



Chief Executive Officer **Safety Leadership Awards** 2020

A message from the CEO

At TC Energy, we are very ambitious when it comes to safety. We aim for zero harm, loss and incidents in everything we do.

This is a mindset that we cultivate on and off the job. We encounter potential risk on job sites and offices as we deliver energy safely and reliably across this continent, and we face it in our daily lives as well. We can't let those potentials become reality; that's why we remain uncompromising in our dedication to care for people, communities and the environment.

Through the CEO Safety Leadership Awards, we recognize and honour individuals and teams who have demonstrated outstanding commitment to the value of safety.

The selection committees had their work cut out for them in 2020, as we received more than 100 nominations for the awards. The ones you'll read about in this booklet were deemed especially noteworthy. My hope is that you'll be inspired by these stories and draw on that inspiration to renew your own commitment to our values.

These awards are the culmination of our collective efforts to become a world-class leader in safety excellence. The initiative of our nominators, nominees and recipients are a testament to our determination to create and sustain a world-class culture.

I'm proud to have the opportunity to lead a group of individuals who display such integrity and leadership as these recipients. They remind us all that zero is real, and we thank them for living the value of safety.



François Poirier | President and CEO, TC Energy

Our annual safety leadership awards **recognize** individuals and teams for their **outstanding** contribution in safety leadership and demonstration of **safety as a value**.

Individual awards recognize the **outstanding** achievements of individuals within TC Energy who demonstrate the safety leadership model, including **best practices** and transformational styles, positive contributions to enhance safety culture, and **safety excellence** that are action and behaviour focused.



INDIVIDUAL

Allison Schwager | U.S. Technical and Operational Services

Allison Schwager is a true safety leader that lets her actions do the talking. When she recognized a need for a change, she made a plan and worked to see it through.

The need was a dedicated process safety team in her business unit. Process safety is, simply put, keeping hydrocarbons in the pipes and electricity in the wires. Given the impact of spills, leaks, or uncontrolled electrical discharges, process safety is one of the most critical functions here at TC Energy.

Allison lobbied for the process safety program and sought out the right people for the team. Once they were established, Allison and her team began a deep-dive hazard analysis at locations with the highest risk potential. Through posing “What if” questions at each site to envision worst-case scenarios and what could lead to them, the USGO organization was able to begin the long process of identifying and creating the safeguards to ensure the protection of our people, our facilities and the environment.

Creating a new team is a highly collaborative and challenging process, but Allison persisted in a year-long campaign to see it established. Her action-oriented approach and inspiring leadership style led to the creation of the team and it has already been used to respond to multiple process safety challenges in US Pipelines.



“We are fortunate to have Allison’s **talent** and **drive** to fuel our current efforts and **pioneer** new measures of safety assurance in our bright future.”

Matt Parks | VP, Technical & Operational Services US Gas

John Salazar | Canada Gas Operations

John leads with vision. As many of his colleagues will attest, he has sought to internalize one message in everyone he works with: Zero is real.

Always focused on the big picture, John consistently reminds his team of the value of the work they do and the importance of doing it safely. In addition to weekly safety meetings, John began regularly hosting an open forum discussion to ensure the team stays in a cycle of continuous learning. These “Buffalonian Huddles”—a name that gives a nod to their region—have become a safe place to discuss any means of improving or innovating to work more efficiently or safely.

John’s genuine care and concern for his team was most evident in an incident occurring last winter. When an employee became stranded in a remote location, needing to walk several kilometres to find a phone signal, John swung into action. Marshalling several coworkers and coordinating with a nearby landowner, John stayed on the phone with the employee while ensuring that help was on the way and arranging for warm, safe shelter in the meantime.

By his actions, it’s clear to see that John’s passion for safety is driven by inner conviction, a true value on the safety of people, the community and the environment.



“John has **shown** us what becoming a team is really about and how to look out for each other to **ensure we all go home every day** to our families safely.”

Kyle Scott | EIC Measurement Technician

Marina Cathcart | Canada Gas Projects

At TC Energy, we value our people's psychological health in the same manner that we value their physical health, and that's what sets Marina Cathcart apart as a safety leader.

Through delivering sessions on how to have psychological health discussions in the workplace, Marina had already established herself as a self-care advocate before the pandemic of 2020 sent many TC Energy workers to their homes. Knowing that her colleagues were isolated, some without partners, family, or pets, Marina took the initiative to reach out on a daily basis to encourage and support them.

Whether it was a formal safety moment, an impromptu conversation, or one of her daily check-ins, Marina's efforts to keep everyone connected and healthy through the pandemic made a difference in people's lives. She led conversations about the benefits of physical activity, meditation, virtual interaction, and more strategies to mitigate the effects of isolation.

However, Marina's engagement is not limited to her team. She leverages her excellent communications skills to reach across business units and create events and gatherings to share learnings, observations and knowledge. Marina brought people together for the first in-person, live Zerotalks broadcast (pre-COVID), and organized virtual events for Safety & Health Week.

Marina's awareness of the psychological strain caused by isolation, and her willingness to take action, were of incalculable value to her coworkers throughout 2020, and her work is most worthy of recognition.



“Marina is a **mental health advocate** – during the pandemic it became ever more apparent and needed. Marina never let remote work become a barrier to **meaningful** interaction.”

Jared Stein | Project Manager – Compression Projects

Ryan Dunlap | U.S. Natural Gas Projects

One of our value statements at TC Energy is Do it right: Today's quality is tomorrow's safety. We know without quality work in all that we do, we'll never be able to operate safely. Ryan Dunlap understands the relationship between quality and safety, and his actions demonstrate it.

