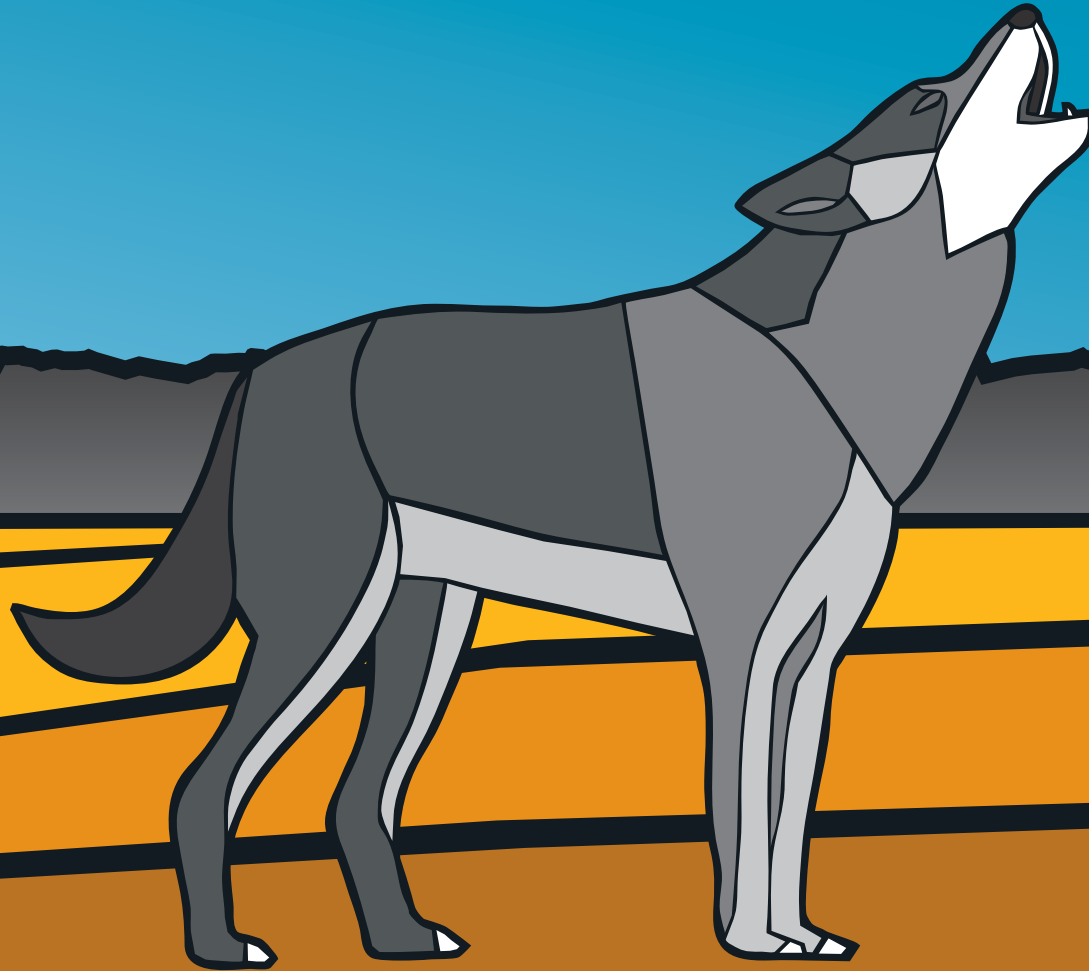
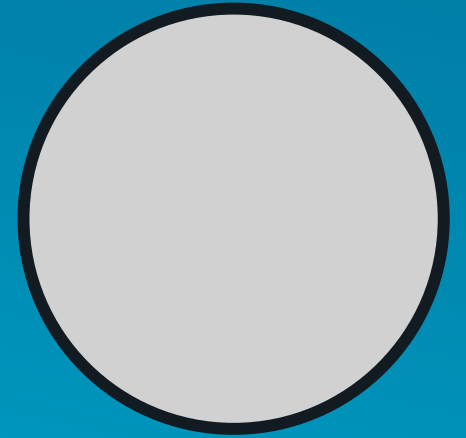
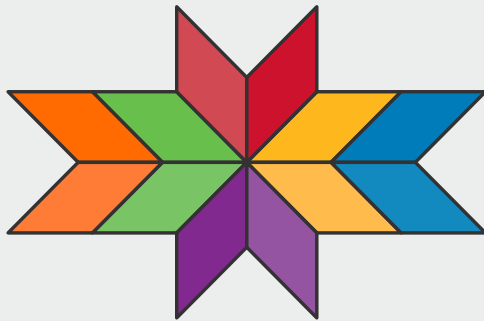




# The journey ahead

2022 Indigenous Reconciliation Action Plan





Over the years, Enbridge has been honored with blankets gifted from Indigenous groups. The blankets served as a source of inspiration for the design of the [2022 Indigenous Update Report](#) and this star graphic. We honor these gifts and their importance to the fabric of our culture, and our dedication to continued learning and inclusion of Indigenous culture, heritage and teachings in our everyday lives.

## Table of contents

<b>1 Introduction</b>	<b>18 Economic inclusion and partnerships</b>
2 About the artist	19 Commitments
3 About Enbridge	20 Spotlight
4 Where we are now in our journey	<b>22 Environmental stewardship and safety</b>
6 IRAP vision and values	23 Commitments
7 About this IRAP	24 Spotlight
8 Reconciliation Action Pillars	<b>25 Sustainability, reporting and energy transition</b>
<b>9 People, employment and education</b>	26 Commitments
10 Commitments	27 Spotlight
13 Spotlight	<b>29 Governance and leadership</b>
<b>15 Community engagement and relationships</b>	30 Commitments
16 Commitments	31 Spotlight
17 Spotlight	<b>32 The journey ahead</b>

## Why an Indigenous Reconciliation Action Plan?

Enbridge is proud to share this Indigenous Reconciliation Action Plan (IRAP). As a North American company, it is important to foster meaningful reconciliation within communities where we live and work. This IRAP continues our long-held commitment to advancing reconciliation with Indigenous peoples. Further, it is developed in recognition of the Truth and Reconciliation Commission's Call to Action #92, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and with respect for and acknowledgement of Indigenous rights and title, treaties, and sovereignty across Turtle Island<sup>1</sup>. Our IRAP will serve as the roadmap by which we will continue our journey to advance truth and reconciliation. It is the mechanism by which we will remain accountable for executing on our commitments and to our partners, including Indigenous peoples.

\* All dollar amounts are in CAD except when specified in USD.

<sup>1</sup> The continent of North America is often referred to as Turtle Island by some Indigenous peoples. Both terms appear within this IRAP, where appropriate.



### Land acknowledgment

Our projects and operations span Treaty and Tribal lands, the National Métis Homeland, unceded lands and the traditional territories of Indigenous Nations, Tribes, Governments and Groups (Indigenous groups)<sup>2</sup> across North America.

<sup>2</sup> In this IRAP we are using 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 across Turtle Island. This collective term is used solely for the purpose of the readability of the IRAP.

## About the artist



Jason Carter is an Indigenous sculptor, painter, illustrator and public artist from the Little Red River Cree Nation at John D'Or Prairie, Alberta, and a Distinguished Alumni of MacEwan University. Jason has major permanent installations in both the Calgary and Edmonton International Airports, and his sculpture and canvas artwork are displayed in many public places (NAC, AFA, YWCA Calgary and Edmonton, Travel Alberta, Wood Buffalo Region, Stantec, Banff Caribou Properties, Microsoft and Canada Goose) and private collections globally.

In 2019, Jason was commissioned by the Museum of Aboriginal Peoples' Art and Artifacts of Canada to create three paintings (two 79" x 29" and one 58" x 29") to be permanently installed in the museum's

entrance. Jason is the lead sculpture artist for 'In Search of Christmas Spirit'; an immersive sculpture exhibit in Banff, Alberta where he created 12' to 18' tall sculptures of bears, wolves, and bison lit from within like a lantern. He worked alongside Banff & Lake Louise Tourism and Parks Canada to complete this initiative. In 2021, Jason created wâpos; another large-scale sculpture installation celebrating the rabbit in Churchill Square, and Winter Solstice, which brought to light the importance of solstice and the passing of the sun and moon in Winter to Indigenous peoples. Most recently, Jason was commissioned by Hockey Canada to hand paint 150 hockey sticks gifted to the player of the game at the World Junior Championships in August 2022.

## About Enbridge

Enbridge is a leading North American energy infrastructure company, headquartered on Treaty 7 territory and a portion of the Métis Homeland in Calgary, Canada. We operate locally, living and working in the communities near our projects and operations. Enbridge has additional major offices across Turtle Island in Houston, Edmonton, Toronto, Duluth and Chatham.

We safely and reliably connect millions of people to the energy they rely on every day, fueling quality of life through our North American natural gas, oil, or renewable power networks and our growing European offshore wind portfolio. We continue to invest in modern energy delivery infrastructure and are committed to reducing the carbon footprint of the energy we deliver. Our goal is to achieve net-zero greenhouse gas emissions by 2050.

To learn more, visit us at [Enbridge.com](https://www.enbridge.com).

“ We believe that our business can play a critical role in advancing reconciliation, and that means acknowledging the truth and learning from the complicated and challenging history of Indigenous peoples. We need to understand the past in order to move forward.

