

# People practices



## Why it's important

We care about the dedicated people who work to fulfill our purpose: to deliver the energy that fuels people's quality of life. The energy our team brings to the workplace moves us forward in bridging to a cleaner energy future. We 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.

Our employees have Individual Development Plans that guide them toward achieving their professional goals and developing their interests. Ongoing career conversations between employees and their leaders focus on feedback and continuous learning.

Our employees have 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
- A 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 employee engagement 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. We also believe the most meaningful engagement happens directly with an employee's leader, so our leaders are empowered to communicate directly 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.

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

## Diversity, equity and inclusion (DEI)

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 DEI.

Our inclusion, diversity, equity and accessibility strategy (IDEAS) outlines the principles that guide us as we live our core value of inclusion. The strategy includes actions designed to move the Company toward our vision of a representative and connected workplace, and achievement of 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:

- **Engage and empower employees.** We engage our workforce through an advisory group and employee resource groups, increasing awareness and empathy through employee listening and storytelling, 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.** We embed equity-focused policies and practices, implementing best practices in human resources programs, and ensuring compliance with all applicable legislation.

- **Elevate diverse talent.** We seek to understand our workforce and labor market availability, embed representation goals to drive equitable employment, and ensure that hiring practices and talent programs enable greater diversity that reflects our communities.

Our IDEAS is paired with specific actions to ensure equity for women, under-represented ethnic and racial groups, people with disabilities, veterans and 2SLGBTQ+ communities, as well as the majority population. These actions were shaped through input and ideas brought forward through a series of focus groups with more than 1,000 employees. Our CEO is a signatory to pledges by [CEO Action for Diversity & Inclusion](#) in the U.S., the [BlackNorth Initiative](#) in Canada and the [Catalyst CEO Champions For Change](#), all of which reinforce our commitment to meaningful and enduring change.

We are also committed to Indigenous reconciliation, and believe our continued success relies on our ability to build and maintain relationships with Indigenous communities near our business.

## 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 constructive 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 (KPIs)

By 2025, we aim to increase workforce representation to:

- 6% people with disabilities
- 7% protected veterans (U.S.)
- 28% under-represented ethnic and racial 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 DEI 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), internal pay equity measures, enrollment and completion rates for key training courses, and employee experience on specific areas such as engagement, well-being and flexible working.

### **Inclusion surveys for continued progress**

The work of building a more equitable organization is never finished. As society changes and conversations about identity and inclusion evolve, there's always more to learn and more to do to create connections across differences and foster a culture where people of many backgrounds and experiences can thrive and contribute. To these ends, we have begun to survey employees on issues of equity and inclusion specifically, using a survey instrument distinct from our general employee engagement surveys.

### **Pay gap disclosure**

Enbridge is committed to ensuring employees are paid fairly in alignment with all applicable federal and provincial or state employment legislation. Our values extend to the design of our compensation programs. We proactively monitor pay to ensure equity based on factors such as organization level, education, experience and performance. When these other sources of compensation differences are controlled for, our analysis confirms that no statistically significant pay gaps exist.

### **Awards and recognition**

Enbridge's efforts are regularly recognized through industry awards. We have received multiple awards from each of the following:

- Human Rights Campaign Foundation Corporate Equality Index – Focused on LGBTQ Equality
- Bloomberg Gender-Equality Index – Focused on equality and advancing women in the workplace
- Canada's Best Diversity Employers – Focused on diversity

For an overview of awards we received in 2022 specifically, please see our [Sustainability Report](#).

### **More information**

[Indigenous Reconciliation Action Plan](#)

[2023 Management Information Circular](#)

See our [2022 Sustainability Report](#) for performance data and highlights.