

Delivering our

Shared Future



Forward-looking information

This document contains certain information that is forward-looking and is subject to important risks and uncertainties (such statements are usually accompanied by words such as “anticipate”, “expect”, “believe”, “may”, “will”, “should”, “estimate”, “intend” or other similar words). Forward-looking statements do not guarantee future performance. Actual events and results could be significantly different because of assumptions, risks or uncertainties related to our business or events that happen after the date of this report. Our forward-looking information in this document includes, but is not limited to, TC Energy’s ten sustainability commitments, more specifically, GHG intensity reduction targets, GHG emission reduction targets, biodiversity and land capability targets, focus on safety and asset integrity, further integration of sustainability into strategy, decision-making, performance-tracking and assessment, R&D and innovation investments to enhance energy sector sustainability, strengthening local community, Indigenous group and employee resilience, becoming a partner of choice for Indigenous groups, maintaining mutually beneficial partnerships with our landowners, supporting inclusion and diversity, and demonstrating the importance of mental health and psychological well-being, among other things. Our forward-looking information is based on certain key assumptions and is subject to risks and uncertainties, including but not limited to: our ability to successfully implement our strategic priorities and whether they will yield the expected benefits, our ability to develop, access or implement some or all of the technology necessary to efficiently and effectively achieve GHG emissions targets and ambitions, the commercial viability and scalability of GHG emission reduction strategies and related technology and products, the development and execution of implementing strategies to meet our sustainability commitments and GHG emissions targets and ambitions, our ability to implement a capital allocation strategy aligned with maximizing shareholder value, the operating performance of our pipeline and power and storage assets, amount of capacity sold and rates achieved in our pipeline businesses, the amount of capacity payments and revenues from our power generation assets due to plant availability, production levels within supply basins, construction and completion of capital projects, cost and availability of labour, equipment and materials, the availability and market prices of commodities, access to capital markets on competitive terms, interest, tax and foreign exchange rates, performance and credit risk of our counterparties, regulatory decisions and outcomes of legal proceedings, including arbitration and insurance claims, our ability to effectively anticipate and assess changes to government policies and regulations, including those related to the environment and COVID-19, competition in the businesses in which we operate, unexpected or unusual weather, acts of civil disobedience, cyber security and technological developments, economic conditions in North America as well as globally, and global health crises, such as pandemics and epidemics, including the recent outbreak of COVID-19 and the unexpected impacts related thereto. In addition, there are risks that the effect of actions taken by us in implementing targets, commitments and ambitions for sustainability may have a negative impact on our existing business, growth plans and future results from operations. For additional information about the assumptions made, and the risks and uncertainties which could cause actual results to differ from the anticipated results, refer to the most recent Quarterly Report to Shareholders and Annual Report filed under TC Energy’s profile on SEDAR and with the U.S. Securities and Exchange Commission. As actual results could vary significantly from the forward-looking information, you should not put undue reliance on forward-looking information and should not use future oriented information or financial outlooks for anything other than their intended purpose. We do not update our forward-looking statements due to new information or future events, unless we are required to by law.

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Land acknowledgement

Embedded in the lands on which TC Energy operates are the histories, cultures and traditions of Indigenous groups across North America. TC Energy thanks the original inhabitants of these lands—generations past, present and future—for sharing your homelands with us.

Sustainability reporting

In this report, we highlight TC Energy’s sustainability approach and recent accomplishments. It is intended for general audiences and contains links to the TC Energy website for additional information and stories. This publication is one element of our sustainability reporting. More information and data, including content that is aligned with global reporting standards, can be found in these documents:

[2021 ESG Data Sheet with downloadable performance data tables](#)

[2021 TCFD Alignment Table](#)

[2021 SASB Alignment Table](#)

[GHG Emissions Reduction Plan](#)

[2021 Reconciliation Action Plan](#)

[2021 CDP Climate Change Questionnaire Response](#)

[2020 Materiality Assessment](#)

[ESG Directory](#)

Please refer to the forward-looking information statement on [page 1](#). You can also find more information about TC Energy in our [Annual Report](#), [Management Information Circular](#) and [Annual Information Form](#) available on our website and SEDAR. Our website also hosts select corporate policies and other governance documents, including our oversight and policies on lobbying, political contributions and corporate memberships information sheet. We are committed to delivering energy responsibly, being a good neighbour and a top employer. We are proud to be recognized by respected third-party agencies for multiple [awards](#) within our industry and in the community.

The terms “we”, “us”, “our” and “TC Energy” as used in this Report on Sustainability refer collectively to TC Energy Corporation and its subsidiaries unless indicated otherwise. Unless otherwise noted, all amounts are in Canadian dollars and all data reflects 2020 numbers. Where relevant, 2021 developments are addressed in the discussion and analysis.



We’d like to hear what you think about our Report on Sustainability. Please send questions or comments to communications@tcenergy.com.

About TC Energy



Our purpose

Delivering the energy people need, every day. Safely. Innovatively. Responsibly. Collaboratively. With integrity.



Our vision

To be North America's premier energy infrastructure company, now and in the future.



Over **93,000 km** of natural gas transmission

delivers

25% of North America's demand



Almost **5,000 km** of liquids pipelines

delivered

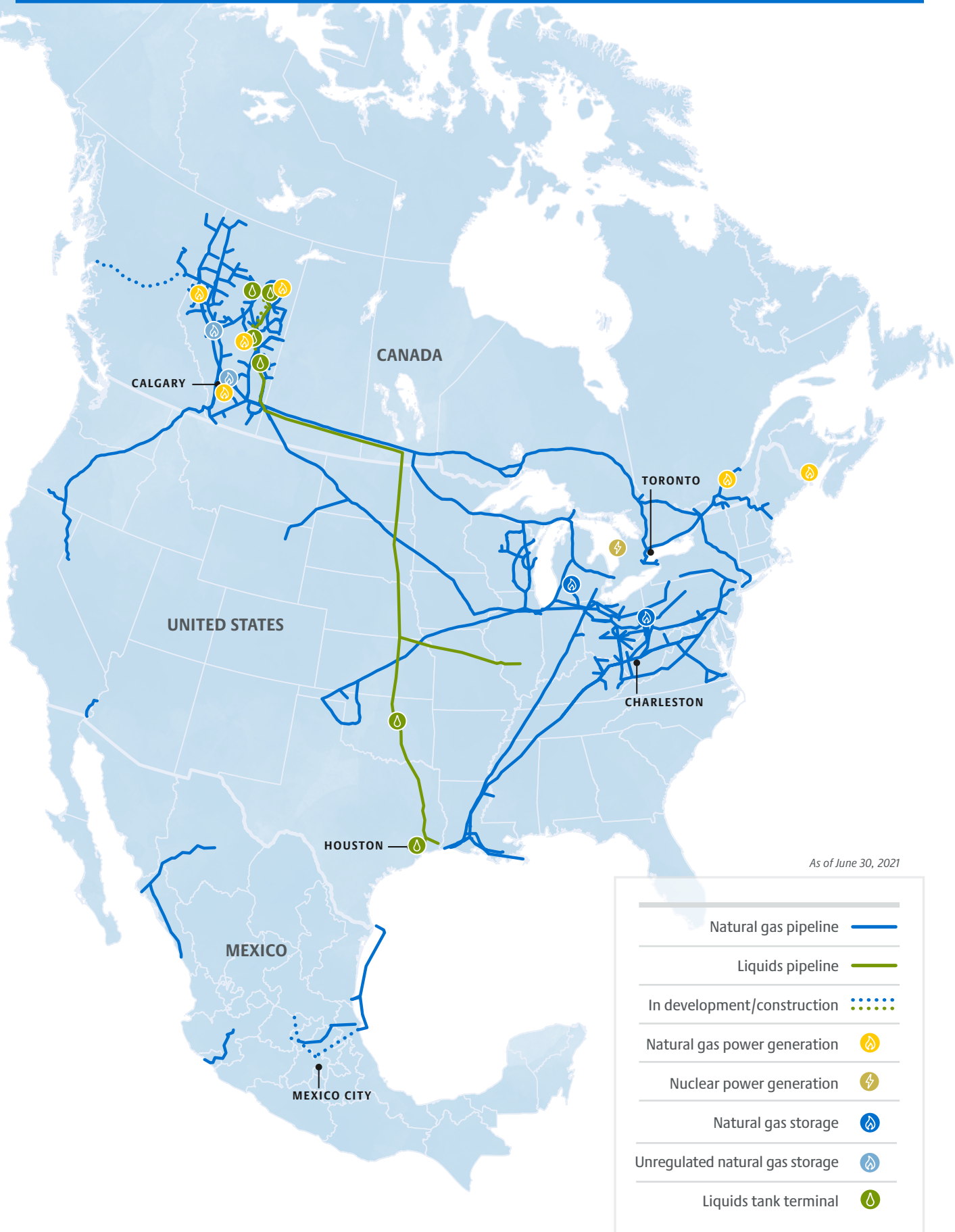
nearly **3 billion** barrels



7 power generation facilities

delivers

4 million+ homes powered



Message from CEO François Poirier and Board Chair, Siim Vanaselja



François Poirier
President and
Chief Executive Officer



Siim A. Vanaselja
Chair of the Board

For TC Energy, sustainability is foundational in everything we do—in our culture, our stakeholder engagements and partnerships, and in our decision-making. It's also part of a long-standing approach that, like our organization, is always evolving. To be truly sustainable, we believe we must continue to evolve and innovate. That means finding new ways to turn challenges into opportunities and ideas into creative solutions if we are to be positive agents of change within our society.

