

# Management approach: Employee and contractor health and safety

## Why it's important

At Enbridge, safety isn't just a core value – it's the foundation of everything we do. Every day, we work together to deliver safe, reliable energy while protecting our employees, contractors, communities and the environment. Our commitment to safety means operating our systems responsibly so every team member returns home safe and sound at the end of each day.

- We relentlessly work to maintain the safety of our communities, customers, contractors, partners and employees.
- We proactively identify and prevent safety issues.
- We act immediately when a safety issue is identified.
- We continually strive to improve safety performance.

See the [Safety Accountability](#) page on our website for more information on our commitment to safety for our employees, contractors, the communities in which we operate and the environment.

## Governance

Our robust governance framework identifies health and safety accountabilities and responsibilities at every level of the organization – from our Board of Directors through to all workforce personnel (including employees and contractors). Every member of the team has the authority and duty to stop unsafe work and to report hazards, potential hazards and incidents. Safety performance metrics are tied to each Enbridge employee's short-term incentive pay.

The following list outlines how we maintain oversight of health and safety from the Board level to individual employees.

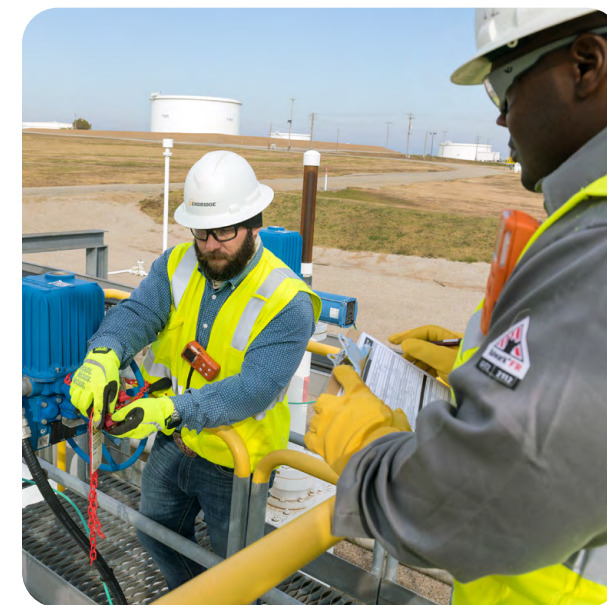
- **Board of Directors:** The Board and its five committees are responsible for identifying and understanding Enbridge's principal business risks, including safety risks, and overseeing the implementation of appropriate systems to monitor, manage and mitigate those risks.
- **Safety and Reliability Committee:** This committee is responsible for reviewing, approving or recommending to the Board guidelines, policies, procedures and practices relating to safety and reliability matters which include: environment, health and safety; pipeline and facility integrity management; emergency response preparedness; and other operational risks.
- **Executive Leadership Team:** This team is responsible for the Company's health and safety performance; integration of health and safety considerations into strategic and financial plans and operational and functional responsibilities; and the Company's health and safety performance and long-term success.
- **Management:** Business unit and central function senior leadership are accountable for the safety performance of the teams they lead. They establish and oversee adherence to corporate policies and programs, and integrate health and safety strategies and risk management into day-to-day operations, including the Operations and Integrity Committee, with executive oversight.
- **Vice President, Safety and Reliability:** The VP, Safety and Reliability is responsible for stewarding the development and implementation of effective and efficient safety systems, programs and governance for the Company, including safety performance metrics, Board and Executive Leadership Team reporting, the Safety & Reliability Policy and the Management System Framework.
- **Chief Sustainability Officer:** The Chief Sustainability Officer is responsible for sustainability strategies and policies; management of sustainability performance reporting and disclosure; and public policy.
- **Employees:** All employees are responsible for conducting our business in a safe, socially responsible and ethical manner, consistent with our policies and values.

## Policies

Our [Safety and Reliability Policy](#) incorporates sub-policies related to our management programs and articulates our overarching commitment to safety and reliability.

A disciplined approach to risk mitigation is foundational to our success and future growth. As such, maintaining and continually improving upon our safety and reliability performance is a priority and this requires us to conduct our activities in a systematic, comprehensive and proactive manner that manages risks and prevents incidents across the complete asset lifecycle.

We achieve this level of discipline through our Management System Structure, which includes our Safety and Reliability Policy and our Management System Framework which, together, define Enbridge's requirements for business unit implementation. The Management System Framework establishes a comprehensive structure of 11 elements which drive the iterative Plan – Do – Check – Act cycle and are applied to mandatory management programs for integrity, safety, environmental protection, emergency, damage prevention, security and control room.



## Goals and metrics

- **Achieve a 10% improvement over the previous three-year average Total Recordable Injury Frequency (TRIF) rate for employees and contractors**

We measure the effectiveness of our safety programs by using the following lagging indicators: TRIF, days away restrictions and transfers frequency, motor vehicle incidents and fatalities. We also track Serious Injury Frequency, which focuses on safety events that caused, or had the potential to cause, serious injury or fatality. This approach can provide us with insights into the hazards of our work that may result in life-altering or life-ending injuries and leads us to dig deep into these events to learn from them and prevent future events that could lead to serious outcomes.

