

# CEO **Zero is real** Leadership Awards

2021



**Our annual Zero is real Leadership Awards recognize and reward those who embody leadership best practices and transformational styles that are driving TC Energy to zero harm, loss and incidents.**

## A message from the CEO

At TC Energy, we aim for zero harm, loss and incidents in everything we do. It's a bold vision, and that's why each year we recognize and honour individuals and teams who have demonstrated outstanding commitment to make that vision a reality.

The CEO Zero is real Leadership Awards represent our holistic approach to safe, reliable and sustainable business. No matter what your role in the company, and no matter what environment you go to work in every day, you can be a part of making zero real at TC Energy.

We have a great responsibility to the people of North America; we must deliver energy safely and reliably every single day. We must accomplish this task in a world filled with potential hazards both on and off the job. That's why we remain uncompromising in our dedication to care for people, communities and the environment.

We had many deserving nominations to evaluate this year, and in this booklet, you will find the ones we deemed especially noteworthy. I hope that you will find these stories as inspirational as I did. I also hope that they'll lead you to reflect on how you live our values every day and how you might strive to even greater heights in the future.

My thanks go to all of you who made this awards program possible: the nominators, the evaluators and the awards team who bring it all together.

To those of you who are recognized in the following pages, thank you for living our values, thank you for your tireless commitment, and thank you for leading the way on our journey to zero harm, loss and incidents.

Sincerely,



**François Poirier** | President and CEO, TC Energy







**Do it right**



**Take action**

These tenets guide the way we work at TC Energy and how we conduct ourselves at home and at play. Each award recipient will be recognized for exemplifying one of the tenets driving towards zero harm, loss and incidents.



**Learn from each other**



**Care and protect**





Do it right

We know that today's quality is tomorrow's safety. Nominees who demonstrate this value have shown an unswerving dedication to a job well done, displaying integrity and a commitment to excellence in every task they undertake.



## Eduardo Tapia | USNG

Throughout his career, Eduardo Tapia has consistently shown his commitment to do what's right when it comes to safety. In 2021, there were several occasions when Eduardo stepped up and made the right call.

At TC Energy, Stop Work Authority (SWA) is every worker's right and responsibility to stop and re-evaluate whenever a situation feels unsafe, and it is the cornerstone of our safety program. Stopping work can be the difference between a near hit and a tragedy on the jobsite. In his role as Project Manager on the Thief River Falls Compressor Station Automation Upgrade, Eduardo exercised his SWA on several occasions.

On one occasion, Eduardo learned that a worker entered a confined space before obtaining authorization. Not only is this a violation of a Life Saving Rule, but it is one of the most high-risk behaviours on any construction site. Through collaborating with several parties involved, Eduardo ensured that work did not continue until our regulations and procedures were followed on the site.

On another project, when it was brought to Eduardo's attention that a vendor had supplied materials that did not meet TC Energy quality standards, he immediately stopped shipments and sent the materials back. The project could not move forward until every product met TC Energy standards.

In both these instances, the right decision came at the cost of project delays. However, Eduardo lived our values by putting safety and integrity ahead of project timelines. That is how we operate at TC Energy; our people, the public and the environment come first. No exceptions. We applaud Eduardo's actions and hold them up as an example for all.



**"Eduardo has consistently shown the same level of excellent service for the Great Lakes Region projects. His continued efforts have made projects in our region consistently successful and safe."**

**Corey Delong** | Regional Manager – Great Lakes Region



## Hot Tap Alignment Bridge Testing Team | Canada Gas

This team's innovative solution to a problem has changed the way we work at TC Energy, and it's already having a positive impact in the industry. There are times when we need to connect a new pipe to an existing, pressurized pipeline. This process is called hot tapping, and as you can imagine, there are inherent risks at play. The piece of pipe that is cut from the existing pipe is referred to as a coupon. If the coupon falls into the pressurized pipe when it is cut free, it can be both costly and dangerous. Not only can it compromise the quality of our pipelines and cause flow restrictions, it can also require a stoppage of service when we need to retrieve it.

Because it is a common problem in the industry, this team set out to determine the root cause, partnering with C-FER Technologies to build an industry-first testing rig to simulate hot taps in a controlled environment.

Based on their observations, they then used the current hot tap procedure, with enhanced learnings, to prevent dropped coupons. This innovation is a win for quality and safety that has already paid great dividends. The NGTL group performed eight hot taps in 2021, two more in 2022 year-to-date, and they've had zero dropped coupons.

This team took an innovative approach to eliminating/mitigating hazards during the hot tap procedure; it has already benefited TC Energy, and it will be a game-changer in the industry. Excellent work!



**"This team exemplifies what our TC Energy safety, quality and innovation culture is about. I'm proud to say they have improved our ability to execute this work safely and efficiently."**

**Sonya L. Kirby** | Vice President, Canada Gas Projects

## Joni Lei Cardona | Canada Gas

Joni's work illustrates the alignment of safety and quality in our organization. She recognizes how doing work correctly and collaborating with our various teams influences not only personal safety, but the entire life cycle of our assets as well.

Joni is a leader in Canada Gas Capital Projects, driving excellence and delivering clear expectations on project goals and objectives. She's demonstrated her commitment to our values through collaboration with our Environmental Planning team to meet rigorous environmental compliance requirements on several projects.

This included minimizing the risk of performing a Horizontal Directional Drilling within a restricted activity period of a Key Wildlife Biodiversity Zone while delivering additional cost-savings to the project. In another instance, she rose to the challenge of a project that required the clearing of Whitebark Pine trees, which are listed on the Species At Risk Act, and supported efforts to build a strong, defensible permit application that avoided project delays while aligning with TC Energy's commitment to the environment.

In another example of Joni's commitment to doing it right, she initiated monthly compliance meetings where team members are responsible for reporting and resolving potential non-conformances. These meetings encourage communication, support, and collaborative resolution to foster a culture of accountability and not blame.

