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2022

Plains  
**Sustainability  
Report**

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NASDAQ  
PAA & PAGP



# Contents

<b>Sustainability Highlights</b>	<b>1</b>
<b>Message From Our Chairman and CEO</b>	<b>2</b>
<b>About Plains</b>	<b>3</b>
<b>Our Sustainability Program</b>	<b>5</b>
<b>The Global Energy Challenge</b>	<b>8</b>
<b>About This Report</b>	<b>9</b>

## Section 1

<b>Plains 2022 Sustainability Progress</b>	<b>11</b>
<b>Environmental Stewardship</b>	<b>12</b>
Plains Greenhouse Gas Reduction Strategy	12
Energy Management	16
Biodiversity and Conservation	17
<b>Operating Excellence</b>	<b>19</b>
<b>Emerging Energy</b>	<b>22</b>
<b>Our Commitment to Employees</b>	<b>23</b>
<b>Stakeholder Engagement</b>	<b>24</b>
<b>Corporate Governance</b>	<b>26</b>



## Section 2

<b>Plains Ongoing Sustainability Programs and Initiatives</b>	<b>27</b>
Health, Safety and Environmental Policy	28
Operations Management System	28
Operational Risk Management	30
<b>Our Approach to Health, Safety and the Environment</b>	<b>28</b>
<b>Environmental Stewardship</b>	<b>31</b>
Minimizing our Environmental Footprint	31
Greenhouse Gas Emissions	32
Biodiversity and Conservation	33
Water and Waste Management	34
<b>Operating Excellence</b>	<b>35</b>
Health and Safety at Plains	35
Emergency Preparedness	38
Our Approach to Operational Safety	38
<b>Our Commitment to Employees</b>	<b>40</b>
Our Workforce	40
Human Rights	42
Communication	42
<b>Stakeholder Engagement</b>	<b>43</b>
Community Engagement	43
Community Investment	44
Our Commitment to Indigenous Communities	45
Government Relations	46
Supply Chain Management	46
<b>Corporate Governance</b>	<b>47</b>
Governance Framework and Structure	47
Code of Business Conduct	49
Security and Cybersecurity	50

## Section 3

<b>Disclosure Charts and Reporting Frameworks</b>	<b>51</b>
Disclosure Charts	52
SASB Index	57
TCFD Index	58
GRI Index	60
Glossary of Terms	63

# Sustainability Highlights

Achieved a total recordable incident rate of **0.31** (lowest to date)



Achieved our **20%** reduction target for Federally Reportable Releases



Developed a **Greenhouse Gas Reduction Strategy**

Updated our **Core Values and Code of Business Conduct**

Conducted first enterprise-wide employee engagement survey, with **top-quartile participation rate**



Supported over **450** charities through our Community Investment program

Adopted a **Biodiversity Policy**



Hired **50%** of new U.S. employees from diverse backgrounds, increasing the overall number of U.S. minority employees by 10%

Advanced the alignment of our sustainability reporting with the Task Force on Climate-related Financial Disclosures



**Awards Received**



**Service Commander's Award** from the Midland Department of Public Safety

GPA Midstream **Perfect Record Safety Award**

**Canadian Pacific Railway Shipper Award**

**International Liquids Terminal Association Safety Excellence Award**

**MarCom Platinum Award** for 2021 Sustainability Report

Launched a **new safety excellence recognition program** for contractors

Delivered approximately **100,000 employee training sessions** related to health, safety and the environment



Enhanced our **Right-of-Way Watch Program** to promote safe operations near our pipelines

Increased **Board diversity** with the addition of a new female director



Launched an **employee well-being plan and steering committee**



**Awarded \$400,000** to emergency responders through our First Responder Grant program

# Message From Our Chairman and CEO

## Welcome to our 2022 Sustainability Report

**2022 marked a year of exceptional performance for Plains. We achieved record safety and environmental performance, meaningfully exceeded our financial guidance and continued to advance the long-term sustainability of our business. These factors highlight progress on our commitment to be the investment, employer and partner of choice.**

We achieved significant reductions in our total recordable injury rate and federally reportable releases, with 58% and 65% reductions since 2018. We continue to have one of the lowest GHG emissions profiles in the midstream sector, and although our combined Scope 1 and Scope 2 emissions rose in 2022 due primarily to increased power consumption associated with increased pipeline and facility throughput,

our emissions intensity decreased by 12%. Our focus on lowering emissions continues, and we are pleased to share our Greenhouse Gas Reduction Strategy in this year's report.

Additional noteworthy sustainability progress includes advancing the alignment of our reporting with the Task Force for Climate-related Financial Disclosures, adopting a Biodiversity Policy, updating our Core Values, completing an enterprise-wide employee engagement survey, launching an employee well-being plan and steering committee and increasing diversity throughout the organization, including at the Board level.

We further developed our sustainability strategy by documenting the principles that guide our approach to sustainability and associated goals that reflect our commitment to continuous improvement.