Ryan has taken the lead in developing several tools to drive excellence through quality metrics and easy-to-use tools. He was instrumental in developing a Quality Management Dashboard, and a pilot project is in place to identify key quality metrics to help project teams evaluate performance. This dashboard is set to be fully implemented this year.

He has also developed a lessons learned database that features searchable content with multiple filters, allowing users to easily locate lessons learned on specific topics. This provides an easy, one-stop location for both entering and finding lessons learned. As another of our value tenets is to learn from each other and continuously share knowledge across the organization, Ryan's applying our value in multiple ways.

By collaborating with safety and quality, Ryan's shown his dedication to the best practices of safety leadership. There's no question that his work will enhance both our quality and safety programs, and the CEO Safety Leadership Award is our way of saying thanks.



“Ryan’s goal is to **support** the USGP Project Teams by offering quality management tools and techniques to **enable** project teams to deliver the best products possible.”

Troy Tally | VP - U.S. Gas Projects

Tianxue (Cathy) Wang | CGL Project Delivery

The Coastal GasLink (CGL) Project is a daunting undertaking. With 670 kms (416 mi.) of 48-inch pipe required, the raw material alone is on a massive scale. Cathy Wang had the job of supplying the pipe for the Infrastructure and Logistics team.

Securing pipe and ensuring it meets all manufacturing quality requirements is critical to the success of CGL. Knowing that today's quality is tomorrow's safety, Cathy lived our value statement by consistently applying the key principles of TC Energy's Quality Management Program. For this project in particular, ensuring quality pipe required vigilance and care as the one of the mills had never produced such large bore pipe before.

Understanding the importance of collaboration, Cathy assisted in setting up a document control system to efficiently capture records from pipe mill production, third party inspection, and material test reports. She developed a procedure that would tie the production and shipping together with a traceability system that certified we'd accept only pipe meeting all requirements.

Coastal GasLink is a project that has the attention of media and regulators alike, and it's one where quality and safety are critical to our success in remaining a trusted provider of energy. Cathy's work here will benefit TC for years to come and do so while protecting people, the communities we operate in and the environment.



“By consistently **doing the right thing**, Cathy successfully ensured that CGL's pipe has been delivered on time and **supporting** Canada Gas project requirements.”

Trevor Ebl | VP Engineering, Safety & Quality

Todd Herzog | Canada Gas Operations

During his time at Rocky Mountain Region, Todd Herzog has created a culture of trust and collaboration that his coworkers have come to cherish as he passes on his experience and expertise to those around him.

Todd's natural gift for coaching and mentoring was essential to a new hire who needed a helping hand to understand how our vision for safety and risk-based decision making come together, and it's her who nominated him for this award.

In the process of training her, Todd made sure to drive home the importance of never letting the urgency of a task or request determine how to approach a job. He assured her that TC Energy is a safe place to say no to performing work that made her uncomfortable, and he gave her his personal mantra which has served her well: "Stop. Think about it. Don't just jump in."

Todd also has become a positive influence for safety in his community. As his coworkers learned from others in the Canadian rodeo circuit, Todd's known for his knowledge, credibility and for always taking the time to mentor others.

To create and nurture a culture of continuous learning and collaboration, it's people like Todd that TC Energy relies on for ensuring our values are lived out at work and promoted in the community. He's an example and guide to others in the workplace, and he's a respected representative of TC Energy in the community.



“When I told him how overwhelmed I felt on my first day at TC Energy, he made sure I felt **safe** and **comfortable** with every task, and every site, until I knew them well enough to handle them safely and **confidently** on my own.”

Linda MacLeod | Measurement Technician

Travis McEwing | U.S. Natural Gas Operations

Travis McEwing cares for the people he works with both on and off the job. Through his role in US Gas Operations and work on JHSEC, Travis keeps safety top-of-mind, but he also encourages his coworkers to take safety home with them.

In an effort to keep his colleagues safer on the road, Travis developed a Driving Safety Home campaign and a corresponding hashtag (#DSH). He took this initiative nationwide with a Driving Safety Home presentation to the North American JHSEC and has since also conducted his presentation for other regional JHSECs in USGO. The sticker he created for the campaign can be seen on the rear windows of both fleet and personal vehicles as a constant reinforcement of our first Life Saving Rule: We will drive safely and without distraction.

Travis has also spearheaded a multi-year initiative in support of our second Life Saving Rule: We will wear appropriate personal protective equipment. Custom molded earplugs feature superior performance over the generic foam expandable ones. Travis has been instrumental in seeing these more effective earplugs provided and fitted to employees across the region. This will have long term health benefits for workers using them on the job and at home as well.

Whether it's through these formal initiatives or in his regular SHAREs and passionate support of Safety & Health Week, Travis' influence is felt by his coworkers every day, and his legacy stretches across USGO. For these efforts and his tireless dedication to safety, Travis is a deserving recipient of the CEO Safety Leadership Award.



“Travis never seeks praise for the **efforts** he puts forth, he continues to **challenge** himself and his peers to hold **safety** and **integrity** at the forefront of their decision making **at work** and **at home**.”

Matt Burkhardt | Health & Safety Specialist, USGO East Region

Wayne Crocker | U.S. Technical and Operational Services

In his 33 years with TC Energy, Wayne has built a reputation as a safety leader on a foundation of credibility and action. Drawing on technical expertise he's garnered throughout his career, Wayne approaches every job with an understanding of how to accomplish it safely and efficiently. A proactive planner, he is always finding an alternative and safe path forward to see the job through to the end.

Wayne demonstrated his leadership by using Stop Work Authority. On several occasions, Wayne has called a work stoppage when he identified an unanticipated exposure or hazard and had the team regroup and revisit the Job Safety Analysis.

