

# Building an engaged and energized workforce

GRI: 102-7; 102-41; 103-1; 103-2; 103-3; 401-1; 401-3; 404-1; 404-2; 405-1; 405-2

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

## Business context and our approach

Our people are our most valuable asset and vital to our success. Effectively engaging, developing, retaining and rewarding our employees is a priority for us; one that enables us to fulfill our purpose to safely deliver the energy that people need and want. We are committed to fostering a diverse and inclusive environment in which our employees feel welcome, valued and connected – and form a team that’s energized and proud of what we do.

Like many others within and beyond our sector, we see challenges and opportunities related to the need for advanced new competencies and knowledge transfer and navigating approaching retirements without disruption. We continue to understand the requirements of our workforce to ensure we attract and develop talent to fulfill these future needs. This includes building competency through technical training, assignments and mentoring to ensure we have the resources, the expertise and the knowledge transfer practices to effectively meet future business needs.

We are committed to supporting our employees and taking action to drive sustainable progress to:

- Build an inclusive environment of talent that represents the communities we serve and achieve workforce targets for ethnic and racial minorities, veterans, gender and people with disabilities
- Invest in workforce development to ensure a robust pipeline of highly-skilled workers
- Support employees’ health and wellbeing

## Our actions

To remain competitive and sustain the long-term success of our company, we need to attract, develop and retain talented employees. This includes fostering a diverse and inclusive culture where everyone feels valued, respected and treated equally.

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As of December 31, 2019, we had 11,212 regular employees across our operations spanning North America; including contractors, our workforce totals more than 13,000 people.

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## What we stand for – Our ways of working

In 2019, we introduced “What we stand for” to help employees know and consistently rally around the enduring elements that define and guide Enbridge. “What we stand for” assembles in one place – as a quick reference – our purpose, vision, values, strategic intents and our ways of working. These elements are the foundation of our company – connecting our people, bringing meaning to each individual’s contributions, and inspiring our teams to safely and reliably deliver the energy society needs and wants.

Our ways of working are the actions or behaviors that our people have told us are most important to achieve our strategy and create a working environment that helps to energize our teams and build pride in our company. “What we stand for” complements the goals and strategic priorities outlined in our strategic plan. Together, they help our teams focus their energy on what needs to be achieved and how we’ll work together to deliver results.

### **Purpose**

We fuel people's quality of life

### **Vision**

To be the leading energy company in North America

### **Values**

Safety, Integrity and Respect

### **Strategic Intent**

- Delivering the energy people need and want
- First choice of our customers
- An energized and proud team
- Trusted by our stakeholders
- A must-own investment

### **Ways of Working**

- Being accountable
- Communicating effectively
- Building relationships and collaborating as one team
- Leading by example
- Engaging and developing our people

## **Diversity and inclusion**

Diversity is the cornerstone of an energized workplace - diversity of thought, perspectives, culture and physical characteristics make us a stronger, more engaged corporate citizen.

It's the right thing to do and it's good business.

We champion diversity and inclusion in our workplace, recognizing its value in strengthening employee engagement, fostering innovation and creativity and enhancing our decision making and problem-solving capabilities. We pursue a strategy that integrates diversity and inclusion into everything we do and strive to create a workforce that is representative of the communities we serve.

### **Stewardship and strategy**

We have an enterprise-wide Diversity and Inclusion Strategy, stewarded by an executive Steering Committee and supported by a dedicated team. Our multi-year strategy focuses on building awareness, delivering learning programs, supporting employee resource groups (ERGs), engaging the workforce through initiatives and implementing action plans to close representation gaps. Our aim is to fully integrate diversity and inclusion into our structures, processes and practices.

We proactively support leaders and coach them to review talent decisions through a diversity and inclusion lens to mitigate the risk of unconscious bias. For example, we leverage opportunities to coach our leaders at critical decision points that affect an employee's career, such as during performance reviews and succession planning. Additionally, we conduct a thorough analysis throughout these activities to ensure equitable representation of different demographic groups.

Enbridge has been working toward a culture of inclusion. We've made strides in many ways, from building awareness and commitment, to ensuring inclusion is embedded within our processes. In response to recent injustices experienced in society by Black and Indigenous communities, Enbridge is exploring ways to elevate anti-racism and equity.

With the current movement around social justice and equality, there is a spotlight on what companies are doing to ensure that Black employees, Indigenous employees and members of other racialized groups, have an equal opportunity to achieve career success. We are part of an important moment in history, and we want to build on this momentum to make a positive difference at Enbridge.