She also demonstrated fast thinking when a recent cyber intrusion incident was experienced by one of our contractors. When this was brought to Joni's attention, she engaged individuals from supply chain and quality to work with the privacy and cybersecurity office to address the issue immediately. As a result, action was taken to secure our systems and prevent future breaches.

At every turn, Joni has led with courage and integrity. She's opened the conversation by being curious, turning challenges into ideas and solutions.



**"We want to recognize Joni for embracing our values and reminding us that we all have a part to play in keeping ourselves, each other and our communities safe."**

**Leah Tanner** | Quality Assurance and Commitments & Compliance Lead, CGOEP

## Myshak Sales and Rentals Ltd. | Canada Gas

Myshak Sales and Rentals Ltd. is one of our trusted partners that we go to for specialized work. Throughout 2021, Myshak has been responsible for the handling, storage and delivery of our Coastal GasLink Facilities and pipeline assemblies.

In this role, Myshak was tasked with lifting and storing materials in excess of 100,000 lbs., and then transporting those pieces to remote areas. They proactively mitigated risk by implementing a professional driver training program and by equipping trucks with “sleeper cabins” to avoid having fatigued drivers in their fleet. They also employed electronic log devices in all their commercial transport vehicles, which monitor speed, location, hours of service and excessive braking.

Myshak’s commitment to safety extends beyond the work that they do for TC Energy. This family-owned and operated company puts care and protection of employees first, emphasizing that health and safety are core values. Their pristine safety record and high rate of employee retention are a testament to how they live these values every day.

The leadership at Myshak also understands that safety is born out of excellent training, mentoring and experience. They are proud supporters of the Northern Lakes College and Northern Alberta Institute of Technology, mentoring employees and students, and even donating cranes and equipment to support the programs.

TC Energy congratulates Myshak on being one of our trusted business partners, and we look forward to many more years of working together safely.



**"Myshak handled our Coastal GasLink materials as if it were their own. Their keen receiving and preservation program was paramount in avoiding costly field rework and installation delays."**

**Mike Yakowchuk** | Construction Manager, CGL Pipeline Assemblies



## Saddle Lake Lateral Abandonment Project Team | Canada Gas

This decommissioning project is a success story of collaboration and engagement that should serve as an example for all. From the early planning and engagement that began in 2018 for the Saddle Lake Abandonment Project, the team worked with Indigenous Relations to ensure clear and early communication with Saddle Lake Cree Nation.

In an engagement effort that began in 2018, the community was kept informed of every step of the regulatory process as the Indigenous Relations team met with Chief and Council leadership regularly, listening and developing mutual respect and trust. The message from the community was clear: environmental protection and meaningful opportunities for the community were of paramount importance. Saddle Lake Cree Nation wanted to partner with TC Energy and be part of the process from start to finish. They successfully collaborated to develop a participation plan to protect the environment and engage their band-owned business, Peyasew Oilfield Services, throughout the project.

In a gesture that speaks to the success of this partnership, the project team were gifted with a painting from Peyasew Oilfield Services – a band-owned business from Saddle Lake Cree Nation in recognition of the relationship with TC Energy. This gift acknowledges the support, growth and teamwork in completing the project, and it demonstrates that this team has created and fostered a relationship based on mutual respect and good will.

It is a great honour, and it's proudly displayed in the Integrity and Expansion Project Implementation department as reminder that our values of integrity and collaboration are not only the right thing to do; they are simply good business as well.



**"From the beginning the approach was to listen to the community to understand their wants and needs: environmental protection, safety, employment and community benefits."**



**Take action**

Every individual has the authority and responsibility to stop any unsafe activity they witness: no matter where, no matter when. This award is for those nominees who take ownership in protecting themselves, their co-workers, TC Energy and the environment.





## Dave Burden | Canada Gas

Dave Burden is a mechanical technician in Canada Gas who looks after the preventative maintenance of our fleet, including one of the key compressor stations on the Mainline.

Dave has led multiple major mechanical overhauls within the region and ensures previous lessons learned are always incorporated into his tailgate meetings for a safe execution of the work and continuous improvement. Dave also finds ways to promote great safety behaviors through the Central Region JHSEC. For example, he has recently incorporated a review and recognition program for the safety observations entered into our system. He then ensures this recognition has a place on the meeting agenda so that the observations are cascaded to his colleagues as an example of what good SHARES look like.

However, despite his integral position in our operations, Dave is even more renowned as a champion of mental health. Not only does Dave promote mental health discussions, but he also shows vulnerability by sharing his own struggles and successes. One of his Zeroweeek commitments in 2021 was the implementation of a Thursday mental health moment at the Heartland team meeting. This has allowed many members of the team to feel safe to speak up about mental health. He has also had a key role in the promotion of LifeWorks (an application designed to enhance mental health well-being) and the overall program for mental health strategy acceptance.

Promoting personal safety and mental health, Dave is a model of what it means to live our values and foster safe and healthy work environments. Well done, Dave.



**"Dave's vision, collaboration, credibility and accountability allows him to have a sphere of influence in continuously engaging, inspiring, and challenging others to eliminate the stigma around mental health."**



## Emergency Diversion Order Preparedness Plan (EDOPP) Team | Canada Gas

The power crisis that struck Texas in the winter of 2021 was an illustration of how critical reliable energy is to our daily lives. The consequences of a widespread power failure are nothing short of catastrophic in both economic loss and the tragic loss of life.

It was with this scale of calamity in mind that the EDOPP team sought to create a plan to avert or mitigate the dangers of a similar power crisis in Alberta. With multiple agencies and stakeholders involved, this was to be a joint emergency response between TC Energy and the Alberta Electric System Operator (AESO) that ensures enhanced protocols are in place during an electricity generation shortfall.

