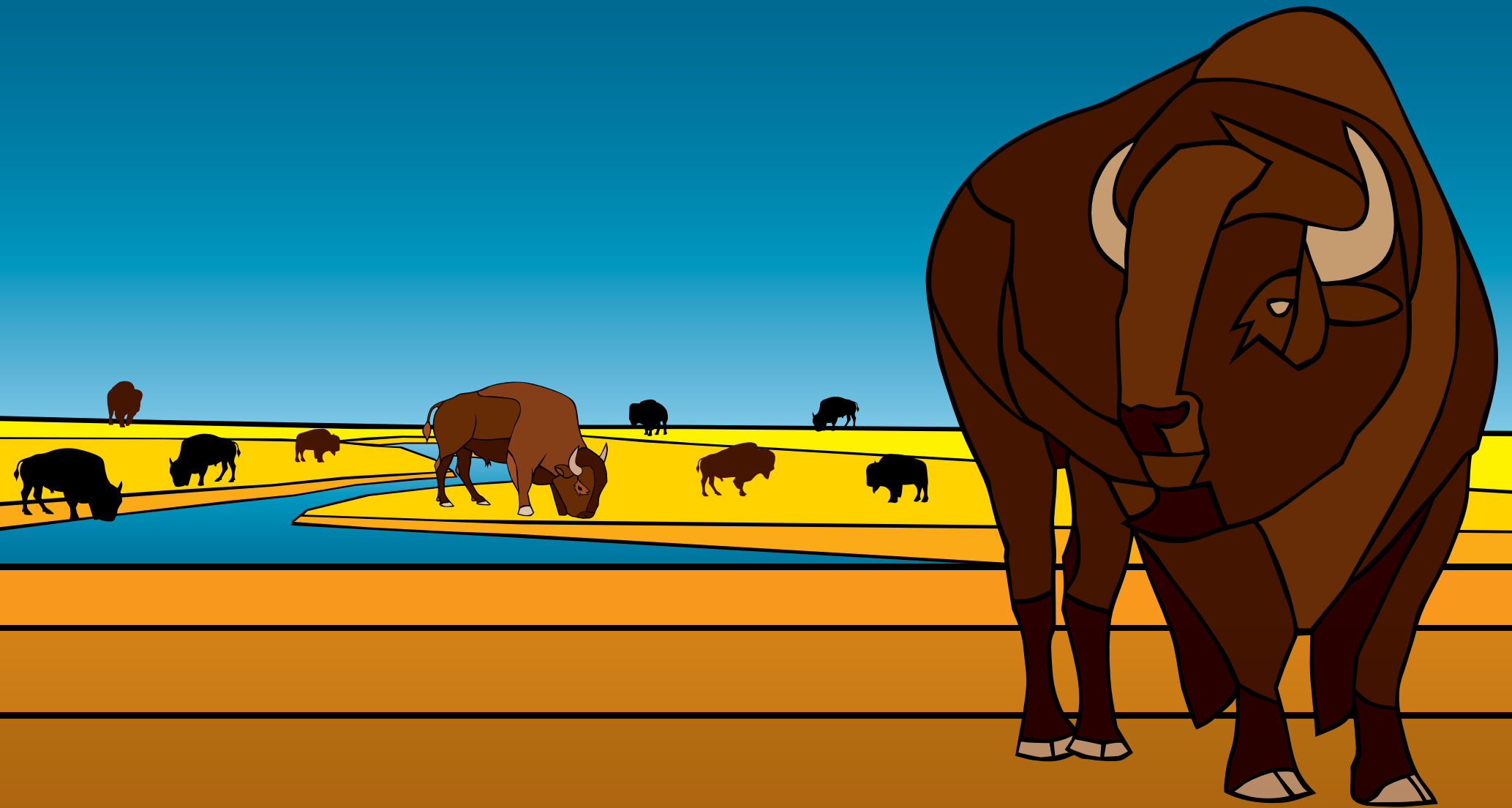
Through ongoing engagement and dialogue with Enbridge's Community and Indigenous Engagement (CIE) advisor and field operations staff, a process commenced to identify an appropriate Enbridge fleet vehicle being cycled offline for donation to Frog Lake. In September 2024, Frog Lake received the keys to its dedicated emergency management truck.