Meanwhile, our Emerging Energy team has continued to seek opportunities to align our assets with energy evolution opportunities where appropriate, as evidenced by two announcements we made in early 2022 related to battery and hydrogen storage projects.

Additionally, in advancement of our community investment efforts we extended our commitment to the Permian Strategic Partnership and held our most successful United Way campaign to date.

We are proud of the role we play in delivering critical energy resources that power progress, fuel innovation and enable quality of life. Global demand for hydrocarbons is expected to continue to grow, as is North American energy production. Pipelines are the safest, most efficient and environmentally responsible way to transport this critical energy. We are optimistic about what lies ahead as we work to deliver affordable, reliable and responsible energy.

I would like to thank our more than 4,000 employees, along with our contractors, for their ongoing commitment and critical contributions to our sustainability journey. I would also like to recognize and express my appreciation to our investors and other stakeholders for their feedback, guidance and support as we seek to continue to improve our sustainability performance and reporting. We welcome your continued input.



**Willie Chiang**  
Chairman and CEO





# About Plains

We own and operate one of the largest networks of critical midstream infrastructure in North America. Our assets connect major regions producing hydrocarbons - crude oil and natural gas liquids (NGL) - to key demand centers and export outlets throughout North America. On average, we transport more than eight million barrels per day of crude oil and NGL.

Continuous development of our people, assets and systems underpins our approach to business. We are led by a seasoned team of officers who have an average of more than 30 years' experience and an average of 15 years with Plains or our predecessors and affiliates.

We have two publicly traded entities, Plains All American Pipeline, L.P. (Nasdaq: PAA) and Plains GP Holdings, L.P. (Nasdaq: PAGP). We have one set of operating assets and are governed by a single Board of Directors. Our operations are conducted directly and indirectly through our primary operating subsidiaries, including Plains Midstream Canada ULC (PMC).

Our investors range from individuals to large institutional money managers, many of whom are intently focused on sustainability metrics and improvement. We greatly appreciate our investors and other stakeholders for their continued engagement and feedback as we work to continuously improve our long-term sustainability performance and related disclosures.

# Our Core Values

**Our Core Values are the foundation of our culture and serve as a compass for addressing any situation or concern.**



## Safety and Environmental Stewardship

We conduct our business in a manner that is safe for our employees, business partners, communities and the environment.



## Ownership and Accountability

We take ownership of our actions and are accountable to each other and our stakeholders, including the communities where we live and work.



## Ethics and Integrity

We do the right thing, obey the law, and act with the highest levels of honesty, ethics and integrity.



## Respect, Fairness and Inclusion

We treat each other with respect and fairness, and are committed to an inclusive workplace.



## Entrepreneurship and Innovation

We are a nimble team that develops and implements creative solutions that deliver value for our stakeholders and drive continuous improvement.