The team's ability to inspire each other and the many stakeholders was critical to creating and completing such a complex plan. Not only did they start meetings with a relevant safety moment, they also began each discussion with a question: Why is this important? The answer was always the same: Public safety.

By keeping their vision and purpose clear, the team was able to deliver this complex and comprehensive plan in just 10 weeks, and its importance became abundantly clear almost immediately. The plan was activated during unplanned outages over the December holidays and was managed effectively while maintaining safe operations.

While the EDOPP is a plan that no one wants to see implemented, emergency preparedness is a very important effort. It is good to know there's a joint team that is focused on mitigations and has prepared to manage this event while protecting the public's safety.



**"While addressing a complex situation, we successfully partnered with the AESO to action a plan. We all rowed in the same direction and delivered a product that improved safety and dependability for all stakeholders."**



## HSSEM Team | Mexico Gas

Both on and off the job, driving is one of the riskiest tasks that we perform. Because of the high potential for injury in driving incidents, even a nominal increase is a matter for concern.

At the beginning of 2021, GPS reports indicated an increase in high-risk driving behaviours / habits in Mexico's business unit, and there was a corresponding increase in the vehicle incidents and infractions. In 2021, the HSSEM team took action to curb increases in high-risk driving behaviours, vehicle incidents and infractions in Mexico. They addressed this trend by developing an initiative called "Strengthening our Driving Culture." This program leveraged the influence of leaders to improve driving behaviors through feedback and recognition to reinforce safe habits.

By recognizing the best performance and creating tools to enable effective feedback, leaders were able to influence certain habits and behaviours. The HSSEM team collaborated with personnel from Projects, Operations, Human Resources and Legal areas of the company, as well as a new senior leadership team.

The results from the "Strengthening our Driving Culture" were immediate and significant; there was an 88 per cent reduction of the infractions that reflected risky driving habits in drivers.

Through deftly applying one of our best practices of safety culture—feedback and recognition—this team has successfully curbed habits that would otherwise surely result in incident and injury.

That's taking action for safety!



**"The results of the program were overwhelming, and I believe this team will continue to be oriented towards action and cast a vision of continuous improvement."**

**Terri Steeves** | Vice President, Operations, Integrity and Projects, Mexico

## Tracy Barnhart | USNG

Tracy is a role model employee for what it means to live safety as a value. Throughout her 11-year career at TC Energy, Tracy has demonstrated leadership and has taken action to ensure our pipelines are maintained and operated safely.

One of the most important ways that we can take action for safety is through exercising Stop Work Authority: the action of stopping work when something unexpected happens. It takes confidence and courage to tell everyone it's time to put down the tools and step back to reevaluate, and Tracy demonstrated both on several occasions.

On one occasion, Tracy took action to stop work twice on a single job when unexpected outcomes were a cause for concern. As a contractor was boring a line with a target of an eight-foot depth, she observed that it was actually at four feet, indicating that the machine was incorrectly calibrated. Tracy stopped the job and required the contractor to recalibrate their bore machine and start over. However, on a second attempt, the bore head was out of position laterally, and Tracy again stopped the job and required the contractor to return at another time with new equipment. Had Tracy not followed all safety guidelines, this project could have turned out very differently.

On another occasion, Tracy reported an unauthorized activity where she found a new trench crossing one of our pipelines without a one-call ticket. She informed the contractor who laid the cable that it would have to be dug up to verify our pipeline's integrity. She collaborated with all parties involved to discuss how to proceed, and she communicated the potential consequences of unsafe digging with the contractor.

Tracy takes pipeline integrity very seriously, and she's willing to exercise stop work authority whenever someone's actions or behaviours could compromise it.



**"Tracy takes great pride in her focus on safety, this is shown through her actions throughout the year with the courage and use of stop work authority and leading the North Region JHSEC team."**

**Lorin Smith** | USGO, North Region Operations Manager



## Winter Storm Coverage Team | Liquids

In February of 2021, the southern United States experienced severe winter weather conditions very uncommon for that region. In Oklahoma specifically, local and state departments are not set up for these extreme conditions: there are very few snow-plows available, and utilities are not ready for the increased demand.

Three days leading up to the inclement weather, this team of field technicians took additional steps in prepping the area's operational, maintenance and emergency response equipment. Some proactive measures included, purchasing and installing heated blankets on swing valves, collaborating with the Keystone XL group to obtain mobile heated trailers and associated ducting to mobilize around the site and topping off all emergency generators across the region.

Once these preparations were made, they equipped their site as a temporary dwelling, setting up cots, bringing in additional clothes and stocking it with groceries. The team then shifted into a 24/7 response mode the day before the storm. Staffing this facility throughout the storm meant that TC Energy could maintain the ability to respond to any emergencies while eliminating the need for technicians to drive out to the area in unsafe conditions.

Proactive measures such as this are exactly how hazards can be eliminated from the work we do at TC Energy, and we hold this team up an example of how to not just mitigate but remove risk wherever possible.



**"This team demonstrated TC's core values, sacrificing their personal time to ensure the safety of their co-workers, by keeping people off the roads in dangerous conditions and ensuring process safety was held paramount on our sites."**

**Brandon Bollich** | Manager, Cimarron Area



**Learn from each other**

**We believe that we are better together. Innovation and learning take place when we share and evaluate both successes and failures. This award is for nominees who've shown uncommon dedication to learning through collaboration with others.**





## Burton Cole | Office of the CFO

Burton Cole has been a champion of equity, diversity, and inclusion at TC Energy. In addition to his work on the Inclusion and Diversity (I&D) Executive Council, Burton believes in strengthening the I&D at TC through sharing his experiences and learning from others' stories. This dialogue with people of diverse backgrounds develops and guides his thoughts and actions.

Burton is also committed to paying it forward and championing I&D both at work and in his community. He volunteers as the President of the Board of Directors for The Women's Resource of Greater Houston, a non-profit that focuses on helping women and girls make choices toward becoming independent and financially stable. Burton teaches classes for women in need about personal finance and how to access resources—like managing credit reports, reducing debt and establishing a savings account.