We are a values-driven organization, and therefore we recognize the deep and meaningful connections that Indigenous nations have to water, land and the environment. We've learned not to walk into Indigenous communities with all the answers, but rather to listen carefully to concerns and ask questions that further our understanding. We instill trust by listening carefully and working together – and delivering on the promises we make.



To that end, our first Indigenous Reconciliation Action Plan (IRAP), and its commitments, serve as a beacon of our company-wide focus to advance reconciliation.

That said, reconciliation at Enbridge is more than what could be embodied in this plan. It requires a thoughtful approach, hard work, and respecting and acknowledging our history. Most of all it requires our full commitment to building a better future together. In my experience, this hard work is not only necessary but is always worth the effort. ”

– AI Monaco, President and CEO

## Where we are now in our journey

As a company, we strive for a future where society is united in and committed to creating an inclusive future. We have a role to play in challenging long-held beliefs about the history of Indigenous peoples and embarking on and supporting a path towards reconciliation. As we learn more, and reflect on and acknowledge our journey to date, we create a path that we can walk, together, towards reconciliation. Enbridge is responsible for forging this path – by continuing to listen to and learn about the history, culture and perspectives of Indigenous peoples and identify ways to enable, encourage and support this journey.

While we have been building relationships with Indigenous groups for many years, Enbridge made a commitment in 2017 to enhance transparency by expanding reporting on the implementation of our Indigenous Peoples Policy and the steps we are taking to integrate Indigenous rights and knowledge into our business across Turtle Island. In June 2018, we began to fulfill that commitment with the release of a discussion paper, *[Indigenous Rights and Relationships in North American Energy Infrastructure](#)*, and have since provided an annual overview of our plans, commitments and outcomes with respect to Indigenous inclusion within our 2018–2021 [sustainability reports](#).



We most recently reported on our corporate journey towards reconciliation in February 2022 with the release of, [\*Continuing Our Path to Reconciliation: Indigenous Engagement and Inclusion—An Update\*](#). Our work to date has been values-driven, focused on collaboration and has taken shape in our lifecycle approach to engagement and supply chain opportunities, and employment, education, and Indigenous cultural awareness initiatives.

While much work has been done, there is much more to do.  
We have a responsibility to continue moving forward.

This, our first Indigenous Reconciliation Action Plan (IRAP), is an opportunity to continue our unwavering commitment to reconciliation. These tangible, measurable and publicly reportable commitments help to further underpin our [\*Indigenous Lifecycle Engagement Framework\*](#) by forming the next stage of our journey towards reconciliation, and support the transition towards a cleaner energy future in partnership and collaboration with Indigenous peoples.

Our commitments will require continued collaboration, patience, and a resolute commitment to advancing reconciliation. These commitments permeate across each of our four core businesses

within Enbridge, transcend geographic borders and require us to focus on our role as an energy company whose projects and operations span Treaty and Tribal lands, the National Métis Homeland, unceded lands and the traditional territories of Indigenous Nations, Tribes, Governments and Groups (Indigenous groups)<sup>2</sup> across Turtle Island. Enbridge has consulted and engaged with more than 340 Indigenous groups in Canada and the United States.

We also acknowledge and express our gratitude to the 50 individuals from Indigenous groups across Canada and the United States who provided valued input early on in our IRAP development process, and whose insights have helped shape our commitments and the priorities for this continued journey towards reconciliation. Thank you – for your honesty, your willingness to engage, and your thoughtful contributions – all of which help direct the trajectory of this journey to reconciliation and a sustainable energy future.

Through this IRAP, and the actions we will undertake to support and advance our 22 commitments, we must create opportunities – for dialogue, for listening, for knowledge transfer, and for collaboration and partnership with Indigenous groups. Put simply, reconciliation is supported by creating connections, and furthered by building bridges that connect recognition of the past to a shared vision for the future.

## IRAP vision and values

At Enbridge, our core values – Safety, Integrity, Respect and Inclusion – reflect what is truly important to us as a company. These values represent the “north star” for our organization, a constant beacon by which we make our decisions, as a company and as individual employees, every day. In 2020, we invested time and energy listening to our employees speak about their experiences, including the barriers faced by Indigenous peoples. This engagement resulted in the addition of inclusion as a core value. We are committed to upholding these values as we collectively walk a path to reconciliation.

Our name, Enbridge, has long conveyed our commitment to being a bridge and leading the way to a safer, cleaner and more sustainable energy future. We recognize we have an important role to play in building bridges toward reconciliation and in collaborating with Indigenous peoples on the energy transition as we seek to be the leading energy infrastructure company in North America.

### **Our vision for this IRAP is that it will:**

- Guide us on our continued journey to reconciliation
- Unite and focus us in our efforts to continue to build and nurture respectful and mutually beneficial relationships with Indigenous peoples
- Enable us to collaboratively create a safer, and more accountable, respectful, sustainable and inclusive future for seven generations<sup>3</sup> and beyond

We believe we can achieve more together – collaboratively, respectfully, purposefully and transparently.

<sup>3</sup> “Seven generations” is an Indigenous sustainability principle that says that we should consider how every decision will impact and affect those seven generations into the future.



## About this IRAP

This IRAP is organized into six pillars and outlines a total of 22 commitments. Full details and targets are provided in the pages that follow.

These pillars represent our priorities, a cornerstone of our commitment to reconciliation, each collaboratively developed with the input of Indigenous individuals and groups. Our pillars will endure, and while the commitments may evolve over time, we expect each pillar will remain stable and consistent. Enbridge will develop tools and mechanisms to support and execute on these commitments on our path towards reconciliation.

We will publicly report on our progress against these commitments annually, starting with an update on our progress in our 2023 Sustainability Report.

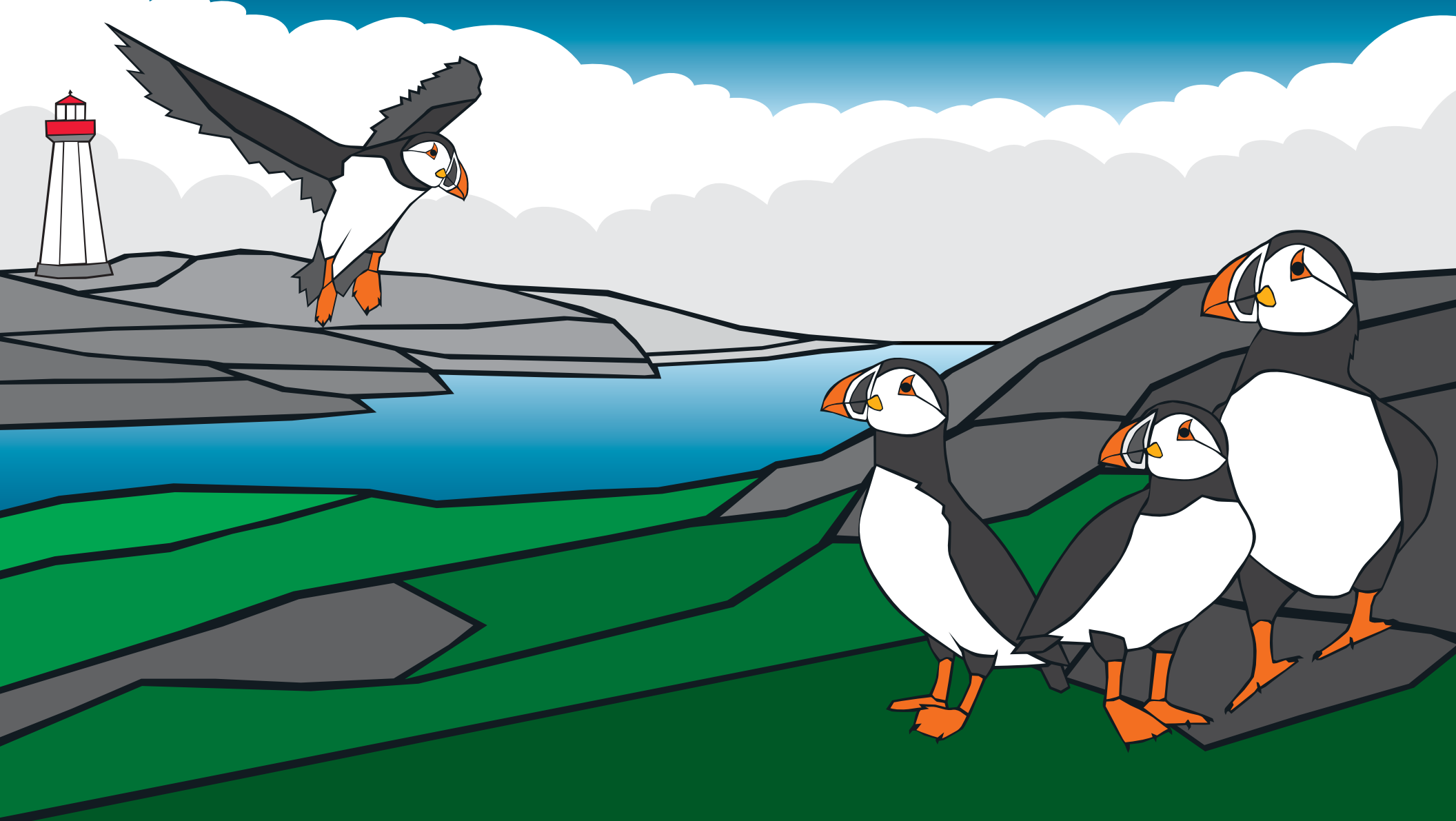


### SIX PILLARS

- 1** People, employment and education
- 2** Community engagement and relationships
- 3** Economic inclusion and partnerships
- 4** Environmental stewardship and safety
- 5** Sustainability, reporting and energy transition
- 6** Governance and leadership



# Reconciliation Action Pillars



**PILLAR 1**

**People, employment  
and education**

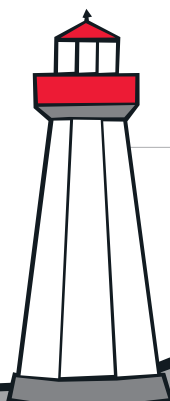
Enbridge is committed to creating and nurturing organizational structures that support opportunities to attract, retain and develop the skills of Indigenous people at all levels and in positions that make Enbridge the place to build their careers in a culturally supportive work environment.