Wayne also leads with vision, developing innovative procedures to eliminate risk altogether. In 2020, Wayne and his team implemented an internal procedure that mitigated at least 27 overhead lifts and several additional hazards inherent to the process of dry gas seal removal. By launching this new method for seal flushing, Wayne also proved that making the workplace safer doesn't have to come at the cost of redlining the budget, as this innovation led to \$2.5M in material savings.

As a person who consistently endeavors to make work procedures more efficient, cost effective and above all safe, Wayne is a worthy recipient of the CEO Safety Leadership Award.



“Wayne’s **dedication** to teaching the next generation of mechanics how to execute their job safely and correctly will have a **lasting impact** to TC Energy for years to come.”

David Johnson | USGO Compression Manager

Team awards recognize the **outstanding** achievements of teams within TC Energy who demonstrate the safety leadership model, including **best practices** and transformational styles, positive contributions to enhance safety culture, and **safety excellence** that are action and behaviour focused.



TEAM

Clearwater A6 Compressor Station Project | Canada Gas Projects

Safety is a value and an expectation at TC Energy, and these awards are for those who go above and beyond. Clearwater A6 Compressor Station Project is one such team.

This project began with a spirit of collaboration as the site clearing was sourced to Backwoods Energy Services, an indigenous company that performed the ground preparation with no OSHA recordable incidents. An elder came to site and blessed the project, inaugurating the work in partnership with TC Energy.

The team also took a collaborative approach to safety, gathering all parties before work began to determine how they would apply the value. Together, they generated a project vision statement: We the Clearwater West Program Team commit to achieving mutually valued success in a safe, collaborative and respectful manner. Because this commitment was forged over multiple sessions where mutual values and beliefs were discussed, the employees, contractors and vendors worked together seamlessly.

The result was a psychologically safe environment where everyone felt empowered to speak up about any safety concern. In fact, the practice of stepping back to evaluate safety was a behaviour often reinforced by the weekly “Raising the Bar Awards” to recognize individuals who demonstrated TC Energy values.

The Clearwater team delivered on their project, but it is the way that they did it, through collaboration and engagement, that truly sets them apart as safety leaders. Everyone on the team showed up daily with purpose and an attitude of service to deliver lasting results.



“This team demonstrated TC Energy’s **core values** in a manner which **enhanced** our community presence, delivered the A6 Unit on schedule, and left a very **positive impression** on everyone involved.”

Mike Sorensen | Manager Willow Creek, Rocky Mountain Region

COVID-19 Response Team |

In the early days of COVID-19, there were no clear guidelines for how to continue delivering our essential services in a safe and healthy manner. One year later, it's easy to forget that the COVID-19 protocols were not yet established, and all of us needed guidance.

Individuals across the organization came together on behalf of TC Energy. In a massive, collaborative effort involving Communications, Emergency Management, Facilities Services, Health Services, Human Resources, Occupational Health and Hygiene, IS, Legal, Operations, and Supply Chain, this team planned our enterprise-level response to the pandemic, supporting employees and their families, developing protocols, procuring PPE and testing services and distributing countless communications in very little time.

This team devoted extensive hours to coach, mentor and support our response to the biggest business continuity event in our company's history. Combined, their efforts enabled the delivery of energy to ensure critical COVID-19 activities could occur - transport of PPE, powering of hospitals, refrigeration of vaccines and operating of electronics to work from home and remain connected with loved ones.

The response has been used as an industry model of excellence. This demonstration of caring for the health and well-being of our people and the public is what garnered their collective nomination by a host of executive leaders, and why we proudly bestow the CEO Safety Leadership Award on this team.



“From initial **emergency response** in late February, and still to this day, this team helped leaders steward our North American workforce through an **unprecedented** global pandemic.”

Jennifer Pierce | SVP Human Resources

Fugitive Emissions/Agassiz Area Over Pressure Protection Project | Canada Gas Engineering

One of our value tenets for safety at TC Energy is: Care and protect. There is nothing more important than the well-being of our people, the communities we operate in and the environment. In 2020, the Environment & Sustainability, Central Regional Asset Reliability and Agassiz Area teams worked together to protect all three.

This team took action when they discovered some of our plants in Agassiz Area were venting gas into the atmosphere and in some cases back into the plant. These fugitive emissions were originating from valve actuators that are powered by natural gas.

By developing an innovative way to redesign the actuators to use compressed air instead of natural gas, this team eliminated the vented emissions and removed a process safety hazard as well. The equipment runs on significantly reduced pressure when powered by air instead of gas. That's good news to people, our assets and the communities we work in.

Through collaboration and innovation, this visionary team took a problem and turned it into an opportunity to meet our environmental and sustainability commitments and to improve the overall safety of our people and our assets. This team's work is a perfect example of our Zero is real vision in action.



“The Environment & Sustainability team has an **engaging**, authentic approach that leaves folks in the field knowing their **voices** were heard, creating a **psychologically safe environment** where concerns are not seen as problems but as challenges that we can work to overcome.”

Jared Etcheverry | Agassiz Area Manager

U.S. Gas Projects Contractor Safety & Quality Engagement Team | U.S. Natural Gas Projects

This team has exemplified the values of safety and collaboration while working with internal and external stakeholders throughout the organization. Their efforts have positively influenced our culture and driven results in reaching safety and quality excellence through several successful initiatives focused on zero harm, loss and incidents.

“Today’s Quality is Tomorrow’s Safety” inspired them to engage our contractor partners in monthly, quarterly and annual meetings that promote our culture of including quality as a sustainable safety concept. These meetings foster open dialogue that improve outcomes through sharing lessons learned and best practices in a real-time environment.

