

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 achieving our strategic priorities. We engage, develop, retain and reward our employees, and promote their well-being, to fulfill our purpose.

Governance

Our people practices are guided by our [Values](#) and [Statement on Business Conduct](#), which set out our expectations for ethical behavior, inclusion, safety and respect in the workplace.

The following list outlines how we maintain oversight of our people practices from the Board level to individual employees.

- **Board of Directors:** The Board and its five committees are responsible for identifying and understanding Enbridge's principal business risks and overseeing the implementation of appropriate systems to monitor, manage and mitigate those risks. The Board also oversees the Company's strategic planning process, including reviewing and approving our strategic plan annually.
- **Human Resources and Compensation Committee:** This Committee of the Board is responsible for overseeing our human capital management strategy, policies and programs, including talent attraction, retention, development, performance, compensation management and succession planning. This committee also reviews our culture, workforce engagement and feedback, workforce inclusion and our progress on key people initiatives.

- **Executive Leadership Team:** Responsible for the Company's sustainability performance; integration of sustainability considerations into strategic and financial plans and operational and functional responsibilities; and the Company's performance and long-term success.
- **Chief Sustainability Officer:** Responsible for sustainability strategies and policies; management of sustainability performance reporting and disclosure; and public policy.
- **Management:** Establishes and oversees adherence to corporate policies and programs, and integrates sustainability strategies and risk management into day-to-day operations; includes Inclusion Steering Committee, Indigenous Steering Committee and Operations and Integrity Committee, with executive oversight.
- **Employees:** Implement departmental initiatives and conduct our business in a socially responsible and ethical manner, consistent with our policies and values.

Policies

We are intent on cultivating a workplace that draws out the best ideas from our employees with a focus on inclusion and collaboration. Our starting point is our values of Safety, Integrity, Respect, Inclusion and High Performance, which, along with our strategic plan, help 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 Policy](#) and our Respectful Workplace, Harassment and Violence Policy.

Measuring our workforce

Our Inclusion Dashboard provides everyone at Enbridge with access to employee demographic data. This data is collected on a voluntary, self-reported basis (exclusive of gender) across the enterprise. The dashboard is updated quarterly and allows users to filter data by job level, function and geography to see hiring, promotion and turnover rates.

Indigenous reconciliation

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. To learn more about our efforts on Indigenous inclusion in our workforce, please refer to the Indigenous engagement and inclusion section in the [2024 Sustainability Report](#) and the [2025 Indigenous Reconciliation Action Plan Refresh](#) (IRAP).

Our approach

Enabling employees to achieve their potential

Personal and professional development to assist our employees in achieving their full potential is an investment in our employees' success and ours.

Our performance program is focused on providing feedback, development and recognition at both a team and individual level. Our employees have Individual Development Plans, developed at the beginning of each year, 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, and formal feedback is provided at end of year, where employees and their leaders discuss the achievement of their objectives for the year.

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

Listening to employees is a top priority in enabling them to achieve their full potential. We utilize various channels to do so, such as employee surveys, Company-hosted social media (Viva Engage), executive coffee chats and email newsletters. Additionally, we emphasize the importance of direct engagement between employees and their leaders to enable two-way dialogue and effectively gather employee input.

Well-being

We take a proactive and holistic approach to supporting our employees' well-being, as we believe this is integral to having a resilient workforce and enabling our people to achieve success at work, at home and in their communities. 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. Enbridge offers free mental health training programs and a toolkit to support employees in managing stress and improving their mental well-being.

The Enbridge Health Services team consists of occupational health nurses, kinesiologists, disability analysts and medical consultants who provide disability management services.

We offer flexible programs that support our employees' health and well-being, including:

- Flexible and competitive benefits program
- Maternity and parental leave, which when combined can provide up to 20 weeks paid leave for birth-giving and non-birth-giving parents
- Additional weeks of unpaid parental leave following the birth or adoption of a child plus additional flexibility to support caring for children through various paid and unpaid leaves
- FlexWork Program which allows eligible employees to adjust when they work, where they work and how many hours they work (e.g., part time)
- Employee well-being programs and resources
- Career development opportunities to build a meaningful career
- Inclusion networks that support employees to get involved and make a difference in the workplace
- Childcare supports including priority childcare placement options and emergency childcare support
- Mother's rooms are available in many of our office locations to provide dedicated spaces to support breastfeeding mothers

Competitive compensation, savings, benefits and retirement programs further support our employees' well-being. Visit our [website](#) for further details on our employees' total compensation package.

Workforce inclusion

We know we are better together and we recognize that our differences are our greatest strength. The collective backgrounds, abilities and perspectives of our people make us more innovative and dynamic. We are holding ourselves accountable for being a company people aspire to work for and where everyone feels welcome, valued and respected.

Our strategy

Our Inclusion Strategy guides us as we continue to build a workplace that fosters a sense of belonging. The strategy includes actions designed to move us towards our vision of a connected workplace and achievement of our business goals. Stewarded by an Executive Sponsor Council and supported by an internal team, the three main goals of our Inclusion Strategy are to:

- **Engage and empower employees:** We engage our workforce through an advisory network and employee resource groups (ERGs), increasing awareness and empathy through employee listening and storytelling, investing in learning programs to build knowledge of core concepts, and establishing strategic external partnerships.
- **Embed equal opportunity:** We embed equal opportunity-focused policies and practices, implementing best practices in human resources programs and maintaining compliance with all applicable legislation.
- **Elevate talent:** We seek to understand our workforce and labor market availability and develop our hiring practices and talent programs to support equal opportunity employment.

Our current Inclusion Strategy was implemented in 2021 and concludes in 2025. This strategy will be refreshed in 2025 to set our strategic priorities for future years.

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.

Employee rights and freedoms

We act in accordance with all applicable legislation and abide by our own policies and [Our 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.

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.

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.

More information

See our [Indigenous Reconciliation Action Plan](#) to learn more about our Indigenous inclusion efforts.

See our [2024 Sustainability Report](#) for performance data and highlights.

See our [2024 Datasheet](#) for workforce-related data.