**PILLAR 1**

# People, employment and education

Focus	Commitment	Details	Target/Goal	Timeline
Talent attraction and recruiting	Establish flexible work placements and opportunities for Indigenous peoples that account for regional and cultural considerations across Canada and the United States	<ul style="list-style-type: none"> <li>• In addition to current organizational workplace flexibility options, identify and develop opportunities for roles in other locations where there might be increased availability of Indigenous applicants</li> <li>• Identify and resolve employment barriers for current and future Indigenous employees</li> <li>• Explore updating leaves policies to reflect cultural inclusivity</li> </ul>	<ul style="list-style-type: none"> <li>• Update Indigenous engagement employment program to account for Indigenous culture, regional/remote considerations and legal considerations, as appropriate</li> <li>• Explore establishing a cultural leave program</li> </ul>	2022 – Ongoing
	Continue to seek and strive to increase Indigenous representation in Enbridge’s permanent workforce	<ul style="list-style-type: none"> <li>• Continue to review and develop Indigenous employment data and report annually</li> <li>• Work with Indigenous groups and training partners to identify current opportunities and key growth areas for employment and skills development</li> <li>• Explore new partnerships to grow talent pool and implement Indigenous recruitment strategies with the goal of increasing awareness of opportunities at Enbridge</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to report metrics and provide annual disclosure</li> <li>• Identify key growth areas for employment and skills development</li> <li>• Establish partnership with Indigenous employment agency</li> <li>• Attend at least eight (8) Indigenous-focused career fairs throughout Canada and the United States</li> <li>• Attempt to reach our previously established goal of a minimum of 3.5% of proportional Indigenous representation<sup>4</sup></li> </ul>	2025

<sup>4</sup> All percentages or specific goals regarding inclusion, diversity, equity, and accessibility are aspirational goals which we intend to achieve in a manner compliant with state, local, provincial, and federal law, including, but not limited to, U.S. federal regulations and Equal Employment Opportunity Commission, Department of Labor and Office of Federal Contract Programs guidance.



<b>Focus</b>	<b>Commitment</b>	<b>Details</b>	<b>Target/Goal</b>	<b>Timeline</b>
<b>Talent attraction and recruiting</b>	Continue to review internal hiring processes and develop human resource capability to ensure all perspectives are reflected through attraction/retention lifecycle	<ul style="list-style-type: none"> <li>• Review existing talent policies and procedures to identify gaps and implement changes to ensure cultural perspectives and priorities are reflected throughout process(es)</li> <li>• Continue to conduct regular training with Talent Acquisition team on ways to conduct culturally sensitive interviews (e.g., understanding Indigenous cultural differences, uncovering hiring biases, interviewee evaluation criteria)</li> <li>• Where allowed by law, formalize Indigenous attraction/retention programming for diversity, cultural, regional and remote considerations</li> </ul>	<ul style="list-style-type: none"> <li>• Review and, where appropriate, update internal hiring processes</li> <li>• Conduct ongoing and regular training with Talent Acquisition team related to hiring practices</li> <li>• Explore development of policies/procedures to support Indigenous attraction/retention programs</li> </ul>	2022 – Ongoing
<b>Talent experience and development</b>	Increase representation of Indigenous employees within Enbridge's Leadership Development Program to support the retention and advancement of Indigenous employees	<ul style="list-style-type: none"> <li>• Continue to support Indigenous employees through consultation, mentorship, onboarding, coaching and connection</li> <li>• Develop and diversify pools of candidates for apprenticeship and internship programs</li> <li>• Continue to identify and develop succession plans free from unconscious bias across the company</li> </ul>	<ul style="list-style-type: none"> <li>• Explore expansion of programs and opportunities for the growth of Indigenous employees/employee base</li> </ul>	2023 – Ongoing

\* Please note that bargaining unit employees are subject to the terms and conditions of their collective bargaining agreement.

**PILLAR 1**

**People, employment and education**

Focus	Commitment	Details	Target/Goal	Timeline
<b>Cultural support programs</b>	Continue to develop and maintain cultural support programs to make Enbridge an attractive and welcoming employer for all people, including Indigenous peoples	<ul style="list-style-type: none"> <li>• Continue to include and develop Indigenous Employee Resource Groups across the company</li> <li>• Expand programs related to Sharing Circles and Indigenous employee support across the company</li> <li>• Continue to create culturally inclusive and safe spaces across the company that are supportive and celebrate Indigenous arts and culture.</li> <li>• Develop a regional-based implementation model inclusive of diverse perspectives across the company</li> <li>• Establish an Elder connections program to give employees direct access to Indigenous Elders for advice and cultural support</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement and expand cultural support programs</li> <li>• Integrate Indigenous arts and culture in Enbridge offices and facilities across Turtle Island</li> </ul>	2023 – Ongoing
<b>Learning and awareness</b>	Ensure 100% of Enbridge’s employees complete Indigenous awareness training	<ul style="list-style-type: none"> <li>• Ensure opportunities exist for employees to develop a deeper understanding of the history, rights, culture and knowledge of Indigenous peoples by completing online or in-person cultural awareness training</li> <li>• Explore tailored training for groups across Enbridge, as needed</li> <li>• Track and monitor completion statistics of required Indigenous Awareness Training</li> </ul>	<ul style="list-style-type: none"> <li>• 100% employee participation in cultural awareness training</li> <li>• Ensure every new Enbridge employee receives cultural awareness training as a requirement</li> </ul>	2022

PILLAR 1

## Spotlight: Gas Distribution and Storage Mentorship Program

As an example of forging new pathways and living our values—the Gas Distribution and Storage (GDS) Mentorship Program aims at reducing barriers and increasing opportunities for Indigenous recruitment and employment.



> Wendy Landry (left) and previous mentorship participant, now full-time Enbridge employee, Lauryn Graham (right) pose next to the Enbridge sign in Eastern Region.

Enbridge’s Gas Distribution and Storage (GDS) Northern Mentorship Program, now in its 4th year, was founded when our Northern Region team in GDS recognized their approach to recruit local Indigenous talent for various positions over several years was largely unsuccessful. “We have a duty to reflect the communities we serve, yet we struggled to attract local Indigenous talent after years of effort and commitment,” said Luke Skaarup, former Director Northern Region Operations GDS and now Director Operations Services for Enbridge’s Liquids Pipelines Operations. “We needed to work collaboratively both internally and externally to course correct.”

The team sought approval for and actioned the re-purposing of Enbridge’s co-operative and summer student roles for Indigenous mentorship and engaged with local Indigenous groups and unions to reduce the very real barriers to entry into Enbridge – and more generally, corporate Canada – by enhancing the accessibility of our job postings, inviting initial discussions and conducting interviews within communities. They provided recognition for relevant lived experience in addition to professional experience.

“ The success in identifying and connecting candidates with positions came from the commitment and foresight of early champions of this program and a willingness to depart from the normalized hiring processes that create barriers to entry for some Indigenous candidates. ”

– Wendy Landry, Enbridge Senior Indigenous Initiatives and Engagement Advisor

## PILLAR 1

### Gas Distribution and Storage Mentorship Program continued

“The success in identifying and connecting candidates with positions came from the commitment and foresight of early champions of this program, and a willingness to depart from the normalized hiring processes that create barriers to entry for some Indigenous candidates,” said Wendy Landry, Red Rock Indian Band member, Mayor of Shuniah and Senior Indigenous Initiatives and Engagement Advisor to Enbridge. While there is more work to do, this program has helped develop capacity by identifying where there were gaps in the recruitment and hiring process and how best to address those gaps to create pathways to employment – with Enbridge or elsewhere in the energy industry.