The Company, in consultation with Black and Indigenous employees, is holding a series of voluntary online focus group sessions to understand how Enbridge should act next concerning our diversity and inclusion initiatives. This information will support the development of multi-year equity and inclusion plans and recommendations around future policies and programs for under represented groups.

Our enterprise-wide Diversity and Inclusion Strategy prioritizes three main goals:

<b>Empowering employees</b>	<b>Building a diverse and inclusive workplace</b>	<b>Attracting and retaining talent</b>
<p>Educate and equip all employees to model the right diversity and inclusion attitudes and behavior.</p> <ul style="list-style-type: none"> <li>• Build awareness of the diversity and inclusion strategy, goals and priorities</li> <li>• Engage the workforce through regional advisory groups; expanding ERGs across the Company</li> <li>• Invest in learning programs to build inclusive leadership</li> </ul>	<p>Embed diversity and inclusion into policies and programs to create a workforce where people feel valued and respected for who they are.</p> <ul style="list-style-type: none"> <li>• Understand our workforce composition and labor market availability</li> <li>• Increase representation for diverse groups</li> <li>• Embed diversity and inclusion best practices into Human Resources processes and programs</li> <li>• Assess and build organizational maturity as an inclusive culture</li> </ul>	<p>Improve attraction, progression and retention of diverse talent. Increase representation of diverse talent in leadership positions.</p> <ul style="list-style-type: none"> <li>• Embed attraction goals for diverse market access and ensure hiring practices enable greater diversity</li> <li>• Engage with Indigenous organizations to develop strategies for increasing Indigenous employment</li> <li>• Ensure diverse representation in Talent Programs</li> </ul>

### **Employee resource groups**

We engage our employee community through initiatives, activities, education and networking. Enbridge has 10 affinity groups, also known as ERGs. ERGs are employee-led and company-sponsored entities that:

- Promote understanding and support for historically underrepresented populations
- Educate and create development opportunities for members and allies via events
- Promote a diverse and inclusive work environment

### **Transparency and targets**

Tracking and monitoring our progress is important as we progress on our diversity and inclusion journey. With an accurate, transparent view of our workforce, we can address barriers and ensure equal opportunities for everyone. To that end, in 2017 we introduced a Gender Dashboard – a platform available to all employees through our intranet to provide transparency about who we are as a company and to compare our progress as it relates to both internal representation targets and external labor market benchmarks.

In 2018, we evaluated external benchmarks for our industry and the communities in which we work. We used this data to assess how we compare to industry labor availability and where we can increase representation across multiple dimensions of diversity.

We set aspirational representation targets as a means of measuring inclusion – near-term (2022) and 10-year (2028) targets. These targets were shared with all employees in 2018 and are reflective of the diversity of individuals available for employment in the locations where we operate.

In 2019, we expanded the Gender Dashboard to Diversity Dashboard by including ethnicity and race, disability status and veteran status in the U.S. Metrics about representation, advancement and retention across Enbridge are based on self-identified demographic data. Our HR team consulted employees

who represent these groups, in partnership with our ERGs, and included the insights we gained into developing the dashboard.

Our targets are guided by the following principles:

- We endorse pluralism over polarity. Increasing a focus on underrepresented groups does not diminish, devalue or deemphasize highly-represented groups.
- Our targets are not quotas. People are selected for roles based on their qualifications. Setting aspirational targets ensures a fully representative workforce.
- Setting targets helps mitigate unconscious bias. Targets highlight areas where unconscious bias and systemic issues may unintentionally create hiring or career barriers. We can use these insights to protect practices that will foster greater diversity and inclusion.

### **Partnerships and advocacy**

Our leadership understands the value of a diverse and inclusive workplace in meeting our strategic priorities. Enbridge's President & CEO, Al Monaco, is a member of the 30% Club, an international campaign focused on improving representation of women on boards and in senior management, as well as the Catalyst Canada Advisory Board. In 2019, Enbridge signed on to Equal by 30, an international commitment by both public- and private-sector organizations to work toward equal pay, equal leadership and equal opportunities for women in the clean energy sector by 2030.

### **Employee rights and freedoms**

We act in accordance with all laws and legislation, and abide by our own policies including our Respectful Workplace, Harassment and Violence Policy, Duty to Accommodate Policy and Statement on Business Conduct. We provide each of 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 of our business units 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.

## Attracting and retaining talent

We focus on enhancing the capability of our people through accelerated leadership programs, rigorous succession planning of critical roles and facilitating career development and opportunities for mobility throughout the enterprise.

We strive to maintain competitive compensation and programs that provide both short- and long-term performance incentives to our employees. We link executive compensation to performance in areas including safety, system reliability, environmental impacts, financial performance and compliance.



