

# 2022 CATALYST AWARD WINNER

**Enbridge**

Informed Insights and Inclusion



## >>> OVERVIEW

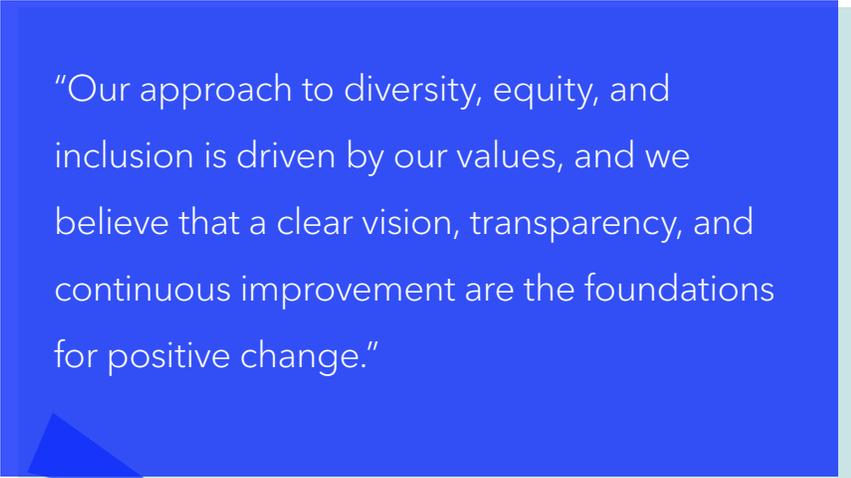
Over the past several years, Diversity, Equity, and Inclusion (DEI) have been front and center in the public consciousness, and most major corporations have made an effort to at least voice their support for building a more equitable workplace and society. Yet certain industries continue to struggle to achieve equity, including the energy sector, which is not known for its diversity. The sector employs fewer women than “almost any other major industry,” and not surprisingly, “gender diversity decreases with seniority.”<sup>1</sup> Across the world in 2021, women in the energy sector accounted for less than 12% of leadership roles, and less than 5% of top roles such as CEO, president, or board chair.<sup>2</sup>

Imagine, then, an energy company voluntarily releasing its diversity data, as well as goals for improvement, to the

general public. Why would any company choose to publicly reveal a point of vulnerability, rather than remaining opaque while quietly trying to fix (or hide) areas of improvement?

Enbridge chose to take this courageous action because this energy delivery company—which employs 11,000 people across North America—wanted to be held accountable for its DEI success company-wide.

*Informed Insights and Inclusion* is the Canadian portion of broader DEI work at Enbridge that began in 2016. A “Perspectives Survey” of 325 women was conducted across the organization to find out more about their experiences at work. Subsequently, 100 women volunteered to participate in follow-up focus groups. The results were clear:



“Our approach to diversity, equity, and inclusion is driven by our values, and we believe that a clear vision, transparency, and continuous improvement are the foundations for positive change.”

AL MONACO, PRESIDENT AND CEO, ENBRIDGE INC.

Many women felt that the current culture was not inclusive and that there should be more transparency about gender representation across the organization.

This resulted in the creation of the Gender Dashboard—an interactive online tool showing gender representation across all levels. In 2019, Enbridge expanded transparency to include additional dimensions of diversity, such as people with disabilities, veterans, and people from underrepresented ethnic and racial groups.

Enbridge shares its [Diversity Dashboard](#) with all employees, with the ability to segment the data by job level, functional area, and geography, including trending information on hiring, promotion, and turnover rates. Enbridge further shares its representation goals publicly and reports on progress. Within the energy industry, this level of transparency is groundbreaking.

Since launching the initiative, Enbridge already has exceeded its 2022 goal of 30% women in manager-and-above positions. Enbridge’s representation of women in Canada increased between 2017 and 2021: 25% to 33% at the vice president and senior vice president levels, 24% to 31% at the director level, and 27% to 35% at the manager level. Enbridge’s representation of women of color in Canada increased between 2017 and 2021 from 2% to 8% at the manager level and from 2% to 5% at the vice president and senior vice president levels.