As the global community begins to recover from the COVID-19 pandemic, we are collectively reminded of the impacts this past year has had, and continues to have, on all of us. Events of social injustice, the health crisis and the rising concerns around climate change are challenges our society must acknowledge, tackle directly and overcome. As an organization, we have a direct and important role to play in delivering a shared future that is more equitable, just and ultimately sustainable.

This will require us to continue to challenge the status quo and push the boundaries on innovative thinking to meet society's challenges and reach our vision of being the premier energy infrastructure company in North America. At the same time, we must also remain steadfast in our prudent and time-tested business strategies and guided by our five core enterprise values—safety, innovation, responsibility, collaboration and integrity.

Last year, we launched our Report on Sustainability. It expanded on our 2019 Sustainability and Climate Change Report, highlighting 10 clear sustainability commitments that spoke directly to the issues our stakeholders care about most. It was the next step in our sustainability journey and the next chapter in our story. This year's 2021 Report on Sustainability builds on our sustainability strategy, establishing clear metrics and targets for all our commitments, to turn our goals into action and advance our progress in *protecting our planet* and *empowering people* to support a *shared prosperity*. We are proud to report on our advancements and achievements in each of these areas and to share the new and additional targets we have established for our commitments.

Protecting our planet

Climate change is one of the most pressing societal issues of our time and requires credible and concrete actions by everyone—corporations, governments and individuals—to see real and positive change toward meeting society's net zero goal by 2050. Meaningful, measurable and achievable reductions in greenhouse gas (GHG) emissions is a critical component of these actions and we have a substantive role to play and real value to contribute.

Last year, we communicated our intentions to do the necessary work to set GHG emissions reduction targets. We are pleased to report that we have done that work. Our dedicated teams have spent the last year completing the rigorous review and analysis required, and we have established our climate-related goals to:

- Reduce GHG emissions intensity from our operations 30% by 2030; and
- Position to achieve zero emissions from our operations, on a net basis, by 2050.

Reducing our emissions intensity will require continued focus on modernizing our existing systems and assets, decarbonizing our own energy consumption, and driving digital solutions and technologies. At the same time, we will seek opportunities to invest in low-carbon energy and infrastructure to meet the needs of the future.

In parallel to this work, we continue to forge ahead with plans to power our U.S. and Canadian pipeline networks with renewable energy and to progress our renewable energy projects—from pumped hydro energy storage to [solar](#) and wind. We will also proceed with new ventures, like the recently announced [carbon transportation and sequestration partnership](#) with Pembina Pipeline Corporation, while remaining committed to important projects like [Bruce Power's](#) life extension program, which will continue to be a source of significant emission-less power in Ontario for decades to come.

Our GHG Emissions Reduction Plan further describes the work we are undertaking to move our emissions reduction commitment forward.

Shared prosperity

Regardless of the pace of the energy transition, we know that a successful transition must also ensure the world's growing population has access to safe, reliable and affordable energy to ensure healthy, prosperous communities. Just as we have a responsibility to the environment, we also have a responsibility to support and enhance society's wellbeing. Providing essential energy is the cornerstone to delivering the vital services and resources needed to support our employees, their families and our communities. It's also pivotal to supporting a successful energy transition, as we lean on skilled expertise, resources and technology that have driven the energy we use today.

Despite the challenges of the pandemic, we remain focused on what we do and how we do it. Our more than 7,500 TC Energy employees have continued their work with pride to provide the energy North Americans need to live comfortably and enable their businesses to thrive. We buy locally, support small businesses and partner with Indigenous peoples to create opportunities that meet their individual community needs. In 2020, we donated \$32.3 million to community programs across North America and invested \$8.8 million to support more than 600 Indigenous groups, organizations and students across North America. And we are proud to say that over the past year, our workforce brought energy and passion to our giving efforts when it was needed the most, helping direct \$5.5 million through matching dollars and volunteer hours to 4,200 deserving causes across the continent.

Backed by decades of experience, discipline and continuous improvement, we've built a financially resilient business that allows us to meaningfully contribute to the causes, partnerships and communities our employees live and work in—positioning us to build a strong and sustainable organization focused on creating real value and shared opportunities for everyone.

Empowering people

In addition to safe energy access, we also understand that a sustainable energy future means creating a low-carbon transition that is just and equitable for everyone, no matter their background or circumstances. That's a critical focal point in our organization.

We continue to prioritize safety and have elevated our own safety conversations to encompass inclusion and diversity, psychological safety, mental health, environmental care and protection, and physical wellbeing. We also understand that if we are to stay competitive, we must remain agile, innovative and resilient in how we work. As a result, we are exploring opportunities for a hybrid work model to allow for more flexibility and to empower a high-performing culture. Within the community, we continue to support inclusion and diversity opportunities through numerous channels, including our Supplier Diversity program and community wellbeing initiatives and funding to organizations that support mental health and crisis intervention for families in need.

We also recognize the significance of, and need for, true reconciliation with Indigenous peoples. Building on our long history of engaging with Indigenous communities, strong collaboration and partnership continues to be a key focus area for TC Energy. We've progressed our efforts for reconciliation by setting clear and actionable targets in key areas. We have made a commitment that all employees, including our Board, receive foundational education on the history of Indigenous Peoples. We are also establishing an advisory council for our Executive Leadership team, so we can deepen our understanding and learn from Indigenous leaders to guide our reconciliation efforts. These are just three of the goals outlined in our [Reconciliation Action Plan](#) issued earlier this year that we continue to advance.

What's ahead

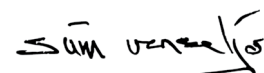
We believe we are well positioned to continue meeting today's energy needs in a way that's safe, reliable and economic for everyone, while developing responsible and innovative solutions for our shared energy future. Our strong team and our commitment to our values will be key differentiators that drive important economic, environmental and social outcomes, build upon our relationships with Indigenous peoples and key stakeholder groups, and ultimately enable us to deliver on our vision.

Thank you for your interest in our organization and in the work that we do. We welcome your comments and feedback as we continue to evolve and progress on our sustainability journey.

Sincerely,
François and Siim



François Poirier
President and
Chief Executive Officer



Siim A. Vanaselja
Chair of the Board

Q & A with the Chief Sustainability Officer, Patrick Keys



Q: What's new this year since your 2020 Report on Sustainability?

Last year, we published 10 clear commitments describing our journey to continuously drive sustainability in our organization. These commitments directly support the United Nations Sustainable Development Goals ([UN SDGs](#)) and, like last year, you will see references to where our commitments align to those goals throughout this report. We also set our first suite of voluntary targets for several of these commitments specifically aligned to sustainability and published a [Reconciliation Action Plan](#), laying out tangible, measurable goals in areas that will advance our reconciliation work between Indigenous and non-Indigenous peoples.

In addition, we pledged that in 2021, we would set targets for every commitment and to measure and clearly demonstrate our progress on them. I'm pleased to say that in this report, we delivered on our pledge. We have now established voluntary targets aligned to all our commitments, which respond to the [topics](#) we know are of greatest importance to our stakeholders.

Q: Given the events of the last 12 months, tell me more about the Reconciliation Action Plan.

Looking back, we have actively worked to develop respectful and meaningful relationships with Indigenous communities near our operations for decades. In that time—thanks to the input, guidance and perspectives from Indigenous communities and leaders—we have learned a lot, and importantly where we need to focus our efforts moving forward. We also considered the Truth and Reconciliation Commission (TRC) of Canada's Calls to Action and the need to adopt the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) as a framework for reconciliation. Indigenous communities must have a meaningful say in the development of energy projects that impact them and realize long-term sustainable benefits from them.

This path forward is how we can build a strong and more inclusive future together. Respecting the spirit and intent of UNDRIP was a part of our [Indigenous Relations Policy](#) before the UNDRIP Act became law in Canada this year. And it continues to guide our commitments to develop contracting targets for Indigenous businesses as well as a framework to identify project equity opportunities, like joint ownership with the Saugeen Ojibway Nation for our proposed [Ontario Pumped Storage Project](#).

I want to acknowledge the tragic discovery of the remains of the children found in unmarked graves at the residential school on Tk'emlups te Secwépemc First Nation in Kamloops, BC, Canada this May. In 2015, the TRC report confirmed 3,200 deaths in residential schools, and survivors have shared for years their beliefs there were significantly more unrecorded deaths. This is a dark chapter in Canada's history and a reminder of the continuing traumatic outcomes and systemic racism that Indigenous people have endured and still live with today.