A key pillar in our journey to zero is safe driving. Working in collaboration with some contractor partners, this team found a way to encompass our existing safe driving programs into an easy-to-use tool called The Defensive Driving Wheel. A universal training module was developed to accompany the tool to ensure all personnel understand the application and benefits of the program which has been adopted and incorporated into other business units’ safety programs.

Rewards and recognition are cornerstones to world-class safety culture. This team was integral in the advancement and consistent application of the U.S. Gas Projects Safety Recognition Coin Award program. The program allows director level leadership to acknowledge internal and external personnel who performed a significant safe act or took responsibility to address a serious unsafe condition associated with the TC Energy Life Saving Rules and the core value of safety.

In short, this is a team that has taken two of our core values, safety and collaboration, and run with them. Their work has benefitted multiple departments, regions, and contractors, earning TC Energy credibility as a company that lives its values.



“They hold themselves **accountable** for safety at TC Energy, and as a result, they are always seeking ways to improve our culture and keep **advancing** us towards our vision: **zero harm, loss and incidents.**”

Troy Tally | VP - U.S. Gas Projects

Virtual Open House Team | Stakeholder Relations and General Counsel

The 2021 NGTL System Expansion Project is a critical piece of infrastructure for TC Energy, and the COVID-19 pandemic and associated protocols threatened to prevent essential in-person community engagement from taking place, which are required as part of our regulatory process. TC Energy's Community Relations and Communications teams took this dilemma as an opportunity to work with ERM, an external consultant, to pioneer an innovation that will benefit TC Energy long after COVID-19 has passed.

By developing a virtual platform to engage with stakeholders, employees and the public during the pandemic, this team effort provided a responsible approach to engagement while observing all health protocols. This allowed them to reach more than 3,200 stakeholders without risk of COVID-19 exposure or outbreaks. That's more than six times the number of in-person connections with stakeholders they would have been able to reach using traditional methods of outreach.

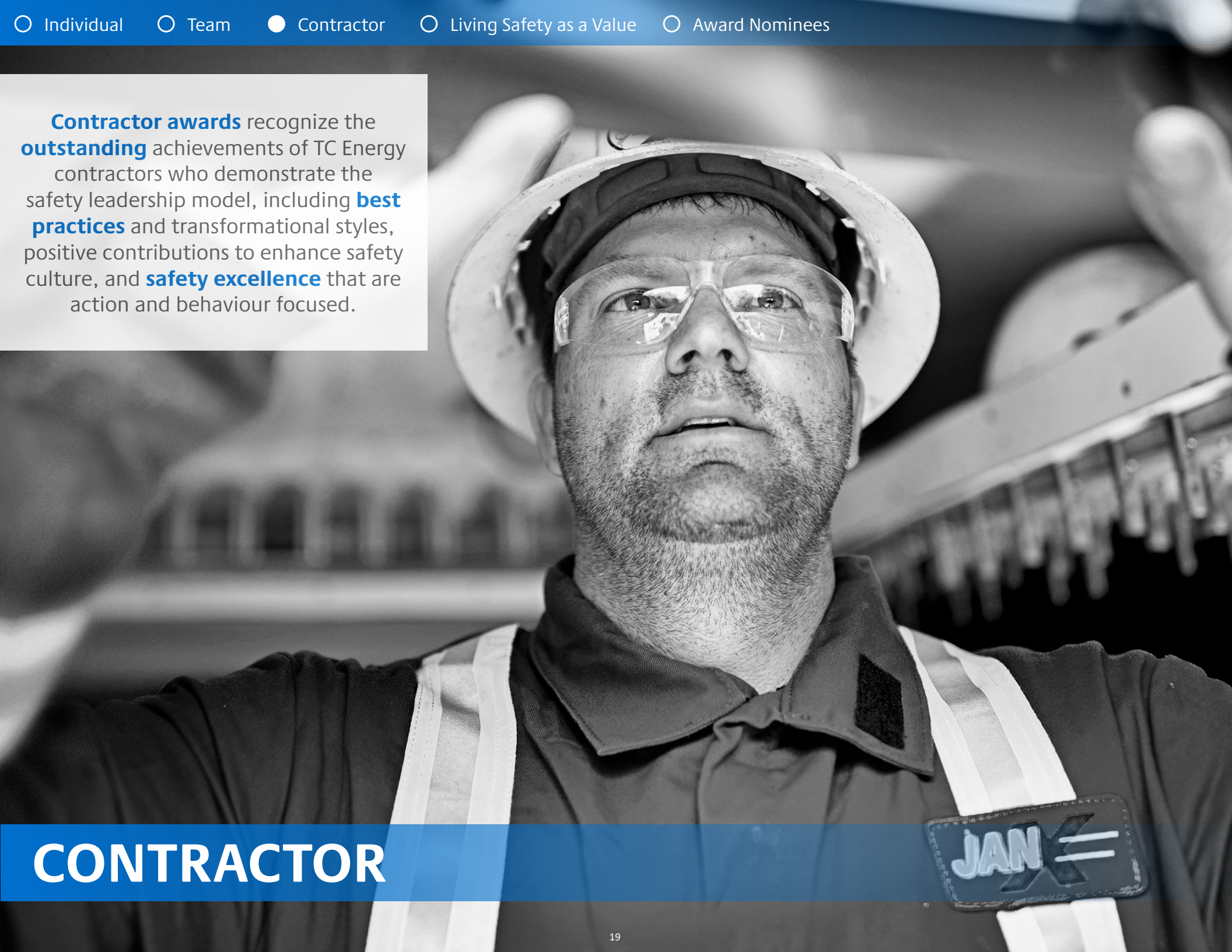
Not only did the virtual platform reach more stakeholders than would have been possible in-person, but it also prevented at least 32,000 kms of highway driving and will continue to do so throughout construction. Considering the cost and hazard that driving entails, it's easy to see how this timely innovation could have lasting value for the company on future engagement.