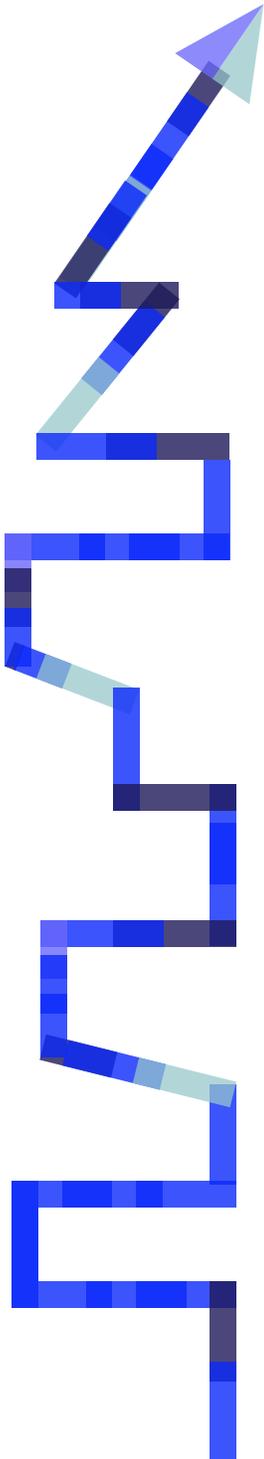
In 2020, Enbridge set ambitious goals for its environmental, social, and governance (ESG) activities, made them public, and linked discretionary pay for all employees to performance. These included DEI goals of increasing the representation of women in the company to 40%, the representation of people from underrepresented ethnic and racial groups to 28%, and the representation of Indigenous people to 3.5% by 2025. Enbridge also set an interim goal of 30% women in leadership by 2022, which it has already exceeded. The company is also working to increase board diversity to 40% women and 20% people from underrepresented ethnicities and racial groups by 2025.

However, diversity is about more than numbers. To gain widespread support for the new initiative, President & CEO Al Monaco and the Enterprise Diversity & Inclusion Steering Committee (SteerCo), the group driving DEI strategy for Enbridge, knew diversity and inclusion had to be embedded into the company's DNA. To accomplish this, they added Inclusion as the fourth pillar of their core values, along with

Safety, Integrity, and Respect, to reflect what is truly important to them as a company. Because of this, every single employee, whether at a desk or in the field, knows that inclusion is fundamental to Enbridge. To bring the point home, the company's strategic vision reads, "We are better together—we reflect our communities and create connections across differences."<sup>3</sup>

"I am so proud to be part of a team that is building an inclusive culture. We have incredible collaboration across the company, including our D&I SteerCo, ERGs, DIAGs, HR team, and many other individuals who are making Enbridge a better place to work."

CYNTHIA HANSEN, EVP AND PRESIDENT,  
GAS TRANSMISSION AND MIDSTREAM



*Informed Insights and Inclusion* is driving profound culture change through energetic CEO and executive support, complete transparency and accountability, a strong network of employee resource groups (ERGs), and a series of effective programs that support positive outcomes.

## OVERSIGHT

The Enterprise Diversity & Inclusion Steering Committee (SteerCo), which consists of senior leaders, is the senior executive team that is responsible for the initiative. SteerCo is led by two executive sponsors, Cynthia Hansen (Executive Vice President & President, Gas Transmission and Midstream) and Vern Yu (Executive Vice President & Chief Financial Officer), who report directly to the CEO.

The Diversity, Inclusion & Talent Acquisition Strategy (DITAS) team, in partnership with specialists across Human Resources, is accountable for the implementation of the initiative and actively supports the governance structure.

Diversity & Inclusion Advisory Groups (DIAG), sponsored by members of SteerCo, are regional groups that drive diversity and inclusion priorities specific to local needs.

## EMBEDDING CULTURE CHANGE THROUGHOUT THE ORGANIZATION

*Informed Insights and Inclusion* has profoundly changed Enbridge's culture. Mr. Monaco's decision to embed inclusion as the fourth pillar of Enbridge's organization-wide values codified the company's commitment to diversity, equity, and inclusion. This not only creates a culture that is immersed in diversity and inclusion but ensures that employees feel responsible for its success.

Through this shared accountability, Enbridge aims to engage and empower employees, to embed equity in policies, practices, and programs, and to elevate the importance of diversity and inclusion across all levels at the company.

Enbridge's response to the Covid-19 pandemic is a good example of the new, "better together" culture at Enbridge. When the company had to abruptly pivot to enable employees to work remotely, it got off to a bumpy start; there was no precedent for having so many employees working remotely at the same time. But the company quickly adapted to provide the technology, policies, and practices that were required to help employees continue to be engaged, safe, and productive. The company listened when their employees spoke up about prioritizing family, health, and wellness. As a result, Enbridge's new FlexWork program affords employees flexibility on when, where, and how many hours they work. FlexWork offers employees a way to meet their personal and professional needs while ensuring that business operations continue to run optimally.

The pandemic-driven shift to remote events also has had an unanticipated positive effect. The new, virtual work environment has created broader access to information and people through technology. Employees have noted easier access to colleagues located in other provinces, states, and countries – as well as to executives. Diversity and inclusion events also resulted in the participation of people in the field who had never been able to attend on-site offerings in the past.