This discovery, and the ones like it since then, reiterate how important it is for all people in North America to understand the important role we must play—as individuals, corporations, industry and a collective society—to understand the past, and the truth, before reconciliation between Indigenous and non-Indigenous peoples can occur.

Q: TC Energy added "innovation" to its values this year. Why? What does innovation mean to you?

Like sustainability, innovation is a concept that is always evolving within our organization. For us, innovation is about choosing to do things differently. It's about fostering a culture that challenges assumptions and is open and curious to creating changes that will drive outcomes.

Looking back 70 years, we can see how innovation has helped successfully progress some of our biggest projects and programs. From developing the first cross-Canada [Mainline pipeline system](#) in 1951 to then setting an industry record for the [longest Pipeline Inspection Gage \(PIG\) run](#) across that system in 2017, we continue to push the boundaries each day in adopting new technologies and processes that both disrupt the status quo and expand our thinking on how we operate.

It's for these and many other reasons that we have added innovation back into our core values. It builds on our day-to-day activities to find new ways of doing things better and further supports our employees as they embark on new programs, like our [Bright Ideas](#) and AI programs, and forge new community, industry and customer partnerships toward reimagining ways to deliver essential energy safely and responsibly.

Our Approach To Sustainability

Sustainability at TC Energy means meeting today’s energy needs while safely, reliably and economically finding responsible solutions for our energy future. Throughout the report, we’ve identified where we make our greatest contributions.

Protecting our Planet

Commitment	Measure	Target	2020 Performance	Page
Climate change	GHG emissions intensity reduction	30% by 2030	*	10
	Net zero position	Net zero by 2050	*	10
Environment	Sensitive habitat restoration	100%	*	11
	Environment-focused community giving	\$1.2 million through 2022	*	11
Zero is real	Significant process safety incidents	Zero	☑	13
	Total Recordable Case Rate	Employee: 0.25 in 2020	☒	14
		Contractor: 0.78 in 2020	☑	14
		Employee 0.25, Contractor 0.59 in 2021	*	14

Shared Prosperity

Commitment	Measure	Target	2020 Performance	Page
Community resilience	Workforce giving participation	50% at headquarter and 35% at our regional locations in 2020	☑	17
		55% workforce participation in 2021	*	17
		60% workforce participation in 2022	*	17
	Annual giving	0.5% to 1% of pre-tax profits through 2022	☑	17
	Diverse supplier spending	5% year-over-year increase through 2022	*	17
R&D and innovation	Innovation driven optimization	\$115 million to \$120 million by 2023	*	19
Decision-making	Integrate sustainability in engineering practices	Establish roadmap in 2021	*	21

Empowering People

Commitment	Measure	Target	2020 Performance	Page
Indigenous relations	Indigenous Advisory Council	Approach in place by 2021	*	23
	Mandatory employee cultural awareness training	Initiate in 2021	*	24
	Board of Directors cultural awareness training	Initiate in 2021	*	23
	Indigenous contracting	Set targets in 2021	*	23
	Project equity opportunities	Develop framework in 2021	*	23
	Community-led reconciliation initiatives	Ongoing	*	23
Landowner relationships	Private land restoration	100%	*	25
Inclusion and diversity	Women on Board of Directors	30% by 2021	🔄	26
	Unconscious bias training	100% by 2022	🔄	26
	Women in leadership	40% by 2025	🔄	26
	Visible minorities in leadership	17% by 2025	🔄	26
Mental health	Workplace psychological health and safety	Implement formal plan in 2021	🔄	29
	Psychological health and safety targets	Establish baseline in 2021	*	29
	Mental health awareness	Mental Health Week in 2020	☒ ¹	29
		100% of leaders trained by 2022	🔄	29
	100% of employees trained by 2023	🔄	29	

Status: ☑ Target achieved 🔄 On track ☒ Not achieved * New target for 2021

¹ We continue to evolve our approach on mental health and wellbeing. Since our 2020 Report on Sustainability, we consciously shifted our approach away from a Mental Health Week to an expanded program that included events and mental health awareness activities throughout the year. As a result, we feel this target no longer reflects our year-long dedication to the importance of mental health and have removed it from our targets section.

Protecting our Planet.

In this section

10 Commitment: Embracing the energy transition

[UN SDG 3](#) – Good Health and Well-being
[UN SDG 7](#) – Affordable and Clean Energy
[UN SDG 13](#) – Climate Action
[UN SDG 17](#) – Partnerships for the Goals
 TCFD Metrics and Targets (c)
 SASB EM-MD-110a.2

11 Commitment: Leaving the environment as we found it

[UN SDG 3](#) – Good Health and Well-being
[UN SDG 6](#) – Clean Water and Sanitation
[UN SDG 12](#) – Responsible Consumption and Production
[UN SDG 15](#) – Life on Land
[UN SDG 17](#) – Partnerships for the Goals

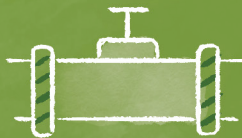
13 Commitment: Zero is Real

[UN SDG 3](#) – Good Health and Well-being
[UN SDG 8](#) – Decent Work and Economic Growth
[UN SDG 13](#) – Climate Action
 SASB EM-MD-540a.4

In 2020



\$1.05 MILLION invested through our community giving programs to support 71 environmental projects that protect, enhance and restore North America's biodiversity and reduce the impacts of climate change.



Our people were involved in more than
140 PROJECTS
 focusing on innovation to improve pipeline safety and reliability and to enhance our operational and environmental performance.

We are partnering with the State of Chihuahua's government on a
\$4.1 MILLION
 project to help make clean drinking water a reality for 2,450 Indigenous families in Mexico living near our Topolobampo natural gas pipeline.



Commitment: Embracing the energy transition

To contribute to global efforts to reduce climate change, including establishing GHG emission reduction targets.

Metrics	Targets ¹
Reduce GHG emissions intensity from our operations.	30% by 2030
Position to achieve zero emissions from our operations on a net basis.	Net zero by 2050

We support the objectives set out by the Paris Agreement and we recognize that, as a responsible owner and operator, we need to effectively manage and reduce our GHG emissions. In last year’s report, we communicated our intention to set GHG emissions reduction targets in 2021. Since then, a dedicated, cross-functional team has completed the review and analysis required for us to set meaningful and measurable climate goals.

We have strong foundations to build from, and much work already underway. Focusing on our base systems, we continue to enhance our leak detection and repair (LDAR) programs and convert our natural gas compressors to electric motor drives where it makes sense to do so. We are already seeing the results of this work—our enhanced LDAR program, implemented in 2020, eliminated almost 200,000 tonnes carbon dioxide equivalent on our Canadian Natural Gas Pipelines in the first 18 months—essentially taking 60,000+ cars off the road.

Building on more than 15 years’ experience with renewable power generation, we’re expanding our portfolio in the areas of solar and two hydro pumped storage projects: the [Alberta Canyon Creek](#) project and the [Ontario Pumped Hydro Storage](#) project. We also continue to explore ways to serve our own electricity requirements with renewable energy solutions while examining opportunities for carbon capture utilization and storage (CCUS), hydrogen and additional renewable natural gas (RNG).

Our [GHG Emissions Reduction Plan](#) outlines how we will meet our climate goals while also capturing growth opportunities presented by emerging fuels and technologies. Our existing market connectivity, technical skills and expertise, financial capacity, and strong stakeholder relationships are key competitive advantages as we develop these initiatives.

¹ For planning purposes, our progress will be measured relative to a 2019 base year.

The Alberta Carbon Grid: A World-Scale Solution

We are advancing our work in CCUS with our [partnership](#) with Pembina to jointly develop a world-scale carbon transportation and sequestration system in Alberta. The proposed system is designed to connect the province’s largest sources of industrial emissions to sequestration facilities. Once fully constructed,

the project will be capable of transporting more than 20 million tonnes of carbon dioxide (CO₂) annually, helping to pave the way for Canada to successfully meet its emissions reduction objectives and provides a tangible example of energy diversification and industry collaboration toward a lower carbon future.



Commitment:

Leaving the environment as we found it

To leave the environment where we work in a condition equal to, or better than, we found it; including biodiversity and land capability.

Metrics	Targets
Restore or offset disturbances to sensitive habitat resulting from construction and operation of our North American assets.	100% restoration ¹
Invest in activities that restore biodiversity and reduce the impacts of climate change.	\$1.2 million spend, per year, to support environmentally focused Community and Workforce Giving partnerships through 2022.

We all have a role to play in ensuring a safe, clean and sustainable world. Creating an environmentally sustainable legacy is an important part of everything we do at TC Energy.