## Our approach

Enbridge has established comprehensive and systematic policies and programs across our Company to continually enhance the safety of our workforce. Our approach includes a series of Enbridge-wide guiding strategies, policies and systems that are supported by programs and initiatives. We foster a strong safety culture through our values, Lifesaving Rules and safety programs and systems.

### Safety culture framework

At Enbridge, we've identified four key traits – leadership, ownership, vigilance and resilience – which, taken together, create the model for a strong, well-functioning safety culture and drive safety performance. We break each of these traits down into attributes and key behaviors that can be measured through regular surveys and assessments, allowing us to track them over time and map them against our teams' safety performance.



We regularly conduct safety culture surveys with our employees and contractors to identify long-term trends for our safety culture and areas across the organization where we can focus attention. These surveys provide insight into the strength of our safety culture and opportunities for improvement. We develop and implement action plans to address survey findings with progress reports being submitted to Enbridge's Executive Leadership Team and Board of Directors. These results and action plans help strengthen our safety culture and empower our employees to embed safety across all actions.

### Culture-building behaviors

All workers have the right to participate in decisions that could affect their health and safety. To build a strong and healthy safety culture and deliver strong, consistent safety performance, we require every employee do their part. To do this, we focus our attention on key culture-building behaviors. Every employee, regardless of role or level, can participate in safety by applying these behaviors in their work and the work that their team does every day.

I continually seek out and identify hazards and near misses.

I take immediate action to control hazards and/or alert my people leader.

I lead by example every day. My actions, interactions and decisions contribute to a healthy safety culture.

I commit to learning, sharing lessons and best practices, and driving improved safety performance and innovation.

I speak up and report hazards, near misses and incidents, and call out when things go right.



## Lifesaving Rules

Our Lifesaving Rules, established for our employees and contractors in 2011, are an important touchstone of our safety culture. The rules are intended to heighten our awareness of the high-risk, high-consequence hazards we face in our work, and to supplement and support existing management systems, programs and policies. The Lifesaving Rules are about safety, and our first course of action is to complete a thorough investigation whenever we believe a Lifesaving Rule may have been broken. All Enbridge employees and contractors are responsible for following the Lifesaving Rules and compliance is mandatory.

### Event analysis

Our Management System Framework requires that each business unit establish, implement and maintain a process for reporting, analyzing and learning from events (such as incidents or injuries) and near misses. When events happen, our event analyses focus on determining direct and root causes, identifying corrective and preventative actions and communicating learnings to prevent recurrence.

### Training

An effective health and safety training program is an important tool in preventing injuries and negative workplace events – it educates and raises awareness of the hazards that exist and the controls that are required to protect against them.

At Enbridge, our objective is to verify that employees receive appropriate training in a timely manner. To achieve this, we use a risk-based approach to health and safety training, empowering team leaders to assess their team members' training needs based on job responsibilities and the potential hazards and risks they will be exposed to. People leaders use a training selection tool to identify and assign training requirements, which are then loaded to our learning management system where employees can access and complete their training. All training records are stored within Enbridge's learning management system. People leaders are accountable for verifying that their team members are fully trained and competent to perform their job roles, including tracking training completions.



#### LSR #1 – Hazard Management

I will complete a hazard assessment prior to starting work and reassess if conditions change and new hazards are introduced.



#### LSR #2 – Driving Safety

I will only operate a motor vehicle or mobile equipment when free from the adverse effects of alcohol or any substance that causes impairment.



#### LSR #3 – Confined Space Entry

I will confirm the atmosphere has been tested, is monitored and a plan is in place prior to entering a confined space.



#### LSR #4 – Ground Disturbance

I will verify the location of buried utilities through surface locating and positive identification prior to conducting a mechanical excavation.



#### LSR #5 – Isolation of Energized Systems

I will verify isolation and zero energy before work begins on energized or pressurized systems (Lockout/Tag-Out).



#### LSR #6 – Reporting of Safety-Related Events

I will immediately report significant safety-related events.



#### LSR #7 – Bypassing Safety Controls

I will obtain authorization before overriding or disabling safety-critical equipment or controls.

## Health and safety committees

Canadian health and safety legislation sets guidelines for the formation of health and safety committees or the appointment of health and safety representatives (for workplaces with fewer than 20 regularly employed workers). Depending on the jurisdiction, the committee may be known as the joint health and safety committee, occupational health committee, workplace safety and health committee, or occupational health and safety committee. Generally, legislation in different jurisdictions across Canada states that health and safety committees must:

- Be composed of one-half management and at least one-half worker representatives
- Meet regularly – some jurisdictions require committee meetings at least once every three months, while others require monthly meetings
- Be co-chaired by one management chairperson and one worker chairperson
- Make sure worker representatives are elected or selected by the workers or their union

Although this legislation is a Canadian requirement, we regard health and safety committees as a best practice for our U.S. teams as well.



### Learn more

[\*\*Safety and Reliability Policy\*\*](#)

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

[\*\*2025 Datasheet\*\*](#) for health and safety-related data