"We sincerely thank Enbridge for their generous donation of a half-ton truck to our emergency department, which has significantly improved the efficiency and safety of our patrols," said Rocky Wade, Frog Lake EMD. "We deeply appreciate Enbridge's continued friendship and support, and we look forward to further collaboration on initiatives that enhance the safety of both Frog Lake and our neighboring rural communities."

"We are proud to support Frog Lake as they have proactively worked to enhance their capacity and resources for emergency management and response within the community, as well as their crucial role in the broader region," said Dallas Roberts, Enbridge CIE senior advisor. "This increased capacity strengthens vital regional connections, creating a network of support and collaboration between Indigenous and local communities in rural and remote areas of Alberta."

Frog Lake has participated, and continues to engage, in management response training, and with members of Enbridge's CIE and operations teams to identify important priorities for the community, including around our shared core value of safety.





5




PILLAR

**Sustainability, reporting  
and energy transition**

**PILLAR 5**

## Sustainability, reporting and energy transition

Enbridge is committed to forming strategies and collaborative partnerships with Indigenous peoples focused on advancing the energy transition to a lower-carbon economy and transparently reporting on our progress against our commitments.

Commitment	Details	Goal	Timeline
<b>Reporting</b>			
Report and disclose progress on IRAP commitments in Sustainability Report.	<ul style="list-style-type: none"> <li>• Increase transparency by addressing progress of IRAP commitments in annual Sustainability Report.</li> <li>• Explore opportunities to utilize existing platforms to share updates, information and progress directly with Indigenous groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Disclose progress via annual Sustainability Report.</li> <li>• Develop IRAP progress dashboard for the Enbridge website.</li> </ul>	 Ongoing
Refresh IRAP commitments and goals every three years.	<ul style="list-style-type: none"> <li>• Refresh IRAP commitments and goals every three years in conjunction with input from Indigenous groups, the Indigenous Advisory Group, employees and Executive Leadership Team.</li> </ul>	<ul style="list-style-type: none"> <li>• Publish updated IRAP commitments and goals every three years.</li> </ul>	 2025 – ongoing
<b>Sustainability</b>			
Facilitate a thought leader roundtable related to Indigenous inclusion and perspectives in sustainability strategy and policies.	<ul style="list-style-type: none"> <li>• Identify key organizations/industry partners for inclusion in thought leader roundtable discussion.</li> <li>• Work with roundtable participants to identify relevant topics related to sustainability, climate change, Indigenous perspectives and reconciliation that further support action, identify pathways towards implementation and build capacity within Indigenous groups to support implementation.</li> <li>• Conduct roundtable(s) with participation from Indigenous groups and industry peers.</li> </ul>	<ul style="list-style-type: none"> <li>• Convene at least one thought leader roundtable in the U.S.</li> <li>• Consider the findings and Indigenous perspectives shared at the roundtable(s) when Enbridge sustainability strategies and policies are updated.</li> </ul>	 2025

 New commitment  Refreshed commitment

### 2022 – 2024 progress and outcomes

- The 2022 IRAP commitments were assessed in 2024 resulting in the 2025 IRAP Refresh
- Roundtable completed in November 2023
- [2023 Sustainability Report](#)

# Reconciliation journey milestone

## 2001

Enbridge introduces its first **Indigenous Peoples Policy**, which continues to govern our interactions and lays out key principles, such as respect for traditional ways and the land, heritage sites, the environment, and recognition of unique legal and constitutional rights.