We have dedicated teams of environmental professionals in our corporate, regional and field locations across North America who focus on upholding our environmental principles and who care deeply about protecting our natural environment. Holding a variety of backgrounds and technical expertise in environmental subjects including fisheries, species at risk, caribou, soils reclamation, remediation, and waste management, these teams work in partnership with over 75 conservation organizations across the continent to conserve and protect the land and ecosystems in the communities where we live and work and where our projects and assets reside.

Land and biodiversity

We take care to protect land and ecosystem during and after construction so they can re-establish, flourish and grow. We rely on Indigenous and community knowledge as well as information gathered by scientists, engineers and other experts to complete pre-construction environmental impact assessments on every project we undertake. The assessments are then used to develop project-specific protection plans that outline how the environment will be protected, including specific construction methods designed to reduce the impact on sensitive habitats and programs developed for wildlife monitoring.

We also partner with conservation organizations, educational institutions and government agencies, contributing to industry research that allows us to continually improve our own understanding of how to best protect biodiversity in many different regions across North America.

Through our partnership with Tree Canada, TC Energy and our workforce supported the planting of more than 30,000 trees since the start of 2020.

In 2020, more than 45,932 individual flora specimens were transplanted on 32.5 hectares beyond our right-of-way to support flora and fauna relocation and reforestation programs on the Tuxpan Tula pipelines in Mexico.

¹ Restoration activities are multi-year efforts with end-of-activity targets rather than annual targets. Further information is provided in our 2021 ESG Data Sheet, [page 27](#).

Monitoring to protect

In 2020, TC Energy's U.S. Right-of-Way Maintenance team in Ohio created a first-of-its-kind project to support nesting cavities for a family of wrens when the wildlife monitoring program recorded the birds nesting in pipeline marker signs to safely rear their young over the summer period. Once discovered, the project team equipped almost 200 pipeline markers with 3-in.-diameter, 7-in.-deep compartments suitable for nesting in the early spring months, and installed compartments along the Columbia Gas Transmission system throughout the state.

Cameras were temporarily installed in two of the four markers claimed by the house wrens, carefully recording the nesting activity of adults and offspring at various stages of development. After several months, records showed that all nesting appeared successful for the four families, with one nest even beginning a second clutch of eggs at the end of the monitoring period. Click [here](#) to watch the wren family's journey.

More information on our work to [protect biodiversity](#) is available on our website.

Environmental innovation

We continue to support emerging technologies and innovative solutions that drive safe and sustainable operations. Our Technology, Development and Innovation program offers the opportunity for any TC Energy employee to submit an innovative idea, build their business case and receive funding to execute the project, encouraging creative thinking and celebrating bold, progressive ideas that lead to innovative solutions, including for our environmental programs. We have played a key role in advancements related to reducing environmental impacts not only of our own activities, but across the industry.



Bitia Malekian:

Founder of Water Movement

As founder of [Water Movement](#), TC Energy employee Bitia Malekian is a 2021 national honouree in the L'Oréal Paris Women of Worth program and has been named a 2021 Top 30 Under 30 by the Alberta Council for Global Cooperation. Soon after graduating with a mechanical engineering degree in 2018 and starting work at TC Energy as an engineer-in-training, Bitia founded Water Movement, an Engineers Without Borders venture. In Canada, there are currently 39 Indigenous communities still under a boil water advisory. Driven by the belief that everyone has the right to access clean drinking water, Water Movement's mission is to tackle barriers to clean water by providing an online interactive space where Indigenous water operators can connect, ask questions, share lessons learned and access a free video learning library. Learn more about Bitia's story and Water Movement [here](#).



Commitment: Zero is real

To achieve our *Zero is real* safety commitment.

Metric

Maintain our dedication to zero harm, loss and incidents by improving personal and process safety performance.

Targets

Zero significant process safety incidents¹

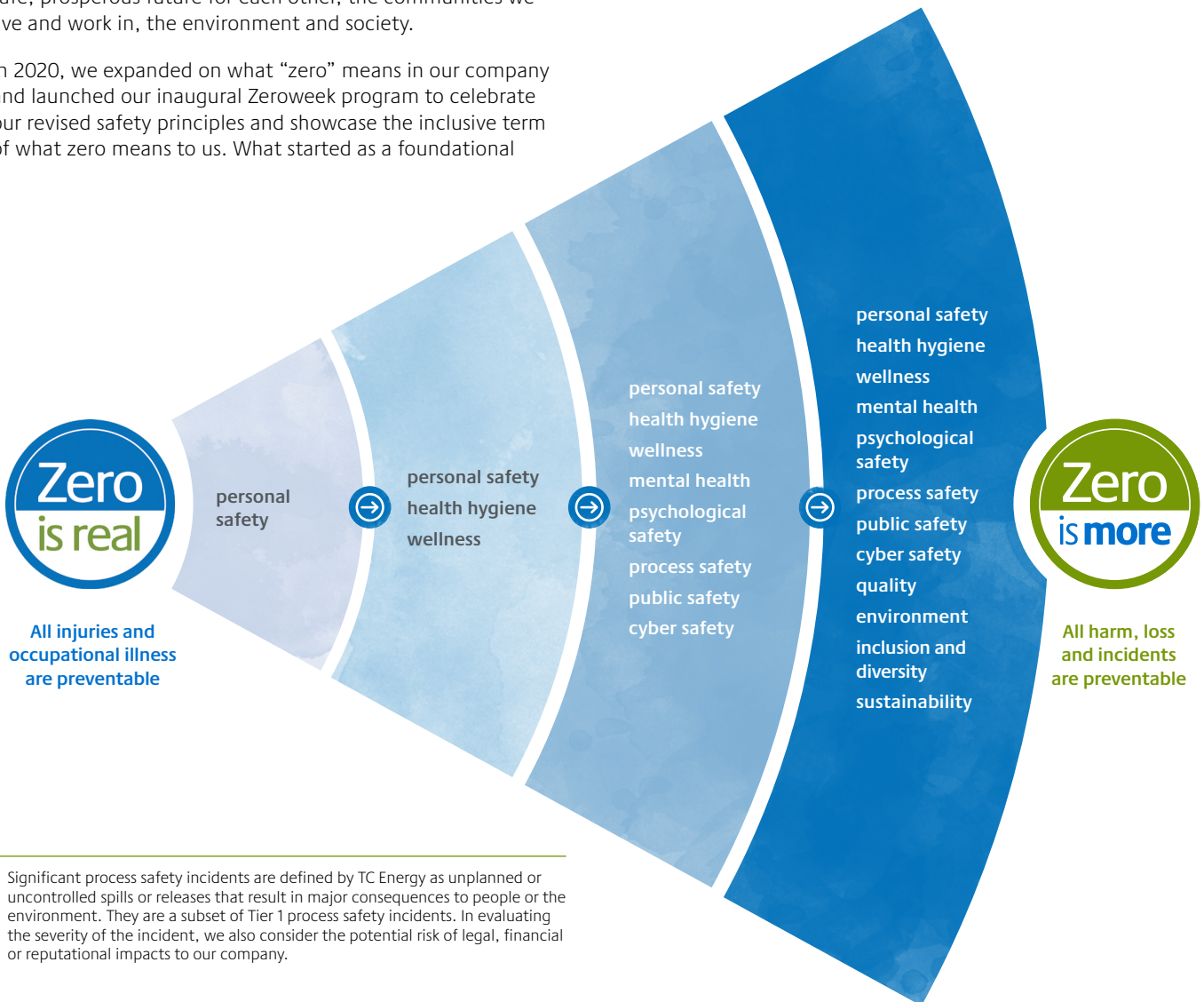
Total Recordable Case Rate (TRCR): 0.25 (employee) / 0.59 (contractor) in 2021

Zero is more

Safety is more than a core value at TC Energy: it's a fundamental belief embedded at the heart of our culture. When we as individuals, colleagues and as an organization do the right thing in the right way, the first time, we create a safe, prosperous future for each other, the communities we live and work in, the environment and society.