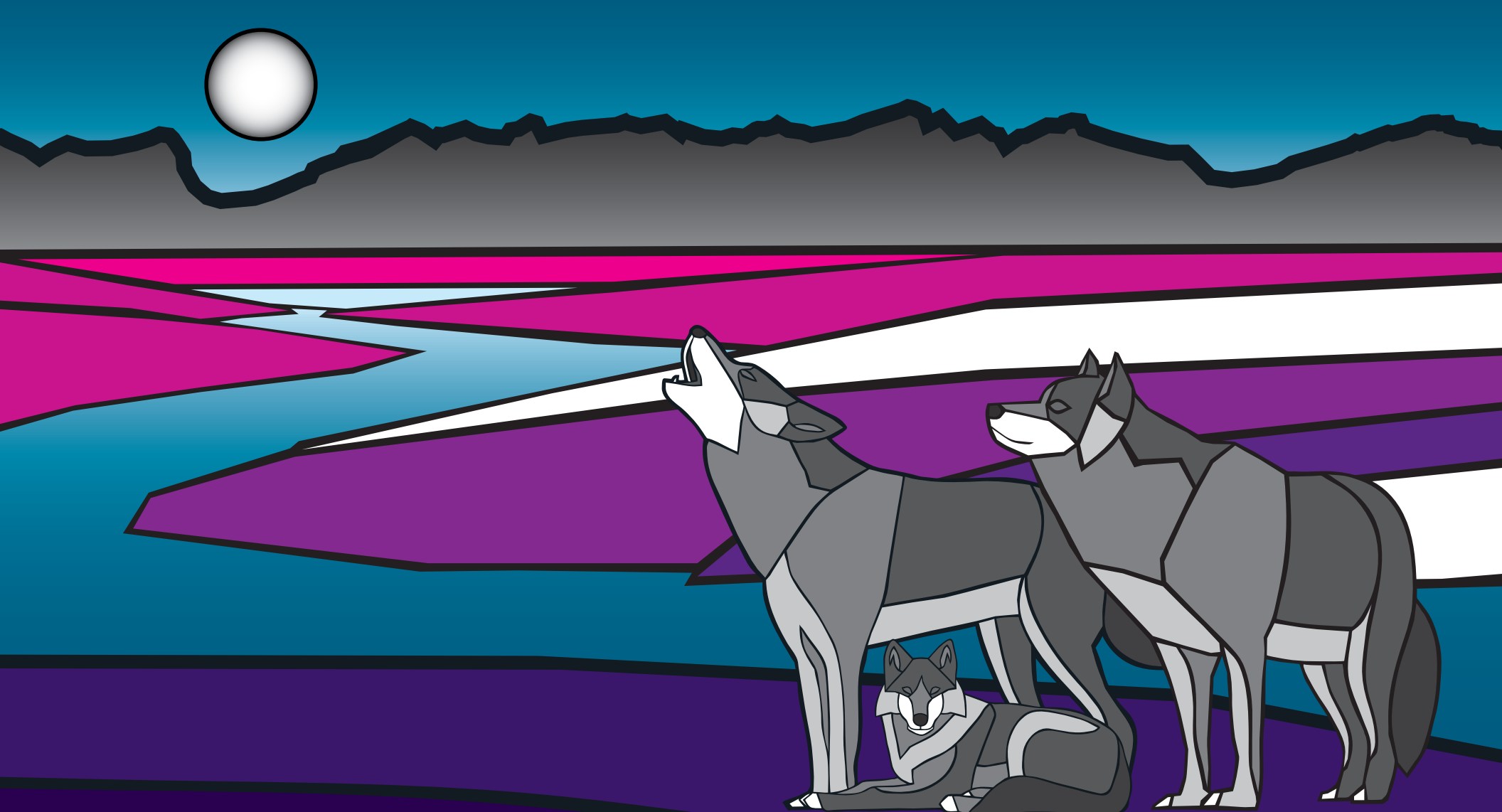
The team focused internally on identifying pathways to fulltime employment, on implementing a mentorship program, and approached recruitment and hiring in a more culturally sensitive and respectful manner.

In 2021, the Northern Region team in GDS hired four mentees with an additional Indigenous employee successfully competing for a fulltime construction laborer position. We also partnered with the Métis Nation of Ontario as part of a Métis Youth Internship Program to on-board one additional hire to our construction team, and Distribution Operations initiated an Indigenous Community Outreach program as part of its diversity and inclusion strategy.

Enbridge is focused on expanding the mentorship program across GDS in Ontario in 2022, along with the implementation of an internal awareness campaign to increase understanding and support for Indigenous partnerships and collaboration.

Opportunities for dialogue and engagement with current and potential employees, including through the Indigenous Employment Resource Group and the Indigenous Sharing Circle, mean our journey of learning and adapting continues to inform the evolution of our Indigenous recruitment commitment. The entire team continues to identify mechanisms to enhance our accessibility, recruitment, retention and education practices.





## PILLAR 2

# Community engagement and relationships

Enbridge understands meaningful engagement and respectful relationships are foundational to advancing reconciliation. We are committed to developing strategies, mechanisms and opportunities that support and nurture dialogue and engagement between Enbridge and Indigenous groups throughout the lifecycle of our projects and operations.

PILLAR 2

## Community engagement and relationships

Focus	Commitment	Details	Target/Goal	Timeline
<b>Feedback mechanism</b>	Develop an incremental formal mechanism for Indigenous groups to provide feedback to Enbridge	<ul style="list-style-type: none"> <li>In addition to ongoing engagement activities, and in consultation with Indigenous peoples, develop an incremental transparent feedback mechanism to facilitate input from potentially impacted Indigenous groups such as questions, concerns, and opportunities for collaborations related to Enbridge's projects and operations</li> </ul>	<ul style="list-style-type: none"> <li>Establish and launch feedback mechanism</li> </ul>	2023 – Ongoing
<b>Community engagement and relationships</b>	Provide \$80 million in cumulative funding support for engagement priorities, community capacity building and fostering wellbeing over the next five years	<ul style="list-style-type: none"> <li>In addition to Enbridge's Indigenous contracting and procurement spend, these funds are intended to support community capacity and wellbeing. This may include dollars from relationship agreements, taxes paid and/or corporate/regional community investment</li> </ul>	<ul style="list-style-type: none"> <li>\$80 million in cumulative funding over five years</li> </ul>	2022 – 2027

PILLAR 2

## Spotlight: Patrick Hunter mural

How an art installation ignites and inspires conversation and connection to each other, the land and Indigenous culture and history.



“ I think it’s important for companies today to realize the land they are on was once another culture’s territory. Public acknowledgments of that fact are such a great first step towards being on the right side of history. ”

– Patrick Hunter, Ojibway artist

Patrick Hunter is a two Spirit Ojibway artist, graphic designer and entrepreneur from Red Lake, Ontario. Patrick is one of Canada’s well-known Woodland artists, gaining inspiration from his homeland, painting what he sees through a spiritual lens, with the intent to create a broader awareness of Indigenous culture and iconography. Among his many projects are artwork he created for the Canadian Olympic Curling Team, the Chicago Blackhawks and Hockey Night in Canada.

In 2021, Enbridge commissioned Patrick to create two original pieces of art that could be digitized and used as murals in GDS facilities across Ontario. The pieces are installed in two locations: the 3rd floor of the 50 Keil Drive office in Chatham, and the 1st floor of the Victoria Park Centre in Toronto. Both pieces represent the start of a longer-term project to prominently display a collection of original Indigenous artwork.

The murals, designed specifically for Enbridge, embody Patrick’s personal reflections on and spiritual connection to the land and Indigenous territories in and around Ontario on which our GDS offices reside. They create awareness of Indigenous culture and history of the lands on which we work and live and connect us back to the natural world, something increasingly difficult to do in our urban environment. Not least, and perhaps most profoundly, they invite and ignite conversation, furthering our connections to each other and creating opportunities for dialogue, learning and reflection on our individual and collective journeys towards reconciliation.



**PILLAR 3**

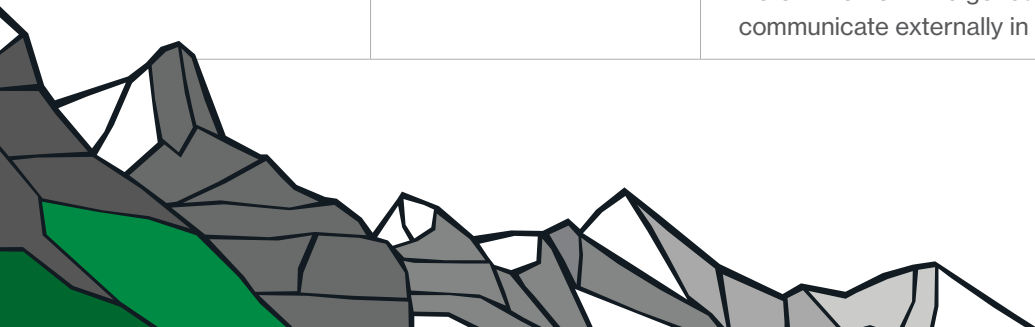
**Economic inclusion  
and partnerships**

Enbridge strives to create, engage in, and stimulate positive and mutually beneficial financial impacts, opportunities and potential partnerships with Indigenous groups and businesses.