## CEO AND EXECUTIVE INVOLVEMENT IS KEY

Enbridge's President & CEO, Al Monaco, sees diversity and inclusion as key to the company's long-term success and has set an expectation for other senior leaders to visibly engage in advancing diversity and inclusion. Employees at all levels have noticed Mr. Monaco's obvious commitment to diversity and inclusion. Mr. Monaco set the tone early on, attending Catalyst's MARC workshops, kicking off ERG celebrations, and reinforcing key messages through CEO communications. He also called on senior executives to sponsor ERGs, the DIAGs, and other components of the initiative.

Senior leaders, including Mr. Monaco (with the support of Enbridge’s board of directors), made it clear they are open to having open, honest—and even difficult—conversations with employees. They have given the green light to executives to create programs that benefit employees—for example, Women in Technology was started by the CIO to build a pipeline of talented women in technology roles without the need of endorsement nor approval to do so—and leadership has been 100 percent supportive. ERG executive sponsors are very involved in, and committed to, their groups, and executives are also responsible for “values moments” and trainings. These “values moments” (like the safety moments which are much a part of Enbridge’s culture) are set at the beginning of meetings to share and underscore the value of diversity and inclusion.

## REAL ACCOUNTABILITY IS A CALL TO ACTION

Accountability and transparency are among Enbridge’s strongest attributes, and when it comes to accountability, Enbridge stands above its peers in demonstrating to employees that supporting diversity and inclusion is expected and a job requirement. The company’s internal dashboards and public statement of diversity goals are unique in the industry. Inclusion metrics are a part of the employee bonus structure, which makes the company’s commitment clear. These processes and actions motivate everyone to make progress.

Mr. Monaco sets Enbridge’s aggressive annual goals himself. Since the inception of the initiative, the company has expanded the scope of these goals to focus on Black and Indigenous employees and racial equity more broadly. The strategy is built to reflect this effort.

## TRANSPARENCY SHOWS COMMITMENT

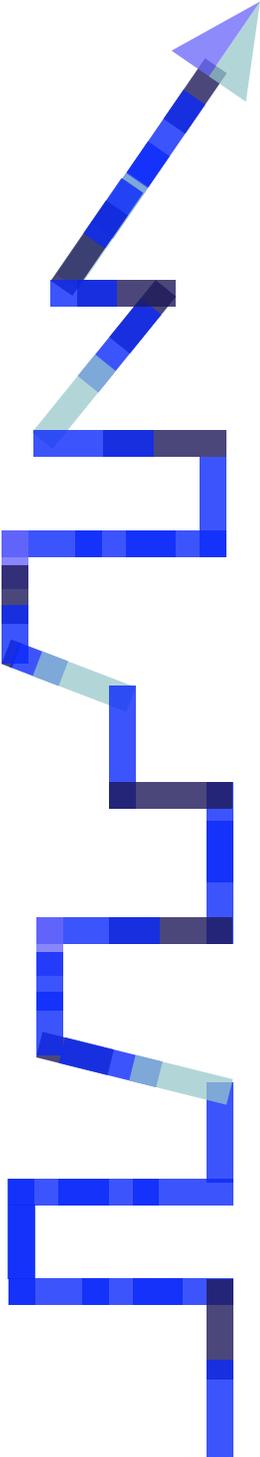
To create the gender and diversity dashboards that are the hallmark of the initiative, Enbridge embarked on an extremely comprehensive data collection project. These dashboards display interactive data on employee representation by level, function, age, and tenure and show trends on hiring, promotion, and turnover. Leaders use them to determine whether they are meeting diversity and inclusion goals, need to provide more recruitment, training, or development resources, and see if their efforts are making a difference in their journey towards equity. Employees more broadly see the dashboards—which are accessible to all employees—as a way to hold the organization accountable.

Enbridge also began a “Count Yourself In” self-identification campaign in 2017 to increase the company’s ability to report on other dimensions of diversity, such as underrepresented ethnic or racial groups, people with disabilities, and veterans.

Enbridge has KPIs for its initiative that are being audited by external firms and included in sustainability-linked bonds and loans, creating public accountability. Thanks to this level of transparency, employees know that *Informed Insights and Inclusion* is a priority at Enbridge.

Additionally, the fact that the world will know if Enbridge does not achieve its goals bolsters the company’s motivation to make the initiative a success.





