

Notes for remarks by

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'Cultivating Leadership and Diversity'

to the

Alberta Congress Board

Jasper, Alberta

October 31, 2008

Thank you, Dr. Pannekoek, for your kind introduction.

I must tell you that when I received the invitation to speak today, I jumped at the opportunity because the theme of your conference – ‘The Diversity Imperative’ – is very timely and a subject close to my heart.

Diversity in the workplace is something we absolutely must focus on – as organizations, as a province and as a nation.

It’s almost cliché now to say it – but if we don’t smarten up and use *all* of the human resources available to us, our economy is not going to be successful – or, at least, as successful as it *could* be. We simply will not achieve our full potential.

We all know that labour shortages in Alberta have had an impact on the ability of many companies to execute their plans.

While encouraging diversity has long been synonymous with ‘smart business’, diversity can also be the difference for a company between thriving or merely surviving.

And Calgary Economic Development forecasts that over the next 10 years, employment demand in Calgary alone will require 244,000 additional jobs. They also say that countries offering some of the best opportunities for international recruitment include China, India, Russia, Bangladesh, Nigeria, Mexico and Vietnam.

So, if we want our economy to grow and thrive, then cultivating diversity must be part of the solution.

For today's talk, I had initially planned to tell you about how Enbridge is tackling its own diversity imperative through our program to engage and enable more women to take leadership roles in our organization. That was the "Cultivating Leadership" theme and one that I have spoken on many times.

But when I read the conference program, I decided to broaden my talk to address two other important diversity opportunities – specifically, the imperative to develop Aboriginal leadership; and the imperative to better integrate new Canadians into our workforce and into the leadership of all aspects of our society.

And because it is a common theme in all of our efforts to develop leadership potential across our employee population – and in particular, those groups that we feel are currently underrepresented in leadership roles – I'd like to spend a few moments talking about our focus on mentorship.

[PAUSE]

Before saying more about these, I think it would be useful for me to give you a brief primer about my company, Enbridge.

Enbridge operates the world's longest crude oil and liquids transportation system.

Our pipeline network extends from Canada's northernmost regions through Alberta, east to Toronto and Montreal and the Midwest United States.

We also own and operate Enbridge Gas Distribution, which, with close to 2 million customers, is Canada's largest natural gas distribution company.

So we're big, but even more importantly we're in the process of getting much bigger.

We're now fully engaged in building \$13 billion in liquids pipeline projects that will come into service between this year and 2011. This represents the largest capital program in the Company's history and will expand our energy delivery networks to reach new markets for our customers throughout North America and the world.

We also have another \$18 billion in potential projects in what we call our second wave of growth.

As you can imagine, our unprecedented growth means we've also been investing much more in developing our talent and hiring large numbers of new employees both in Canada and the United States.

Last year, almost 500 new employees joined Enbridge and this year we'll add another 320, so that by the end of this year I expect we'll have more than 6,200 employees. That compares to about 4,000 when I joined Enbridge 11 years ago in 1998.

Another important thing to know about Enbridge is that we're a company with a very strong ethos of corporate social responsibility. I think it's fair to say it's a passion for Enbridge.

For us corporate social responsibility means strong environmental and ethical practices; protecting the health and safety of our employees; and engaging with and supporting the communities and cultures in which we operate.

Our philosophy is that an organization – as an integral part of society – has an obligation to improve the quality of life of the communities in which we operate.

We believe that if the communities in which we operate are healthy and vibrant, then Enbridge too will thrive.

We believe a strong financial balance sheet *and* a strong social balance sheet will help us build a good reputation that will, in turn, allow us to build an even stronger company. We are leaders in this area and you only have to check out our CSR Report on our website to figure out why!

We know employees want to work for a company that has a good reputation. They're also attracted to a company that reflects the culture and the community in which they live.

In fact, I'm going to brag a little here and tell you that earlier this month Enbridge was named as one of Canada's Top 100 Employers for 2009 in *Macleans*'s Magazine, and one of the Top 40 Employers in Alberta.

This is the third year in a row that we've made these lists and I'm proud of this accomplishment. It's a palpable demonstration of Enbridge's fiscal health and vitality as well as our deep connection to our communities and our diverse employee base.

I'll touch on some of the recognition we've earned for our work in promoting and supporting diversity in a few moments, but for now let me say that by fostering diversity at Enbridge we're building a strong company that is a reflection of our culture and community.