Through advocating for the de-stigmatization of mental health, Burton has also played an active role in spreading awareness about the need for prioritizing people and their wellbeing. Also, as a launch sponsor of TC Energy's Employee Ambassador Program, he is creating a platform for employees to network and collaborate across the organization. Initiatives such as these are platforms for employees to hone their skills and provide a space for personal development and an increase business acumen.

Burton is a person committed to sharing his learnings and growing from listening to the experience of others. His work has a profound impact on communities, both within and beyond TC Energy. His positive, solution-driven approach to the team have made him an inspirational leader.



**"Burton volunteers his personal time to a range of activities advocating for inclusion and diversity, and he exemplifies how we can lead with excellence and heart."**

**Nathan Brown** | Vice President, USNG Financial Services

## David Jonasson | Canada Gas

David is a passionate quality leader on the Coastal GasLink team. He embodies the value of collaboration, and he focuses solutions to correct deficiencies not just at the field level, but company-wide, allowing TC Energy to manage investigations and outcomes in a proactive manner.

David is known as someone who is not afraid to make the tough call. Identifying a quality concern can sometimes affect cost and schedule on a project, but today's quality is tomorrow's safety, and David is always looking beyond the short term and thinking about the organizational impacts.

When David discovered installed material that did not conform to TC Energy specification and procedures, he collaborated with Supply Chain to address these non-conformities with the contractor. Additionally, he assumed the responsibility to correct the issue in the field through extensive collaboration with multiple stakeholders, spearheading the research to support integrity investigations and coordination with the field teams to ensure the preventative actions were shared across the entire project.

Whether he is helping to draft quality alerts or communicate changes to inspection practices, David's passion for quality is evident in everything he does. Leveraging his ability to collaborate with various stakeholders, David is an ambassador for the do it right philosophy, and his influence is felt throughout Coastal GasLink and beyond.



**"In my career, I have not witnessed such dedication and passion, especially from the project implementation teams to ensure quality and safety are balanced with the competing priorities of schedule and budget."**

**Raul Rodriguez Ramirez** | Coastal GasLink Quality Manager



## Michael Edwards | Power, Storage & Commercial Marketing

Michael views every challenge as an opportunity for growth and innovation. He has garnered appreciation for his strategic ability for accessing funding and support from third parties while reducing overall greenhouse gas emissions (GHG). This has changed how other project managers assess potential gains.

Michael's action orientation is an inspiration to others. His innovative and responsive way of thinking has led to the funding from Emissions Reduction Alberta and Lockheed Martin on two projects: Saddlebrook Solar + Storage and Canyon Creek Pumped Hydro. Michael took the initiative to learn about government funding opportunities that were recently put into place for upcoming projects in Alberta. By researching and completing all necessary activities, he secured more than \$37 MM of funding to de-risk the development of these projects.

However, Michael's innovative approach is much more than a financial win; both projects will support our GHG emissions reduction strategy. Using flow battery energy storage technology will provide direct GHG benefits by the generation of emissions-free renewable power. Increasing storage time will also help balance the intermittent supply of renewable energy and help efficiently manage the grid.

Michael has shared his learnings with his team and has shaped the way project managers at TC Energy are now looking at projects for potential financial gains while advancing our environmental goals. That's the kind of innovation that benefits us all.

Well done, Michael!



**"Michael's success has inspired both his team members and other project managers in Power & Storage to think differently, showing us that we can make significant financial gains while protecting the environment."**

Angela Kimball | Power & Storage Operations

## Mona Salas | Liquids

Mona's passion to help others is shown through her collaboration, communication and engagements. She marks her interactions with teams and individuals with a distinct sense of technical soundness and credibility, and with her strong, positive impact on the Liquids business unit, she is using her technical expertise to coach and inspire the team.

Mona has truly demonstrated her dedication to our safety tenet: Learn from each other. In a far-reaching initiative to increase collaboration, she has led the launch of Liquids University. This is a platform used across the Liquids business and aids the team in sharing knowledge. This has been particularly useful for aligning and strengthening the team in the work-from-home environment.

Mona was also an integral supporter and contributor of Liquids' activities through Zeroweeek and Wellness Week, where she planned and delivered events such as sessions on mindfulness and yoga. These sessions were well-attended with over 1400 participants, many of whom said that the classes had positive benefits for their mental health in the midst of COVID isolation.

Because Mona leads by example, her actions and behaviors form the foundation of her credibility, and she has earned the trust and admiration of her peers. She is living our TC values by helping to teach skills for mental wellness in these challenging times, and this is a skillset she continues to share as opportunities develop.



**"Every day we witness Mona's relentless pursuit to help create a culture where we all are continuously learning from each other in an effort to help make ourselves and our workplace better."**

**Roderic Egert** | Manager, Liquids Projects



## Randy Dandeneau | Canada Gas

Randy is one of our frontline workers, and we're glad he's there. His inspirational and positive attitude lifts those around him, and he takes time to check in with the technicians about their mental health before work gets underway. As an engaging leader, he asks technicians questions that help them find better ways to work, setting them up for long-term success when troubleshooting.

Randy's colleagues and fellow technicians describe him as someone who has his finger on the pulse. He is keenly aware of his colleagues' well-being, and he's instrumental in developing an atmosphere of care and compassion for them. This is evident in his frequent conversations about their personal and familial well-being.

Randy also goes above and beyond in his role at TC and delves into the intricacies of operating equipment and procedures, keeping the safety of his team as his foremost concern. This strengthens the teams' sense of personal and group accountability towards safe working practices.