## 2014 – 2019

The largest capital project in Enbridge's history provided a unique opportunity to evolve our Indigenous engagement practices, including improved Indigenous project agreements, monitoring and economic inclusion (C\$1 billion (US\$714 million) of Indigenous procurement and labor).

In 2017, we committed to expanding our **reporting** on the implementation of our Indigenous Peoples Policy, including the steps we are taking to integrate Indigenous rights and knowledge into our business across Turtle Island.

Also in 2017, we formalized a new, company-wide Indigenous **supply chain process** detailing our socio-economic requirements of contractors.

## 2018



From 2018 through to the present, our **sustainability reports** have provided an annual overview of our plans, commitments and outcomes concerning Indigenous inclusion.

In 2018, we shared an evaluation and continued to advance our engagement approach with Indigenous groups with the release of a **discussion paper**, *Indigenous Rights and Relationships in North American Energy Infrastructure*.



## 2022

We updated our **Indigenous Peoples Policy**, which reiterates our commitment to seek the input and knowledge of Indigenous groups to identify and develop appropriate measures to avoid and/or mitigate the impacts of our projects and operations that may occur on their traditional lands.

In February, we issued **Continuing our Path to Reconciliation**, an update on our approach to Indigenous engagement in Canada and the U.S. and committing to developing a Reconciliation Action Plan.

In September, we released our first-ever **Indigenous Reconciliation Action Plan**. One of the first such plans to focus on reconciliation from a North American perspective.

**Athabasca Indigenous Investments Partnership:** In the fall of 2022, we concluded the largest energy-related Indigenous commercial partnership transaction in North America.



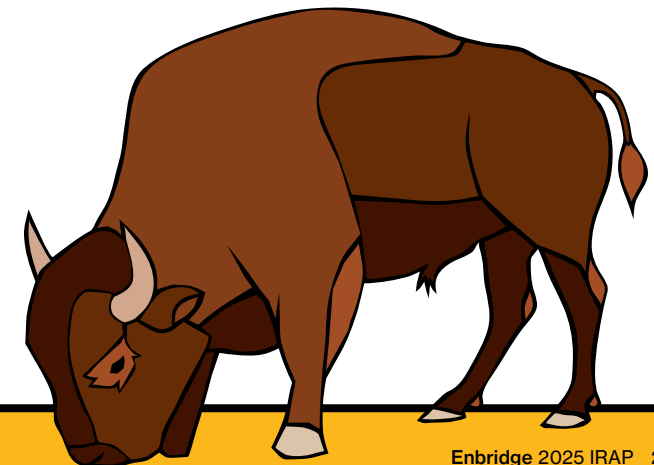
## 2019

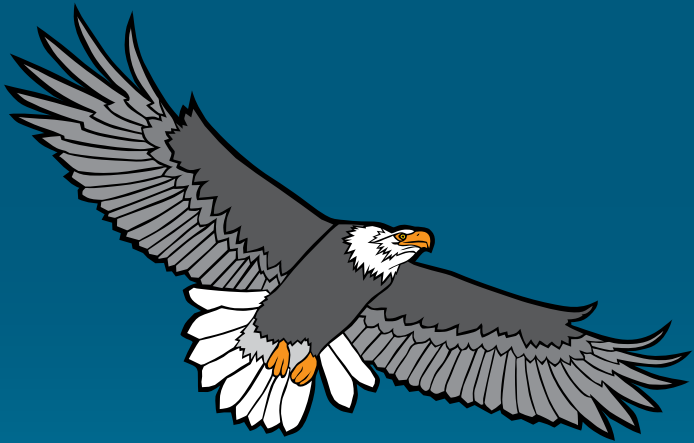
We finalized our **Indigenous Lifecycle Engagement Framework**, which guides our engagement with Indigenous nations, governments and groups over the life of our assets through direct, regional and landscape-level engagement in areas such as environmental stewardship, cultural protection, training and Indigenous rights and interests.



