

Our Commitment to Safety: Leadership & Governance

Our vision is to be the leading energy delivery company in North America and our primary purpose is to deliver the energy North Americans need in the safest, most reliable and most efficient way possible. We continue to build on our foundation of operating excellence by adhering to a strong set of core values – Integrity, Safety, and Respect – that reflect what is truly important to us as a company.

In line with having Safety as a core value, our governance structure is designed to support our continued sustainment of a strong safety culture. Built into our **Enbridge Management System Structure**,

which requires us to do the right thing, the right way, every time, are accountabilities and responsibilities for safety. Overall, our leaders are responsible for developing and supporting improved safety performance and a positive safety culture, as well as for demonstrating and exercising safety leadership. In addition, all workforce personnel (employees and contractors) have a role in helping us sustain our strong safety culture including the responsibility for reporting hazards, potential hazards, and incidents.

Accountabilities and responsibilities for safety and reliability are summarized as follows:

Enbridge Board of Directors

- Governing our company by establishing broad objectives and ensuring the availability of adequate resources to achieve them, including for safety and reliability.

Enbridge Board: Safety & Reliability Committee

- Reviewing, approving, or recommending to the Enbridge Board of Directors, policies, processes, procedures, practices, relating to safety and reliability, to ensure that the company meets the objectives set by the Enbridge Board of Directors.
- Reviewing significant safety incidents and providing oversight over areas for continual improvement.
- Responding to safety culture reports.

Enbridge President & Chief Executive Officer

- Providing leadership and direction on our strategy, policies, and activities, including for safety and reliability.

Enbridge Top Management

- Comprises the members of the Enbridge Operations & Integrity Committee.
- Directing and controlling enterprise safety and reliability matters, including for policies, principles, objectives, standards, performance measures, and assurance.
- Approving and governing the Enbridge Safety & Reliability Policy, including the Enbridge Management System Structure.
- Ensuring alignment of each business unit's integrated management system with the enterprise direction.
- Promoting a positive safety culture (encouraging openness and two-way dialogue in an environment of mutual trust) and assessing how this culture changes over time.

Workforce Personnel

- Comprises employees and contractors.
- Raising concerns regarding the applicability and effectiveness of processes and procedures.
- Stopping work if they believe that following a process or procedure will cause an unsafe condition.
- Reporting hazards, potential hazards, and incidents in good faith - See or Hear it, Report it!
- Identifying and revealing hazards, potential hazards, and risks to management.
- Identifying gaps and opportunities for improvement to processes and procedures.

Enterprise Safety & Operational Reliability Department

- Executing on the enterprise direction set by the Enbridge Operations & Integrity Committee (the action arm), including coordinating across business units on matters of safety and reliability.
- Driving Enbridge's leadership in safety and reliability.
- Creating standards and assessment processes to achieve industry leading performance.

Enbridge Joint Business Unit Councils

- Comprises the Joint Business Unit Crisis & Emergency Response Council, Joint Business Unit Process Safety & Integrity Council, Joint Business Unit Safety Council, and the Joint Business Unit Enterprise Risk Council.
- Driving enterprise wide consistency, collaboration, alignment, and direction on safety and reliability matters, including around best practices (policies, standards, guidelines, processes, and procedures), risk mitigation and associated activity prioritization, and sponsoring corrective actions as required.

Business Unit Top Management

- Comprises business unit Presidents, Senior Vice-Presidents, and Vice-Presidents.
- Directing and controlling the business unit, including safety and reliability matters.
- Demonstrating commitment to the establishment, implementation, maintenance, and continual improvement of the business unit's integrated management system.
- Promoting a positive safety culture and assessing how this culture changes over time.

Business Unit Management

- Comprises people leaders within our business units.
- Ensuring that workforce personnel have the authority to raise concerns regarding the applicability and effectiveness of processes and procedures, are following processes and procedures, and have the authority to stop work if they believe that following a process or procedure will cause an unsafe condition.
- Promoting, assessing, evaluating, and continually improving on our positive safety culture.
- Establishing, implementing, maintaining, and continually improving processes, procedures, systems, and training to meet goals and objectives.
- Ensuring there is a clear connection between objectives and day-to-day work activities, including those needed to meet the requirements of the business unit integrated management system.