**PILLAR 3**

**Economic inclusion and partnerships**

Focus	Commitment	Details	Target/Goal	Timeline
<b>Indigenous financial partnerships</b>	Revise and formalize Indigenous financial partnership processes that encourage strategies to provide opportunities for Indigenous economic participation	Establish a formal Indigenous Economic Development Taskforce to formalize processes that will: <ul style="list-style-type: none"> <li>• Leverage business units' and project teams' insights to establish standards and criteria for financial partnerships within the company's investment review processes</li> <li>• Identify and review previous successes to develop financial opportunities that account for various regulatory, legal and socio-economic considerations</li> <li>• Undertake a review of the Indigenous financial capacity landscape and access to capital to ensure Enbridge facilitates opportunities that can be implemented</li> <li>• Engage with Indigenous groups to seek feedback and assess alignment between Enbridge's processes, market opportunities and new opportunities for Indigenous economic participation</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Indigenous Economic Development Taskforce</li> <li>• Formalize processes and strategies for Indigenous economic participation</li> <li>• Implement new partnership processes and strategies that foster early engagement with Indigenous groups</li> <li>• Ensure Indigenous perspectives are included within review and development process(es)</li> </ul>	2022 – Ongoing
<b>Supplier capacity development</b>	Advance opportunities for Indigenous businesses to participate in Enbridge's supply chain	<ul style="list-style-type: none"> <li>• Develop and conduct information sessions over two years to provide guidance and education to Indigenous businesses seeking participation in Enbridge's supply chain</li> <li>• Continue to provide support for Indigenous businesses navigating Enbridge's procurement system</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and conduct at least eight information sessions over two years</li> </ul>	Ongoing
<b>Indigenous procurement</b>	Establish Indigenous spend targets	<ul style="list-style-type: none"> <li>• Continue to establish benchmarks for Indigenous spend targets</li> <li>• Determine 2024 Indigenous spend targets and communicate externally in 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Determine and disclose Indigenous spend targets</li> </ul>	2023





### PILLAR 3

## Spotlight: Indigenous economic inclusion in gas transmission expansion projects in British Columbia

An expansion of B.C.'s gas transmission system created mutual opportunities and benefits for Indigenous businesses and Enbridge and shone a spotlight on the far-reaching impact and importance of Indigenous economic inclusion.

Enbridge is the owner and operator of British Columbia's (B.C.) major gas transmission system, connecting the province's natural gas exploration and production industry with millions of consumers and heating homes, businesses, hospitals and schools in B.C., Alberta, and the U.S. Pacific Northwest. Gas also fuels electric power generation and is a staple in many industrial and manufacturing processes.

In the fourth quarter of 2021, we completed two capital expansion projects – the T-South Reliability Expansion Project (TSRE) and the Spruce Ridge Expansion Program (Spruce Ridge). Enbridge conducted upgrades and reliability enhancements and expanded the capacity of the gas transmission system in B.C.

TSRE work included the installation of five new compressor units and associated equipment at five existing compressor stations, two

These projects were completed with significant Indigenous engagement, participation and collaboration. In fact, the spend with Indigenous contractors in B.C. nearly doubled between 2018 and 2021.

compressor station cooler additions and three pipeline crossover projects. Twenty-four Indigenous groups participated and benefited economically, with Indigenous businesses securing and executing an aggregate of \$54.7 million in contracts and subcontracts.

Spruce Ridge work involved the building of two new natural gas pipeline loops (the 13-km Aitken Creek Loop and the 25-km Chetwynd Loop), the addition of a new compressor unit at two compressor stations and some additional minor modifications at above-ground facilities. Nine Indigenous groups benefitted economically through subcontracting opportunities for an aggregate \$66.6 million worth of contracts and subcontracts, including the award for construction of the Aitken Creek Loop to an Indigenous partner business.

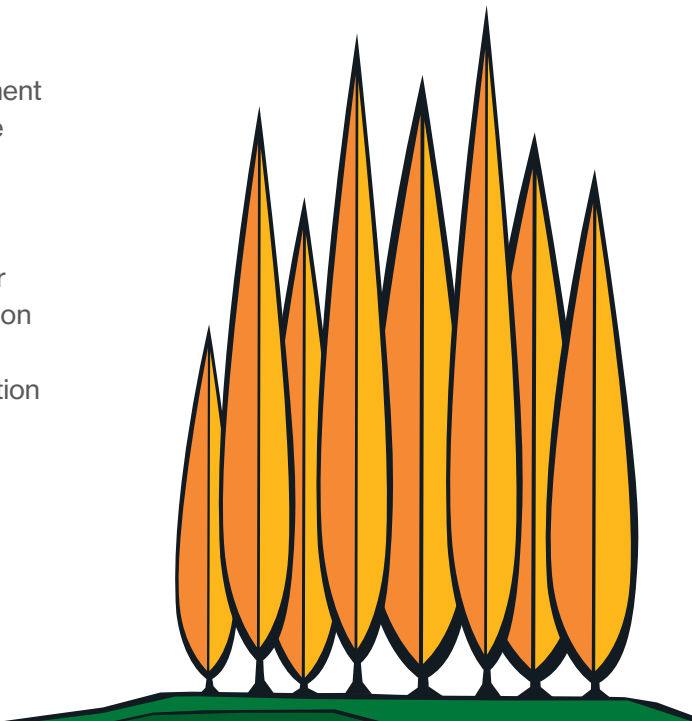
As we have walked this path towards reconciliation through the years, there have been pivotal moments along the way that have increased the momentum of our journey and created fundamental shifts in the way we do business. The focus on and implementation of measures to increase Indigenous economic inclusion and engagement is one such example of Enbridge's commitment on this journey.

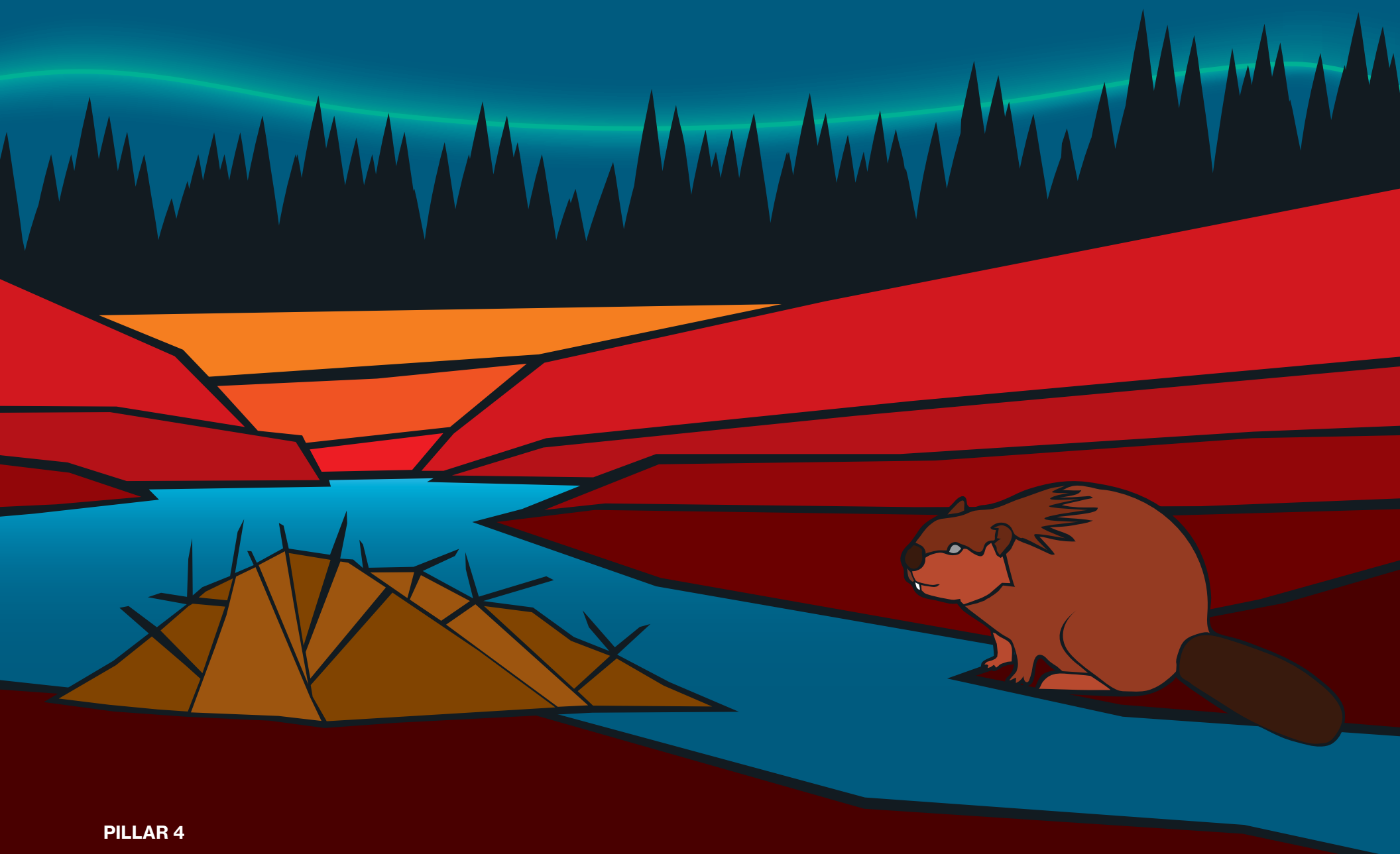
The roll-out of Enbridge's Socio-Economic Requirements of Contractors (SERC) process in 2017 coincided with early engagement activities with Indigenous groups on TSRE and Spruce Ridge. The SERC guides our contractors on how we expect them to include Indigenous businesses in the execution of their work, as well as efforts to increase the use of Indigenous businesses as general contractors working directly for Enbridge. Each component of our focus on increased Indigenous economic engagement and inclusion was complemented by other mechanisms driving an increase in Indigenous economic inclusion and included targeted pre-qualification

of Indigenous businesses; strategic direct award opportunities for Indigenous businesses to increase capacity and experience; and a focus on increasing capacity with Indigenous archaeology companies.