[PAUSE]

For many years now, diversity has been a cornerstone of our approach to recruitment and it's so central to our thinking that we even highlight it on the Careers section of the Enbridge website, on a page titled 'Valuing Diversity'.

Having a diverse workforce is the right thing to do for our business. It's also the right thing to do for our communities.

None of us alone has every insight needed for every decision. The best decisions are made with input from as many people as possible around the table. Diversity helps ensure that Enbridge benefits from different perspectives and different experiences.

Now at Enbridge, we don't have formal diversity targets or quotas. First and foremost our recruitment mantra is 'we will hire the best person'. But we do have objectives aligned with our diversity policy. These are:

- To identify and remove any systemic barriers in our employment systems, policies, procedures or practices that may have an adverse effect on the employment or career progression of any particular group; and

- To implement special measures to correct the effects of employment disadvantages, and promote the participation of particular groups in our workforce.

In addition to equal opportunity, we underpin our diversity philosophy with strong policies covering employment equity and anti-harassment, as well as strong programs focused on talent management, leadership and employee development.

An example of how this works is our focus on developing women leaders.

When I joined Enbridge almost 11 years ago, I was the first woman on the Executive Leadership Team in the then nearly 50-year history of the Company.

I was also the first female Senior Vice President and Group Vice President but that situation is now firmly in our PAST.

Today, we have seven women in vice presidential roles throughout the Company, as well as 17 women at the director level, which is where our senior management cadre starts.

So, we've really improved thousands of per cent over the past 10 years, albeit starting from a very low base.

Today, 31 per cent of our employees are female. Of those, 27 per cent are in leadership roles (defined as managers and above) with more than half of those women in senior management positions.

But we need to do even better. And to provide greater career and leadership opportunities for women, we created the Women @ Enbridge Community.

This began a couple of years ago after I was invited to speak to Deloitte's women's network and Petro-Canada's women's network, both in Calgary. Twice in one day I spoke to women's groups on women in leadership.

Naturally I started to think that 'now this is odd – Enbridge doesn't have a women's network'!

So I brought some of our people together and we began to talk through what this could look like and they went to work and designed it.

And at Enbridge – when we do something, we *really* do it. Our initiative takes the whole concept of women's networks up another notch. The Women @ Enbridge Community even has its own logo, business cards, letterhead and scratch pads!

Ours is an enterprise-wide initiative with formal programming to promote leadership development and career advancement for our female employees.

The Women @ Enbridge Community has a formal structure to support it. There's a Company-wide steering committee; and individual business units and locations have sub-committees to provide our female employees learning and networking

opportunities that may not be available through traditional channels. In 2008 alone, these committees organized or participated in a combined total of over 60 events.

We have one Company-wide event annually – this year it was a three-day Women’s Leadership Forum in June – as well as local events.

For example, Enbridge Gas Distribution in Ontario teamed up with two other companies – Union Gas and Hydro One – for a major networking initiative called “Women of Energy.” In an interactive event with employees, the President of Enbridge Gas Distribution, Janet Holder, along with the presidents of Union Gas and Hydro One, both of whom are women, spoke to the participants about their career paths and experiences.

Enbridge women also attended this year’s Catalyst Conference in New York City. Catalyst is the leading non-profit organization that’s working with businesses around the world to expand opportunities for women.

We also sponsor the Famous 5 Foundation and the Women’s Executive Network – organizations that work to motivate and recognize the achievements of women in their careers, and indeed in all aspects of their lives.

We’re proud to partner with the Famous 5 Foundation in presenting their Leadership Luncheon Series, this year inspiring audiences in Ft. McMurray, Edmonton, Calgary and Ottawa with dynamic women speakers.

In addition to our sponsorship of WXN, we support the participation of our women leaders, and our emerging leaders in WXN's professional development workshops and special events. The WXN has a growing presence in cities across Canada including Vancouver, Calgary, Edmonton, Mississauga, Toronto, Ottawa and Montreal.

Something else I'd like to mention about Women @ Enbridge is that it's open to everyone but it's not afraid to be *about* women. Whereas other women's networks might tiptoe around that, for us there was never any concern that we would offend anyone by calling it 'Women @ Enbridge'.

As Executive Sponsor, I dealt with that issue right up front with my colleagues on the executive leadership team.