Our Commitment to Safety

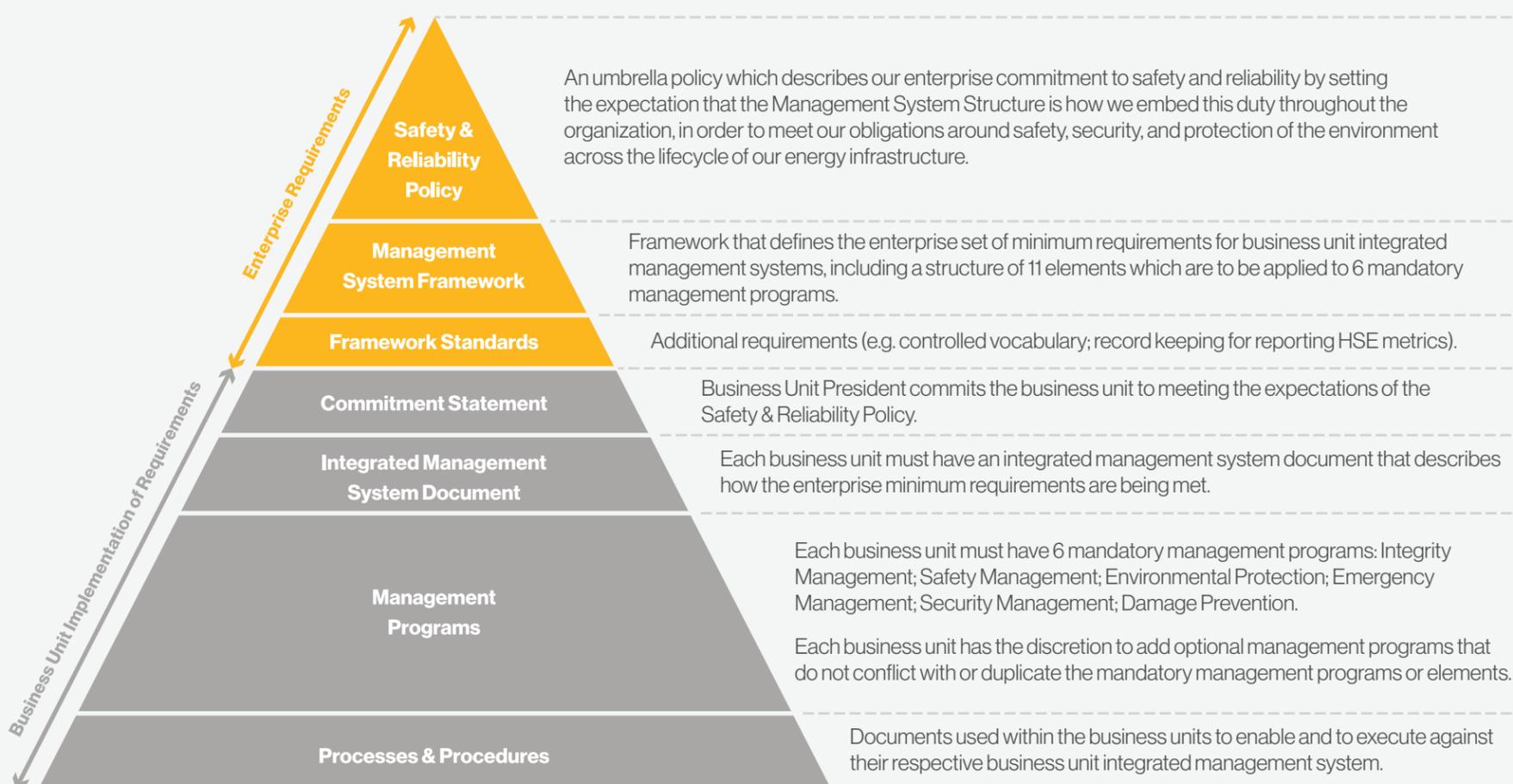
Enbridge's primary duty is to safety and reliability, and we are committed to meeting our obligations for safety, security, and protection of the environment, as well as delivering on our commitments to stakeholders. A strong safety culture and a disciplined, deliberate, and unrelenting approach to risk mitigation are keys to our continued success and foundational to our future growth. As such, maintaining and continually improving upon our safety and reliability performance is our goal and this requires us to conduct our activities in a systematic, comprehensive, and proactive manner that manages risks and prevents incidents across the lifecycle of our assets (from design, to procurement, to construction, to operations, and through abandonment) - that is, doing the right thing, the right way, every time.