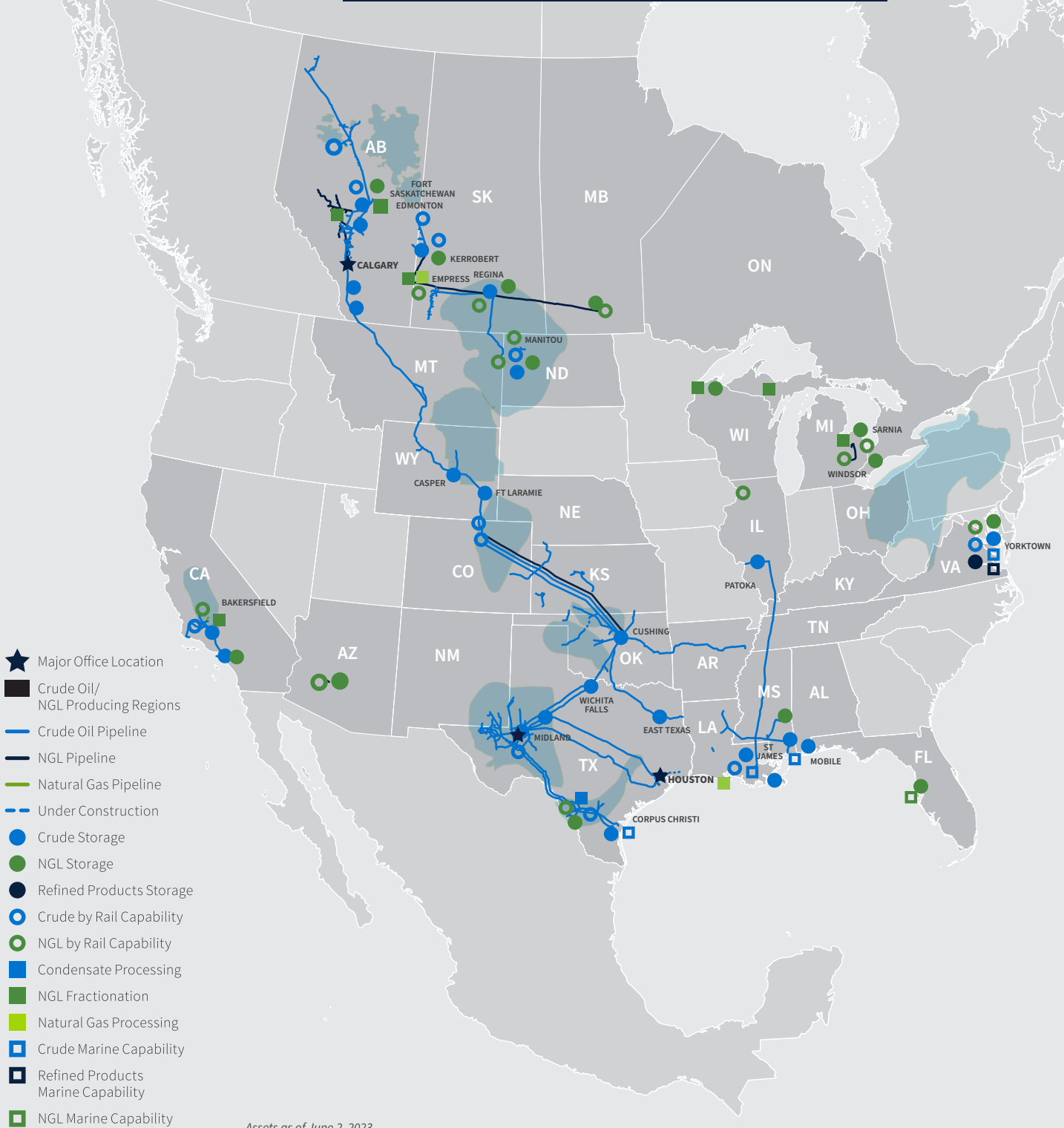


## Teamwork

We foster a collaborative environment and work together to achieve our goals.



# Our Assets



Assets as of June 2, 2023



# Our Sustainability Program

## Sustainability Strategy

At Plains, we strive to accomplish our mission of delivering critical energy resources throughout North America by operating in a responsible manner that optimizes long-term value and societal benefit.

Our approach to sustainability is rooted in our Core Values. Our sustainability strategy aligns with our commitment to continuous improvement and to being the investment, employer and partner of choice.

Our sustainability strategy is centered on three principles:



### Build long-term relationships of trust among stakeholders

- Actively engage to improve our communities
- Promote a workforce that reflects the diversity of our communities
- Be responsive to evolving stakeholder needs
- Partner with others to advance sustainability best practices

### Improve quality of life while minimizing environmental impacts

- Provide access to affordable, reliable and responsible energy
- Protect the health and safety of our employees and communities
- Pursue operational efficiencies, emissions reductions and sustainable resource use
- Implement biodiversity and environmental enhancements

### Manage risks and maximize long-term value

- Continue to deliver competitive services to our customers
- Align our assets and expertise, as appropriate, with emerging energy opportunities
- Educate and empower employees to advance our business
- Advance strong governance practices

## Sustainability focus areas

Our Sustainability program focuses on six areas:

- Environmental stewardship**
- Operating excellence**
- Commitment to employees**
- Stakeholder engagement**
- Corporate governance**
- Emerging energy**

We have established cross-functional working groups to support our efforts in these areas.



# Sustainability Governance

Led by our Vice President, Communications, Sustainability and Public Affairs, our Sustainability team supports all levels of sustainability governance at Plains and collaborates across the organization – as well as externally – to develop and advance a broad approach to sustainability.

Our Board’s Health, Safety, Environmental and Sustainability (HSES) Committee oversees efforts to advance our culture of continuous improvement on HSES matters. To enhance accountability and provide direction and oversight, the HSES Committee meets quarterly with members of our executive management team, including representatives of our Sustainability Leadership Team (SLT) and Sustainability Management Team (SMT). The HSES Committee provides quarterly reports to the full Board of Directors.

Comprised of vice president-level representatives from areas that meaningfully impact our sustainability efforts, our SMT members meet frequently with stakeholders, including equity and fixed-income investors, ESG rating agencies, banks, credit rating agencies, insurance underwriters, trade organizations and peers to understand current industry trends, preferences and evolving standards and initiatives.

The SMT is supported by the Sustainability Working Group, whose participants are tasked with identifying sustainability opportunities and executing annual deliverables to advance our sustainability efforts. These annual deliverables are elements of multi-year roadmaps overseen by members of our SMT and SLT.

Plains’ broader Senior Management team participates in ongoing periodic reviews of our Strengths, Weaknesses, Opportunities and Threats as well as our top enterprise-level risks. Such risks may include transitional and physical climate-related risks. Management’s assessment of key risks facing the company is shared with our full Board of Directors, including our HSES Committee members, on at least an annual basis. The results of these reviews are reflected in our public filings, including our annual report on Form 10-K, and utilized by our Board in connection with its periodic assessment of our strategic goals and objectives.





