

# Management approach: Indigenous engagement and inclusion

## Why it's important

Enbridge is committed to fostering respectful, constructive and enduring relationships with Indigenous groups<sup>1</sup> across North America. Our operations span Treaty and Tribal lands, the National Métis Homeland, unceded lands and traditional territories of Indigenous Nations, Tribes, governments and groups. We recognize the unique rights of Indigenous Peoples in both Canada and the U.S., and we engage with them as distinct from other stakeholders.

We maintain relationships with more than 300 Indigenous groups in Canada and 30 federally recognized Native American Tribes in the U.S. These relationships are built on trust, mutual respect and collaboration throughout the lifecycle of our assets. While we've made progress in advancing Indigenous inclusion across our projects and within our Company, we acknowledge that this is an ongoing journey and remain committed to continuous improvement.

## Governance

The management system approach, which guides Enbridge's approach in this area, establishes accountability for identifying and addressing Indigenous-related opportunities and risks, which are embedded across relevant business segments and functions, supporting an integrated, enterprise-wide approach.

The following outlines how we maintain oversight of Indigenous engagement and inclusion from the Board level to individual employees.

- **Board of Directors:** Our approach to Indigenous consultation, engagement and inclusion is overseen by the Sustainability Committee of our Board of Directors, which has responsibility for sustainability issues including communication, engagement and relationship-building with communities, stakeholders,

decision-makers and Indigenous Peoples. We create opportunities for our full Board to engage directly with Indigenous leaders, including at strategy and planning sessions, where appropriate. In 2023, we formed an Indigenous Advisory Group that meets with the Senior VP Reconciliation Steering Committee quarterly in keeping with our Indigenous Reconciliation Action Plan (IRAP) commitments, and meets with our Board on an annual basis.

- **Indigenous Reconciliation Engagement Steering Committee:** This senior-level committee sets the direction and establishes policies and strategies for Enbridge's engagement with Indigenous Nations and groups. The committee is composed of accountable Senior Vice Presidents and leaders across Canada and the U.S. and reports to the Executive Vice Presidents of our business units and the Executive Vice President & Chief Legal Officer. The committee facilitates broad discussion on Indigenous relations across relevant internal disciplines and guides on-the-ground engagement with Indigenous communities, linked to the achievement of critical milestones and outcomes.
- Our **Senior Vice President & Chief Communications Officer** has lead accountability for Indigenous relations across Enbridge.
- **Vice presidents and directors:** Various vice presidents, directors and other management from our business units and central functions participate in integrated steering committees responsible for the development and execution of project and regionally based engagement plans, including specific provisions for Indigenous consultation and engagement.
- **Managers and subject matter experts:** Managers and subject matter experts from across the Company execute strategies and outcomes established through consultations with communities and Indigenous Nations and groups. Departments involved may include Business Development, Supply Chain Management,

Public Affairs, Communications & Sustainability and other functional units of the Company.

- **Employees:** Indigenous and other interested employees at Enbridge are provided with the opportunity to participate in an Indigenous Employee Resource Group that has been in place since 2014. The purpose of this group is to support the development of an inclusive working environment through improved awareness of Indigenous culture among employees. It is supported by an executive sponsor at the vice president level.

## Policies

Our [Indigenous Peoples Policy](#) outlines the key principles that guide our approach to engaging with Indigenous groups with interests in lands on which our assets are located. We engage early on proposed projects with Indigenous groups and work toward understanding and establishing a consensus in line with required and recommended legal and regulatory frameworks. The policy lays out our principles for Indigenous relations:

- Recognize the legal and constitutional rights of Indigenous Peoples and the importance of the relationship between Indigenous Peoples and their traditional lands and resources
- Recognize the importance of the [United Nations Declaration on the Rights of Indigenous Peoples](#)
- Engage early and sincerely through processes that aim to achieve the support and agreement of Indigenous Nations and governments for our projects and operations that may occur on their traditional lands
- Seek the input and knowledge of Indigenous groups to identify and develop appropriate measures to avoid and/or mitigate the impacts of our projects and operations that may occur on their traditional lands



- Promote equity and inclusion
- Foster awareness through education

The Indigenous Peoples Policy is implemented through our management system approach across all relevant business units and functions. We regularly review our policy and engagement approach, guidelines and management system to compare them with best practices and with the expectations of Indigenous Nations and organizations.