His focus on consistency of safe operations is reinforced by his ability to ask the right questions. For example, Randy recognized an arc-flash hazard when flipping breakers at Station 41. To create a safer work environment, Randy included a mimic panel on an electrical upgrade project, where technicians operate equipment from a safe distance away from the arc-flash hazard zone. This eliminated any direct risk and harm posed to the workers.

Randy's dedication to his team's safety and health both on and off the job set him apart as a safety leader, and we're proud to recognize him with the highest honour we can bestow: The CEO Zero is real Leadership Award.



**"Randy's value creation within the company has led to not only safer processes but also more efficient unit operation over the years with less downtime."**

**Shaun Macsymic** | EIC Technician, Station 41

## Reed City Area Operations Team | USNG

When it comes to creating a healthy learning environment, you'd be hard pressed to find a better example than the Reed City Area technicians. This group has not had a recordable incident since 2014, and it's because they focus on psychological safety as well as personal safety.

At Reed City, the technicians have created a mentorship program that is second to none. This is critical because of the inherently high-risk projects they must complete regularly. For example, one of this year's projects was a pipe replacement that had 225 lock out points. To ensure the safety of everyone on site, the senior technicians mentored less experienced technicians in how to approach this intricate and complex procedure, clearly explaining the necessity of each lock out point and increasing their operational knowledge.

The senior technicians used the same strategy as they worked on storage well abandonments, communicating frequently to ensure less experienced technicians knew not only how to perform the work, but why the procedures were in place. Equipped with a full understanding of the hazards, less experienced technicians felt empowered to approach the work with a critical eye, sometimes finding items of concern and pointing them out to the isolation coordinator. Because of the strong culture of trust and accountability, indicating potential hazards was never considered a criticism, but rather an opportunity to create a safer work environment.

The Reed City culture of collaboration ensures everyone has the knowledge and skill to be successful and perform work safely every day.



**"The Reed City team lives our values daily, doing what's right and coming together to innovate ways of doing work more safely, efficiently and with our in-house resources, never leaving safety to chance."**

**Dennis Beehler** | Operations Manager, Reed City Area



## Selene Irais Cazares Rodriguez | Mexico Gas

While many of us take for granted the energy that comes into our homes every day, there are still many communities in North America without natural gas. When one of these communities has its first pipeline built, TC Energy must equip the community with the training they need. For example, local authorities and first responders need training in emergency awareness and preparedness. In 2021, Selene developed and delivered a comprehensive training program in four states in Mexico, and her work was recognized for its excellence in the highest levels of state government.

Selene focused on engaging local communities to understand their level of pipeline safety emergency awareness. Using questionnaires to determine what training would be necessary, Selene then customized her sessions to meet those specific needs. In partnership with our regional operations teams, community investment, government affairs and the International Association of Fire Chiefs, her sessions improved the readiness of 325 individual emergency responders.

Selene's engaging sessions fostered our reputation as a good corporate citizen with community investment partners and government officials in the states where we operate. Furthermore, the proactive nature of the training program served to differentiate TC Energy from other industrial and infrastructure companies in Mexico.

Through this program, Selene has laid a solid foundation for strong relationships with key stakeholders and for safe, reliable operations for generations to come.



**"I attended two of Selene's sessions. The auditoriums were packed with first responders who were fully engaged, and I received personal thanks from the state of Hidalgo and Guanajuato's highest-ranking public safety officers."**

**Jennifer Pierce** | SVP and President, TC Energía



## USGP Value Engineering Team | USNG

At TC Energy, we believe that a strong commitment to safety and quality is not only the right thing to do, it's also good for business. When we see a team that's using innovative thinking to create value without compromising our promise to deliver safe, reliable energy, we recognize that team's achievement.

In 2021, the Value Engineering team from US Gas Projects embarked on the Strategic Imperatives initiative. They challenged the status quo regarding the requirements in our specifications and standards. The objective was to outline fit-for-purpose engineering requirements to reduce cost per unit in our routine work, create predictable project outcomes and enhance our competitiveness as a business.

It turns out that small changes in the way we work can lead to significant value. The team estimates approximately \$20 million in savings over 2021 and 2022, and the Value Engineering team has taken what was meant to be a short-term project and started applying the principle in what they do every day.

This initiative strengthened the partnership between US Gas and the Technical Centre. Together, they established fit-for-purpose requirements while ensuring projects have the right risk mitigations in place. This meets the needs of TC Energy, the business and our customers.

This team has proven that collaboration and innovation can give us a competitive edge while maintaining our rigorous standards of safety and quality. That's an achievement worth celebrating.



Daniel Wallien  
Adam Douglas  
Andy Stewart  
Li Danican  
Richard Christy  
Ajit Kulkarni

Andrew Sheldon  
Allen Goe  
Scott Johns  
Taylor Heeg  
Rebecca Pitt  
Koushik Sen

**"The professional relationships forged through this initiative will continue to produce benefits far beyond this project."**

**Jon Draeger** | Vice President, US Natural Gas Projects





Care and protect

There is nothing more important than the well-being of our people, the communities we live and operate in and the environment. This award recognizes those who live and work with a contagious passion for zero harm, loss or incidents.

## Brian Young | Technical Centre

Brian's passion to care for and protect those around him is evident in the way he engages with others. Brian is vigilant assessing situations for risks before they become hazards. He exercises stop work authority where appropriate and uses this opportunity to learn how and why a task is being performed and partner with the group to discover if there is a better, safer way.

He also has a proactive approach to safety, which he demonstrated this year by initiating an audit after identifying inconsistencies in the inspection of fall protection equipment. While Brian is uncompromising when it comes to worker health and safety and ready to provide constructive feedback for work needing improvement, he is quick to provide praise for a job well done, and his colleagues are inspired and encouraged by his presence on site.

Brian consistently fosters an environment of psychological safety among his team by being an engaged communicator and an inspirational, enthusiastic leader. His behavior encourages the team to take on challenges and improve their performance while acting responsibly to promote safety.



