

# Management approach: Employee attraction, retention and engagement

## 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:** This team is 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:** The Chief Sustainability Officer is responsible for sustainability strategies and policies; management of sustainability performance reporting and disclosure; and public policy.
- **Chief Human Resources and Inclusion Officer:** Responsible for human resources strategies and policies, management of people practices, performance and reporting.
- **Management:** Management establishes and oversees adherence to corporate policies and programs, and integrates sustainability strategies and risk management into day-to-day operations. This includes our Inclusion Sponsor Council Indigenous Steering Committee and Operations and Integrity Committee, with executive oversight.
- **Employees:** 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, 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 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 our [2025 Sustainability Report](#) and our [2025 Indigenous Reconciliation Action Plan Refresh](#).

## Our approach

### Enabling employees to achieve their potential

We invest deliberately in personal and professional development because our people are fundamental to Enbridge's long-term performance and resilience.

As Enbridge continues to grow and evolve, we are intentionally shaping a culture aligned to our strategy – one that deepens connections, delivers results and embraces learning. We empower employees to explore new ideas and ways of working, apply new skills and take thoughtful risks to grow and adapt.

We strive to enable high-performing teams and meaningful careers through an integrated talent ecosystem that includes a strong performance framework, career-stage-aligned learning and leadership development, leading digital and AI-enabled productivity tools, systems that support ongoing career conversations and planning, and rigorous succession planning for critical roles.



Listening to employees is fundamental to unlocking individual potential and strengthening organizational effectiveness. We use a robust, mixed-method listening approach, including life cycle and pulse surveys, digital listening channels, executive and leader forums, and ongoing leadership communications, to gather diverse perspectives across the employee experience. We foster open, two-way dialogue grounded in trust and confidentiality, ensuring insights are not only heard and understood, but meaningfully translated into actions that improve inclusion, engagement and performance.

## Well-being

We take a proactive and holistic approach to supporting our employees' well-being, which we believe is integral to building a resilient workforce and enabling our people to achieve success at work, at home and in their communities. We focus on four 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 of 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
- Family building benefits that help employees grow their families by providing significant financial support for fertility, adoption and surrogacy
- 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 help employees 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
- Mothers' 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 in building a high-performing workplace that welcomes and fosters inclusion, and where everyone feels they belong. Based on feedback from across the business, we began implementing a new Inclusion Strategy for 2025 – 2027 that simplifies our approach and embeds inclusion into our everyday work. An Executive Sponsor Council provides oversight and stewardship of the strategy, supported by an Inclusion Team, our Inclusion Advisory Network and our employee resource groups (ERGs).

The three pillars of our Inclusion Strategy are:

- **Community:** Build inclusive communities that create a sense of belonging
- **Curiosity:** Foster curiosity to embrace diverse perspectives and deepen connections
- **Commitment:** Commit to proactive measures that foster an inclusive workplace

## 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 compensating employees 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 equal opportunity based on factors such as organizational 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.



### Learn more

[Statement on Business Conduct](#)

[Sustainability Policy](#)

[2025 Indigenous Reconciliation Action Plan Refresh](#) for our Indigenous inclusion efforts

[2025 Sustainability Report](#) for performance data and highlights

[2025 Datasheet](#) for workforce-related data