At the senior leadership level, each executive is held accountable for building diverse and inclusive teams and providing updates on team metrics and objectives. If metrics are not met, senior leaders are encouraged to go back to the drawing board until they are met. This alone brings more diverse talent to the table. Enbridge's leadership also engages its board in diversity and inclusion efforts and receives strong support for its diversity and inclusion goals.

## **STRONG EMPLOYEE RESOURCE GROUPS (ERGS) BRING THE INITIATIVE TO EMPLOYEES**

Enbridge's 10 ERGs are very active, with buy-in from leadership and employees throughout the company. Members report that these groups are both professionally and personally beneficial: They provide a source of networking, support, and development opportunities.

The ERGs focus on a variety of topics and demographics. For example, the Connect ERG aims to develop next-generation talent, focusing on the transfer of knowledge from more tenured employees to newer employees. The FEMINEN (women in engineering) ERG focuses on retention and development, providing resources on interviewing skills, mental health, and support at home. The Women@Enbridge ERG provides opportunities for networking, hearing speakers, engaging in career development, and interacting with senior leadership. The Ethnically Diverse Group of Employees (EDGE) ERG offers a series of podcasts and events where people of color are highlighted to share their career journeys, stories, and personal and professional insights. Enbridge also has a Diverse Abilities Network for people across different physical and mental abilities, and their PRISM Energy ERG connects 2SLGBTQ+ employees and their allies.

These ERGs make it possible for many employees to participate in and benefit from the initiative. ERG executive sponsors are very involved in and committed to their groups—from assisting with resources to helping the ERGs achieve their vision and goals.

"The accountability for building diverse and inclusive teams is something I have experienced in all levels of leadership at Enbridge. It is not always an easy process, but we are seeing multiple examples of how these teams bring forward incredible, innovative solutions to complex problems. We know we are stronger together."

TUONG LEE, VP,  
TECHNOLOGY INFORMATION  
SERVICES FOR LP AND GTM

## ROBUST LEADERSHIP DEVELOPMENT PROGRAMS

To meet its inclusion goals, Enbridge needed to foster the advancement of its current talent. So, it created several leadership programs that have made career development more transparent and helped employees generate their own personal development plans.

- Leadership programs are offered at multiple levels of the organization to strengthen the leadership skills of nominated participants. The **Women’s Leadership Program** is customized for early to mid-career female engineers, scientists, and technologists, explicitly focusing on women from underrepresented ethnic and racial groups.
- The **Women in Technology** Program (WiT) was launched in 2019 by the CIO to grow its pipeline of talented women in technology roles.
- Enbridge also offers programs that target male leaders to become new diversity champions. Catalyst’s **Men Advocating Real Change (MARC)** workshops are available to senior leaders, and more than 350 individuals have participated, including 64% of director-level and above and 100% of vice presidents and above. In 2021, Enbridge expanded this program to include MARC Dialogue teams.

- Enbridge’s **Mentorship Program** is available to all employees. Over 1,800 employees registered for the program in 2021, and all were matched. Employees had the option to match with someone from the same race or ethnicity to support underrepresented employees in search of mentors who understand their unique experiences. Enbridge also has created a mentorship program for its northern region that is specifically designed for Indigenous employees.

## SUPPORTING RACIAL EQUITY

As social justice movements unfolded in 2020, Enbridge knew that it needed to act.

Enbridge President & CEO Al Monaco penned a July 3, 2020 [op-ed](#) in *The Houston Chronicle* encouraging business leaders to do more to address systemic racism and unconscious bias. He wrote that “more progress, less platitudes” were needed and said it was time to hear from marginalized people “first-hand and give them the license be honest” and then to take appropriate action.<sup>4</sup>

The company conducted focus groups with hundreds of marginalized employees—Asian, Black, Indigenous, Hispanic/Latinx, Middle Eastern/Arab, multiracial, 2SLGBTQ+, people with disabilities, and veterans—to better understand what prompted

## INCLUSIVE HIRING AND ADVANCEMENT

Fostering a diverse workforce starts from the moment employers have an open position. Knowing this, Enbridge made equitable hiring practices a key component of its *Informed Insights and Inclusion* strategy. Leaders are expected to find a diverse cohort of candidates for open positions. If the current candidate pool is not diverse enough, they must go back to the field to find more prospects. There is also a mandatory second interview for external candidates to expose the candidate to more people from different identities and thereby make sure that bias isn’t influencing hiring decisions. Interviewers themselves are a diverse set of individuals.

The Executive Leadership Team (ELT) also partners with Human Resources to identify biases that might emerge in succession plans—and challenges the process to identify a diverse pool of talent.