# Our Sustainability Journey

The guiding principles of sustainability have been ingrained in the way we do business at Plains for years. Notable activities and accomplishments related to our sustainability journey include the following:



## 2010

Published an environmental policy outlining our commitment to high standards of environmental compliance.

## 2013

Published the first iteration of our Life Rules to help contractors and employees work safely.

## 2014

Initiated development and implementation of our Operations Management System.

## 2015

Published first annual Report to Stakeholders and Communities focused on our Canadian-managed operations.

Launched our employee donation-matching program.

## 2016

Implemented a unified Board governance structure.

Amended our governing documents to provide for shareholder elections of independent Directors commencing in 2018.

## 2018

Included safety and environmental performance metrics in our annual bonus program for all employees and executives.

Formed the Sustainability Management Team and the Sustainability Leadership Team.

Introduced an employee volunteer program in Canada.

Began holding annual shareholder meetings for the election of independent directors.

Added a female Director to the Board.

Appointed first minority CEO.

## 2019

Published our first sustainability data disclosure.

Completed our first sustainability materiality assessment.

Created “Cultivating Connections” affinity group for employees.

Amended our governing documents to require majority independence on our Board.

Appointed a Lead Independent Director.

Joined the Permian Strategic Partnership with a \$5 million multi-year donation.

## 2020

Developed rolling multi-year roadmaps to advance sustainability focus areas.

Helped develop the Energy Infrastructure Council’s Midstream ESG reporting template.

Published three years of sustainability data.

Increased internal dedicated sustainability resourcing.

Adopted Equity Ownership Guidelines and Clawback Policy.

Acknowledged by Wells Fargo for having one of the highest governance scores on its annual Midstream ESG scorecard.

## 2021

Formed the Health, Safety, Environmental and Sustainability (HSES) Board Committee to assist the Board in its oversight of sustainability matters.

Collaborated on development of the American Petroleum Institute’s climate-related reporting template.

Launched updated philanthropy, employee match and volunteerism programs in the U.S.

Published our 2020 Sustainability Report, which included data on Scope 1 and Scope 2 emissions.

Established Emerging Energy group and appointed Vice President, Emerging Energy.

Created several internal working groups focused on emissions reductions/targets.

Meaningfully improved ESG ratings from Sustainalytics.

Developed a company-wide waste management and minimization plan.

Developed a Code of Business Conduct for Contractors and Suppliers.

Ranked among Houston Chronicle’s Top Workplaces for 12th consecutive year.

Amended our governing documents to require that all Directors, including management directors, are subject to shareholder election on a staggered three-year basis.

## 2022

Announced pursuit of hydrogen and battery Emerging Energy opportunities.

Formed Sustainability Working Group.

Adopted a Human Rights Policy.

Increased diversity on Board of Directors with the addition of a second female director.

Enhanced sustainability reporting to advance alignment with TCFD framework.

Formed an employee well-being committee.

## 1H 2023

Developed Greenhouse Gas Reduction Strategy.

Adopted a Biodiversity Policy.

Formed an Inclusion Steering Committee.

Extended our commitment to the Permian Strategic Partnership with a \$5 million multi-year donation.



# The Global Energy Challenge

Hydrocarbons currently provide approximately 85%<sup>1</sup> of the energy that powers economic growth and enables health, welfare and social development for individuals and communities around the globe.

The geopolitical instability that characterized most of 2022 and the first half of 2023 further highlighted the "energy trilemma": the critical challenge of balancing affordable, responsible and reliable energy. We strongly believe that everyone deserves access to energy; however, there currently are nearly 770 million<sup>2</sup> people in the world without reliable electricity and more than 2.5 billion<sup>3</sup> people without access to clean cooking fuels.

With the global population projected to grow by an additional 1.4 billion people by 2040<sup>4</sup> and appreciating the desire to raise the standard of living in developing countries, the need for energy continues to increase. While meaningful increases in renewable energy are expected, hydrocarbons are forecast to continue contributing the vast

majority (up to 70%) of energy used in 2040<sup>5</sup>. Hydrocarbon energy is essential to affordably meet growing demand and enable energy evolution. As a result, what some refer to as energy "transition" is really energy "evolution" or energy "addition," where all forms of energy will be necessary to maintain and improve quality of life and promote economic growth.

Given the need for all forms of energy, we believe solutions to the energy trilemma must include the following four components: conservation/efficiency, renewable energy, emerging technologies such as carbon capture utilization and storage, and lower carbon emissions from traditional energy sources. The effectiveness of these potential solutions is dependent on proven and scalable technology development, attractive economics, sufficient infrastructure, and constructive long-term energy policies.

Pipelines are the safest, most efficient and most environmentally responsible way to transport this critical energy. Pipelines deliver

most of the hydrocarbon energy used in both the U.S. and Canada. In addition to providing energy used in heating our homes and fueling our transportation systems, pipeline-delivered energy is converted into countless items we rely on in our daily lives to sustain our standard of living and health, including medical supplies, electronics, clothing and household products.