<sup>1</sup> We sometimes use the term "Indigenous groups" when referring to Indigenous Nations, governments or groups in Canada and/or Native American Tribes and Tribal associations in the United States. We have the utmost respect for the unique rights and individual names of Indigenous groups. This collective term is used solely for the purpose of the readability of this management approach and other documents.

## Goals and metrics

### Indigenous Reconciliation Action Plan

Our [Indigenous Reconciliation Action Plan](#) (IRAP), published in 2022, articulates our enterprise-wide commitments to Indigenous Peoples. Developed in consultation with Indigenous communities and partners and endorsed by Enbridge's Board of Directors and Executive Leadership Team, the plan contains clear targets and deadlines for achieving our goals. In 2025, we refreshed our IRAP with input from Indigenous groups, our IRAP working group, Indigenous Advisory Group, employees and our Executive Leadership Team. Our 2025 IRAP refresh offers us the chance to reflect, review and renew our focus on both individual and collective efforts to advance truth and reconciliation. The refreshed IRAP includes 20 commitments under six pillars: People, Employment and Education; Community Engagement and Relationships; Economic Inclusion and Partnerships; Environmental Stewardship and Safety; Sustainability, Reporting and Energy Transition; and Governance and Leadership.

### Our approach

#### Consultation requirements in Canada and the U.S.

We consistently strive to respect human rights in our work. In Canada, the Crown (federal and provincial governments) has an obligation to consult with Indigenous communities if a government decision has the potential to adversely impact a constitutionally protected Indigenous or Treaty right. The Canadian Constitution recognizes Indigenous Peoples in Canada and provides constitutional protection to Indigenous and Treaty rights. The Crown and Enbridge recognize Indigenous groups as being separate and distinct from other stakeholders. The Crown may delegate the procedural aspects of consultation to project proponents, such as Enbridge, to consult with Indigenous groups as part of the regulatory process, taking into consideration Indigenous groups' distinct nature and interests.

In the U.S., as required under Section 106 of the National Historic Preservation Act, the federal government must consult with recognized Native American Tribes and other designated agencies on projects that have the potential to adversely affect historic properties. Under federal law, the U.S. Bureau of Indian Affairs must grant a right-of-way before a company can proceed with construction on any Indian reservation; on lands held in trust for a Tribe, band or individual Indian; or on lands held by individual Indians or Indian Tribes or bands that are subject to restraints against alienation.

#### Lifecycle Engagement Framework

As a company that continuously engages with more than 300 Indigenous groups in Canada and 30 federally recognized Native American Tribes in the U.S., we believe that our Indigenous Lifecycle Engagement Framework and IRAP support us as we continue our efforts to be leaders on Indigenous inclusion.

We engage with Indigenous groups, governments, landowners and communities living near our projects and operations in Canada and the U.S. Our Indigenous Lifecycle Engagement Framework ("Framework"), established in 2019, sets out the guidelines for our engagement with Indigenous Nations, governments and groups over the life of our assets. An Executive Steering Committee oversees the Framework's implementation, which outlines three types of engagement:

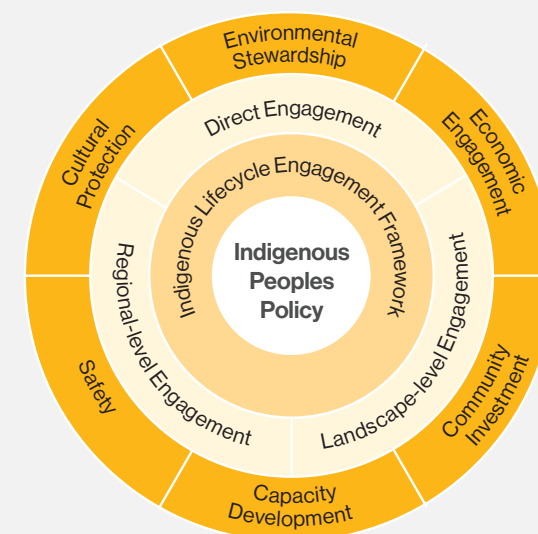
- **Direct engagement** is focused on Indigenous Nations, governments, groups and Tribes whose communities are proximate to our infrastructure.
- **Regional engagement** includes Indigenous Nations, governments and groups located in geographic proximity to one another. Regional initiatives focus on establishing opportunities for regional dialogue and collaboration around critical issues.
- **Landscape-level engagement** captures engagement with Indigenous Peoples outside our projects and operations on topics relevant to Indigenous communities and our business.