“Enbridge set a precedent early on of listening to employees and formulating a strategy that addressed the needs of both employees and our business. Between hosting focus groups, publishing ambitious goals, and empowering every employee to act, we have created a more inclusive Enbridge. I feel it every day and I am grateful to be a part of it.”

LAUREN MORISHITA, DIRECTOR, DIVERSITY AND INCLUSION PROJECTS

them to join the company, what they see as hurdles to advancement, and what the company could do to make Enbridge a place where they could thrive.

This led to additional efforts both inside and outside the company. Enbridge became the largest Canadian company to sign the CEO pledges of The BlackNorth Initiative in Canada and CEO Action for Diversity & Inclusion in the US.

The company accelerated its procurement with a diverse set of suppliers. Through 2021, more than 15% of supplier dollars were spent with suppliers owned or operated by people from marginalized groups—and since 2017, direct economic engagement with Indigenous Tribes on both sides of the US-Canada border during the construction of its Line 3 replacement accounted for more than \$750 million.

It also has upped its community engagement and investment efforts. Enbridge supports programs that advance STEM among girls and marginalized

audiences in the US and Canada including Actua (a STEM based program in Indigenous communities) and YES Prep Affinity Summits (a Houston-based program that primes marginalized students for successful college careers). As it seeks to build vibrant communities it is partnering with the National Urban League, Houston Complete Communities, and others. Overall contributions to community efforts that benefit marginalized audiences have more than doubled from 2019 to 2021.

Internally, the spirit of frank conversations and listening was extended through a month of podcasts in April 2021 where representatives of marginalized groups and their ERGs were interviewed about their hopes, challenges, and dreams and how inclusion is and should be valued at Enbridge. Podcast guests included front-line workers and executives from underrepresented ethnic and racial groups.

A special effort has been made to increase outreach to support the economic participation of Black and Indigenous communities. This has been enhanced by the launch of an Indigenous Employment Plan and a Black Equity Plan in 2021.

**The Indigenous Employment Plan includes:**

- Indigenous Cultural Awareness training to better acclimate all employees to the culture and history of First Nations, recognize the importance of treaty rights and an awareness of the UN’s Declaration on the Rights of Indigenous Peoples, as well as set the stage for the company’s increased economic participation with Indigenous communities (completion of training is tied to bonuses for all employees).
- New tactics to support Indigenous recruiting, including hiring a dedicated Indigenous recruiter.
- Studying exit interviews of former Indigenous employees to improve development and retention.
- Matching Indigenous talent with senior executive sponsors.

**The Black Equity Plan includes:**

- Anti-racism training and unconscious bias training (completion is tied to bonuses for all employees).
- Increased internships for Black and other marginalized students, as well as increased university scholarships for Black students pursuing fields relevant to Enbridge.
- Enhanced outreach and recruiting at Historically Black Colleges & Universities as well as other universities and colleges with sizeable marginalized populations.
- Improved development and succession planning to create a sharper focus on representation of marginalized groups in leadership.
- Matching Black talent with senior executive sponsors for coaching, mentorship, and sponsorship.

Enbridge also added race and ethnicity categories to their Diversity Dashboard, enhancing their transparency, and established quarterly oversight on equity, including racial equity. Plans for other marginalized groups, based on feedback heard in the company's focus groups, are being launched in 2022. This includes specific actions focused on increasing equity for employees that identify as Asian, Hispanic/Latinx, Middle Eastern/Arab, multiracial, 2SLGBTQ+, people with disabilities, and veterans.

Enbridge believes diversity and inclusion drive innovation, better decisions, employee engagement, and the ability to attract top talent. Transparency and incentive-based compensation related to DEI help to drive the company's progress, as does a culture that encourages diverse perspectives, celebrates differences as strengths, fosters a sense of belonging, and champions fairness and equity.



"DEI is becoming embedded in our ways of working and through everyday conversations taking place across the organization. It has also been critical to integrate DEI in our people programs and practices to ensure we elevate visibility and opportunity for all talent and mitigate the risk of unconscious bias in our processes. The Catalyst Award is tremendous recognition of this progress and Enbridge's leadership in this space."

LISA BARRETT, DIRECTOR, TALENT MANAGEMENT



## KAELLA EARLE

EIT I, Construction Project Management  
Calgary, Canada

Before her journey at Enbridge, Kaella Earle was an anti-pipeline protester who was very involved in Indigenous human rights activism. While in university, a professor asked her if she would like to participate in the engineering co-op (internship) program, and the first interview she received was at Enbridge for a regional engineering role in the northern region of Gas Distribution & Storage.