While we focus on delivering essential hydrocarbon energy resources in a safe, reliable and responsible way, we are simultaneously evaluating emerging energy opportunities that utilize our infrastructure and capabilities.

We are proud of the role we play today, and we look forward to our continued participation in the evolution of our industry and the continued growth in the prosperity of our communities in North America and across the world.



1. Energy Education - [https://energyeducation.ca/encyclopedia/Hydrocarbon\\_resource](https://energyeducation.ca/encyclopedia/Hydrocarbon_resource)

2. Data is based on the World Health Organization's Air Pollution Data Portal - <https://www.iaea.org/reports/sdg7-data-and-projections/access-to-electricity>

3. Data is based on the International Energy Agency's recent progress report - <https://www.iaea.org/reports/sdg7-data-and-projections/access-to-clean-cooking#abstract>

4. Data is based Global Trends: <https://www.dni.gov/index.php/gt2040-home/gt2040-structural-forces/demographics-and-human-development#:~:text=During%20the%20next%20years,will%20slow%20in%20all%20regions>

5. Data is based on the International Energy Agency's STEPS forecast - <https://www.iaea.org/reports/global-energy-and-climate-model/stated-policies-scenario-steps>



# About This Report

Our 2022 Sustainability Report provides qualitative and quantitative information about our Sustainability program, processes and performance. The report also highlights several initiatives we are working to advance.

Our 2022 Sustainability Report is divided into three sections:

- 1. 2022 Sustainability Progress** section outlines new initiatives and enhancements to programs within each of our focus areas.
- 2. Ongoing Sustainability Programs and Initiatives** section describes our existing and ongoing sustainability activities.

**3. Disclosure Charts and Reporting Frameworks** section includes detailed performance data and demonstrates alignment of our disclosures with various reporting frameworks as described below.

Our disclosures map to and/or are informed by: Sustainability Accounting Standards Board (SASB) Standards for companies in the oil and gas midstream industry; Global Reporting Initiative (GRI) Standards; the Energy Infrastructure Council (EIC) Midstream ESG Reporting Template; the American Petroleum Institute (API) Template for GHG Reporting; Financial Stability Board’s Task Force on Climate-related Financial Disclosures (TCFD); and United Nations Sustainable Development Goals (SDGs). In 2022, our Sustainability Management Team updated its sustainability materiality assessment, which involved validating our findings with key stakeholders through a survey and ongoing discussions.

In 2022, our Sustainability Management Team updated its sustainability materiality assessment, which involved validating our findings with key stakeholders through a survey and ongoing discussions.

We also reviewed various sustainability reporting frameworks, peer sustainability reports, media coverage and other materials. We use this information to execute our vision, prioritize our sustainability initiatives and learn from our peers. The topics identified in the sustainability materiality assessment, as well as other sustainability issues determined to be of interest to stakeholders, are addressed throughout this report.

We look forward to using this report, along with other means of outreach, to continue our engagement with our key stakeholders.

**Our sustainability materiality assessment identified several focus areas and topics we believe to be the most potentially relevant to our business from a sustainability standpoint over the next several years.**

Environment		Social		Governance	
Environmental Stewardship	Emerging Energy	Operating Excellence	Commitment to Employees	Stakeholder Engagement	Corporate Governance
Minimizing our environmental impact	Energy management	Health and safety	Corporate culture	Legislation / regulation impacting operations	Corporate governance practices
Biodiversity and conservation	Energy evolution and decarbonization	Asset integrity	Leadership development / succession planning	Community / landowner engagement	Board composition and diversity
Emissions tracking and reductions		Damage prevention	Inclusion and diversity	Contractor management	Succession planning / development
Physical asset risk preparedness		Security management and cybersecurity	Career opportunities and professional development	Indigenous community relations	
		Emergency preparedness	Wellness	Procurement / materials management	
			Competitive pay	Government relations	

# How We Engage



Our sustainability program is guided by ongoing interactions with stakeholders in order to understand the emerging issues facing Plains and the industry. Key stakeholder groups and engagement methodologies are listed below.