We decided the program was going to be explicit about focusing on women because they're underrepresented at all levels in Enbridge, except at the administrative level. I said if we're going to be successful in the future, then women form a very critical talent pool that we need to tap into. I also said women in the labour market will be attracted to an organization that understands and pays attention to that.

Out of this experience, I started to realize that with all these different women's initiatives in companies in Calgary, there may be some opportunities to leverage our learnings and the talent that women bring to bear. So we started an organization called WINC, which stands for Women's Initiatives Network of Calgary.

Through WINC, representatives of all the women's initiatives we're aware of get together quarterly and share their experiences and resources.

Through this synergy, we can directly improve the women's initiatives at individual companies and that in turn will further improve opportunities for women in those companies. So our reach extends beyond Enbridge in this fashion.

So it's about ACTION, it's about seeing what needs to be done and pulling the resources together to do it – then nurturing and growing the process to keep the idea alive and vital!

[PAUSE]

To be successful in the future, we also need to tap into what in the past might have been viewed as non-traditional sources of skilled labour.

For one, I see Aboriginal communities across Canada as being a great source of opportunity, not just for business and industry but also for the communities themselves.

While the majority of our traditional Baby Boomer talent pool is set to retire within the next decade, the vast majority of Canada's Aboriginals are of working age or younger. According to the 2006 census, almost half of Canada's 1.2 million Aboriginal people are under the age of 25.

This is a tremendous opportunity – to work with these communities to create employment today as well as innovative programs that develop talent, deliver prosperity to these communities, and build capacity for growth in the future.

Enbridge’s approach to Aboriginal engagement is to consult, listen and find long-term and mutually beneficial solutions for our Aboriginal neighbours.

One recent example is the construction of our Waupisoo Pipeline, which we completed earlier this year linking Alberta oil sands producers to their upgraders and refineries at Edmonton.

In this case, we provided funding to the Heart Lake First Nation near Lac La Biche for the purchase of a sawmill.

We then became one of the sawmill’s first customers, placing an order for the skids we used for the pipeline’s construction.

This partnership provided jobs and opportunity right away and it leaves a positive legacy that will help support prosperity for the future.

In Saskatchewan, Enbridge teamed up with the Saskatchewan Indian Institute of Technologies to develop a “training for employment” program that’s primarily directed at residents of the 23 Saskatchewan First Nations communities located near the route of our Alberta Clipper pipeline, which is now under construction.

This program will be help Aboriginal students develop job skills relevant to working on Alberta Clipper and other Enbridge pipeline projects, as well as skills they can transfer to similar projects or to other companies. Although, I must admit, we'd rather have them stay with us. We currently employ more than 300 Aboriginal people on our Alberta Clipper, Southern Lights and Line 4 construction projects.

[PAUSE]

You may be asking yourself – why does Enbridge do this?

Many of our expansion projects involve lands and traditional territory of First Nations and Métis communities, so their support is obviously important to us.

But these initiatives also relate to our ethics, which go well beyond dollars and cents. Yes, the bottom line is important, but the total value proposition includes supporting communities in which we operate, particularly Canada's first communities.

This is why Enbridge donated \$1 million to The Banff Centre earlier this year to support the construction of a dedicated Aboriginal Programming Building.

The new building will be a national centre where Aboriginal leaders can strengthen skills and ideas that will nurture thriving Aboriginal communities, leadership skills to assist in creating brighter futures for those communities..

At the building's heart will be the Enbridge Indigenous Cultural Circle, a central gathering place for programming in leadership and governance. Two areas that are near and dear to the Enbridge philosophy.

In an average year, The Banff Centre's Aboriginal Leadership and Management programs serve participants from over 35 different First Nations, Métis, and Inuit communities.

Enbridge's donation represents the very high value we as a company place on our relationships with more than 70 First Nations and Métis communities across Canada.

[PAUSE]

I'm proud to say that in 2008, Enbridge was recognized as one of Canada's 'Best Diversity Employers'.

We were recognized on the strength of both our Women @ Enbridge program and for creating employment opportunities for Aboriginal Canadians.

We also made the list in 2008 of Canada's 'Best Employers for New Canadians'. For that, we were recognized for providing paid internship placements to newcomers.

There's no question that Canada's immigrant population is another tremendous potential resource for skilled labour, but too often that potential is not being adequately realized.