**"Brian is an incredible employee who lives and breathes our values, cares for every individual he comes in contact with and always endeavors to find the win-win outcome."**

**Terri Steeves** | Vice President, Mexico Operations & Projects



## BXP & KXL Snake Management Team | USNG & Liquids

Timber and Prairie Rattlesnakes may not sit atop the list of most people's favourite creature list, but they nonetheless play a critical role in our ecosystem. The Buckeye Xpress and Keystone XL Snake Management teams went above and beyond in their care and protection of these often-misunderstood species.

The snake research and habitat projects undertaken by these teams showcased our dedication to environmental stewardship. The BXP Project re-routed the pipeline right-of-way away from Timber Rattlesnake habitats. With known habitats in the path of our pipelines, this team collaborated with the United States Department of Agriculture Forest Service to ensure the snakes received new homes. These rock and log structures were so ideally situated and well-constructed that one third-party herpetologist contracted to assist with this project took copious notes and pictures to use in future seminars about snake management.

The KXL Project Team also went beyond by implementing a monitoring program for snakes. In this multiyear program, they collaborated with the Alberta Government Department of Fish and Wildlife, collecting valuable data on more than 1,400 Prairie Rattlesnakes, helping researchers better understand snake movement, migration patterns, behaviour and health.

These projects, separated by many miles (or kilometres), illustrate TC Energy's exemplary, proactive approach to environmental management and our commitment to care and protect across our entire footprint.



**"I'm sure many people have mixed feelings about snakes, including myself, but these teams clearly prioritized the importance of a healthy environment and protection of the wildlife that call the land its home."**



## Coastal GasLink Stakeholder Relations Team | Stakeholder Relations

The COVID-19 pandemic necessitated restrictions and mandates that are unprecedented in living memory. Throughout this time period, TC Energy has provided one of the essential services that must continue to operate through the midst of it. This team is being awarded for their inspiring work in maintaining healthy relationships with our local and Indigenous communities in a time of stress and uncertainty.

This team demonstrated how we care and protect people and communities by organizing over 20 virtual information sessions for Indigenous groups and local community leaders with an in-house medical expert, Dr. Allan Holmes, to provide them with accurate and timely information about the project's COVID-19 management plans.

By opening a dialogue with the community to ensure the collective health and safety of everyone affected by the project, the team earned the trust of Indigenous and local community leaders as construction advanced during the pandemic. The team's efforts made a particularly strong impression on the Kitselas First Nation's community health and safety advisor, Dr. Janis Shandro: "CGL's continued commitment to the health, safety and well-being of communities associated with their project should be celebrated. The website updates with case counts, emails shared with Nations, along with the COVID-19 technical debriefs with Dr. Holmes have been of great value."

The stakeholder relations team took this time of uncertainty and turned it into an engagement opportunity to provide information and access to the expert support available to the project that in many instances may not have been available to individual communities.



**"Their approach to engagement with the communities we are working in is authentic and transparent which has helped to create a level of trust where community members feel comfortable enough to share concerns and know that someone will work to address them."**

**Michael Gibb** | Director of Health, Safety, Security and Quality, Coastal GasLink



## Dan Maguire | Technical Centre

In his 14 years of service with TC Energy and decades of community service, Dan has proven how one individual can have a marked impact on the communities and people he works with. An innate passion for the environment, coupled with decisive and deliberate action, has made Dan's work impactful and relevant.

His commitment to the cause of protecting habitats and communities is defined by his work in the Spokane River Forum. While serving on the Board of Directors of the Spokane River Forum and simultaneously working with TC Energy's Community Action Team, Dan has facilitated grants to construct boat launching facilities and educate users of the Spokane River on protecting, restoring, and maintaining suitable habitat for trout.

His active involvement and engagement in community development work have led to TC Energy being recognized as a sustaining sponsor of the Spokane River Forum and supporter of the Spokane River Water Trail. We can attribute our grant goals being reached to the 23 non-profit organizations Dan reached out to and garnered support from.

Dan is a strong voice of TC Energy in the broader community and has articulated how TC Energy responsibly operates the GTN pipeline. He has also been recognized by The Southern Gas Association for his involvement with the Spokane River Forum by receiving the Environmental Excellence Award.



**"Dan Maguire is an excellent ambassador for the environment and is guided by our corporate values. He follows through on his commitments and proactively addresses environmental issues both at work and at home."**

**Troy B. Aud** | USNG Environment Administration

## Dennis Sapp | USNG

Over the last 30 years, Dennis has been building an exemplary safety culture that is anchored by a spirit of care for the community.

Since becoming Area Manager in Cleveland, his operations have achieved exceptional safety and performance, and this is no coincidence. In field operations, it's important for leaders to be present, demonstrating their commitment to the safety of our workers. Despite the countless number of meetings that pull on Area Managers for their time and attention, Dennis knows no other way than to do his job shoulder-to-shoulder with our essential front-line staff.

He has also demonstrated a proactive approach to safety when he led the creation of excavation training center. To comply with the TC Energy excavation process, he coordinated his team to create a training facility that will allow TC to train workers in excavation. Collaborating with Construction Services for the excavation expertise he required, Dennis had several of our employees certified as Mastery Level Excavation Coordinators, which will subsequently allow them to begin training other employees in the Central Region, making this an initiative that will ensure safe digging for years to come.

As a leader who is always present, Dennis has fostered a psychologically safe environment where team members could openly ask questions regarding their safety and risk mitigations. He has created an exceptional safety culture in Cleveland Area and is most deserving of this award.



**"Dennis is always eager to learn more about the environmental aspects of our operations. He leads by example for his employees which reflects the buy-in and culture at his facilities."**

**Nicholas Williams** | Environmental Analyst – US Environmental Services East



## Iridia Medical | Canada Gas

Iridia Medical is one of our trusted partners on the Coastal GasLink (CGL) project. With the onset of the global pandemic, CGL needed to develop a COVID-19 management plan to keep workers and communities safe from transmission and allow us to continue construction.