“Embracing relationships with Indigenous groups – giving them the opportunity to have a seat at the table, provide input on projects and to capitalize on opportunities is a big part of what reconciliation is [and to a further extent the implementation of UNDRIP in our daily lives],” said Chief Willie Sellars of Williams Lake First Nation.

“In addition, it's important to keep in mind the cultural, ceremonial, and traditional components of our way of life and incorporating that understanding and respect into projects. The TSRE ground-breaking at Compressor Station 6A 150 Mile House included a ground blessing, prayers and songs and provided an opportunity to introduce those present to our way of life and our traditions. This is so important as reconciliation requires education for people to be able to understand, to heal and to move forward. We are pleased to be able to work with Enbridge on this important journey towards reconciliation.”





**PILLAR 4**

# **Environmental stewardship and safety**

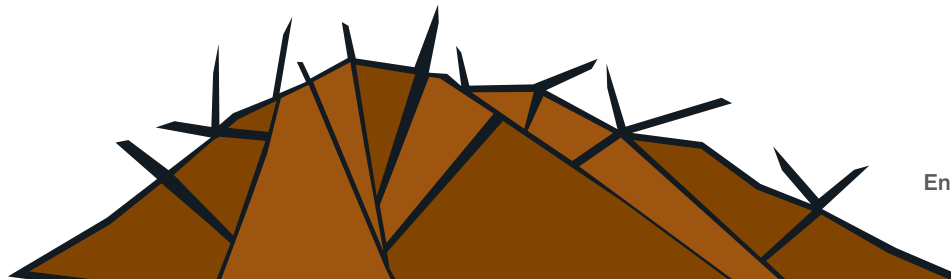
Enbridge recognizes the strong Indigenous connection to culture and the traditional importance of the land, air, animals and water. We are committed to environmental protection, collaborative stewardship, and continued improvement of engagement on, and inclusion of traditional and cultural knowledge in our plans, projects and operations.



**PILLAR 4**

**Environmental stewardship and safety**

Focus	Commitment	Details	Target/Goal	Timeline
<b>Indigenous inclusion and traditional knowledge</b>	Review and revise Enbridge’s approach to Indigenous inclusion in the environmental review processes	<ul style="list-style-type: none"> <li>Assess current approach and identify opportunities for increased Indigenous inclusion and strengthening Enbridge’s current mitigation strategies</li> </ul>	<ul style="list-style-type: none"> <li>Confirm and utilize a phased approach to revise Enbridge’s environmental review processes, as needed</li> </ul>	2022 – Ongoing
	Regionally advance opportunities for Indigenous inclusion in environmental field work	<ul style="list-style-type: none"> <li>Regionally identify and advance opportunities for Indigenous participation in environmental field work</li> </ul>	<ul style="list-style-type: none"> <li>Increase Indigenous involvement in fieldwork</li> </ul>	2022 – Ongoing
<b>Emergency preparedness and pipeline safety</b>	Continue to share emergency management materials and encourage increased Indigenous awareness in emergency response	<ul style="list-style-type: none"> <li>Continue to share emergency management materials with Indigenous groups</li> <li>Continue to generate awareness and provide opportunities for participation in emergency response exercises</li> </ul>	<ul style="list-style-type: none"> <li>Continue to share relevant emergency management materials to generate awareness</li> </ul>	2022 – Ongoing
	Continue to communicate with Indigenous groups regarding emergency and safety mechanisms and approaches	<ul style="list-style-type: none"> <li>Continue to provide notifications to Indigenous groups to ensure they are aware and engaged in the event of releases from pipeline systems</li> <li>Develop a consistent process or protocol to share environmental and safety notices to Indigenous groups</li> </ul>	<ul style="list-style-type: none"> <li>Proactively communicate with Indigenous groups through release notifications</li> </ul>	2022 – Ongoing



#### PILLAR 4

## Spotlight: Pontiac Township High School pollinator plot and Kickapoo Nation

An opportunity to advance sustainability commitments and facilitate connections that may endure for seven generations and beyond.

The Operation Endangered Species (OES) program was started in 2011 near Pontiac, Illinois, a brainchild of a group of Pontiac Township High School (PTHS) students with a biodiversity conservation initiative idea. The students approached their high school environmental science teacher with an idea to reintroduce endangered species on community pollination plots that would benefit surrounding agricultural land. The OES program at PTHS has raised US\$150,000 over nine years to support the reintroduction of a species of reptile back to its native historic home range in Illinois.

Following a US\$10,000 grant from Enbridge to establish a pavilion on a nearby company-owned 20-acre pollinator plot, students from the PTHS Environmental Earth class set out to develop the land into a pollinator plot, planting native prairie grasses and other vegetation to encourage development of the natural ecosystem. In 2021, Enbridge donated the pollinator plot to PTHS and the OES program to facilitate the continuation of this meaningful and impactful conservation and community work and as part of our commitment to [sustainability](#).

Upon completion of the land transfer, the U.S. History students of Pontiac began researching the origins of the land. They wanted to integrate respect for Indigenous groups into their ultimate use of the plot. Through this research, the students learned the land being

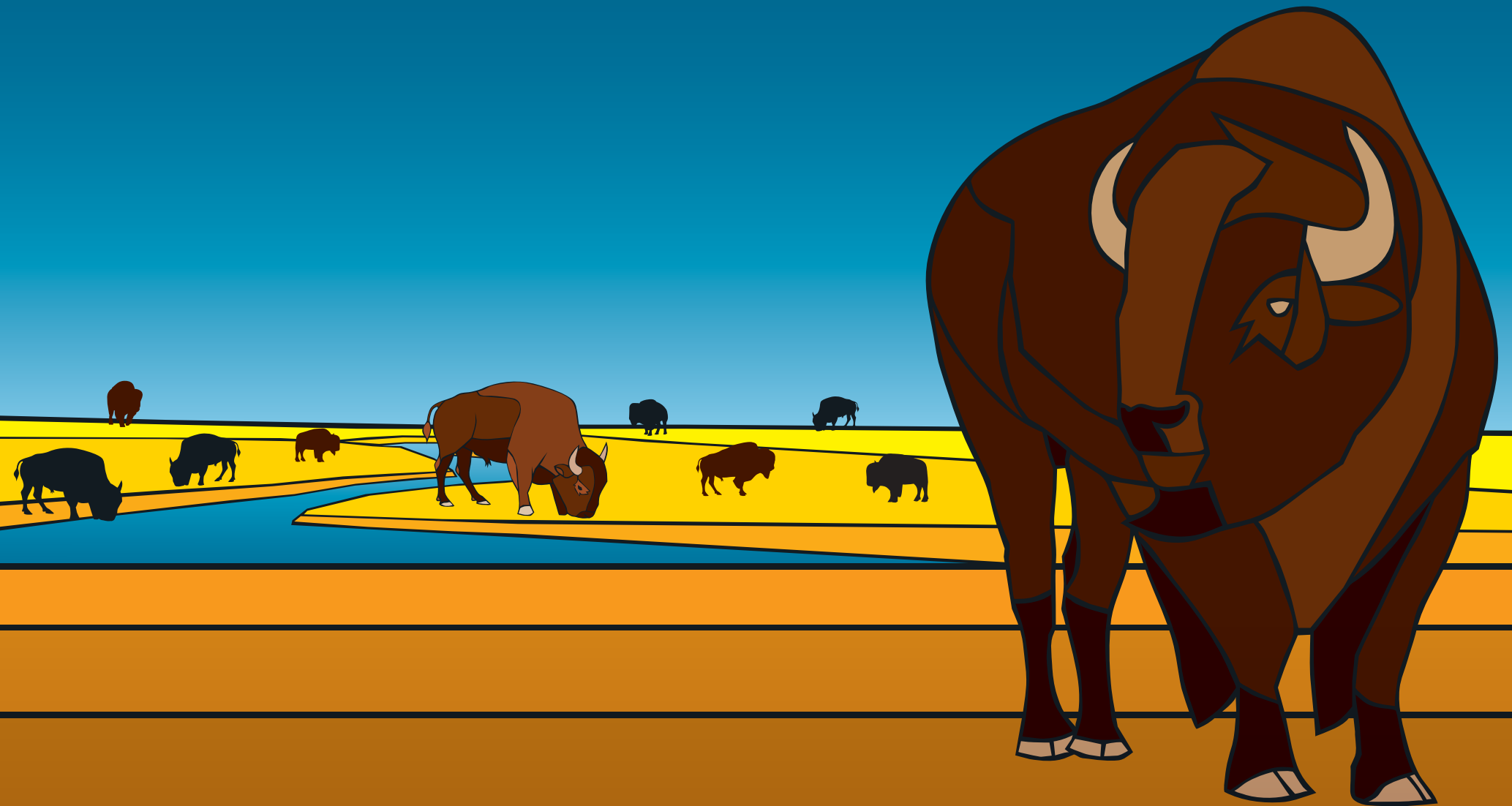
developed as a pollinator plot in Illinois is within the ancestral lands of the Kickapoo tribe, which was one of 25 tribes forcibly relocated to Kansas between 1825 and 1850.