Engagement with stakeholders is not only the right thing to do, it's a regulatory requirement. This team delivered a solution to a critical problem, and they did so in a way that far exceeded expectations. It's an example of not merely surviving, but thriving through adversity, and it's worthy of a CEO Safety Leadership Award.



“Beyond the pandemic, we anticipate this **innovative** tool will continue to enhance community **engagement** while reducing risks and costs.”

Kelly Matthews | Manager, Canadian Natural Gas Pipelines Communications



Contractor awards recognize the **outstanding** achievements of TC Energy contractors who demonstrate the safety leadership model, including **best practices** and transformational styles, positive contributions to enhance safety culture, and **safety excellence** that are action and behaviour focused.

CONTRACTOR

A-1 Industrial Painting | U.S. Natural Gas Projects

Many of our assets at TC Energy require protective coatings to guard against corrosion. When those coatings need to be reapplied, we turn to experts in the field like A-1 Industrial Painting.

In 2020, A-1 completed projects across West Virginia and Ohio that involve pressure washing, sandblasting, and replacing hardware on multiple TC assets. Much of the time, this involves high risk activities such as excavation, hot work and working at heights, but this year they had COVID-19 to deal with too.

Many of the remote well locations where A-1 needed to work had no running water, making health protocols more difficult to follow. A-1 was committed to the health and safety of their workers, and provided cleaning stations equipped with fresh water, soap, hand sanitizers, disinfecting agents, towels, gloves and masks to all employees. Even more impressive was their credibility in reporting.

A-1 finished the year without a single positive COVID test, but it came at a cost. They had several potential cases, and they openly and honestly reported each one of them. It is never a popular decision to pause a project, but A-1 always put the health and well-being of their people ahead of production, and they stopped work until it was safe to proceed.

Credibility is a practice we feel needs to be recognized. A-1 is a company that shares the same core values as TC Energy, and more importantly, they've proved that they live by them. This CEO Safety Leadership Award is a well-deserved recognition of their credibility.



“A-1 is **honest** and **reliable** in all matters related to safety. When they have to make a tough call, they choose the health and safety of their **people over production** every time.”

Justin Ray | Safety Coordinator, USNG GPMC East/Modernization

Bluewater Constructors Inc. | U.S. Natural Gas Projects

Bluewater was the prime contractor for our Grand Chenier Xpress Project. This work entailed the usual hazards of working at heights and in cramped spaces, but 2020 had a few more challenges in store for them.

Grand Chenier, a small community in Cameron Parish, Louisiana, was devastated by three hurricanes last year. Two of these were direct hits, a Category 4 storm and a Category 2 storm. Bluewater began securing the site and demobilizing people and equipment several days in advance. They executed plans after the storms to safely evaluate the damage and get the site and people back to work.

Their actions protected their people and assets in advance of the storms, but Bluewater didn't stop there. In the aftermath, they provided meals and fuel to people in the community. During the holidays, Bluewater donated money to several parishes that were still struggling from the storm to help provide a happier holiday to those in need.

One of TC Energy's safety value tenets is that there is nothing more important than the well-being of our people, the communities we operate in and the environment. Bluewater upheld this value through some tough times last year. Their care and protection were felt by their own workers and the community at large. That's the kind of business partner TC Energy appreciates, and it's why we're proud to honour them with the CEO Safety Leadership Award.



“Bluewater goes **above and beyond** to maintain a strong, positive, and effective safety culture while always putting the **lives of others first.**”

Elaine Coppedge | Manager, US Natural Gas Projects

Premay Pipeline Hauling L.P. | Canada Gas Projects (Coastal Gas Link)

TC Energy relies on trusted partners to complete many of our construction projects, and when we needed pipe first delivered to our stockpile sites and then strung out along the corridor for one of our most ambitious endeavors to date, we turned to one of the best in the business.

“Stringing pipe” is the process of setting pipe end-to-end along the corridor. It entails hauling the many thousands of pipe joints to remote locations and placing them in the specific order where they will be welded together.

The sheer scope of this work is astounding. For Coastal Gas Link, Premay hauled pipe over 5.5 million kms (3.4 million mi.) through mountainous terrain and in winter without incident. Navigating that kind of mileage on the highways safely is no small task, but Premay was up for it. Using proactive procedures such as analyzing travel routes, fatigue management and stationing medics in areas of poor cell coverage, Premay was dedicated to preventing incidents.

Premay also developed and tested a new pipe stockpiling procedure to accommodate for the unique space constraints encountered on the CGL project. This required piling pipe units three levels high and required close collaboration with safety, quality, engineering and logistical teams. This open communication and willingness to engage with other teams is a testament to their understanding of what it means to be a safety leader, and this award is one small token of our gratitude to such a valued business partner.



“Premay uses their **experience**, professionalism, and **unswerving** dedication to **safety** to execute crucial work for TC Energy, and it is my great pleasure to endorse this award.”

Martin Ingrouille | Coastal Gas Link (CGL) Project Governance

Robert B Somerville Co. Limited (RBS) |

Canada Gas Projects

Because we deliver energy across a wide and rugged continent, TC often encounters projects with unprecedented challenges. The EAS Capacity Enhancement Program was one such project, and Robert B Somerville Co. Limited (RBS) was our general contractor of choice.

