



ENBRIDGE INC.

Diversity Dashboard



PRIMARY TOPICS

- » Accountability
- » Transparency
- » Measurement
- » Talent Management
- » Senior Leadership Support



SECONDARY TOPICS

- » STEM
- » ERGs
- » MARC
- » Communication



REGIONS

- » Canada
- » US



INDUSTRIES

- » Energy
- » Oil & Gas
- » Natural Resources

SUMMARY

Enbridge Inc.'s Diversity Dashboard is an interactive tool for tracking representation and human capital metrics on a range of demographics across functions and regions at the company. The dashboard adds transparency and accountability for diversity and inclusion at Enbridge and helps identify areas where greater representation is needed. Strong sponsorship from senior leadership facilitated the development of the dashboard, which is available to all Enbridge employees. The dashboard allows leaders to track their diversity demographics relative to other areas of the organization, company targets, and external industry benchmarks which facilitates the development of proactive programs to address any gaps and then monitor progress.

INTRODUCTION

Enbridge Inc. is headquartered in Calgary, Canada, and delivers energy across North America through its three core businesses: liquids pipelines, natural gas pipelines, and utilities and power. Its workforce of roughly 12,000 employees is located primarily in Canada and the United States.

The company has a comprehensive diversity and inclusion strategy that emphasizes representation, equity, and inclusive leadership at all levels. Enbridge knows that to be a socially responsible employer of choice, it must reflect the communities in which it operates. The dashboard creates a transparent view of the workforce and empowers leaders to address barriers and ensure equal opportunities for everyone.



EVOLUTION OF THE DASHBOARD

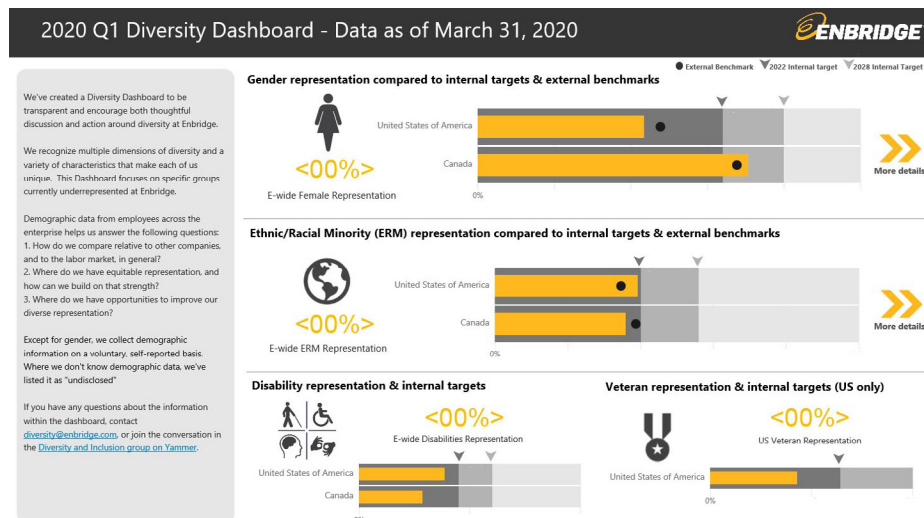
In 2014, the company surveyed women within its Liquids Pipelines business to identify opportunities to help women advance their careers. An idea emerged to use a dashboard to track the progression of women in the workplace. Enbridge’s Diversity & Inclusion (D&I) Steering Committee created the dashboard under the sponsorship of Linda Palladino, Vice President of Human Resources and [Cynthia Hansen](#), who was the Senior Vice President of Operations at the time and was seeking to increase the representation of women in STEM. The idea was advocated for by the Women@Enbridge employee resource group as well as the [FEMINEN employee resource group](#) for women engineers.

The dashboard started as an excel spreadsheet tracking gender representation across the company and was published on Enbridge’s intranet as a soft launch in 2016. In 2017, Enbridge merged with Houston-based Spectra Energy. The D&I Steering Committee, with support from the D&I and HR Workforce Analytics teams, conducted an internal “Count Yourself In” census to understand the new workforce mix. Employees were asked to self-identify demographics along various dimensions of diversity. Using the data collected and external labor availability benchmarks, the company set representation targets for women, ethnic and racial minorities, people with disabilities, and veterans. The dashboard was expanded in 2019 to include these designated groups as well as the company’s diversity targets and external benchmarks for an extra layer of transparency. It also moved to Microsoft’s PowerBI platform to enable greater interactivity and enhanced reporting.