#### Community-specific consultation, engagement, agreements and collaborations

Direct consultation and engagement with Indigenous Nations and groups potentially impacted by Enbridge's projects and operations is fundamental to our ability to address issues of importance to those communities. We take a systems-based approach to identify Indigenous communities impacted by our projects and operations and their unique interests and concerns. We strive to work jointly with interested local Indigenous groups to mitigate risks and/or concerns and expand social, environmental and economic benefits, including re-routing and other changes to design and operation. Our experience has been, and continues to be, that community-specific agreements help establish a framework that enables the trust required to build and ultimately maintain long-term relationships.

#### Questions and concerns

Should Indigenous groups have questions that aren't addressed through our regular engagement processes, we have developed a formal mechanism for Indigenous groups to provide feedback to Enbridge. In alignment with our IRAP commitments, we established the Indigenous feedback mechanism in 2023, which consists of a dedicated email address and phone number. Indigenous groups can use this feedback mechanism to ask questions and communicate any issues. Where concerns are raised, we work with Indigenous groups to identify ways to address the issue. When possible, we report back to impacted individuals or groups on whether, and what, actions have been taken.



#### Methods of engagement

- In-person meetings
- Enbridge subject matter experts at open houses
- Community meetings
- Emergency response deployment exercises
- Tours of Enbridge facilities
- Indigenous inclusion in our supply chain
- Regional roundtables
- Collaboration on initiatives of mutual interest
- Indigenous Chambers of Commerce and Business Associations
- Participation in public policy and other forums

#### Areas of engagement

- Training, employment, operational contracting opportunities and potential business partnerships
- Safety and emergency response preparedness
- Environmental stewardship
- Traditional land use
- Cultural protection
- Archaeological work
- Construction monitoring
- Community investments
- Indigenous rights and interest in renewable energy infrastructure

## Employment and training

Enbridge has partnered with Indigenous groups to help provide their members with the opportunity to participate in our pipeline construction projects and acquire skills for the future. We have partnered to create educational training programs, employment opportunity initiatives and capacity-building efforts to provide opportunities to receive benefits from these projects. Enbridge has sponsored several initiatives that provide training in career development, safety, employment readiness and construction-specific trades to Indigenous groups located near our projects and operations.

## Economic inclusion

Economic engagement and inclusion are a priority at Enbridge, and our goal is to support the priorities and aspirations of Indigenous groups within the broader economy by creating opportunities to mutually benefit from our projects and activities. Enbridge develops business relationships with Indigenous Nations that are separate from our regular engagement, which allows us to deepen relationships with Indigenous groups on a commercial basis and facilitate economic inclusion where possible. We do so by employing a dedicated Indigenous Supply Chain Management (SCM) team and SCM process that is focused on maximizing inclusion of Indigenous businesses in our procurement processes, and by proactively maximizing Indigenous labor and employment through a dedicated Indigenous Employment Program and team. We have a long history of partnering with businesses owned and operated by Indigenous Peoples and groups across Canada and the U.S. Enbridge's Indigenous spend has exceeded \$3 billion to date.

## Economic financial partnerships

While we work with Indigenous groups and businesses to increase their access to the important traditional economic opportunities connected to the procurement and employment opportunities associated with our projects and operations, at Enbridge we believe that we can do more. In alignment with our IRAP commitments, we have established the processes and teams to foster deeper economic inclusion by creating financial partnerships with Indigenous Nations. We report annually on new financial partnerships in our Sustainability Report.



### Learn more

[Indigenous Peoples Policy](#)

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

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

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