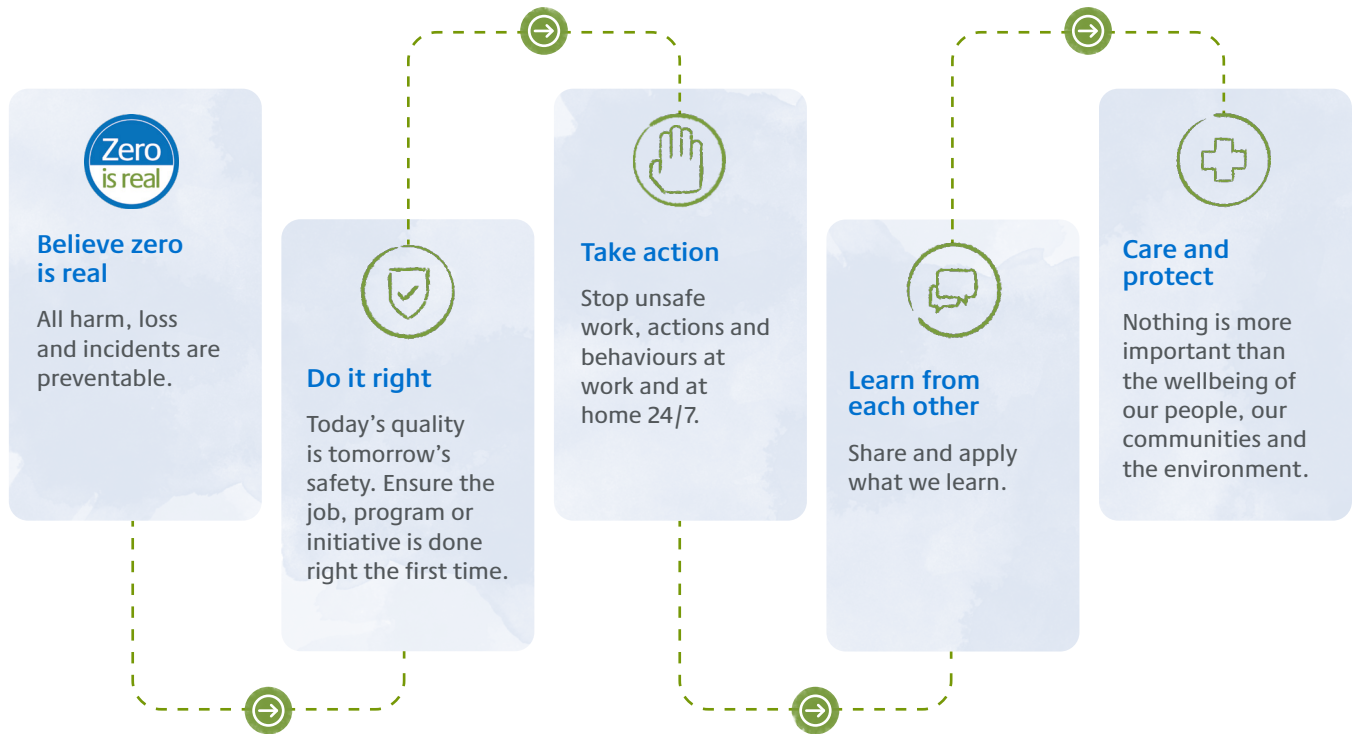
In 2020, we expanded on what "zero" means in our company and launched our inaugural Zeroweek program to celebrate our revised safety principles and showcase the inclusive term of what zero means to us. What started as a foundational

value within our safety department decades ago has now come to mean much more to our company. We believe zero is real, and today—for us—zero means: **All harm, loss and incidents are preventable.**



¹ Significant process safety incidents are defined by TC Energy as unplanned or uncontrolled spills or releases that result in major consequences to people or the environment. They are a subset of Tier 1 process safety incidents. In evaluating the severity of the incident, we also consider the potential risk of legal, financial or reputational impacts to our company.

Safety tenant values and culture maturity journey

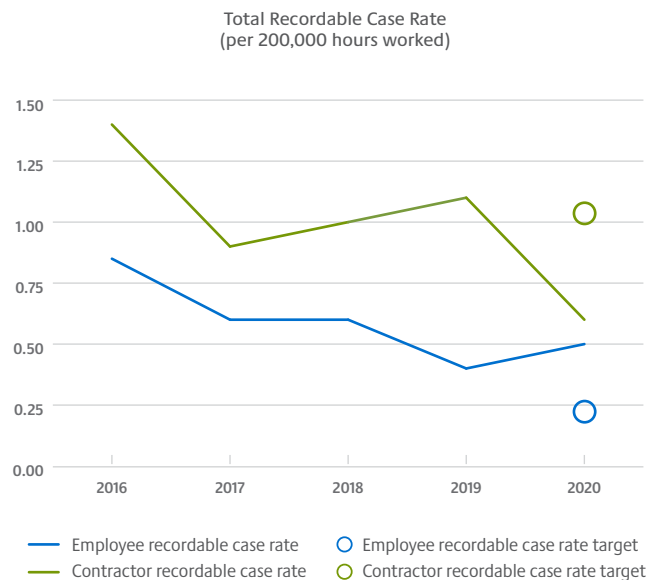


2020 Safety performance

We take a holistic approach to health and safety, applying multiple complementary programs that address the workplace and home environments for our workforce and their families. As part of our see something, say something approach, everyone at TC Energy is expected to address concerns or stop potentially unsafe work situations, and to look out for one another always. We allow no compromise in the welfare of our workforce, making health and safety integral to planning and execution and a priority in the field, in our offices and in the boardroom.

The COVID-19 pandemic challenged us. It transformed work for all our people – from those in the office to those in the field – yet we never stopped delivering the essential energy people need. As the pandemic continues, our response includes maintaining the necessary health protocols and continuing our focus on safe and reliable operations.

We published an aggressive target for our 2020 employee total recordable case rate. While we missed that target, we continue to set challenging targets that drive towards our belief Zero is real. At TC Energy, zero is more than a number or metric. We know errors can occur. We have a management system with robust layers of protection built in so that if there is an error or failure, we fail safely. It is through these layers of protection that we mitigate consequences and work toward our goal of zero harm, loss and incidents.





Michael Semien:

Living our safety values

Meet Michael Semien, a 36-year TC Energy U.S. Measurement Corrosion Technician. He's one of our incredible technicians who embodies our values and believes Zero is real. Michael's story is one of countless stories of professional dedication across our footprint, showcasing how we strive to live our values. Please watch his story [here](#), and to all our essential staff who continue to work safely and with integrity, we say "thank you."

Pipeline safety and emergency response

TC Energy employs approximately 500 professionals dedicated to pipeline integrity across North America. We also invested over \$1.5 billion in pipeline system integrity, using the most sophisticated and advanced data analytics and risk evaluation methodologies in the industry, and conducted over 320 in-line inspections in 2020 to ensure our pipelines are safe, reliable and operating in compliance with regulatory requirements.

We take a multi-faceted approach to our proactive maintenance and monitoring programs, combining ongoing aerial and ground-based patrol programs with our sensitive leak detection technologies to monitor pipelines for indications of leaks. Some of these technologies include specialized optical gas imaging technology, advanced in-line inspection tools and methane detection tools to help further protect our pipelines and reduce environmental impacts.

We also have a robust emergency preparedness and response program to provide the training and expertise needed in an emergency. Despite the challenging year brought on by the pandemic in 2020, our technical teams were able to safely conduct over 170 emergency management exercises across our entire network, applying virtual technologies and programs to help hone response capabilities and practice the Incident Command System protocols needed during an incident.

For more information on our pipeline safety indicators please refer to the 2021 ESG Data Sheet, [page 29](#).

Shared Prosperity.

In this section

17 Commitment: Strengthening community resilience

- [UN SDG 3](#) – Good Health and Well-being
- [UN SDG 4](#) – Quality Education
- [UN SDG 10](#) – Reduced Inequalities
- [UN SDG 12](#) – Responsible Consumption and Production
- [UN SDG 17](#) – Partnerships for the Goals

19 Commitment: Enhancing energy sector sustainability with technology

- [UN SDG 7](#) – Affordable and Clean Energy
- [UN SDG 9](#) – Industry Innovation and Infrastructure
- [UN SDG 17](#) – Partnerships for the Goals

21 Commitment: Integration of Sustainability

- [UN SDG 12](#) – Responsible Consumption and Production
- SASB EM-MD-160a.1

In 2020



\$32.3 MILLION+ to communities across North America.



987 SCHOLARSHIPS

awarded to students in 400 unique communities across North America totaling \$2.4 million.

Through our giving programs,

\$5.2 MILLION

was donated to support those responding to the COVID-19 pandemic to help keep our communities safe, feed vulnerable populations and elevate mental wellness.



Commitment: Strengthening community resilience

To strengthen local community, Indigenous group and employee resilience, including in recovery and moving forward from the COVID-19 pandemic.

Metrics

Increase annual workforce participation in our workforce giving and volunteering program, Empower, to strengthen workforce resiliency.

Maintain annual giving percentage of pre-tax profits to help strengthen local community, Indigenous group and workforce resiliency.

Increase spending with diverse suppliers¹ in Canada and the U.S.

Targets

55% workforce participation in 2021 and 60% workforce participation in 2022.

0.5% to 1% of pre-tax profits through 2022

Increase diverse annual spend of Tier 1 and Tier 2 suppliers in Canada and U.S. 5% year-over-year through to 2022.

Building stronger, together

We believe that when we develop and nurture lasting relationships and give back in the communities where we live and work, we will build a stronger future together. Across North America, we support people and the communities we call home – providing quality jobs, purchasing from local businesses and suppliers, and partnering with communities to help them be vibrant, prosperous and resilient places.

Through our community giving program, **Build Strong** and our workforce and volunteering program, **Empower** we give back in meaningful ways to the causes that are important to our communities, our people and our business. In good times, and in tough times, these programs give us the opportunity to help build strong, vibrant communities.