The project required inspection work on a suspension bridge that crosses the South Saskatchewan River. The bridge carries twin 34-inch pipelines over a span of 320 metres and reaches as high as 15 metres above the water. This inspection was an entirely new scope for TC Energy. RBS worked collaboratively with TC and our bridge inspection contractor to safely install a custom-designed inspection gantry platform on the pipelines. This innovative solution created a contained, safe workspace for inspectors working at heights over the river.

RBS also demonstrated their commitment to keeping good relationships with the communities where we operate. Through consistent engagement with the local landowners, they cultivated a reputation of respect and reliability. And over the 18-month project, they were acknowledged as “good neighbours” by the surrounding stakeholders.

At TC Energy, we always strive for excellent relationships in the communities we serve, and we greatly value business partners who do the same. Displaying both ingenuity in the skills required for the project, and a spirit of camaraderie in the communities we operate in, RBS has shown themselves worthy recipients of our highest safety honour: The CEO Safety Leadership Award.



“RBS has been a **tremendous** partner and demonstrated solid safety **leadership** throughout this Project.”

Corey Kenny | Project Manager - System Optimization Projects



Living Safety as a Value awards recognize the **outstanding** achievement of individuals who exhibited **extraordinary** commitment to our safety value statements, whether at **work**, at **home**, or within our **communities**, and whether it be over the last year or over an extended period of time.

LIVING SAFETY AS A VALUE

Angela Kimball | Power, Storage, and Commercial Marketing

We all know that the pandemic of 2020 presented many health and safety challenges, and we know that TC Energy rose to meet them. Angela Kimball is one of those safety leaders who made it happen.

Angela ensured that our energy continued to safely and reliably reach our customers when they needed it most. During her short time with TC Energy, Angela has demonstrated steadfast and caring leadership that has garnered her a strong reputation in the organization. She was integral in developing the Power & Storage COVID response plans and strategies, including the sequestration of gas storage control room operators. Through working in close collaboration with our Occupational Health Team, she ensured that our workers had specific processes that aligned with our corporate policies and local health regulations.

Her actions were driven by the value to care and protect, always keeping the health of our essential workers in mind. She created documents for site visitation criteria, business travel requirements and isolation plans. This meant that we had the right people at site and kept exposure to COVID-19 to a minimum.

Of course, the implementation of all these procedures had to happen virtually overnight, as the pandemic advanced swiftly, and our response had to stay ahead of it. Angela's tireless work through this time, and her continued commitment to the health of our workers, are evidence that she is truly living the value.



“Power and Storage is very **fortunate** to have Angela on our team. We are **safer every moment** because of her leadership and actions.”

Darcy Fedorchuk | Vice President, Operations and Commercial; Power and Gas Storage

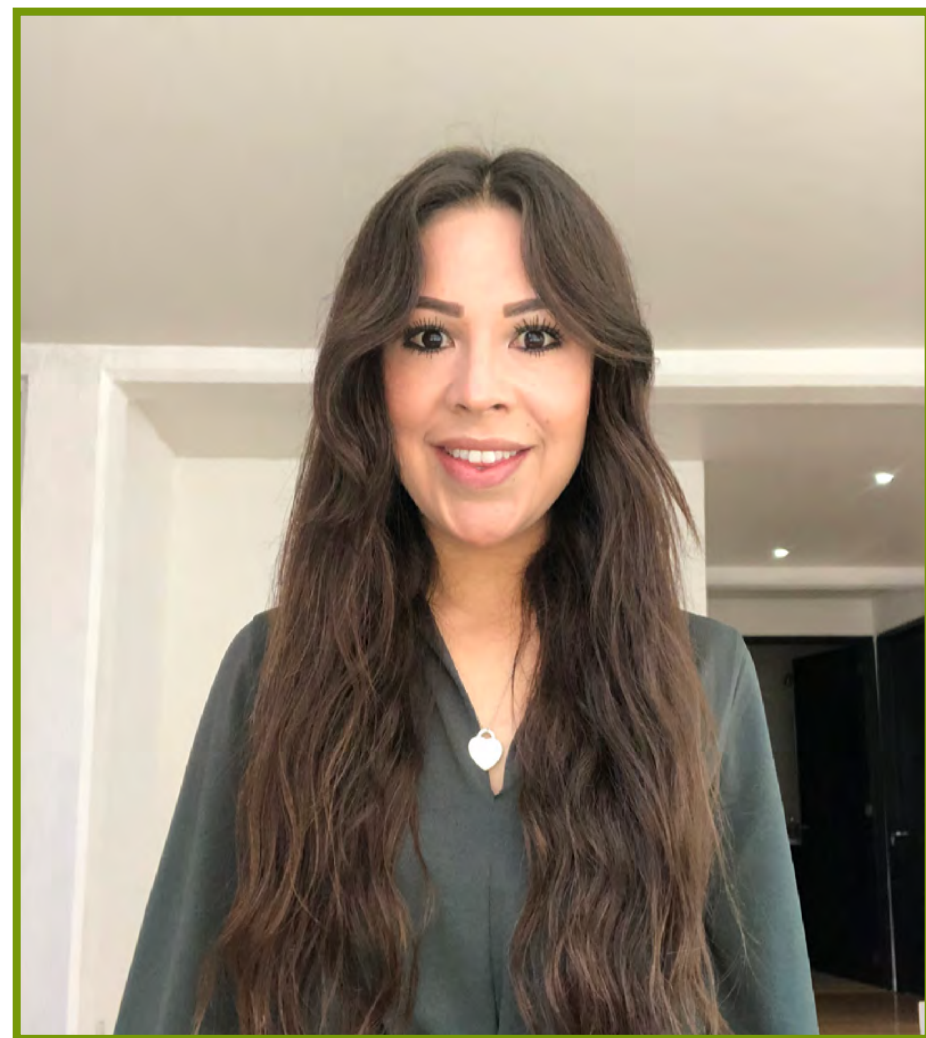
Karla Delfranci Hernández Carlón | Mexico Natural Gas Pipelines

At TC Energy, we look for safety leaders who not only live the value but change the culture of their team and region, and Karla has done just that.