## 2025

We refreshed our commitments and goals and included an acknowledgment in a new **IRAP** with input from Indigenous groups, the Indigenous Advisory Group, employees and Executive Leadership Team.





6

PILLAR

**Governance  
and leadership**

PILLAR 6

# Governance and leadership

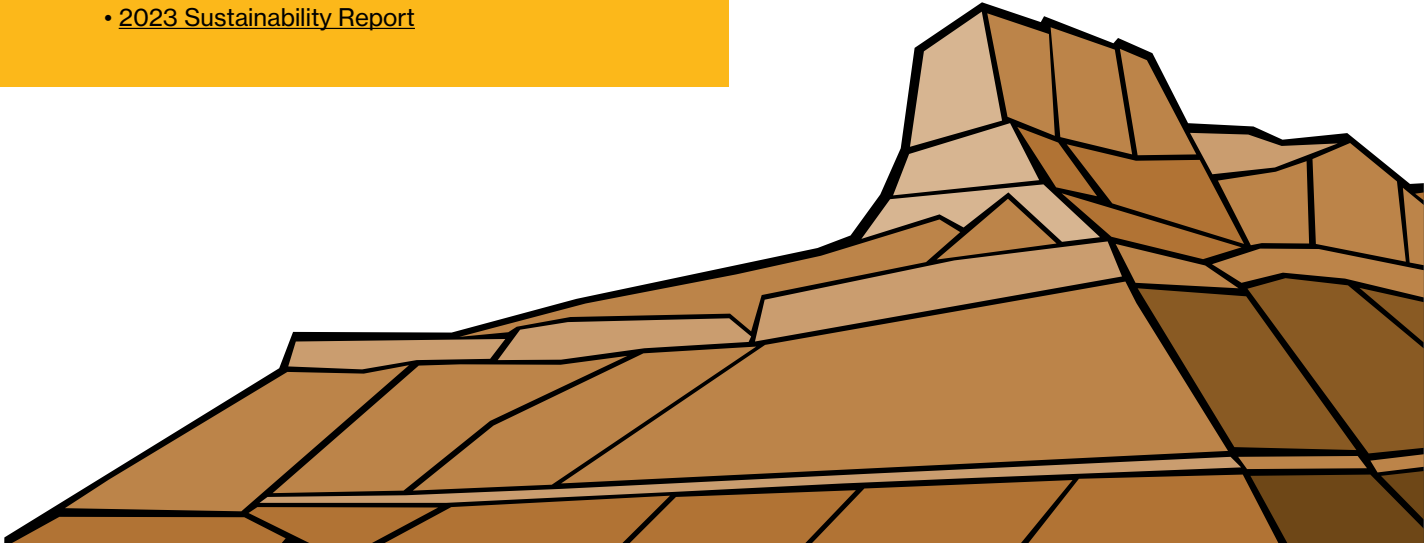
Enbridge is committed to the creation and support of governance and leadership structures that focus on embedding and promoting accountability for Indigenous engagement and inclusion across the organization. We commit to leading by example and hold each other accountable for the commitments we make on our reconciliation pathway forward.

Commitment	Details	Goal	Timeline
<b>Cultural Awareness</b>			
Conduct Sharing or Talking Circles with Indigenous colleagues and Executive Leadership Team to provide opportunities for continued learning, education and support.	<ul style="list-style-type: none"> <li>Maintain and expand participation in Sharing or Talking Circles. Enbridge will look to provide financial support, where appropriate, to remove barriers and encourage participation.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct quarterly Sharing or Talking Circles which will include Executive Leadership Team participation at least once annually.</li> </ul>	<p>➤</p> <p>Ongoing</p>