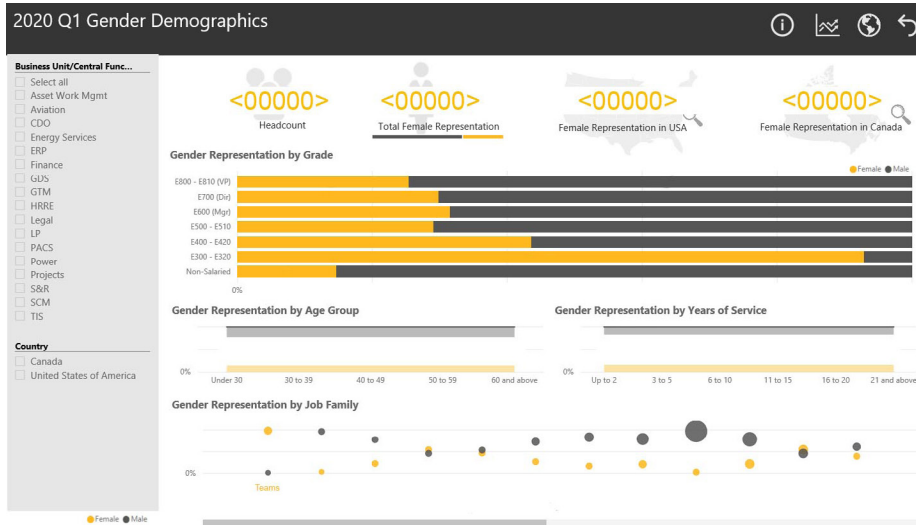
HOW THE DASHBOARD WORKS

Employee data is uploaded to the dashboard quarterly. Employees can filter the dashboard to see representation based on department and geographic region.

In addition to representation by salary grade, the dashboard tracks data such as new hires, promotions, and departures, providing even more information and transparency to employees and leaders at Enbridge. This data also helps leaders set measurable goals and see how employment actions throughout the quarter affect the organization’s ability to reach their targets.



A visual sample of the Diversity Dashboard. No actual data has been used.



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IMPACT

The dashboard has added accountability for diversity and inclusion at Enbridge, while also allowing the company to focus its efforts on strategic opportunity areas. The transparency of the dashboard enables leaders across the company to benchmark the diversity of their teams in comparison to the rest of the organization, identify gaps, develop action plans and draw attention to where increased representation is needed.

A live view of the dashboard is a standing agenda item at executive management meetings across Enbridge and has encouraged more in-depth conversations at leadership tables about diversity and inclusion. The ability to see representation across all functions and regions has urged leaders to more actively consider the diversity of their talent pipeline, seek talent outside their department to enhance diversity, and advance employees into leadership. The dashboard has also prompted additional attention to pay equity, talent management, and succession planning. Increased transparency provided through the dashboard allows HR to have more direct conversations with leaders about the representation of their teams and what else is needed to achieve greater inclusion.

Employee resource groups use the dashboard to view insights and have conversations with others about trends and themes they are seeing reflected across the company.

Enbridge has seen an increase of 2% in the representation of women, and ethnic and racial minorities across the company. Additionally, there has been an increase in proportional gender representation at manager and director levels by 5-7%, respectively, reaching its target at each level.



SUCCESS FACTORS

The level of sponsorship the dashboard received from Enbridge's senior leadership was a key factor in its successful implementation. The D&I Steering Committee gained early buy-in by engaging key allies and stakeholders for their support. The committee was clear that the dashboard was not about meeting quotas or alienating overrepresented groups and reinforced that inclusion is about more than just the numbers. It was about understanding the talent that may be missing from the talent pipeline, ensuring the company is representative of the communities in which they operate, and identifying areas of the company where a greater focus on inclusion is needed.

Strong subject matter expertise on the HR Workforce Analytics team was also a success factor as this dashboard was the first all-employee facing PowerBI interface launched at Enbridge. The design, data modeling, testing, and privacy safeguards made the tool a complex undertaking. The D&I team also ensured strong change management through a series of communications and launch activities, including leader sessions, to highlight the intended purpose of the dashboard and how it could be used to advance diversity and inclusion.

The original launch of the dashboard coincided with the rollout of Catalyst's [MARC Leaders](#) training with Enbridge senior leaders. The parallel implementation meant that as senior leaders were going through immersive, experiential training, they were also building more passion and excitement to act on driving equity at the company. The D&I Steering Committee was then able to establish the dashboard as a critical tool to accelerate progress.

SOMETHING TO THINK ABOUT

Gaining buy-in from key stakeholders, especially senior leaders, is important for the success of any diversity, equity, and inclusion initiative. As you read this practice, it is helpful to think about who the key stakeholders are in your organization. Consider the following questions to help you identify key leaders you will want to approach for support:

- » Which leaders have the most influence in your organization?
- » Do you have any allies or an executive sponsor who can help you gain support from others?
- » Which department or function heads will your proposed initiative/program affect most?
- » Who are the "champions" in your organization who can advocate on your behalf?

CHALLENGES

One of the challenges with data collection for the dashboard is that, aside from gender, all other demographic data is collected through self-disclosure. With each new update, employees gain greater confidence in the level of confidentiality and privacy protection. On an annual basis, follow-up communications encourage those who have not self-identified to consider doing so and steady increases in employees open to disclosing demographic data have occurred.

Another related challenge is that some areas of the company have populations too small to report aggregate information. Protecting employee confidentiality and privacy is a primary consideration, and therefore data is not shared for groups with less than 10 people.



NEXT STEPS

The D&I Steering Committee is working on evolving the dashboard further to provide greater data on intersectional identities across Enbridge and will gradually offer more reports following additional consultation with employee groups.

RELATED RESOURCES

[Vital Signs Toolkit](#)

Vital Signs is Catalyst's foundational methodology for understanding your workforce through a diversity and inclusion lens. While your company may intend to have an equitable and inclusive workplace, the reality is commonly at odds with those intentions. Vital Signs helps you measure your organization's reality so that you can identify patterns behind the evaluation and progression of talent in your organization.

Catalyst Information Center's [Guide to Benchmarking Data on Women in The Workplace](#)

Catalyst Quick Take: [Women in Energy - Gas, Mining, and Oil](#)