<b>Employees</b>	<ul style="list-style-type: none"> <li>• Team meetings and supervisor conversations</li> <li>• Training and professional development</li> <li>• Frequent employee communications</li> <li>• Safety meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Performance management and career development conversations</li> <li>• Wellness programs</li> <li>• Awards and recognition programs</li> <li>• Survey and feedback tools</li> <li>• Social events</li> </ul>	<ul style="list-style-type: none"> <li>• Intranet</li> <li>• Community investment programs and volunteering</li> <li>• Social media</li> <li>• Code of Business Conduct</li> </ul>
<b>Financial Community/ Investors</b>	<ul style="list-style-type: none"> <li>• One-on-one and small group meetings</li> <li>• Investor conferences and presentations</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly Earnings calls</li> <li>• U.S. Securities and Exchange Commission (SEC) filings</li> </ul>	<ul style="list-style-type: none"> <li>• Media/news releases</li> <li>• Website</li> </ul>
<b>Business Partners &amp; Contractors</b>	<ul style="list-style-type: none"> <li>• One-on-one and small group meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Code of Business Conduct for Contractors and Suppliers</li> <li>• Contract management</li> </ul>	<ul style="list-style-type: none"> <li>• Contractor recognition awards</li> <li>• Contractor safety summits</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>• One-on-one and small group meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly invoicing and service discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Industry trade events</li> </ul>
<b>Communities</b>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Social media</li> <li>• News releases</li> <li>• Project specific websites</li> <li>• Public awareness communications</li> <li>• Community engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Employment fairs</li> <li>• Community hotlines</li> <li>• Community Advisory Panels</li> <li>• Community investment</li> <li>• Volunteering</li> <li>• Community events</li> </ul>	<ul style="list-style-type: none"> <li>• Open houses</li> <li>• Home and site visits</li> <li>• Community Relations Advisors</li> <li>• Notifications</li> </ul>
<b>Government</b>	<ul style="list-style-type: none"> <li>• Direct engagement and advocacy</li> <li>• Industry and trade association participation</li> <li>• Regulatory compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory audits</li> <li>• Facility tours</li> <li>• Political contributions</li> <li>• Lobbying</li> </ul>	<ul style="list-style-type: none"> <li>• Comment submission on proposed regulation/legislation</li> </ul>
<b>Emergency Responders</b>	<ul style="list-style-type: none"> <li>• Table-top exercises</li> <li>• Deployment exercises</li> <li>• Incident Command system training</li> </ul>	<ul style="list-style-type: none"> <li>• In-person meetings</li> <li>• Emergency response plans</li> <li>• First Responder Grants</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-fire plans</li> <li>• Local emergency planning committees</li> </ul>



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Plains 2022  
**Sustainability  
Progress**

Section 1

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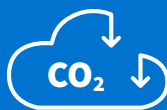
# Environmental Stewardship



## Plains Greenhouse Gas Reduction Strategy

While our Scope 1 and Scope 2 emissions are relatively low, particularly in comparison to our peers, there are opportunities to reduce our GHG emissions through the thoughtful integration of sustainable practices across our organization. Appreciating that these opportunities must be balanced against our obligation to efficiently use capital resources, our goal is to seek out GHG emissions reduction opportunities while maintaining capital discipline and simultaneously pursuing long-term value creation for our stakeholders, in alignment with our sustainability strategy.

*\* We are not including an estimation of Scope 3 emissions in this report. We are monitoring and plan to participate in the development of consistent Scope 3 GHG emissions estimation guidance for the midstream oil and gas sector.*



### GHG emission categories:

#### Scope 1

Direct emissions from owned and/or operated sources (includes fuel combustion, venting and fugitive emissions).

#### Scope 2

Indirect emissions from the generation of purchased energy required by operations.

#### Scope 3\*

All other indirect emissions that occur from value chain activities.



## Understanding our emissions profile

To fully understand the sources and nature of our GHG emissions, we have developed a robust Scope 1 and Scope 2 GHG emissions estimating and reporting process that is reviewed and improved upon annually. Of note:

- Methane comprises less than 2% of our Scope 1 emissions.
- A majority of our GHG emissions are indirect emissions (Scope 2) resulting from electricity consumption.

We further identified the assets within our operations that are the largest sources of GHG emissions, allowing us to focus technology and resources on opportunities to achieve reductions where they can have the greatest potential impact.

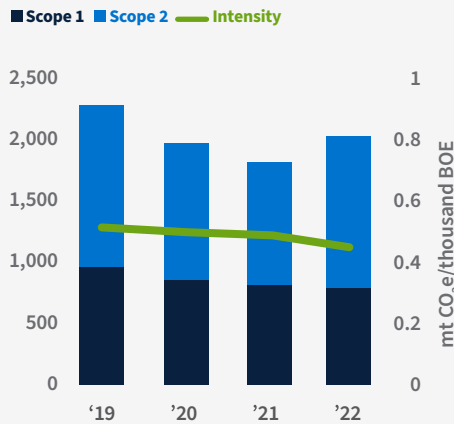
## 2022 GHG emissions profile

In reporting year 2022, we experienced an increase in our gross Scope 2 GHG emissions and a reduction in our gross Scope 1 emissions as compared to 2021. The emissions increase was primarily the result of a year over year increase in the volumes handled through our pipelines, storage facilities, liquids fractionation and gas processing assets, and the addition of new liquids pipeline assets including the Plains Oryx joint venture completed in late 2021. This increase in volumes handled resulted in an increase in electricity consumed and associated generation of GHGs.