> Technology + Innovation Lab

The Enbridge Technology + Innovation Lab leverages the Enterprise Co-op/Summer Student programs to attract future talent. The Lab space (with locations in Houston and Calgary) has been intentionally designed to foster creativity, collaboration and diversity of thought, by bringing technical and business experts together.

Investment in the Lab is anchored on a belief in our people, and that by bringing diverse (business/operations) teams from across the Company together with technology specialists, we create conditions where complex problems can be tackled and breakthroughs emerge. Getting our teams together in a boundaryless way means freeing up the experts from the routine of data gathering and encouraging them to apply ideas and energy in unconventional ways that will unlock new value. The Lab is an enabler for this to happen and for diverse teams to come together, collaborate and think outside the box. Encouraging innovation is a vital component to our future success. It requires effort to nurture a culture and mindset of openness and fearless leadership, where people are free to speak up, collaborate, and do and be their best towards achieving organizational outcomes.

We provide competitive benefit and pension plans and continuously look for ways to offer additional flexibility so our employees can balance their personal and professional responsibilities. In 2019, we reviewed our parental leave and effective in 2020, we added three weeks of parental leave at full pay in Canada and the U.S. This additional paid time off is provided for all employees becoming parents through birth or adoption.

## Engaging and developing our people

Providing our employees with personal and professional development to help them achieve their full potential is an investment in their success and ours. We provide a range of development opportunities for our employees through a variety of channels, including: Enbridge University, which offers a large catalogue of courses; educational reimbursement programs; developmental relationships with mentors; and rotational assignments. We make a substantial investment in employee development and in 2019 spent approximately \$18 million on learning and development.

Career development is a shared responsibility between our employees, their leaders and Enbridge. We continue to build on this to ensure we adapt to the changing needs of our organization and people. Currently we focus on:

- Meaningful ongoing career discussions with tangible action plans
- Enhancing opportunities for on-the-job learning and growth
- Encouraging employees to build new skills, explore opportunities and gain diverse experiences throughout their career at Enbridge

In 2019, we paired 100 senior leader mentors, at a Director level or above, with mentees. We believe the career engagement and growth opportunities we provide help to create a stronger and more adept team.

Our approach to gathering and incorporating employee feedback into our programs and policies involves multiple channels of engagement, including regular engagement surveys, more frequent pulse surveys, town halls, company-hosted social media (Yammer) and coffee chats. We work to understand the employee experience and take action to address opportunities identified via this feedback. To further alignment, we cascade this feedback from our leaders down through their direct reports throughout the organization and have assigned leaders to develop and execute action plans to respond to the results.



## Wellness and mental health

Our Wellness Program provides benefits and resources to support every aspect of employees' well-being – physical, mental and financial. We have an employee and family assistance program that provides confidential counseling and other services. Many of our office locations have on-site health clinics and fitness facilities.

We recognize that mental health can have a significant impact on the safety of our employees and is a contributing factor in business performance. We are taking a proactive, ongoing approach to be a mentally healthy workplace that supports employee success at work, home and in the community. In early 2020, we launched a mental health awareness campaign and programs for all our employees; the program took on increased importance with the additional mental health concerns and anxiety brought on because of COVID-19. Enbridge senior leadership is committed to advancing this important initiative, which has been focused on improving resilience and decreasing stigma associated with mental health by providing company-wide training, topical webinars and resources to support our employees.

“ We want to ensure we have a workplace where employees feel safe and comfortable discussing mental health. And that together, we are helping to create a culture of support. The hardest part for anyone dealing with a mental health concern is recognizing they are struggling and reaching out for help. We want everyone to know it's ok to say: “I'm not ok.” ”



**Laura Sayavedra, SVP Unify Program and Marc Weil, SVP & Chief Human Resources Officer Workplace Mental Health Co-Chairs**

This initiative centers on increasing education and awareness, building resilience and reducing the stigma of mental health issues and creating a culture of support. This includes providing training for leaders and employees, which will empower them to recognize and address poor and declining mental health and support a mentally healthy workplace. We will also align and embed mental health best practices in existing programs, policies and procedures to ensure it remains an ongoing focus of the organization.

## Our performance

We made progress on several important initiatives in 2019.