Initially, Kaella was concerned that there would be a lack of inclusion for Indigenous people and care for the land. But she researched Enbridge and noticed the company's work on renewables and biofuel, which left her both surprised and intrigued. During her interview, she was asked where she might see her career at Enbridge in the next five years. Her response was that she planned to use her Indigenous cultural values to help the company push energy transition forward. In Kaella's own words, "Cultural change is the foundation required to get us there. Including other voices is how we will get there."

During her first few weeks at Enbridge, Kaella was fearful that she would be surrounded by people who did not care about Indigenous people or the land. Yet she found the exact opposite. Enbridge provided her with so many opportunities to be who she was and share her culture. Her experience working as an intern at Enbridge shifted the way she viewed energy. Once her engineering co-op program concluded, Kaella returned to university. Yet the first thing she wanted to do after school was get back to Enbridge—the organization made her feel as if her voice was heard *and* action was taken. She felt empowered to make a difference.

Kaella returned to Enbridge full-time and has been working there for two years since completing school. She credits Enbridge's mentorship program for providing her with access to professionals to help grow her career. She has also paid it forward through the company's Indigenous mentorship program, where she has mentored other young Indigenous professionals in engineering.

At Enbridge, Kaella has seen a wealth of programs impact her colleagues, including Women in Construction; Catalyst's [MARC](#) (Men Advocating Real Change); and "Let's Talk," where senior professionals get together to have an open-forum discussion about racism, social issues, and how to implement inclusion at Enbridge. Leaders commonly discuss issues of importance in society, including Canada's residential and day schools, which have impacted Kaella's family. The recognition of these issues and action from senior leaders are why Kaella works at Enbridge today.

The FEMINEN Employee Resource Group at Enbridge has also helped Kaella navigate the company as a woman in engineering. The purpose of FEMINEN is to build a network of women in engineering within Enbridge. This support network kept Kaella going even when times were difficult. In her words, "The validation and camaraderie amongst women at Enbridge has had an exceptional impact on my life and empowered me to stand up for myself and develop my leadership skills."

Kaella, who is neurodivergent, has also benefited from Enbridge's flexible working environment, which has made things better and more comfortable for her. But flexible working is only one piece of the puzzle—Enbridge has also transformed the ways in which it interacts with the external communities that its projects impact.

Since Kaella started at the company, she has seen Enbridge evolve its approach to Indigenous engagement. From increased outreach focused on economic participation to engaging in forthright consultations for mutually beneficial relationships, Enbridge has significantly heightened their focus on Indigenous inclusion. Enbridge's Line 3 project is a perfect example. For this project, a first-of-its-kind Tribal Cultural Resource Survey was implemented, an independent Indigenous monitoring program was designed for construction and overseen by Tribes, and Indigenous employees made up approximately 20% of the project workforce in Canada and 7% in the US. This transformation is a huge testament to the growth that Enbridge has experienced over the past several years.

Kaella enjoys working at Enbridge because she feels seen and heard. Any time she has taken the opportunity to speak, it has resulted in more opportunities. Early on in her tenure at Enbridge, Kaella's advice to a director on using psychological safety and inclusive hiring practices to recruit more Indigenous talent led to a new hiring process, which was then expanded to other areas of the business. This showed Kaella that leadership cared about what she thought and felt. Reflecting on this experience, she said, "That is what leadership is, shining a light on the pre-existing strengths of the company and using it in a new way. Inclusion is like a pair of glasses that we put on to expand the way we see our other values."

Kaella's advice for keeping people engaged in DEI, especially if they feel there is already too much on their plate, is to think of a plane's journey: "If you set a plane on a path directly to Hong Kong, the plane will get there. But if you point it just one degree off, that path will take you much further away." Making small changes consistently will eventually result in massive impact, and Enbridge is doing just that.





## EHIGIE EIGBE

Team Lead - Dispatch  
Ontario, Canada

Ehigie Eigbe's journey at Enbridge began over seven years ago. Before he had even graduated from university, he was hired into the operations department at Enbridge, where he supported projects and functioned as the liaison with engineering.

During his tenure, Ehigie has noticed significant growth within the organization. Early in his career at Enbridge, some team members were hesitant to ask him how to pronounce his unique name. He was used to people finding his given name too "difficult" to learn. An academic advisor in university had even encouraged him to change his name while seeking a job. However, he's noticed that Enbridge's commitment to building an inclusive culture has empowered employees to ask more questions. Ehigie is now often asked how to pronounce his name, which makes him feel like he belongs. He describes it this way, "When people get my name right, they get my attention. There is a different feeling when someone takes the time to say your name correctly, instead of just pointing and saying 'you.' As Dale Carnegie said, 'There is no sweeter thing to an individual than their name.'"