Our workforce brought incredible energy to our giving efforts in 2020, helping to direct \$5.5 million in funding to 4,200 deserving causes across North America. We reached record-breaking participation as employees focused on causes that mattered most to them during this difficult time, making it one of the most successful giving years our organization has ever experienced.



¹ Further details of our Diverse Supplier Program, including definitions of Tier 1 and Tier 2 suppliers, can be found in our 2021 ESG Data Sheet, Supplier Diversity section, [page 37](#).

Strength through challenge

COVID-19 has disrupted many lives and challenged our society in ways that we never experienced before. Events, milestones and celebratory gatherings our communities once enjoyed and that we supported for years were postponed or cancelled. For the TC Energy team, that meant listening carefully to the diverse needs of our communities and finding new ways to give back to help make a difference for them.

Comp-U-Dopt: Youth STEM education program

The shift to online learning for students across North America has not been easy since the COVID-19 pandemic's onset. However, for some students, the change has become especially problematic due to a lack of access to the technology that is a critical part of our everyday life.

To address this need, TC Energy partnered with Comp-U-Dopt, a non-profit providing technology access and education to Houston's underserved youth and donated 150 computers and laptops to students in need as well as US\$200,000 to create the TC Energy Tech Hub. The Tech Hub is now a space where Comp-U-Dopt can deliver high-quality, hands-on science, technology, engineering and math (STEM) education programming to hundreds of students in the Houston area.

We continue to identify new ways to foster inclusion and diversity in our workforce and support the communities where we live and work through organizations that promote equity and equality that contribute toward a more inclusive future.



Indigenous Health Care Program

For many elders and their families, transitioning to life in any type of senior living situation can be an overwhelming process, but the Alexis Nakota Sioux Nation in central Alberta is working to make this transition a little easier by organizing training and certification of community members to become certified Health Care Aide workers. To support this initiative, TC Energy partnered with Alexis Nakota Nation to provide funding for materials and supplies such as Personal Protective Equipment, books and computers. As part of the program, the Nation has identified 18 community members to participate in a full-time 30-week program, with an additional eight weeks of practicum placement administered by Alberta Health Services. Upon completion of the program, the graduates will receive a post-secondary certificate as Health Care Aides. Additionally, the Nation will support graduates in finding employment in this field both on and off the reserve.



Commitment:

Enhancing energy sector sustainability with technology

To enhance energy sector sustainability through research and development (R&D) and innovation investments.

Metric

Optimize operational and project effectiveness and efficiency through organizational, digital and technological innovations.

Target

Achieve \$115 million to \$120 million in capital and operating optimization and revenue opportunities by continuously improving our processes and systems by the end of 2023.¹

Fostering an innovative mind set

TC Energy has long been recognized as a leader in innovation. Driven by creative thinking within our teams, we celebrate bold and progressive ideas through our Ideation program and strategically invest in collaborative R&D opportunities to improve our own performance – and that of our sector.

Disrupting the status quo

TC Energy's Innovation & Decision Optimization team is developing industry disrupting risk-based models and programs that are driving sustainable practices across our company and industry to advance pipeline integrity work. By reducing the inaccuracy and uncertainty in traditional modelling, the aptly named Decision Optimization Engine allows us to make smarter, data-driven decisions with more confidence than ever before. We are avoiding unnecessary environmental disturbances, enhancing asset and personnel safety and delivering on our sustainability commitments. These award-winning models have challenged and improved traditional industry practices and are being included in U.S. and Canadian professional standards enabling the pipeline industry to be more sustainable.

Bright Ideas

In December 2020, our U.S. Natural Gas team developed the TC Energy Innovation Hub to help employees engage and share technology and innovation ideas across the business unit. To support the new program, the team, in collaboration with our Information Services department, implemented a new software platform called *Bright Ideas* to collect and share employee ideas. Successful employee concepts are supported by an Innovation committee team that helps the concepts advance through to design, test and implementation stages with other subject matter experts across the company. Since launching, the program has generated more than 250 innovative opportunities and has now been rolled out across the organization, helping to further foster a culture focused on continuous improvement and long-term sustainability.

¹ Further information about the contents of this target is provided in our 2021 ESG Data Sheet, [page 35](#).

ORBIT: Using Artificial Intelligence to advance pipeline optimization

TC Energy's Operations Resiliency Business Intelligence Tool (ORBIT) is an artificial intelligence program designed to use mathematical modeling to detect and predict any potential irregularities along our pipeline system. The program uses advanced analytics techniques and a comprehensive knowledge base to detect anomalies faster and more efficiently than

current computer systems and can then suggest actions to help mitigate and resolve issues with more accurate precision. Launched earlier this year, ORBIT has already helped to further support our pipeline integrity and maintenance programming, advance pipeline operational efficiencies and reduce overall GHG emissions along our pipeline system.

R&D for the future

In the last decade, our organization has invested more than \$75 million in our research and development program. These projects span a wide and diverse range of technical areas and technologies – from in-line inspection advancements and machine learning to the very latest in drone technology.

Although we have made significant advancements, we recognize the innovation landscape is always evolving and growing and it is critical that we continue to foster and support a culture of inventiveness and creativity. We will look to digital technologies along with our strong core practices of rigorous, data-driven research and technology development to deliver innovative solutions that support a sustainable future.

Partnering for success

As our partners in research seek more strategic and effective ways to tackle the most prominent industry-wide challenges, we continue to provide thought leadership and strategic insight into their innovation priorities and push ourselves and the industry to embrace aspirational and visionary research and innovation goals in support of our sustainable future.

We have committed over US\$50 million across multiple funds managed by Energy Impact Partners, a venture capital fund that invests in innovative technologies, services and products to help optimize energy consumption and improve sustainable energy generation. These investments have facilitated the development of advanced real time, leak detection technologies with the potential to drive significant reductions in GHG emissions.

We will continue to participate and partner with research organizations like Pipeline Research Council International (PRCI) and industry groups like the U.S Environmental Protection Agency's (EPA) Natural Gas STAR program, the Interstate Natural Gas Association of America (INGAA) ONE Future Coalition and the American Petroleum Institutes (API) Environmental Partnership to advance environmental stewardship and GHG emissions reduction initiatives across the energy industry.

We were involved in 48 projects through the Pipeline Research Council International in 2020, collaboratively delivering innovative research that improves global energy pipeline systems.



Ana Villarreal Escudero:

Leading our energy future

As a recipient of this year's Young Women in Energy and Fluor Rising Star awards, and co-chair of Young Pipeliners Association of Canada (YPAC) Calgary Chapter, Ana Villarreal Escudero's hard work and bright ideas continue to inspire both inside the organization and out. Motivated by like-minded energy professionals committed to their field of work and eager to shape our energy future, Ana became the co-chair of the YPAC Calgary Chapter at the start of 2020 and helped YPAC create a digital adaptation of the Avatar program during COVID-19.



Commitment: Integration of sustainability

To further integrate sustainability into our strategy, management decision-making and performance tracking and assessment.

Metric

Review and integrate sustainability considerations into engineering requirements¹ and operating procedures to ensure formalized consideration of sustainability in our work and operations.

Target

In 2021, define how sustainability can be considered in engineering standards and procedures as a part of a longer-term roadmap.

Sustainability in our engineering standards and procedures

We have made important progress to further integrate sustainability into our business. As an example, we have conducted a comprehensive review of how TC Energy's sustainability commitments can be considered in our engineering requirements, which specify how we design, construct and commission new or modified assets and maintain our assets over their lifetime. Our extensive history of integrating safety and quality considerations into these standards serve as a solid foundation for incorporating our broader commitment to sustainability.

In 2020 and 2021, we engaged with employees from across the organization, leveraging their diverse ideas and perspectives, to identify and prioritize opportunities for strengthening and expanding sustainability within design requirements and decision-making tools. As a result of what we learned, the engineering standards for designing major equipment now include recommendations for evaluating the use of lower-GHG emitting power sources.

We also made changes to our document review process ensuring that sustainability will always be explicitly considered alongside other factors whenever any one of the hundreds of engineering standards are reviewed, now and in the future. Combined, these integration efforts are expected to result in design options to reduce energy consumption, GHG emissions, waste and overall environmental impact.

Sustainability in our Management System

Sustainability is also embedded in our overarching management system, enabling operational excellence through a structured set of requirements and processes. TC Energy's Operational Management System – [TOMS](#) – incorporates mandated

programs that cover a wide range of sustainability issues including safety, corporate security, emergency management, asset integrity and the environment. For example, our extensive environmental management program ensures ongoing, day-to-day protection of the environment as well as detailed operating procedures, employee training and routine inspections and audits that drive best practices within the organization.

In addition to our operations, our strategic planning considers our organizational sustainability. For multiple years, we have evaluated the resilience of our asset portfolio over a range of potential energy supply and demand outcomes, also known as scenario analysis. For more information on both TOMS and climate-related scenarios, please refer to the 2021 ESG Data Sheet, [page 13](#).