Karla's commitment to achieving a strong safety culture transformed the Commercial and Business Development Team. This is a group that had very little firsthand experience in the field, but Karla's focus on safety made it clear to her team that our core values are critical in every role at TC Energy.

By leading the way in a SHAREs campaign that tripled the team's previous numbers, Karla challenged her team to start seeing the world with a safety mindset and recognize that hazards are present in the office, at home, and not just in the field. She also illustrated how their decisions in the office have direct impact on the field through taking safety into consideration during the sanctioning of projects. This holistic perspective of safety from design to decommission is a significant step towards world-class safety culture.

Seeing every challenge as an opportunity, Karla also promoted several health goals throughout the pandemic, focusing her team on enhanced hygiene, physical activity and nutrition. Whether it's in their work activities or in consideration of their overall wellness, Karla is driven to ensure that her team is putting safety first, and that is why we recognize her for living the value.



“Her **commitment** has been an **inspiration** to the Business Development Team in every aspect of our work activities, taking **safety** into consideration from the very beginning as we prospect and sanction projects.”

Leonardo Robles | Vice-President, Business Development and Stakeholder Relations Mexico

Mark Mendenhall | Liquids Pipeline

Mark is one of those visionary leaders who understands that creating a lasting safety culture builds long term value.

He takes great pride in coaching and mentoring those around him to a higher level of expertise, both on technical and safety aspects. Mark has attained a mastery level of experience and knowledge regarding excavation, and performing safe digs is an essential part of our business. In the process of overseeing many digs, he has trained several technicians, passing on this critical skillset.

He also pioneered a role to further bridge and connect our operational project teams and field operations teams. In this role, Mark was embedded as a construction manager on our operational projects to ensure project scope and execution plan reviews leveraged his vast operational knowledge to focus on safe and efficient execution. This act of collaboration required initiative and innovation, and it shows that Mark lives by all of TC Energy's core values.

Mark's body of work is creating a legacy of safety, not just in his own team, but across TC Energy as he trains our future technicians in safe excavation. By living the value every day, Mark is proving to all of us that zero is real.



“Mark’s **commitment**, passion, and focus on **safety as a core value** is highlighted by his **flawless safety record** throughout his 38 years and counting career with TC. Now, that’s demonstrating **zero is real.**”

Ryan Berger | Acting Director, US Liquids Field Operations

Nicholas Rudolph | U.S. Natural Gas Operations

Living the value of safety each day is what earned Nick this award. With pictures of his family in his office and on the “Why I Work Safely” bulletin board at the station, Nick gives his coworkers daily reminders of why they all need to work safely: Their families and loved ones expect to see them safe and well at the end of every day.

Nick’s actions one snowy day in northern Michigan prove that he values safety in everything he does. While driving to a gas storage facility, Nick came across a vehicle rollover on an icy freeway and saw that no one was stopping to lend assistance. Nick turned on his flashers, pulled over and assessed the situation. The driver of the car was suspended upside down by his seatbelt, desperately banging on the window for help. Using his first aid training to determine it was safe to move the driver, Nick released her from the vehicle and took her into the company truck to warm up until emergency services arrived.

Nick would tell you that he just did what anyone would do by helping the motorist that day. But many cars passed by, and it was only Nick who stopped. His daily commitment to safety and his actions make him a worthy recipient of the CEO Safety Leadership Award.



“Nick has been a **tremendous** asset to the **safe operations** at the facilities in the area keeping the gas **moving** through the pipelines.”

John Downing | USGO Safety Manager

Omar Sael Vizcaino Vera | Mexico Integrity Operations and Projects

Over his 10-year career, Omar has been a model for living our value tenets every day.

Omar leads his coworkers in sharing and applying the lessons he learns. As a proponent and frequent contributor to the SHAREs program, Omar's focused on helping TC Energy become a continuously learning organization. Whether it's on the job or at home or at play, Omar's observations keep safety top-of-mind for his team.

However, actions speak louder than words, and Omar doesn't hesitate to act on his beliefs. Stop Work Authority refers to the policy where anyone at TC Energy can call a halt to a project if they feel it is unsafe. It is one of our most critical policies, but it can be an unpopular one as well. On several occasions he's been known to stop work when he saw unrecognized hazards or workers were not wearing the appropriate personal protective equipment. Omar understands the balance of reliably delivering the energy our customers need, but at the same time ensuring the care and protection of our people, the communities we work in and the environment.

Always quick to give feedback, recognition and guidance to his colleagues, Omar's fostering a culture of safety on his team. He uses his influence to reinforce our values every day, and that's why he's a recipient of this Living the Value award.



“Omar is always on the **lookout for hazards** around the site and the office. When he sees an issue, he reports it and follows up until he sees it's **resolved.**”

Jorge Ivan Orosa Irizzont | MGO Central Area Manager

Rory Snider | Canada Gas Operations

It's no exaggeration to say that Rory Snider's dedication to safety has become legendary at Burton Creek Compressor Station. His daily commitment to living the value has inspired many testimonials as to his contributions, whether it's his tailor-made safety orientations, stopping work at critical moments multiple times, or providing positive feedback for safe acts. However, his work has also had an impact throughout his region and in his community.