We will achieve this level of discipline through our Enbridge

Management System Structure, which comprises enterprise minimum requirements and business unit implementation of these requirements. This structure has built in all dimensions of safety and reliability, including risk management and process safety. The prevention of catastrophic incidents is crucial and this robust structure allows us to mandate the application of systematic risk management – good design principles, engineering, and operating practices - throughout Enbridge Inc.

The effectiveness of our Enbridge Management System Structure – how well we enable and ensure that we are doing the right thing, the right way, every time – is a product of the thoughtful design of the enterprise requirements noted in the Management System Framework and Framework Standards, and the implementation of these requirements by each business unit's integrated management system.

Management System Structure



The Management System Framework also prescribes **6 mandatory management programs** which each business unit's integrated management system must implement, to which the 11 elements must be applied. These programs and their goals follow:

Integrity Management	We anticipate, prevent, manage and mitigate integrity conditions that could adversely affect safety or the environment.
Safety Management	We anticipate, prevent, manage, and mitigate potentially dangerous safety conditions and exposure to those conditions that could adversely affect the public or workforce personnel.
Environmental Protection	We anticipate, prevent, manage, and mitigate conditions that could adversely affect the environment.
Emergency Management	We anticipate, prevent, manage, and mitigate conditions during an emergency that could adversely affect property, the environment, or the safety of workforce personnel or the public.
Damage Prevention	We anticipate, prevent, manage, and mitigate damage to Enbridge assets, in order to ensure the safety of people, property, and the environment.
Security Management	We anticipate, prevent, manage, and mitigate security conditions that could adversely affect people, property, or the environment.

"Achieving and sustaining a world-class safety and reliability performance culture - where we do the right thing, the right way, every time – requires full commitment from each of us." - **Mike Koby (VP, Enterprise Safety & Operational Reliability)**

Our Commitment to Safety

The Management System Framework prescribes **11 elements** that reinforce the iterative **Plan – Do – Check – Act cycle**, which each business unit's integrated management system must implement:



Leadership & Governance

Leaders are responsible for developing and supporting improved safety performance and a positive safety culture, including demonstrating and exercising safety leadership.



Risk Management

We focus on effective and efficient management of risk, integrate processes, procedures, and practices, and embed risk management practices within decisions and actions.



Requirements Management

We actively monitor and manage legal and regulatory requirements.



Performance Management

We define and report on goals, objectives, and targets.



Operational Controls

We manage hazards and risks across the lifecycle of assets and we ensure that management programs are putting effective controls in place.



Management of Change

We utilize a systematic approach to manage changes such that risks to safety and reliability are identified and mitigated.



Capability Management

We ensure the appropriate competence in workforce personnel who carry out responsibilities.



Documents & Records

We effectively manage our documents and records.



Assurance

- We provide reasonable assurance as to the adequacy and effectiveness of our business unit integrated management systems and mandatory management programs, and take preventive and/or corrective actions if deficiencies are identified.
- We ensure that incidents are investigated, direct and root causes are identified, and actions to prevent recurrence are completed.
- We learn from incidents by embedding changes.



Stakeholder Engagement

We define requirements for engagement and execute on communication with internal and external stakeholders.



Management Review

We review safety and reliability performance to ensure that leadership teams drive opportunities for continual improvement.