Measuring our sustainability performance in other important ways

Sustainability crosses more than just our engineering and operational programs. We remain focused on finding opportunities to embed sustainable ideas across all facets of our organization to support our people and programs. In 2021, we developed a mental health dashboard to monitor key metrics related to the psychological health and safety of our employees. We also surveyed pockets of our workforce to better understand the impact of our existing programs, tools and resources, and conducted interviews with our mental health champions to identify opportunities for improvement. The trends identified through our dashboard and through the direct feedback we receive from our workforce will guide our efforts in this area, helping to ensure we are providing the right support toward creating a psychologically safe workplace.

We will continue to search for opportunities—and challenge the status quo—on ways to embed sustainability initiatives in our daily work.

¹ Engineering requirements reflects TC Energy engineering standards collection.

Empowering People.

In this section

23 Commitment: Partnering with Indigenous groups

- [UN SDG 4](#) – Quality Education
- [UN SDG 10](#) – Reduced Inequalities
- [UN SDG 11](#) – Sustainable Cities and Communities
- [UN SDG 17](#) – Partnerships for the Goals

25 Commitment: Focus on landowner relationships

- [UN SDG 15](#) – Life on Land
- [UN SDG 17](#) – Partnerships for the Goals

26 Commitment: Supporting inclusion and diversity

- [UN SDG 4](#) – Quality Education
- [UN SDG 5](#) – Gender Equality
- [UN SDG 8](#) – Decent Work and Economic Growth
- [UN SDG 17](#) – Partnerships for the Goals

29 Commitment: Focus on mental health

- [UN SDG 3](#) – Good Health and Well-being
- [UN SDG 4](#) – Quality Education
- SASB EM-MD-540a.4

In 2020



\$300 MILLION+ spent with diverse businesses through our Supplier Diversity program.



Our Empower workforce giving program helped to contribute **OVER \$579,000** in funding to organizations that support mental health and crisis intervention.



\$8.8 MILLION invested to support over 600 Indigenous groups, organizations and students across North America through the TC Energy’s Scholarship, Community Legacy and Education and Training programs.



Commitment: Partnering with Indigenous groups

To become a partner of choice for Indigenous groups.

Metrics	Targets
Establish an Indigenous advisory council to provide advice to our executive leadership team and guide our reconciliation efforts.	Advisory council approach in place by Q4/2021
Implement a mandatory, corporate-wide cultural awareness training module focused on the history and cultures of Indigenous peoples of North America to all employees and internal contractors.	Developed by Q3/2021 and initiated in 2021
Deliver tailored cultural awareness training for our Board of Directors.	Developed by Q3/2021 and initiated in 2021
Set Indigenous contracting targets to enhance participation of Indigenous businesses in the execution of our projects and operational activities.	Targets set by Q3/2021
Develop a framework to identify project equity opportunities with Indigenous groups across our footprint.	Framework developed by Q4/2021
Identify and support community-led reconciliation initiatives through partnerships with Indigenous groups.	Ongoing

Engaging with Indigenous communities

Developing long-lasting, respectful relationships with Indigenous communities across North America has been a key focus of our company for the past 40 years. Respecting the spirit and intent of UNDRIP was a part of our [Indigenous Relations Policy](#) and proactive approach even before the UNDRIP Act became law in Canada in 2021. One example is how we're working with the Saugeen Ojibway Nation on the proposed [Ontario Pumped Storage Project](#).

All our employees are a part of ensuring our engagement with Indigenous communities and businesses reflects our values and commitments. As we share information about new projects and existing operations, we can gather feedback and input to incorporate traditional knowledge, minimize impacts and enhance economic opportunities.

Journey toward Reconciliation

In March 2021, TC Energy published our inaugural [Reconciliation Action Plan](#), including six tangible, measurable targets regarding what we can do to advance reconciliation between Indigenous and non-Indigenous peoples. We are progressing all six. The feedback we receive from Indigenous communities and partners will shape our future goals.

In 2020, total project activity with Indigenous and Native American businesses exceeded \$690 million through subcontracts, purchase of materials and services and Indigenous individuals through employment.

Meaningful partnerships

Business opportunities depend on quality relationships. We continue to collaborate with Indigenous entrepreneurs and businesses, especially local businesses in communities where we operate. After initially engaging with Steel River Group in 2018, TC Energy awarded Steel River SICIM Pipeline the prime contract on a portion of our 2021 NGTL System Expansion Project: the first Indigenous-owned prime contractor to manage a large-diameter pipeline project with TC Energy. Through a competitive sourcing process in 2020, our evaluation concluded that Steel River had the requisite experience, relationships, values and commercial competitiveness to execute this complex pipeline construction project.

We will continue to partner with Indigenous groups to identify and create opportunities to support community legacy, scholarships, and employment and business opportunities.

Employee cultural awareness training

Since 2001, we have offered Indigenous Awareness Training to all interested employees and contractors. In-house training covers TC Energy's Indigenous Relations policy, strategy and guiding principles to provide participants with foundational knowledge about Indigenous peoples. In addition to the in-class training, we also facilitate opportunities for employees to learn firsthand about history, protocols and culture through in-person experiences.

In 2020, we offered five cultural awareness seminars and in 2021 we will roll out mandatory online training on the history and cultures of Indigenous peoples in North America for all employees, as well as a session for members of TC Energy's Board of Directors – two of our Reconciliation Action Plan goals.



Tsuut'ina Nation partnership

In early 2021, Tracy Robinson, Executive Vice-President, President Canadian Natural Gas Pipelines and President Coastal GasLink joined Elders, community members, Council and Chief Roy Whitney-Onespot of the Tsuut'ina Nation to participate in the first-ever Relationship Agreement for TC Energy and the Tsuut'ina Nation. The Agreement was created to help further advance both parties' commitment to working together and supporting each other, including facilitating ongoing engagement and information sharing, and to provide the Tsuut'ina Nation with participation opportunities and support in its endeavour to uphold, preserve and grow the Tsuut'ina language. To acknowledge the special partnership, the Tsuut'ina Nation hosted a signing ceremony that included extending the highest honour of welcome for TC Energy into the Tsuut'ina community, presenting Tracy with the name honour of 'Sitting Buffalo Woman'. She is the first TC Energy leader to receive this honour.



Commitment: Focus on landowner relationships

To maintain mutually beneficial partnerships with our landowners.

Metric

Restore disturbances to private lands resulting from construction and operation of our North American assets.

Target

100% restoration¹

Building and maintaining relationships with landowners is critical to our success. Our assets on a landowners' property create an enduring relationship where landowners should expect to be treated in an honest, fair and respectful way that lives up to our [Guiding Principles](#) of landowner engagement.

These Principles guide the development, communication, implementation, management and assessment of our activities in all three countries in which we operate. Through these activities TC Energy engages with our landowner partners through a variety of channels, including email, phone calls, open houses and in-person meetings to provide consistent, two-way communication that abides by our [Stakeholder Engagement Commitment Statement](#) and our goal to be a good neighbour.

We will continue to progress our work with a focus on:

1. Establishing mutually beneficial agreements with landowners in the acquisition of land-rights,
2. Building and maintaining positive relationships with our landowners throughout the lifecycle of our assets,
3. Minimizing impacts and restoring disturbances to the land from the construction and operation of our assets, to ensure our landowners can continue to use and enjoy their property.

Public Awareness program

We have an extensive public awareness program for our landowners, neighbours and the digging community to support and inform them about the importance of [safe digging](#), the presence of pipelines and associated facilities in their communities and how to continue living and working safely around them.

We provide a standard for safety engagement and communication with the public, including information mailings and online content, and we educate the public on best practices regarding damage prevention measures to safeguard underground infrastructure assets. We contribute to local emergency response readiness, and we train our employees on how to deliver key information to emergency officials, share information about our pipelines and initiate safe and effective responses in the event of an emergency. In addition, our [Youth Energy Safe program](#) brings tools and teachings from the field into the classroom for instructors and youth to learn how to stay safe around utilities at home, school and in their communities.

¹ Restoration activities are multi-year efforts with end-of-activity targets rather than annual targets. Further information is provided in our 2021 ESG Data Sheet, [page 27](#).

First-ever virtual open house

In 2020, TC Energy developed and launched an interactive online platform resembling an 'in-person' open house during the COVID-19 pandemic. A first for us, the virtual program was created to support the expansion of TC Energy's NGTL system through continued engagement with stakeholders, allowing visitors to view project information, give feedback and learn more about the 2021 NGTL System Expansion Project and our operations. The virtual open house helped further

protect participants during COVID-19 and helped avoid an estimated 32,000 kilometres of driving for employees and community members. Just as important, the online platform increased engagement 10 times more than a typical open house while also providing added safety benefits and reducing costs. The NGTL project team have since shared their experience and approach internally and the program is now being used by other teams and projects across the company.



Commitment: Supporting inclusion and diversity

To embed a culture of inclusion across our organization and ensure the diversity of employees reflects the communities in which we live and work.