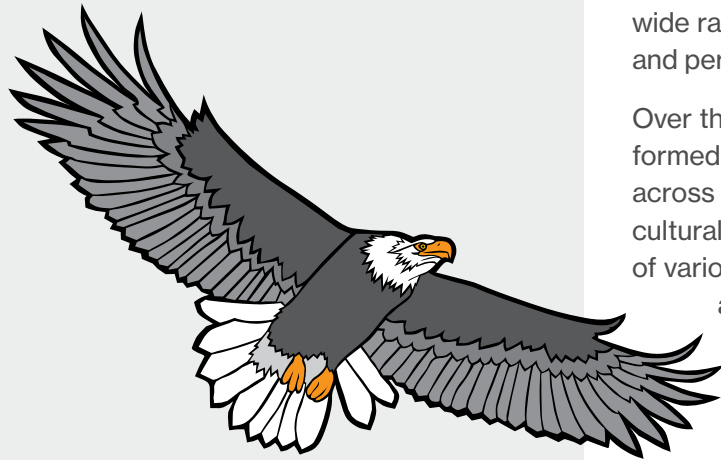
★ New commitment   ➤ Refreshed commitment

## 2022 – 2024 progress and outcomes

- Quarterly meetings held and will be maintained
  - Achieved and ongoing:
    - Reconciliation SVP SteerCo., quarterly updates for the Executive Leadership Team sponsors
    - IRAP Core Working Group
    - IRAP Commitment leads for working groups
- Achieved (see table on pages 6 and 7):**
- IAG and terms of reference established in 2023; regular meetings during the year
- See our actions to date:**
- [2023 Sustainability Report](#)



A commitment to engagement, constructive dialogue and reflection, and the continued journey towards reconciliation.



### Spotlight

## Indigenous Advisory Group

As part of its commitments outlined in the 2022 IRAP, Enbridge pledged to establish an Indigenous Advisory Group (IAG) to provide advice and Indigenous and/or Tribal insight to executive management. The IAG was to be geographically diverse, representing a wide range of regions, Indigenous groups and perspectives.

Over the past two years, the IAG has been formed, consisting of seven members from across Turtle Island. The members are cultural, spiritual and Indigenous leaders of various ages, with diverse professional and personal backgrounds, as well as differing perspectives and worldviews. Together, they bring a holistic, lifecycle-focused approach to engagement, development and reconciliation.

The IAG meets with members of Enbridge's Senior Vice President Steering Committee – each of whom oversees various Enbridge business units – approximately four to six times per year. The first full year of meetings began in 2024, with sessions held both virtually and in person, led by an independent Indigenous facilitator. Additionally, the IAG engages annually with Enbridge's Board of Directors.

With documented terms of reference, the IAG's work focuses on reviewing, advising and engaging with Enbridge on key business challenges, IRAP commitments and transformative organizational initiatives. Through a shared commitment to open, transparent dialogue and a collective understanding of the ongoing journey toward reconciliation, these meetings offer important opportunities for reflection and constructive conversations.

**“ Engagement with the IAG provides unique and invaluable insights into some of Enbridge's greatest opportunities and challenges – both as a company and as individuals. We are deeply grateful for the time and wisdom shared by the traditional knowledge holders, cultural leaders, and business professionals who make up our IAG. Their insights are helping to shape our path forward. ”**

– Lisa Barrett, VP, Talent and Inclusion

As Enbridge continues on its journey in the spirit of healing, reconciliation, and partnership, we are deeply appreciative of the time, dedication, and leadership of our IAG members. We are also grateful to the many Indigenous groups across Turtle Island with whom we engage regularly. As we move forward, we remain committed to this path with gratitude, respect, and a deep commitment to reconciliation.



## The journey continues

Our commitment to this journey is resolute. We continue to strive to create and nurture sustainable, respectful and mutually beneficial relationships with Indigenous groups in areas in which we operate.

Since our inaugural IRAP was published, we have been fortunate to have many opportunities to listen and to learn from Indigenous people across Turtle Island. For each individual giving their time, sharing their deeply personal stories and imparting their knowledge, we are deeply grateful.

