

# People practices



## Why it's important

Our people are our most valuable asset and our ability to bridge to a cleaner energy future is highly dependent on them. We must effectively engage, develop, retain and reward our employees, and promote their well-being, to fulfill our purpose and achieve our ESG goals.

## Our approach

We are intent on cultivating a workplace that draws out the best ideas from our people with a focus on inclusion and collaboration. Our starting point is *What we stand for*, which along with our strategic plan, helps our teams focus on what is important and outlines how we will work together to deliver results.

Key policies underpinning our talent strategies and practices include our [Statement on Business Conduct](#), our [Equal Employment Opportunity, Anti-Discrimination and Affirmative Action Policy](#), and our Respectful Workplace, Harassment and Violence Policy.

## Enabling employees to achieve their potential

Helping our people achieve their full potential through personal and professional development is an investment in their success and ours.

All employees have Individual Development Plans that guide them toward achieving their professional goals and developing their interests. There are formal checkpoints throughout the year and annual reviews; however, employees are highly encouraged

to have continuous conversations with their people leaders concerning their development.

Our harmonized learning and development system gives employees access to an extensive catalogue of self-directed and on-demand learning, including more than 10,000 external courses plus proprietary Enbridge University courses. Other career and development options include:

- Accelerated leadership development programs
- Rigorous succession planning for critical roles
- Internal career opportunities via rotational assignments and growth in the flow of work
- Emphasis on new skills needed for our emerging lines of business and the broader energy transition
- Tools and systems that enable ongoing career discussions and tangible career planning with managers
- Mentorship program in which employees are formally paired with mentors (including senior leaders) to advance their development

Listening to our people is a priority. Through regular engagement surveys, frequent pulse surveys, all-company forums, company-hosted social media (Yammer), executive coffee chats and email newsletters and updates, we encourage two-way dialogue and gather employee input. However, most engagement happens directly through an employee's leader, and we empower our leaders to communicate with their people, motivate them, and align and manage expectations.

## Well-being

We take a proactive and holistic approach to supporting our employees' well-being, as this is integral to having a resilient workforce and enabling our people to achieve success at work, at home and in their community. We focus on all elements of well-being: physical (including personal safety), mental, financial and social.

As part of employees' total compensation package, they have access to a range of benefits and resources, including an employee and family assistance program that provides confidential counseling and other services, psychological support benefits, a wellness program and on-site fitness facilities at many of our offices.

The Enbridge Health Services team consists of occupational health nurses, kinesiologists, disability analysts and medical consultants who provide disability management and wellness-related services, and work closely with wellness ambassadors throughout the company to roll out wellness initiatives.

Market-competitive compensation, savings, benefits and retirement programs further support our employees' well-being.

## Diversity, equity and inclusion

We believe that having a workforce that closely reflects our communities strengthens our relationships and helps build trust. Representation matters, and monitoring our progress ensures we remain steadfast in our commitment to diversity, equity and inclusion.

Building on previous years' efforts, we launched our most recent inclusion, diversity, equity and accessibility strategy (IDEAS) in 2021. This enterprise-wide strategy addresses several dimensions of diversity, including ethnicity and race, gender identity and expression, sexual orientation, and veteran status. It covers four years of programs and actions designed to move the organization toward the vision of a representative and connected workplace, and to achieve our DEI-related ESG goals.

Stewarded by an executive steering committee and supported by a dedicated DEI team, the three main goals of IDEAS are as follows:

- **Engage and empower employees** – Educate and equip people to connect on a personal level, to amplify others, and consciously include.

This includes engaging our workforce through regional advisory groups and employee resource groups, increasing awareness and empathy by sharing stories of inclusion and equity, investing in learning programs to build knowledge of

core concepts (including inclusive leadership), and establishing strategic external partnerships to increase equity for underserved communities.

- **Embed equity** – embed policies, programs and practices that are fair for all and reinforce respect

By this, we mean embedding diversity, equity and inclusion policies and principles into key strategies, implementing best practices in human resources programs, and ensuring compliance with all applicable legislation.

- **Elevate diverse talent** – seek, develop and retain people with diverse backgrounds and perspectives at all levels of the organization

We seek to understand our workforce composition and labor market availability, embed representation goals for diverse market access, and ensure that hiring practices and talent programs enable greater diversity that reflect our communities.

In response to revelations of injustices experienced by racialized communities, we elevated anti-racism and equity by embedding specific commitments in our IDEAS strategy to address input and ideas brought forward through 100 focus groups with more than 1,000 employees. These commitments include actions to amplify Asian, Black/African American, Hispanic/Latinx, Indigenous (First Nations/Inuit/Metis/American Indian/Native American), Middle Eastern/Arab, and people identifying as two or more races. Additional commitments were also made for people with disabilities, 2SLGBTQ+, and veterans.

Our CEO is a signatory to pledges by [CEO Action for Diversity and Inclusion](#) in the U.S. and the [BlackNorth Initiative](#) in Canada, both of which reinforce our commitment to meaningful and enduring change.

We are also committed to Indigenous reconciliation, and we believe that our continued success relies on our ability to build and maintain relationships with Indigenous communities near where we do business. Beginning in 2021, we required all new employees to complete Indigenous awareness training, targeting 100% completion from all employees and contractors.

## Employee rights and freedoms

We act in accordance with all applicable legislation, and abide by our own policies and [Statement on Business Conduct](#). We provide our business units with a training package that addresses components of human rights training, including anti-harassment, violence in the workplace and maintaining a respectful workplace. Each business unit has implemented human rights policies and procedures that contain provisions for investigation and resolution of incidents.

We believe that healthy and cooperative labor relations and collective bargaining contribute to our business success. We maintain and foster a cooperative approach to union and management relationships through joint committees with various unions and industrial councils and follow the labor laws of the countries in which we operate as well as our own Statement on Business Conduct.

### **Goals and key performance indicators (KPI)**

By 2025, we aim to increase workforce representation to:

- 6% people with disabilities
- 7% protected veterans (U.S.)
- 28% racial and ethnic groups
- 40% women

Board representation goals include having at least 40% women on our Board by 2025, and 20% racial and ethnic representation. A description of our approach to D&I at the Board level can be found in our Management Information Circular.

We track and report progress against our DEI-related ESG goals on an online Diversity Dashboard, which is updated quarterly and accessible to all employees. The dashboard provides a visual snapshot of employee representation by gender, racial and ethnic group, disability status and veteran status, and shows where we stand against our goals and external benchmarks.

Other workforce-related KPIs include attrition and hiring (acceptance) rates, degree of internal worker movement (transfers, rotations and promotions), employee engagement and experience in specific areas such as onboarding, and enrollment and completion rates for key training courses.

### **More information**

[Indigenous engagement and inclusion: An update on our progress](#)

[2022 Management Information Circular](#)

See our 2021 Sustainability Report for performance data and highlights.