Through Enbridge's relationships with all parties, we were able to facilitate an introduction between PTHS, the Kickapoo tribe and the Odawa tribe, which has blossomed into a mutually respectful and engaged relationship where teachings about care and respect for the earth and ecology now occur on a weekly basis. Furthermore, Kickapoo spiritual leaders and PTHS students continue to find ways to weave cultural teachings and education opportunities together and a deep and mutual respect has been formed.

In upholding our vision for our IRAP and our role in reconciliation, we are proud to be able to facilitate connections that promote and support further learning and pathways to reconciliation that may have positive and permeating impacts for generations to come.

“ I've always believed that giving students opportunities and enabling them is the most impactful way to support them on their learning journey. The cultural learning and growth that occurred here was driven by the students, but Enbridge was a major part in helping facilitate that for them. ”

– Paul, teacher at Pontiac Township High School



PILLAR 5

## Sustainability, reporting and energy transition

Enbridge is committed to forming strategies and collaborative partnerships with Indigenous groups focused on advancing the energy transition to a low-carbon economy and transparently reporting on our progress against our commitments.

**PILLAR 5**

**Sustainability, reporting and energy transition**

Focus	Commitment	Details	Target/Goal	Timeline
Reporting	Report and disclose progress on IRAP commitments in ESG and Sustainability Report	<ul style="list-style-type: none"> <li>• Increase transparency by addressing progress of IRAP commitments in annual Sustainability Report</li> </ul>	<ul style="list-style-type: none"> <li>• Disclose progress via annual Sustainability Report</li> </ul>	2023 – Ongoing
	Refresh IRAP commitments and goals every two years	<ul style="list-style-type: none"> <li>• Refresh IRAP commitments and goals every two years in conjunction with input from Indigenous groups, IRAP working group, employees and Executive Leadership Team</li> </ul>	<ul style="list-style-type: none"> <li>• Publish updated IRAP commitments/ goals every two years</li> </ul>	2024 – Ongoing
Sustainability	Facilitate a thought leader roundtable related to Indigenous inclusion and perspectives in sustainability strategy and policies	<ul style="list-style-type: none"> <li>• Identify key organizations/industry partners for inclusion in thought leader roundtable discussion</li> <li>• Work with roundtable participants to identify relevant topics related to sustainability, climate change, Indigenous perspectives and reconciliation that further support action, identify pathways towards implementation and build capacity within Indigenous groups to support implementation</li> <li>• Conduct roundtable(s) with participation from Indigenous groups and industry peers</li> </ul>	<ul style="list-style-type: none"> <li>• Establish partnership(s) with Indigenous-led organizations and relevant industry peers</li> <li>• Convene at least one thought leader roundtable</li> <li>• Consider the findings and Indigenous perspectives shared at the round table(s) when Enbridge sustainability strategies and policies are updated</li> </ul>	2023



PILLAR 5

## Spotlight: The Wabamun Carbon Hub—advancing carbon capture and storage and Indigenous partnership

A “Hub” of innovation and collaboration—the Open Access Wabamun Carbon Hub creates opportunities to advance partnerships and ownership in new energy projects with Indigenous groups.



> From left to right, Chief George Arcand Jr. (Alexander First Nation), Chief Arthur Rain (Paul First Nation), Chief Tony Alexis (Alexis Nakoda Sioux Nation), and former Chief Billy Morin (Enoch Cree Nation) of the First Nations Capital Investment Partnership, partners with Enbridge to pursue ownership in future carbon transportation and storage projects.

In the fight against climate change, the International Energy Agency calls Carbon Capture and Storage (CCS) one of the world’s most critical carbon reduction technologies.

As countries like Canada aim to achieve net-zero emissions by 2050, the capture and permanent deep underground storage of carbon dioxide (CO<sub>2</sub>) is being touted as a vital component of global efforts to contain those emissions from heavy industrial processes, including power generation, cement production and conventional energy production and refining.

One CCS project under development is our Open Access Wabamun Carbon Hub (the Hub) to be located west of Edmonton, Alberta, Canada.

The Hub would support recently announced carbon capture projects by Capital Power Corporation and Lehigh Cement, which represents an opportunity to avoid nearly four million tonnes of atmospheric CO<sub>2</sub> emissions – the equivalent of taking more than 1.2 million cars off the road annually.

The Hub will remain open access for other nearby capture projects and once built, will be one of the world’s largest integrated carbon transportation and storage projects, effectively doubling the amount of CO<sub>2</sub> captured and stored today in Canada.

Engagement and dialogue about the Hub started early with Indigenous groups – even before the project was a project. The initial conversations took a “blank sheet of paper” approach and focused on

## PILLAR 5

### The Wabamun Carbon Hub—advancing carbon capture and storage and Indigenous partnership continued

opportunity and what could be. Through listening, learning, and acting in parallel, a partnership on the journey along this energy transition and in advancing carbon reduction, was formed.

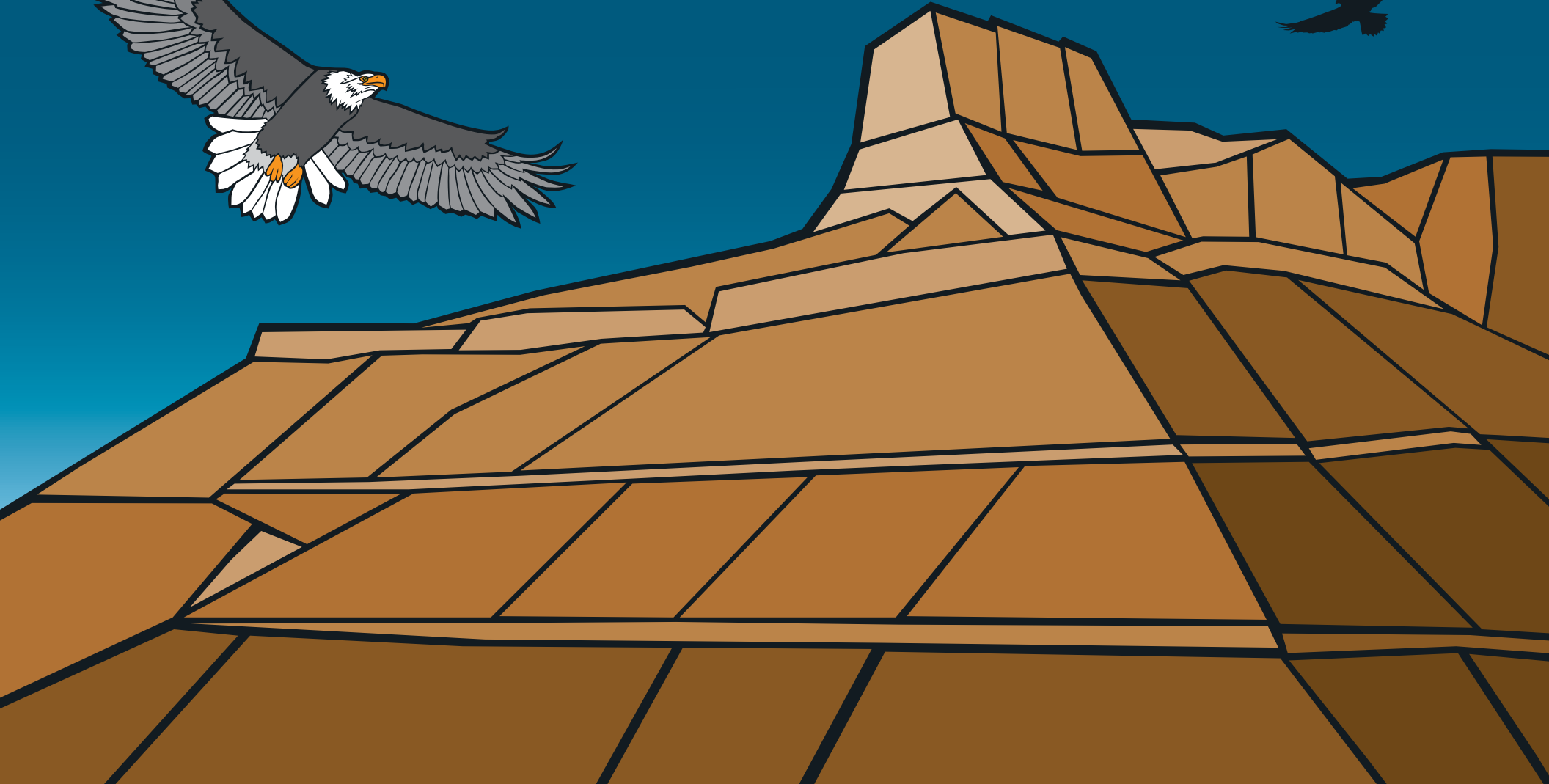
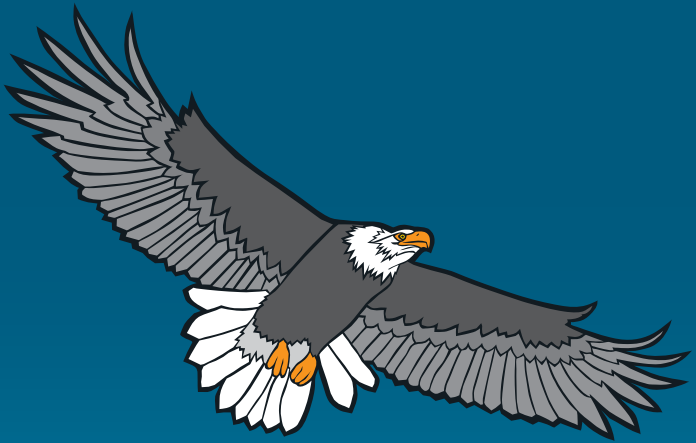
In February 2022, Enbridge and the First Nation Capital Investment Partnership (FNCIP) [announced a partnership agreement](#) to advance the Hub. The FNCIP was formed by four Treaty 6 Nations – Alexander First Nation, Alexis Nakota Sioux Nation, Enoch Cree Nation, and Paul First Nation – to pursue ownership in major infrastructure projects with commercial partners who share Indigenous values. The Hub is the FNCIP's first partnership. The Lac Ste. Anne Métis community will also have an opportunity to pursue ownership in future carbon transportation and storage projects with the Hub.