While many industrial sites in Northern British Columbia were shut down by a provincial health order in late 2020, Iridia Medical and its founder, Dr. Allan Holmes, worked with CGL to develop an industry leading COVID-19 Management Plan based on Iridia's 5-Pillar Approach to Covid-19 Mitigation. The goal of the plan was singular: look out for one another by keeping our workers and the communities where we work safe from COVID-19.

Dr. Holmes participated in weekly COVID management meetings with our CGL team, prime contractors and COVID coordinators with honest, open communication, ensuring proper case management and the safest practices were adopted across the project. He also built and maintained credibility with our Indigenous partners by sharing critical COVID-19 information through community information sessions CGL held twice a month. In addition, Dr. Holmes developed and maintained a close partnership with the Northern Health Medical Officers of Health and the Office of Resource Development to collaboratively build an industry leading approach to the management of cases and clusters.

To ensure early detection of COVID-19 and minimize the risk of transmission, CGL was the first industrial project to implement Rapid Antigen Diagnostic (RAD) testing to workers arriving on site. The implementation was a direct result of our collaboration with Dr. Holmes. He demonstrated his awareness of and willingness to embrace emerging technology and research in the battle against the pandemic.

His actions helped not only mitigate the risk of transmission on site but bolstered the mental health and psychological safety of our workers and the people of the community.



**"Dr. Holmes' personal sense of urgency and ability to focus on the most important priorities allowed us to develop a plan that ensured CGL could move forward while maintaining focus on the well-being of our people and the communities where we live and operate."**

**Mel Johnson** | Vice President, Engineering and Construction Coastal GasLink

## Jared Etcheverry | Canada Gas

Throughout his career, Jared has always been committed to quality and safety. He's known as a collaborative leader, he's not afraid to escalate safety issues to ensure hazards are addressed, and as the CGO representative for Zeroweb he tailored the engagements and events to fit his team. He was also an integral part of a team that received this award last year for eliminating an over-pressure hazard, saving emissions and preventing possible incidents. However, in 2021, it's Jared's advocacy for and support of mental health that truly set him apart.

Jared is one of CGO's mental health advocates, and he is always working to reduce the stigma through open conversation and sharing personal stories of his connection with mental health. His skill in navigating this delicate topic helped his team on two occasions this year. When one of his team members experienced a tragic loss of life in the family, Jared was right there to offer the support and empathy that his colleague needed. He also made sure they were able access the help that TC Energy provides.

On a second occasion, Jared provided strength and leadership to his team when extreme weather conditions claimed the lives of a family of four along a right-of-way in their area. The family was seeking to cross the Canada / U.S. border when they were overcome by the frigid temperature and high winds. It was a member of Jared's team who reported finding tracks in the snow. It fell to Jared to inform the team what had occurred on their site and lead the team as they worked through the mental stress associated with this trauma.

Jared is a leader not only in safety, but in character and values as well, and it's with great pleasure that TC Energy honours him with this award.



**"When I think of safety leadership in the field, Jared Etcheverry stands out as leader who not only has a passion for safety and mental health advocacy, but more importantly, is someone who consistently demonstrates what good safety leadership looks like by putting his words into action."**

**Nick Cotter** | Director, CGO Central Region





## Star Park | Stakeholder Relations

Star is a trusted advisor and partner in the communities where we operate, and her work with Indigenous groups has supported a culture of inclusivity and diversity at TC Energy.

By striving to understand Indigenous communities and cultural landscapes, Star has helped TC Energy make a positive impact on the lives of workers who stay at workforce lodges while working on projects away from home. Star has a natural enthusiasm for building Indigenous Relations programs that foster a positive, safe and inclusive environment for our workforce.

Star's initial step in developing this program for the NGTL 2021 project was to spend time at the Karr workforce lodge. The result was the tailored approach of the Cultural Workforce Accommodation Coordinator Program (CWAC), which provides opportunities for residents to gain a valuable understanding and knowledge of Indigenous Peoples, their culture and participate in practices that promote wellness and mental health.

She led a working group which delivered the CWAC Program in just six weeks after returning from the workforce lodges. This program supports the holistic needs of the workforce lodges and creates an atmosphere of positive and meaningful engagement. This has garnered overwhelmingly positive feedback and has been responsive to the current and developing needs of each of the residents of the workforce lodges.

As a leader in the Indigenous Education and Training program, Star is creating a platform for investments and developments that support the priorities of the Indigenous groups we work with. Additionally, Star has also been a leader of the Indigenous Legacy Scholarship program which supports Indigenous students pursuing post-secondary education.



**"Star's steadfast execution has brought to the forefront the values of safety and innovation for thousands of TC personnel and contractors and a culture of Indigenous awareness, inclusion, and diversity."**

**Mel Garner** | Sr. Manager, Indigenous Relations, Canada

## US Gas Emissions Dashboard Team | USNG

The work this team has undertaken is a fantastic demonstration of an innovative way to care for and protect the environment. This team embarked on a multi-year journey to develop an emissions dashboard that provides a deeper understanding of our emissions footprint from our US Natural Gas operations.

Having this data at our fingertips is critical as we consider how to reduce the emissions intensity of our operations. Prior to this work, it took several months to provide this information to the business. The team needed to aggregate and automate thousands of emissions data points from several systems to accelerate its availability. They also needed to ensure that the information aligned with regulatory standards and that it was at the right level to enable decision-making.

Through collaboration with IS, Corporate Sustainability & Policy, project leadership from within TC, as well as external consultants, this dashboard is now live. It provides monthly emissions visibility and is a key element in tracking our progress in reducing emissions.

The team's passion for data helped advance the business unit from emissions reporting to a vision of emissions management. The team showed heartfelt dedication and a strong work ethic as they worked extra hours to get the project across the finish line.