Although our total GHG emissions increased from 2021 to 2022, our GHG emissions intensity as a function of volumetric throughput (in barrels of oil equivalent, or BOE) decreased. This decrease in GHG emissions intensity continues a trend of decreasing intensity since our first reporting year (2018)<sup>1</sup>.

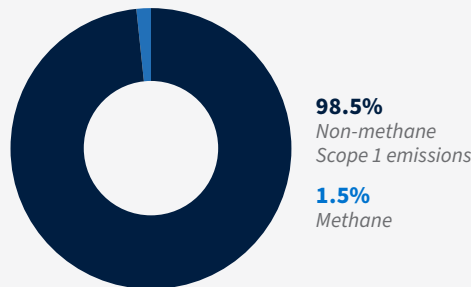
1. For more information on our Emissions data and intensity, please see the footnotes in our disclosure chart. The highlighted part can be footnote 2.  
 2. In certain cases, we may pursue opportunities that could increase our Scope 1 and/or Scope 2 emissions but have the benefit of reducing overall Scope 3 emissions.

Total GHG Emissions - Scope 1 + Scope 2 (mt CO<sub>2</sub>e) (000's)

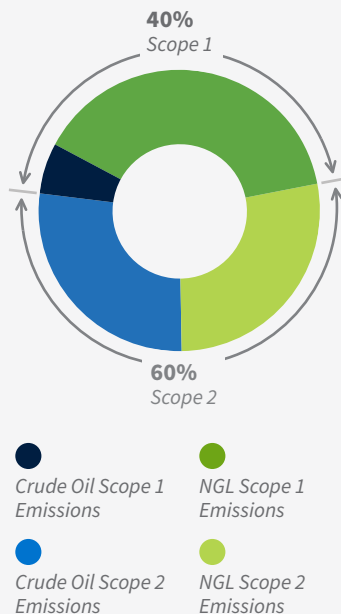


Reflects emissions from assets operated for the full calendar year.

Methane Fraction of Total Scope 1 Emissions



Total Emissions by Business Segment



## Approach to emissions targets

Considerable internal discussions have taken place on the topic of emissions target setting. The discussions have been robust and informative, benefitting from input from third-party stakeholders like our banks, investors and insurers, as well as trade organizations. As a part of these discussions, we have considered the significant cost and uncertainty associated with the pursuit of net-zero or other specific emissions targets. At this time, economically feasible technologies do not exist to eliminate Scope 1 and Scope 2 emissions related to our operations. Furthermore, the long-term availability, costs and benefits of some carbon offsets remain uncertain.

Taking all of these factors into account and considering the relatively low emissions profile of our business and assets, we do not currently believe that setting emissions targets is in the best interests of our stakeholders. Our efforts are focused instead on minimizing total emissions and identifying ways to increase overall energy efficiency and to participate in energy evolution opportunities.<sup>2</sup>

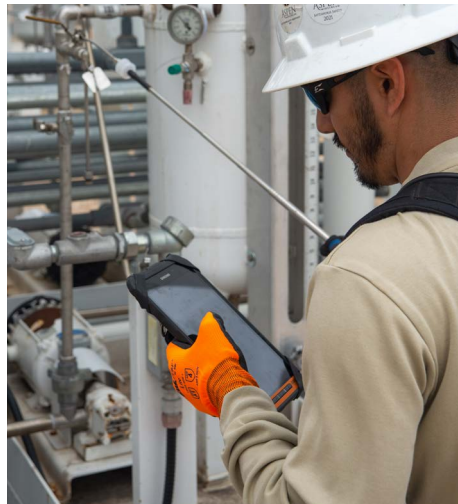






## Our approach to GHG emissions reduction

- Continuous improvement of data collection and GHG emissions estimation processes.
- Identification and implementation of operating efficiencies that reduce Scope 1 and Scope 2 GHG emissions:
  - efficiency gains in energy use
  - conversion of equipment from fuel-fired to electrical
  - transition from truck transport to pipeline transport where feasible
- Identification and implementation of emerging energy and energy management opportunities that have a direct impact on Scope 1 and Scope 2 GHG emissions:
  - power purchases that favor renewable sources, where available and economically feasible
  - direct investment to improve existing equipment performance
  - direct investment in renewable energy generation projects
- Identification and evaluation of carbon collection and repurposing opportunities that utilize our infrastructure, where available and economically feasible.
- Identification and evaluation of carbon collection and sequestration projects that utilize our infrastructure, where available and economically feasible.
- Monitoring developments in carbon trading and use of offsets, where available and economically feasible.
- Active participation in industry associations that focus on GHG management to collaborate with peers on GHG reduction strategies.
- Seeking opportunities to collaborate or identify joint ventures that would help reduce GHG emissions.
- Identification and implementation of Information Technology efficiency projects that reduce power usage.
- Purchasing products and services with lower GHG emissions, where available and economically feasible.