We are proud of the progress we have made over the past two years but there is more work to do. We are committed to walking forward respectfully, innovatively and inclusively – celebrating the path already traveled and preparing for the strides yet to come. Our vision is unwavering. We are focused on and committed to building an inclusive, resilient and connected future – leading by example and walking forward in unity and with gratitude.



## About the animals

### Puffin

An incredible social creature that is often used as a symbol of transformation (due to their ability to be a sea bird and a land-based bird). Not only celebrated for their plucky and joyful disposition, they are often thought to carry much wisdom and can offer much guidance.

### Wolf

Represents loyalty, strong family ties, good communication, understanding, education and seeker of higher intelligence. Of all land animals, the wolf is found all around the world and is considered to be a connector of all.

### Bear

Represents authority, good medicine, courage and strength. The bear is believed to be a healer and protector (like a mother bear protects her young). This animal is a symbol for standing up for what is right and fighting for what is good and true.

### Beaver

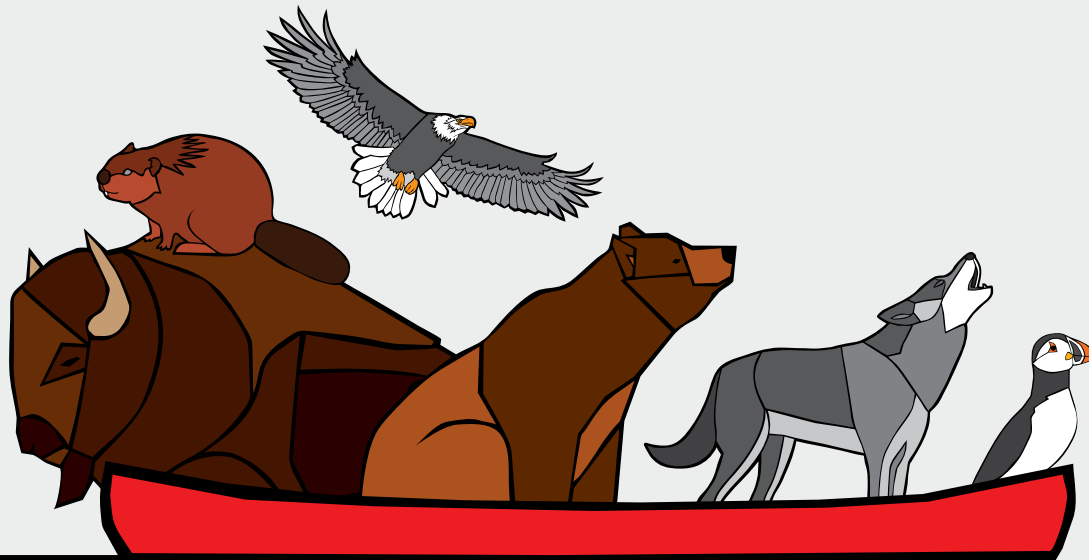
A symbol of stewardship and safety because he uses his natural gifts wisely for his survival. The beaver is also celebrated as an animal that alters their environment in an environmentally-friendly and sustainable way for the benefit of all their family.

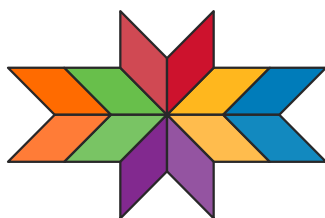
### Bison

Sustained a way of life for Indigenous peoples for centuries. The bison was used as a food source throughout the years, its hides used in teepees and clothing, and its bones fashioned into tools. This animal symbolizes protection, prosperity, courage, strength, abundance, gratitude and, most importantly, stability.

### Eagle

A symbol of strength, authority and power. It rules the skies with grace and great intellect. As a source of inspiration and sometimes used as a guiding force, the eagle teaches individuals about the value of the high road and the unparalleled joys of true freedom.





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