### US Environment

Kathy Barger (Retired)  
Mike Roush  
Sue Flaman  
Tom Lumadue  
Trevor Galley

### ELIR Business Office

Kassia Nielsen  
Nicolas Anitsakis

### AECOM (external partner)

Pat Hecht

### US Gas Innovation

Andrew Isherwood  
Roinda Lisenbe  
Stephanie Bialowas

### US IS

Brian Reynolds  
CJ Brown  
Gabbi Kelley  
Joey Keathley  
Joshua Keiffer  
Randy Shamblin (Retired)  
Tushar Patil

### Corporate Sustainability & Reporting

Danielle Stuart-Robson

**"This team's approach was collaborative and fostered a psychologically safe environment for the team and for the stakeholders who worked with them."**

**Andrew Isherwood** | Energy Origination & Development



# Award Nominees

Award nominees are acknowledged for their outstanding contribution in safety leadership and demonstration of safety as a value.



# Award Nominees

- 2021 NGTL System Expansion
- A&B Projects and Engineering Services Team and Construction Services Team
- Aaron Hunt
- Access to Tenjay TVDR
- Adam Pullen
- Alan Armstrong
- Allan Van Bavel
- Anything is Possible
- April Keatley
- Bob Hovanek
- Bonatti
- Brian Hutchinson
- Brian Young
- Brien Mullin
- Burton Cole
- BXP and KXL Snake Management Team
- Calgary JHSEC
- Canada Gas Operations Engineering & Project Execution
- Chris Dingess
- CN – Pipeline Team (Central Region Pipeline Team)
- Coastal GasLink Stakeholder Relations Team
- Construction Services - Sugar Grove
- Corrosion Prevention Team
- Cutbank Lateral Repair
- Dan Jones
- Dan Maguire
- Dave Burden
- David Cutten
- David Jonasson
- Deep Valley North Pipeline Project
- Dennis Sapp
- Eduardo Tapia
- Elk River Construction Team
- Emergency Diversion Order Preparedness Plan (EDOPP) Team
- Engineering Governance & Standards
- Environmental Inspectors - Torb Enviro Consulting Inc/ North Aspect Enviro Ltd.
- Foothills West Path Delivery 2023 Project (Elko Section)
- Hot Tap Alignment Bridge Testing Team
- HR Consultancy and Talent A
- HSSEM Team
- Hubert Liu
- Hydrogen Blending Feasibility Team
- Innovatia
- Iridia Medical
- IS Cyber Security
- Jared Etcheverry
- Jason Brick
- Jason Waugaman
- Jeff Butler
- Jonilei Cardona
- Jorge Arturo Balcorta Lucero
- Julio González Martinez
- Kay Braaten
- Kelly Keller
- Kelsay Gault
- Ken Jones
- Laara Archers
- Land, Permit & CR Administrative
- Ledcor Haisla Limited Partnership
- Legal TXTL
- Lorenzo Antonio Cardenas Hernandez
- Lost Rivers Area Team
- Mainline Planning
- Management System – Continuous Improvement
- Manager MGO MX Env Land Comm
- Marcus Hebert
- Michael Edwards
- Midwest Pipelines Inc
- Mike Keeley – Keeley Environmental Ltd.
- Mike Procee
- Mission Encryption Exercise Planning Team
- Mona Salas
- MPMD
- Myshak Sales and Rentals Ltd.
- Nader Bojakli
- Paul Harlan
- Pavonia Ohio Construction Crew
- PE/VFF Category Management
- Phuong Yeung
- Preston Pfefferle
- Process Equipment and Valves, Fittings and Flanges (PEVFF) Category Management
- Project Management, ILI Team, CSUS Team and Integrity Threat Management
- Project TeX team
- PS-34 Construction Management Team
- Randy Dandeneau
- Raul Arias
- Raúl Humberto Encalada Malibran
- Reed City Area Operations Team
- Rixey Broussard
- Ron Ouelette - Lexcomp
- Ronan Mason
- ROW and Pipeline Technicians North Region
- Saddle Lake Lateral Abandonment Project Team
- Safety Prompts Pick ‘Em Tool development Team
- Salvatore Delisi
- Sean McCann
- Security Operations Center
- Selene Irais Cazares Rodriguez
- Shahani Kariyawasam
- Shane Hammel
- Shawn Howard
- Sheldon Good
- SOE Townhall
- Star Park
- Station 130 C5 Compressor Station Unit Addition Team
- Stephen Flenner - RTD
- Tammy Summerfeldt
- Tim Lord
- Tracy Barnhart
- Trenchless Crossings Team
- Under Pressure - Great Lakes Region Process Safety Initiative
- US Fleet Telematics Team
- US Gas Emissions Dashboard Team
- USGO Compression
- USGP Value Engineering Team
- Weather and Outside Forces Threat
- Wescom
- WHC Energy Services
- Winter Storm Coverage Team
- Wood Buffalo - CGO
- Wood PLC

**Congratulations!**





## Award Recipients

- Brian Young
- Burton Cole
- BXP KXL Snake Management Team
- Coastal GasLink Stakeholder Relations Team
- Dan Maguire
- Dave Burden
- David Jonasson
- Dennis Sapp
- Eduardo Tapia
- Emergency Diversion Order Preparedness Plan (EDOPP) Team
- Hot Tap Alignment Bridge Testing Team
- HSSEM Team
- Iridia Medical
- Jared Etcheverry
- Joni Lei Cardona
- Michael Edwards
- Mona Salas
- Myshak Sales and Rentals Ltd.
- Randy Dandeneau
- Reed City Area Operations Team
- Saddle Lake Lateral Abandonment Project Team
- Selene Irais Cazares Rodriguez
- Star Park
- Tracy Barnhart
- US Gas Emissions Dashboard Team
- USGP Value Engineering Team
- Winter Storm Coverage Team



**Congratulations!**