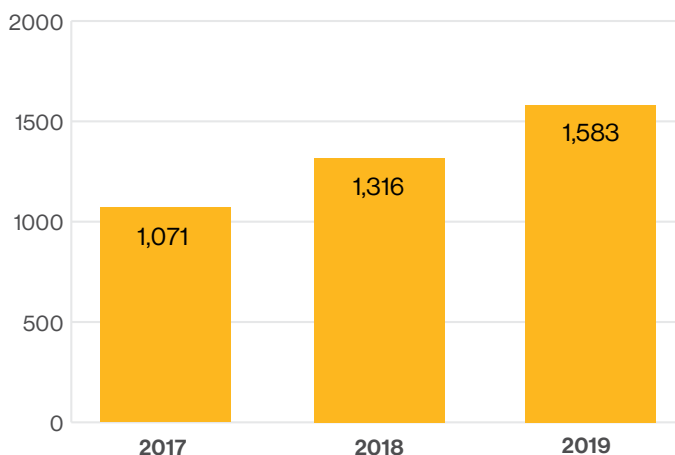
### Systems harmonization

Following our acquisition of Spectra Energy in 2017, we have focused on a strategic reorganization and streamlining of our people policies. In 2019, we introduced an enterprise Human Resources system and harmonized policies, practices, programs and non-union benefit plans.

### Employee training

We invested approximately \$18 million in employee learning and development programs.

**Average annual training per employee (\$)**



### Employee workforce and turnover

Our total workforce decreased by 7.7% in 2019, in part due to realized efficiencies and staff reductions related to the amalgamation of Enbridge Gas Distribution and Union Gas into Enbridge Gas Inc. Divestitures comprised about a 5% reduction in the employee population. As part of the sale of assets, we worked with the acquiring company to provide support for employees whose employment was transferred along with the assets.

We analyze voluntary turnover trends to understand the reasons why employees may choose to move on from Enbridge. We review findings from year-over-year trends with executive leadership to assess the effectiveness of our retention programs.

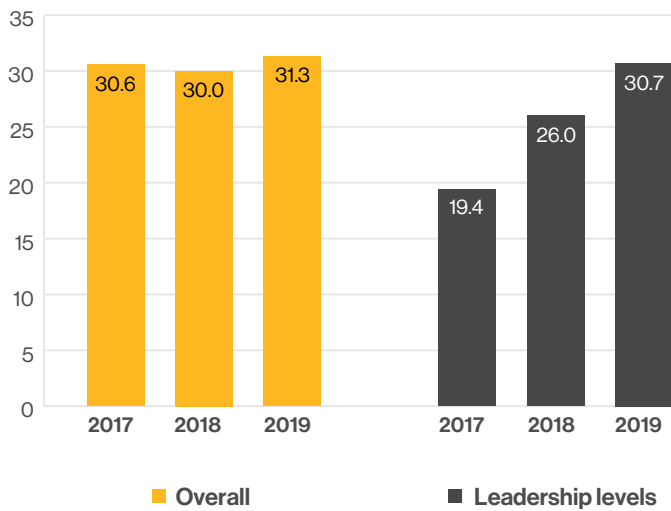
## Diversity and inclusion

We continue to make progress towards our aspirational targets. In this report, we share progress from 2018, and will continue to provide annual updates against our near- and longer-term targets as discussed above.

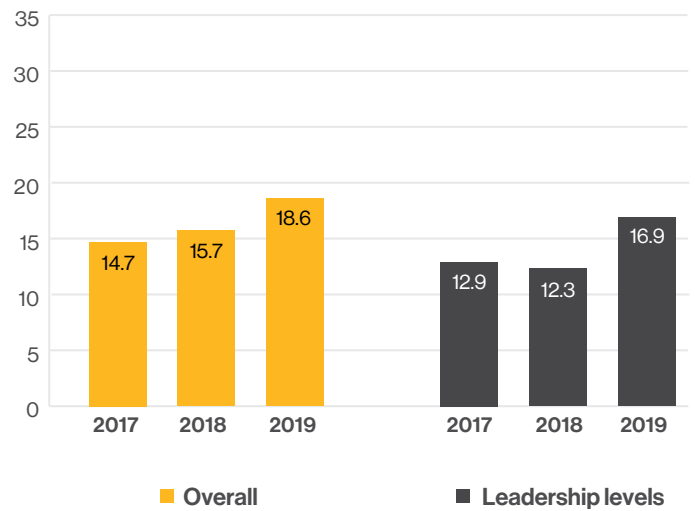
- While the proportion of women employed on a permanent, full-time basis was 31% in 2019, which is consistent with 2018, we are seeing greater representation of women in management and senior leadership levels.
- Racial and ethnic minority representation has increased from just under 16% to 18.6%. Nearly 17% of our leaders self-identify as ethnic or racial minorities.