Critically, the Hub's Indigenous partners will have an opportunity to own up to 50% of the carbon transportation and storage projects developed in connection with the Hub. This openness to co-own and co-develop the assets is ground-breaking. These projects will create long-term, stable revenues for local Indigenous groups.

“ This path creates an opportunity to generate wealth, but more importantly it allows sustainable economic sovereignty for our communities. We are creating a healthy future for the next seven generations to thrive.

We're looking forward to working with industry leaders who share our values of environmental stewardship and to collaborate with Enbridge on world-scale carbon transportation and storage infrastructure investments. ”

– Chief George Arcand Jr., Alexander First Nation



PILLAR 6

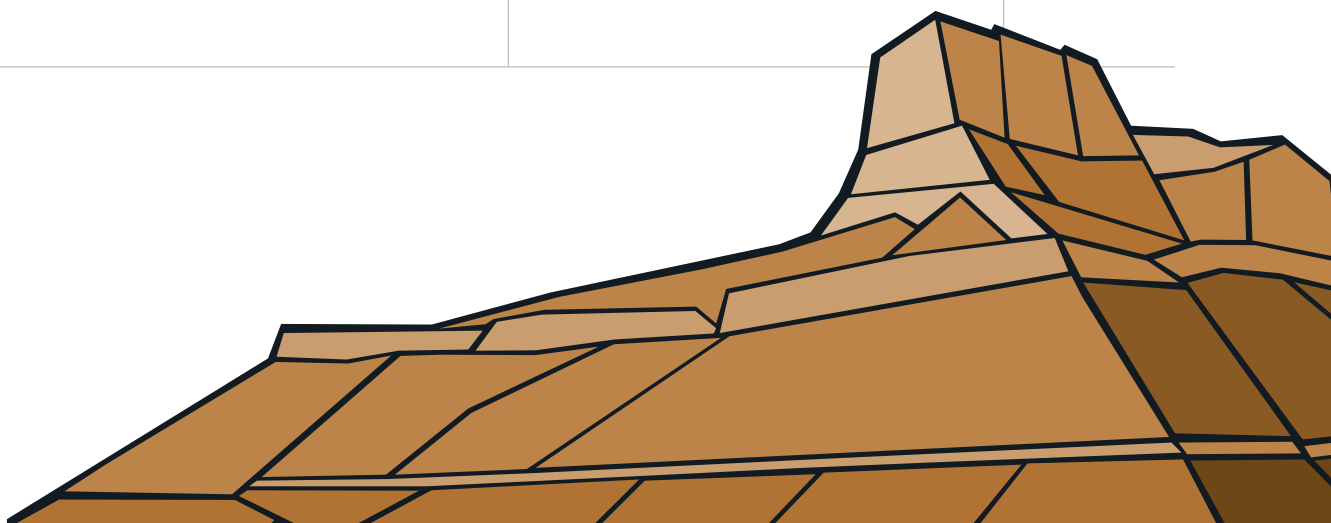
# Governance and leadership

Enbridge is committed to the creation and support of governance and leadership structures that focus on embedding and promoting accountability for Indigenous engagement and inclusion across the organization. We will lead by example and hold each other accountable for the commitments we make on our reconciliation pathway forward.

**PILLAR 6**

**Governance and leadership**

Focus	Commitment	Details	Target/Goal	Timeline
<b>Governance</b>	Establish an Indigenous Advisory Group (IAG)	<ul style="list-style-type: none"> <li>Establish an IAG to provide advice and Indigenous and/or Tribal insight to executive management at Enbridge</li> <li>Recruitment of IAG will include broad geographic representation and recruitment from diverse Indigenous groups</li> </ul>	<ul style="list-style-type: none"> <li>Establish IAG and Terms of Reference</li> </ul>	2023
<b>Leadership and oversight</b>	Ensure executive sponsorship and commitment to achieving IRAP goals	<ul style="list-style-type: none"> <li>Review executive support, sponsorship and accountability for IRAP specific commitments</li> <li>Additional IRAP commitments to be linked to executive sponsorship</li> </ul>	<ul style="list-style-type: none"> <li>Ensure IRAP performance is included in executive objectives</li> </ul>	2023
	Ensure IRAP implementation and support mechanisms are established and aligned across the company	<ul style="list-style-type: none"> <li>Establish and maintain governance oversight for IRAP implementation and accountability</li> </ul>	<ul style="list-style-type: none"> <li>Establish mechanisms for implementation and accountability of the IRAP</li> </ul>	2023
<b>Cultural awareness</b>	Continue to conduct Indigenous Sharing Circles with participation from Executive Leadership Team	<ul style="list-style-type: none"> <li>Maintain and expand participation in Sharing Circles</li> </ul>	<ul style="list-style-type: none"> <li>Conduct quarterly Indigenous Sharing Circles</li> </ul>	2023 – Ongoing





PILLAR 6

## Spotlight: Calgary smudge

A first-of-its-kind gathering within Enbridge provided an opportunity for personal reflection and Indigenous cultural awareness.



> A member of the Tsuu T'ina Nation west of Calgary conducts a smudge ceremony with members of our Calgary Indigenous Employee Resource Group.

In March 2022, employees were invited to gather with their colleagues, local Indigenous Elders and invited guests at our Calgary office in to participate in the first-ever indoor smudge held within our Enbridge infrastructure. The smudge experience, despite the large team gathered and being a first for most attendees, was deeply personal, reflective and spiritual.

The session was opened with a blessing and teachings by a local community Elder and led by Enbridge's Calgary chair of the Indigenous Employee Resource Group (IERG), an 18-year veteran of Enbridge and a Saulteaux member of the Cote First Nation. The smudge and teachings were a powerfully moving experience. "This event embodied the true spirit of reconciliation," said Edie Severight. "Providing an opportunity for respectful education, and exposure to important Indigenous cultural traditions in a safe and inclusive way creates crucial space for learning and connection."

This event was supported by the senior executive team and attended by management, there were extensive approvals required to facilitate permits and manage the logistics of the smudge. The ceremony created an opportunity for awareness, learning and dialogue around the rich cultural practices of Indigenous peoples.

“ Smudging is an opportunity to reflect, cleanse the air and connect to the Creator. I look forward to sharing this ritual with my colleagues through many season changes to come. ”

– Edie Severight, Law Analyst and Chair of Indigenous Employee Resource Group (IERG), Calgary chapter

## The journey ahead

Our commitment to this journey is steadfast. Our goal is to create and nurture sustainable, respectful and mutually beneficial relationships with Indigenous groups in the areas in which we operate.

Our approach to Indigenous engagement and inclusion is continuously evolving. Our journey of reconciliation is a journey of continual listening, learning, reflection and action.

This IRAP is an evolutionary milestone – we are committed to this work, to continue to challenge ourselves, our leaders, and our suppliers to walk a shared path to reconciliation and to taking an innovative and progressive approach to collaboration and inclusion.



2022 Indigenous  
Reconciliation Action Plan



## About the animals

**Puffin:** is an incredible social creature that is often used as a symbol of transformation (due to their ability to be a sea bird and a land-based bird). Not only celebrated for their plucky and joyful disposition, they are often thought to carry much wisdom and can offer much guidance.

**Wolf:** represents loyalty, strong family ties, good communication, understanding, education and seeker of higher intelligence. Of all land animals, the wolf is found all around the world and is considered to be a connector of all.

**Bear:** represents authority, good medicine, courage and strength. The bear is believed to be a healer and protector (like a mother bear protects her young). This animal is a symbol for standing up for what is right and fighting for what is good and true.

**Beaver:** is a symbol of stewardship and safety because he uses his natural gifts wisely for his survival. The beaver is also celebrated as an animal that alters their environment in an environmentally-friendly and sustainable way for the benefit of all their family.

**Bison:** sustained a way of life for Indigenous peoples for centuries. The bison was used as a food source throughout the years, its hides used in teepees and clothing, and its bones fashioned into tools. This animal symbolizes protection, prosperity, courage, strength, abundance, gratitude and most importantly, stability.

**Eagle:** is a symbol of strength, authority and power. It rules the skies with grace and great intellect. As a source of inspiration and sometimes used as a guiding force, the eagle teaches individuals about the value of the high road and the unparalleled joys of true freedom.



Enbridge Inc.  
200, Fifth Avenue Place  
425 1st Street S.W.  
Calgary, Alberta, Canada T2P 3L8

Telephone: 1-403-231-3900  
Fax: 1-403-231-3920  
[enbridge.com/indigenous](https://enbridge.com/indigenous)