Metrics	Targets
Women in leadership positions in our corporate locations ¹	40% by 2025
Members of visible minorities in leadership positions across our Canadian and U.S. workforce.	17% by 2025
Leaders and employees to be trained on how to recognize and mitigate unconscious bias and how to create and sustain an inclusive workforce.	100% of our leaders and employees trained by 2022
Diversity of our Board of Directors	30% women on Board

We all have the responsibility to create a safer and more equitable future. We are elevating inclusion and diversity at TC Energy and know that diverse opinions and perspectives strengthen our culture, enhance performance and positively impact employee engagement and our reputation. We have taken steps to educate, inform and support an environment that is open and encourages everyone to call out their own biases and be accountable for their own behaviours in managing injustice in the workplace and our communities.

Our targets demonstrate our belief that our workforce should reflect the communities in which we live and work. We actively strive to promote a culture where everyone belongs, is respected and feels they can contribute to their full potential, within a safe space for asking questions and sharing perspectives. When we bring different people, ideas, backgrounds, opinions and skills to the table, and embrace our differences – we advance an innovative and high-performing culture. This commitment extends beyond our workplaces, too. We strive to support organizations that share our same inclusion and diversity values, focused on promoting equality within their own workspaces and contributing to a more inclusive future.

Our inclusion and diversity action plan guides our commitment and encourages continued progress and sustainment.



¹ Calgary, Houston, Charleston and Mexico City

Inclusion and Diversity Action Plan



1

Attract, hire and retain diverse talent

Our Talent Acquisition team is focused on recruiting strategies to attract a broad and diverse talent pool to our career opportunities, including actively seeking out a wide range of candidates for all positions and supporting organizations that promote equality and other forms of inclusion in the workplace and in our communities.

Since 2010, our Indigenous Relations and Talent Acquisition departments have teamed up to support Community Futures Treaty 7 on a variety of initiatives, including employment symposiums, a youth advisory committee and as a partner employer in its First Nations Summer Career Placement Program. Learn more about our program and students [here](#).



2

Educate, train and deepen understanding

Our employees are required to complete respectful workplace training annually, and inclusion and unconscious bias training every 24 months. Last year, we enhanced and refreshed our training to ensure we have a common understanding of expectations around what constitutes an inclusive, diverse, and psychologically safe workplace – and everyone understands their role.

We are on track to our target to train **100 per cent** of our leaders and employees on how to recognize and mitigate unconscious bias and how to create and sustain an inclusive workplace by 2022.



3

Establish accountability for inclusion

We have an ecosystem of inclusion at TC Energy where everyone is accountable for inclusion and diversity, from our most senior leaders through to our employees across the organization. In 2020, we brought together an inclusion community of practice, 25 diverse employees to act as Inclusion Champions – change-agents to help grow our culture of inclusion across our footprint.

Earlier this year, we announced Dawn De Lima, Executive Vice-President, Corporate Services, will serve in the expanded role of Chief Inclusion & Diversity Officer. Dawn is the executive sponsor of our Inclusion and Diversity Executive Council – a group of leaders focused on and accountable for progressing inclusion across the organization.



4

Foster and celebrate a culture of belonging

We want to foster an environment where we can come together, embrace our differences, and celebrate them! We are committed to representing and amplifying diverse voices with our teams and will continue to share more content that reflects our commitment to inclusion and diversity. When *everyone* feels represented, safe and empowered to bring their very best - that's when we spark innovation and reach our potential.

[Ashley's Journey: Coming out and the impact of inclusion](#)



5

Set enterprise-wide diversity goals

We know that goals and targets drive action. That's why we've established specific leadership representation and inclusion targets based on the diversity of our workforce.

[Communicating progress against our targets will demonstrate how we're following through on our commitment.](#)



6

Invest in inclusive communities

We form strategic partnerships with organizations to help build community capacity and promote equality, offering developmental opportunities through education and skill building, and other forms of inclusion in the communities where we work and live across North America.

[Our partnership with Prairie View A&M University](#)



7

Diversify our supply chain

We encourage economic inclusion in our supply chain through our Supplier Diversity & Local Participation Program.

[In 2020, we directly spent \\$300 million with diverse businesses \(Tier 1 suppliers\) and over \\$700 million indirectly \(Tier 2 suppliers\) through our Supplier Diversity Program.](#)



8

Reinforce a non-discriminatory, equitable, accessible and respectful work environment

Formal policies and practices support our commitment to provide a respectful workplace and ensure compliance with legal requirements. Our policies reinforce a non-discriminatory, fair, equitable, accessible, and respectful work environment.

[Equal employment opportunity and non-discrimination policy](#)

[Harassment-free Workplace in Canada policy](#)

[Harassment-free Workplace in the U.S. policy](#)

[Harassment-free Workplace in Mexico policy](#)



Commitment:

Focus on mental health

To demonstrate in words and actions the importance of mental health and psychological safety.

Metrics	Targets
Adopt voluntary psychological health and safety criteria and establish a 2021 target baseline for metrics in 2022 and beyond.	Establish baseline in 2021.
Increase mental health awareness by providing leader and employee training and other topical resources.	100% of leaders trained by end of 2022 and 100% of employees trained by end of 2023.
Commence implementation of a Psychological Health and Safety in the Workplace plan.	Implement a formal plan in 2021.

Supporting mental health and psychological safety

We are committed to helping our employees build a healthy and happy life – both in and out of the workplace. TC Energy offers access to mental health professionals through our Employee and Family Assistance Program (EFAP) and benefits program, both of which have been enhanced for 2021. We have also developed a Mental Health Champions network. This network of 45 employees extends to every country and every sector of our business. They provide peer-to-peer support for employees and contractors. Our Mental Health Champions undergo specific training, ongoing education and continuous support to ensure they are ready to guide our colleagues to the right resources.

To encourage regular check-ins, we partner with medical professionals and trained specialists who coach our people on proactive ways to manage their mental health – covering topics from resiliency to stress, time and fatigue management. Our unconscious bias training fosters the creation of a psychologically safe environment where employees can be their true selves, respectfully sharing their unique opinions without fear of retribution. Specific mental health training for leaders helps ensure they are prepared to support their teams and create psychological safety within their teams. We are building on our existing training to develop and pilot a refreshed mental health curriculum for both employees and leaders to be rolled out starting in 2022.

We passionately support mental health initiatives year-round within our organization and throughout the communities where we operate. Through our workforce giving and volunteering program, Empower, our workforce helped to contribute over \$579,000 in funding to organizations that support mental health and crisis intervention.

Removing the stigma- one conversation at a time

We know this has been a particularly challenging year. As a result of the COVID-19 pandemic, people are experiencing increased levels of stress, anxiety, loneliness and other mental health disorders. We also know that those struggling often do not reach out for help due to the social stigma that surrounds mental health.

That is why we are working to remove the stigma, one conversation at a time and at all levels of the organization. Our senior leaders have reinforced their support for mental health through various enterprise-wide addresses, including a podcast. We foster a culture that promotes positive mental health and psychological safety – where our workforce feels empowered to speak their minds, engage in open dialogue, and share their stories.

Building a culture of wellness

TC Energy believes an investment in wellness is essential in ensuring our employees’ best performance and their overall wellbeing. Wellness enhances the lives of our employees and creates a better environment for professional and personal success.

We take a holistic approach to wellness within four foundational pillars – physical, emotional, financial and social wellbeing. To help employees connect and energize, we offer tools and resources to improve mental and physical health, provide counselling services, lifestyle coaching and engage employees in training sessions ranging from physical fitness and financial literacy to resiliency and stress management workshops.

Our newly established wellness committee, representative of different business areas and geographies, work together to proactively identify opportunities to enhance employee health and drive our wellness culture forward. We believe that investing in the health of our people helps boost morale, increases employee engagement and allows our teams to reach their highest potential.



As a leader, I think we have a responsibility to develop strong, trusting relationships with our teams where that safe space exists. This will help people speak up and eliminate some of the fear associated with reaching out for help.”

- April Keatley



If you were an athlete, you would have a trainer to help you get stronger and become the best you can be. Similarly, we should access mental health resources such as our EFAP to proactively check in with and keep our minds healthy, instead of waiting until we are in crisis to seek help.”

- Rob Park



I have been an informal advocate for supporting mental health in the workplace for years, mostly because of my own challenges while also pursuing a challenging, fulfilling career and busy personal life. I was thrilled to see that TC is supplementing the programs they currently have to support their employees by establishing a network of leaders across the organization who will serve as a resource and conduit of information about mental health resources available for our employees.”

- Rebecca McElhoes



Mental Health Champions

To help raise awareness, challenge the stigma, and support those who might be struggling, we have a network of trained leaders – our Mental Health Champions – dedicated to creating a safe space to address mental health challenges. Several of them have bravely shared their own mental health experiences – shining a light on available support resources, normalizing conversations about mental health and showing struggling colleagues they are not alone.



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