However, the transformation Ehigie has seen at Enbridge goes beyond words. Just a few years ago, he experienced unconscious bias in the workplace. He recalls sitting in a critical meeting and making a suggestion that was overlooked despite having merit. But when he asked a White colleague to repeat the statement, the message was positively received. Ehigie knows that wouldn't happen at Enbridge today. He has seen the company work to raise awareness of how unconscious bias can manifest itself in the workplace, foster a speak-up culture, and promote allyship. The importance of this work was driven home when he had a colleague intervene after witnessing inappropriate behavior directed toward him. This is just one example of how he has seen Enbridge's commitments and goals translate into tangible action.

Ehigie is also encouraged by Enbridge's progress on gender equity. The company's [Diversity Dashboard](#) provides transparency by allowing employees to view the company's diversity numbers on demand. Ehigie and his colleagues have been pleasantly surprised to see the number of women and employees from underrepresented ethnic and racial groups in leadership roles, especially when compared to other companies. According to Ehigie, "You don't really understand the importance of role models until you can see someone who looks like you. You can ask them, 'How can I do what you do?' It is more difficult to have those conversations with someone who doesn't look like you."

Employee Resource Groups (ERGs) have also been beneficial to Ehigie throughout his career at Enbridge. He is now a strategic advisor after serving two years as co-chair for the EDGE ERG, supporting ethnically underrepresented employees in eastern Canada. He has also been involved with the leadership development network and the FEMINEN ERG, which allowed him to partner with women in engineering.

Being a part of these ERGs has led to many networking and mentorship opportunities—both formally and informally. However, what Ehigie finds most valuable about these DEI groups and programs is they provide an opportunity for employees to speak up. For example, employees felt safe pointing out the lack of representation they saw in a company video that was being produced. They wanted content they could relate to and feel a part of, and Enbridge was willing to listen and make the appropriate changes.

That wasn't the only time the company listened when employees spoke up. When George Floyd was murdered in 2020, Ehigie had great conversations with leaders within Enbridge who wanted to talk about race but didn't know how to broach the topic. These conversations sparked a culture of two-way dialogue. The company hosted "Impact Group" discussions where employees could talk about how they felt, where they would like the world to be, and what Enbridge could do about it.

Since then, Enbridge has committed to action. After hearing from Black employees through company focus groups in 2020, the company launched a Black Equity Plan in 2021 with targeted actions to remove barriers and create equity for Enbridge's Black employees.

Ehigie also felt support from leadership when Enbridge's CEO, Al Monaco, participated in an unscripted video dialogue with members of the EDGE ERG to discuss race: "To see our CEO make a statement about it, prioritizing time to sit with our EDGE ERG to discuss issues on race...It shows to me that Enbridge cares. Leadership buy-in does matter."

Ehigie is proud of what Enbridge has accomplished, and he wants to continue to be a part of this change. The company has given him room to bring his authentic self to work, speak up and ask questions. In his own words: "I am comfortable saying something and knowing I will be heard."



# >>> CATALYST AWARD CRITERIA

## STRATEGY & RATIONALE

**Make Inclusion a Core Value:** By making inclusion one of its four core values, Enbridge orchestrated a culture change that supports the investment in and acceptance of diversity and inclusion throughout the company at all levels.

**Strong, Active ERGs** mean that many employees participate in and benefit from the initiative.

**Robust Leadership Programs** (e.g., Women's Leadership Program and Women in Technology) have made career development transparent and helped employees create individual development plans.

## SENIOR LEADERSHIP ACTIVITIES

**Set Ambitious Diversity and Inclusion Goals** with concrete action plans to achieve them.

**Reach Out to Employees:** President & CEO Al Monaco, along with other executives, engage with employees, attend events, truly listen, and act.

**Empower Executives** to create programs that support diversity and inclusion.

## ACCOUNTABILITY & TRANSPARENCY

**Publish Dashboards** with diversity metrics to underscore the importance of DEI to employees and demonstrate transparency.

**Link DEI Performance to Incentive Compensation** so all employees are directly accountable for their contribution.

## COMMUNICATION/ CULTURAL INTEGRATION

**Share Diversity Metrics Publicly** to reinforce the commitment and signal to prospective employees and company stakeholders that Enbridge is serious about making a difference.

**Put Inclusion Front and Center.** In making inclusion the fourth value, the organization fulfills its commitment externally as well as internally through a concerted effort to enhance supplier diversity, community investment, and advocacy.

## EMPLOYEE ENGAGEMENT

**Ten ERGs Directly Engage Employees.** These ERGs, sponsored by members of their executive team, directly engage employees.