Rory demonstrated his value for the safety of his coworkers and facility when he simplified a difficult task. A lock-out/tag-out procedure is a critical system that protects our people from potentially deadly pressure release. Rory identified that the procedure was needlessly complex and took action by designing a simple and instinctive process that will protect people for years to come. It's been rolled out across his region and could see further development across Canada Gas Operations.

His influence is also felt in the community, where Rory spends countless hours coaching hockey and helping youth to develop a safety mindset. Rory is tireless in his efforts to help young players understand the importance of appropriate personal protective equipment and help them to navigate a full-contact sport safely, training them in how to fall properly and deliver and receive body-checks.

In his 14 years with TC Energy, Rory has earned the respect and admiration of coworkers, leaders and the people in his community. TC Energy is proud to call Rory Snider one of our own and honour him with the CEO Safety Leadership award for living our value.



“Rory holds himself to an **extremely** high standard when it comes to safety, that is **evident** the moment that you step onsite.”

Eric Patterson | EIT

Tony Schonfarber | Canada Gas Operations

When a leader engages in open, honest conversations, culture can be transformed in a matter of moments. Tony is one such leader, and he's helped his team make great strides in living the value.

Tony has worked with TC Energy over twenty years. His career spans power, gas and oil in the U.S. and Canada. Tony has been involved in the integration of assets and culture into TC Energy where he has worked to create trust and agency by developing culture initiatives that empower employees to create and lead safety initiatives.

As Director in Wildrose, he's made a significant impact with two effective safety initiatives. He sponsored the enhancement of the working alone program for field operations with a pilot being conducted by Wildrose to improve our ability to support our many technicians who work alone every day. This pilot was well received and is expected to roll out in 2021 to the rest of Canada Gas Operations. He also improved our ability to respond to emergencies in remote locations by developing the STARS emergency kit.

After just 18 months under his leadership, the team at Wildrose put Tony's name forward for this Living the Value Award, and it's a testament to credibility and influence as a safety leader. Well done, Tony!



“Tony puts **people first** in his decision making and recognizes the safety of our teams above all. Under his **leadership**, we feel that we matter, and he cares.”

John Salazar | Wood Buffalo Area Manager



AWARD NOMINEES

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

Award Nominees

A-1 Industrial Painting
Agassiz Area Over Pressure Pipe Project
Allen Price
Allison Schwager
Andrew Fox - Onshore Inspection
Angela Kimball
April Keatley
Barnard Pipelines
Bart Bauer - Barts Mechanical Services
Bluewater Constructors, Inc.
Brandon Scott
Brandon Sproles
Bryan Ronsonet
Buried Threaded Connection Risk
Calgary SCADA Teams
Canada Gas & Liquids Control Centre
Canada Gas Control
Canada Gas Projects Employee Safety Team
Carlton Laughbaum
CG Projects COVID Response Team
Chad Farber / Jake Hill - Price Gregory International
Clearstream Energy Services
Clearwater A6 Compressor Stn Project
Corporate Emergency Management Team
COVID-19 Response Team
Cristal Shie

Dave Burden
Derek Bradley / Don May - Henkels & McCoy
Derek Darley
Engineering Standard Safety League
ERM Consultants Canada
Excelsior 6 Compressor Station Team
Extraordinary Legacy Initiative Leadership Team (ELI XLT)
Fugitive Emissions Team
Graham Industrial Services Inc.
Ida Cook
IS Network Projects
Jason Burks
Jason Lopez
Jeff Smith
Jeffrey Roberts
Jeremy Franssen
Joaquin Roiz
John Salazar
Karla Delfranci Hernández Carlón
Kevin Perry
Keystone XL
KXL Construction Execution Team, Operations and Commissioning/Integration Team
Lac La Biche Trio
League Projects
Lisa Huston
Marina Cathcart
Mark Mendenhall

MasTec Canada
Materials Management & Warehousing Team
Mexico Business Unit
Michels Canada
Mike Knauff
MM Services Inc.
Nabil Arwadi
NE6 McAurthur- Benton Field Operations
Nicholas Rudolph
North Lateral Loop Line Lower Project Team
North Montney Kahta NMML
Occupational Health and Hygiene
Omar Sael Vera Vizcaino
Patrick Higgins - System One Inspection
Pipe Integrity Department
Premay Pipeline Hauling L.P.
Professional Services - Category Management
Ricardo Huitron
Robert B. Somerville Co. Limited (RBS)
Robert Nett - JSG Professional Services
Robert William McClanahan
Rocky Mountain Region JHSEC
Rocky Mountain Region Transfer Compressor Team
Rory Snider
ROW Technicians

Ryan Dunlap
Sachin Sehgal
Sandy Situ
Sean Irg
Shermco Industries Canada
Stan Neufeld - Standard Mechanical
Stan Price - Guymon Inspection Services
Steve Cochran
Streamlined Upgrade Project
Surerus-Murphy Joint Venture
Tammy Summerfeldt
TC Energy Calgary Fire Warden Program Volunteers
Technical & Operational Services
The State Group
Tianxue (Cathy) Wang
Tim Comben - Henkels & McCoy
Todd Herzog
Tom Kisko - Henkles & McCoy
Tony Schonfarber
Travis McEwing
TVDR Project
USGO Return to Office (RTO) Team
U.S. Gas Projects Contractor Safety & Quality Engagement Team
Virtual Open House Team
Wayne Crocker
Wayne Ketch
Wildrose PSSR Team
Wildrose Region Pipeline Team