### Workforce representation (%)

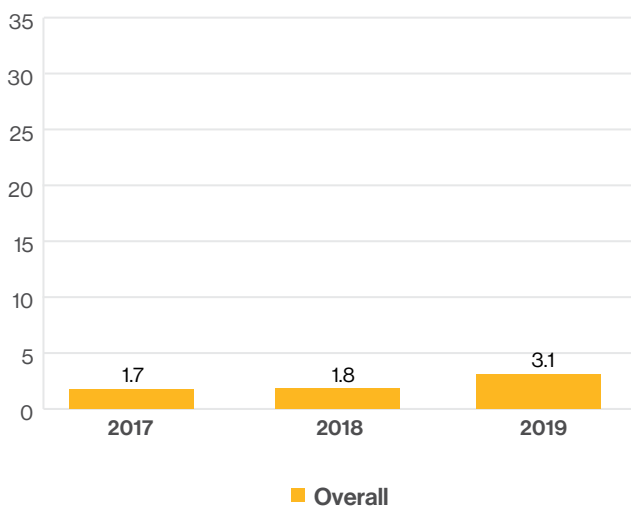
#### Women



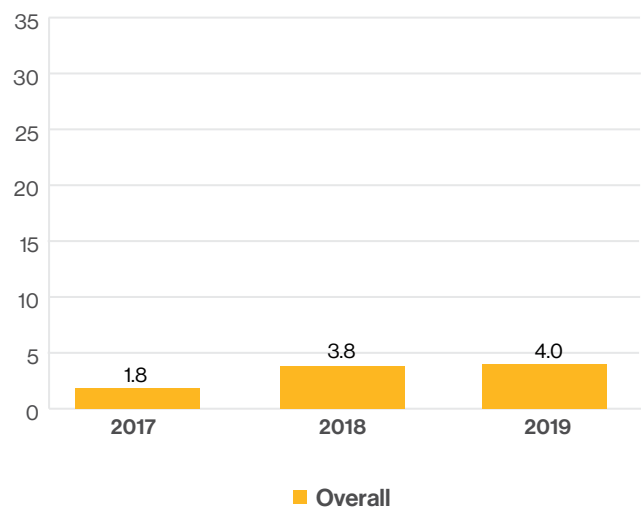
#### Ethnic and racial minority groups



#### Persons with disabilities



#### Veterans (U.S. only)



## Recognition

Enbridge was honored to receive recognition of our workforce and diversity and inclusion efforts:



HRC Foundation  
Corporate Equality  
Index



Canada's Top 100  
Employers



Top Employers for  
Canadians Over 40



Bloomberg Gender-  
Equality Index  
(2019 and 2020)



Equileap Gender  
Equality in the  
Workplace

## COVID-19 – Supporting our employees

In 2020 throughout the COVID-19 pandemic, our priority has been to protect our employees, their families and our communities, while continuing to safely operate the critical infrastructure that delivers the energy people rely on every day.

At the outset of the pandemic, we implemented a heightened level of emergency response preparedness, including staying closely connected to recommendations from public health authorities and medical experts. A cross-functional team has, and continues, to advise Enbridge leadership.

Like others, we took immediate steps to help prevent our employees' exposure and to do our part in helping prevent the spread of the virus. That has included making the decision for the majority of our people to work from home, restricting travel and implementing procedures to ensure the integrity of our operations and the health of employees in our Control and Call Centers. At worksites, we've implemented strict protocols to ensure use of personal protective equipment (PPE) and social distancing.

In addition to protecting their physical health, supporting the mental health and well-being of our employees remains a key area of focus. Regular and frequent leadership communications have helped to keep employees feeling connected and informed, complemented by

continually updated information resources, coaching for people leaders, work-from-home toolkits and FAQs. Frequent voluntary "check in" surveys have enabled local leaders to know and understand employees' anonymous perspectives and react accordingly.

While Enbridge is a resilient company, we are not immune to the unprecedented dual challenge of COVID-19 and global oil price shock. As part of necessary reductions in capital and operating costs across the business, we reduced people-related costs through base pay reductions across our non-union workforce, starting from the top with the Board of Directors (15%), the CEO (15%) and EVPs (10%). We also offered employees options to voluntarily select early retirement, severance, educational or personal leaves of absence or part-time work.

As a result of these actions, we have been able to avoid company-wide layoffs. We will continue to be disciplined in our spending to ensure the continued strength of Enbridge over the long term.

At the time of publication of this report, we've begun implementation of an approach that is allowing for the safe, phased return to the workplace for each of our regions as local conditions allow. Return to workplace timing is based, first and foremost, on the health and safety of our employees, their families and our communities and dependent on the guidance of medical professionals.