**Leaders Engage Employees** through their hands-on approach.

## INNOVATION

**Total Transparency:** Enbridge's public commitment and stances related to diversity and inclusion are innovative, especially for the energy industry.

## MEASURABLE RESULTS

**Women's representation** in Canada increased from 2017 to 2021, 25% to 33% at the VP/SVP level, 24% to 31% at the Director level, and 27% to 35% at the Manager level. The representation of women of color in Canada increased from 2017 to 2021 from 2% to 8% at the Manager level and from 2% to 5% at the VP/SVP level. In 2022, two of Enbridge's four business units are run by women, and of its 11 Board Directors, four are women, and they lead three of the Board's five standing committees.

# IMPACT/METRICS

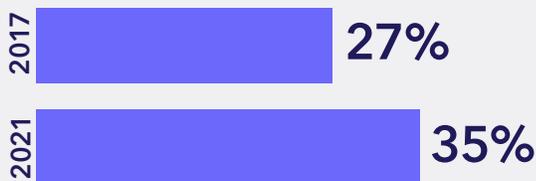
## Representation of Women in Canada



Vice President/Senior VP Level

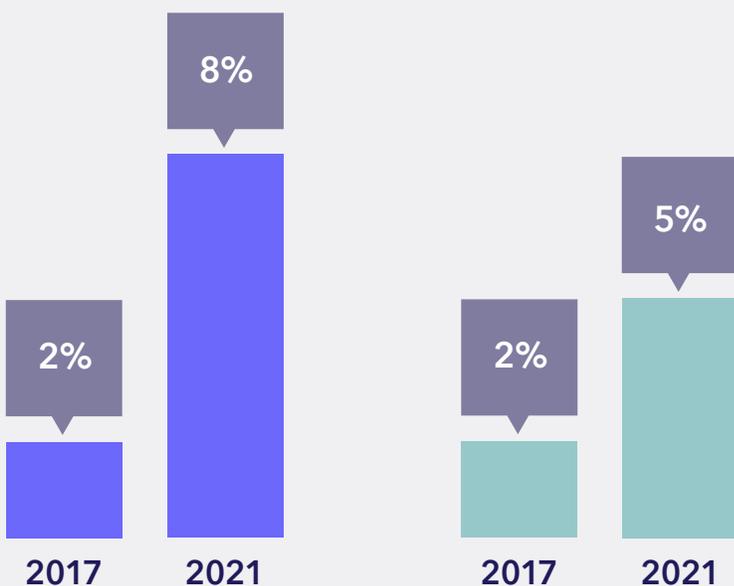


Director Level



Manager Level

## Representation of Women of Color in Canada



Manager Level

Vice President/  
Senior VP Level

IN 2022,  
**2** OF  
ENBRIDGE'S  
**4** BUSINESS  
UNITS ARE  
**RUN BY**  
**WOMEN,**  
AND OF ITS  
**11** BOARD  
DIRECTORS,  
**4 ARE**  
**WOMEN,**  
AND THEY  
LEAD **3** OF  
THE BOARD'S  
**5** STANDING  
COMMITTEES.

# >>> ABOUT ENBRIDGE

Enbridge is a leading North American energy infrastructure company. It safely and reliably delivers energy people need and want to fuel their quality of life. Its core businesses include:

- **Liquids Pipelines**, which transports approximately 30 percent of the crude oil produced in North America.
- **Gas Transmission and Mainstream**, which transports approximately 20 percent of the natural gas consumed in the US.
- **Gas Distribution and Storage**, which serves approximately 3.9 million retail customers in Ontario and Quebec operating North America's largest natural gas utility by volume, and third largest by customer count.
- **Renewable Energy**, which owns approximately 2,127 MW (net) in renewable power capacity in North America and Europe including offshore wind and solar power.

Enbridge was named to the Thomson Reuters Top 100 Global Energy Leaders in 2018, was selected to Bloomberg's Gender Equality Index from 2019 through 2022, was ranked among the Best 50 Corporate Citizens in Canada for 18 years running, was named to Canada's Top 100 Employers list 20 times through 2021, was awarded Forbes' best diversity employers in America, and was named to Canada's Best Diversity Employers list seven times.

Enbridge is headquartered in Calgary, Canada. They have a workforce of more than 11,000 people, primarily in Canada and the United States. The Company's common shares trade on the Toronto and New York stock exchanges under the symbol ENB.

**FOR MORE INFORMATION, VISIT [WWW.ENBRIDGE.COM](http://WWW.ENBRIDGE.COM).**

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## ENDNOTES

1. *Women in energy: Gas, mining, and oil: Quick take*. (2019). Catalyst.
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