While many new Canadians thrive, too many are not realizing the dream they had when they came to Canada. In many cases, this is unnecessary.

I travel to Ottawa frequently and for whatever reason I *always* have a Lebanese cab driver. All of these guys are educated people. I've come across similar people in Calgary – engineers driving cabs; physicians working as techs in laboratories.

This is a squandered opportunity – for Canada and for the talented, experienced, educated and enthusiastic new Canadians flocking to our shores.

We need to work together – businesses; all levels of government; immigrant organizations and communities; and other non-governmental organizations – to ensure that when people come to Canada, they're able to apply their skills, and learn new skills to ensure they're not unemployed, or under-employed.

Too many people come to Canada and aren't able to apply their skills because they have to re-complete their education, or spend years recertifying and cutting through red tape to prove their professional competence. Some are in the wrong part of the country to apply their skills.

In the short term, we need to work together and focus on promoting the domestic migration of talent within Canada from both our traditional and non-traditional talent pools. We need to do a better job of promoting our economic hot-spots to all Canadians so that more people are aware of – and are moving to – regions

where the opportunities for employment and skills development exist.

At Enbridge, one of the ways we're tapping into this labour pool is through a program called Career Bridge.

Career Bridge is an initiative of Career Edge, a not-for-profit organization that's working with 200 Canadian enterprises to provide paid internships to recent immigrants who have professional designations from their home countries and want to acquire Canadian work experience in their professions.

The Career Bridge program addresses a major 'Catch 22' obstacle that many skilled newcomers find difficult to overcome – they can't get a job without Canadian experience, but they won't get Canadian experience without a job.

The Career Bridge program provides a win-win solution to this conundrum.

For Enbridge, the interns bring a great amount of knowledge and international experience to the mix, as well as a strong work ethic and new perspectives.

For the interns, they get the experience they're looking for and, all being well, a full-time job at the end of it.

Most of the internships run for 12 months and we place people in various areas, including engineering, finance and IT.

Our Enbridge Gas Distribution subsidiary began the relationship with Career Bridge in 2005.

Since then, nine interns have taken permanent, management-level jobs with us and we've provided temporary assignments to four others.

[PAUSE]

The Career Bridge program is a great example of a common thread that runs through all our efforts, and that is our belief in the value of *mentoring*.

Each one of us brings potential to our jobs.

But it's our work environment that shapes how completely that potential will be realized.

And mentorship can help people realize their full potential.

Mentoring is the key to successfully cultivating leadership and diversity.

Mentors guide us, they teach us, they are models for us and they help people grow.

If you look at Women @ Enbridge, or our support of aboriginal communities, or our efforts to integrate new Canadians into our

workforce, you will find mentorship is at the core of these initiatives.

At Enbridge we actively promote and support mentorship programs for our current employees, as well as our potential employees through our partnership with the Haskayne School of Business.

Mentorship offers benefits for both Protégés, who gain insight, perspective and valuable knowledge, as well as for the Mentors, who have the opportunity to actively develop their leadership, coaching and mentorship skills.

[PAUSE]

Despite all our initiatives to promote diversity and leadership, we at Enbridge see room for improvement.

While I think we've done a good job in our programs for women and aboriginals, we could do more to integrate new Canadians. And I know we need to spend more time and energy on hiring the disabled.

But I do believe our efforts to date are taking us in the right direction.

I would like to conclude by quoting someone I greatly admire – Archbishop Desmond Tutu, the courageous South African cleric and activist who was one of the most outspoken opponents of South Africa's oppressive apartheid regime.

He said: “A person is a person because he recognizes others as persons.”

I think that simple concept sums up what the diversity imperative and cultivating leadership is all about.

Formal programs like Women @ Enbridge recognize women as being important to our organization.

Educational programs – like the one created by The Banff Centre to foster aboriginal leadership – recognize the high value First Nations and Métis peoples bring to our society.

Programs like Career Bridge recognize that new Canadians bring value to our nation from the moment they step foot on Canadian soil.

Mentoring provides an opportunity for everyone to develop their full potential as individuals.

While great leadership requires a certain drive or spark that can't be bought or taught, I believe that with the right programs in place, good leaders can become very good leaders.

By first recognizing the great potential that every individual has and then nurturing that potential, we will build sustainable organizations and stronger communities; and we will foster and nurture the leaders of tomorrow.

Thank you.