## Governance




Our Chief Operating Officer is the executive sponsor of our Greenhouse Gas Reduction Strategy, in addition to serving on Plains’ Sustainability Leadership Team (SLT). The members of the SLT report directly to the Plains Chairman and CEO on sustainability matters. The CEO reports to the Plains Board of Directors. The Board’s HSES Committee has oversight of sustainability matters and provides quarterly updates to the full Board of Directors regarding its activities.



## Prioritizing reduction efforts

The chart below reflects emissions reduction efforts and the level of development in each area. This prioritization remains dynamic based on a number of factors including advancement of technology, economic returns, energy policy/regulation and incentives, availability of capital, etc.



	 <b>Current Engagement</b>	 <b>Under Evaluation / Development</b>	 <b>Considering for the Future</b>
<b>Emissions Data</b>	<ul style="list-style-type: none"> <li>• Scope 1 and Scope 2 GHG emissions estimation in alignment with established methodologies.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous improvement of data quality and methodologies for estimation of Scope 1 and Scope 2 GHG emissions.</li> </ul>	<ul style="list-style-type: none"> <li>• Direct measurement of Scope 1 emissions at major emissions sources.</li> <li>• Development of methods to provide emissions estimation and/or measurement data with less lag time.</li> </ul>
<b>Energy Management</b> Projects that Reduce Fuel & Electricity Consumption	<ul style="list-style-type: none"> <li>• Economic projects that can be implemented quickly.</li> <li>• Internal Information Technology efficiency initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Efficiency projects that have moderate lead times.</li> </ul>	<ul style="list-style-type: none"> <li>• Efficiency projects that have long lead times and/or rely upon developing technology.</li> </ul>
<b>Emerging Energy</b> Projects that Reduce GHG Emissions	<ul style="list-style-type: none"> <li>• Economic projects that reduce Scope 2 GHG emissions and can be implemented relatively quickly.</li> </ul>	<ul style="list-style-type: none"> <li>• Projects that can reduce Scope 2 GHG emissions and have moderate lead times.</li> <li>• Projects that use existing assets to capture carbon dioxide and re-purpose as a replacement for carbon dioxide feedstock for industry.</li> <li>• Carbon dioxide collection and sequestration projects executed in partnership with others.</li> <li>• Projects that have moderate lead times and/or rely on developing technology.</li> </ul>	<ul style="list-style-type: none"> <li>• Projects that have long lead times and/or rely upon developing technology.</li> </ul>
<b>Industry Collaboration</b>	<ul style="list-style-type: none"> <li>• Participation in industry associations and workgroups that focus on GHG management.</li> <li>• Engagement in regulatory and legislative discussions related to GHG management.</li> <li>• Participation in industry dialogue related to Scope 3 GHG emissions estimation guidance.</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement with industry peers to identify and evaluate potential joint GHG reduction or management projects.</li> </ul>	





# Energy Management

Optimizing our energy consumption is one of the most effective ways to reduce our GHG emissions.

Our Energy Management team is applying operational efficiency practices to reduce power consumption across our footprint, which has the dual benefit of reducing operating costs and environmental impact. This team collaborates with our Operations team and other internal stakeholders to identify opportunities to reduce power consumption and enhance the efficiency of our equipment, while safely meeting our operating goals and commitment to operational excellence.

## Energy curtailment programs

Plains is active in numerous curtailment and demand response programs across the U.S. and Canada. Administered by our utility providers, these programs implement solutions to shift energy consumption during periods of high stress on the electrical grid. This shifting helps stabilize the grid and reduces or avoids higher GHG intensity power generation during peak times. In 2022, we shifted about 30 MW of electricity in the Electric Reliability Council of Texas (ERCOT) market and 21 MW at our Sarnia fractionation facility in Ontario.

## Tank mixer optimization

One key energy efficiency initiative involves optimizing our tank mixer utilization to reduce overall run-time and/or operation during peak grid consumption periods. Plains operates approximately 680 above-ground storage tanks with an estimated total connected motor load of 47,000 horsepower to energize tank mixers.

Collectively, our tank mixer optimization efforts resulted in a reduction in power consumption of about 16 million kWh in 2022. This reduction is equivalent to the typical annual emissions of approximately 2,500 passenger cars<sup>1</sup>.

## NGL and gas processing efficiency

Our NGL and gas processing facilities are among the most energy-intensive assets we operate. We undertake various efforts to lower energy consumption and emissions at these facilities, including:

- Installing variable frequency drives on applicable pumps.
- Enhancing the amine treating process at one of our straddle plants.
- Using vapor recovery units at rail loading facilities when practical.
- Establishing heat transfer baselines to further identify efficiency opportunities.
- Implementing improved preventative maintenance practices.
- Undertaking regular maintenance to keep processing equipment (such as heat exchangers, pumps and compressors) running optimally.

1. <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator#results>



# Biodiversity and Conservation

## Bayou Land Conservancy funding agreement

In alignment with our safety and environmental stewardship value, Plains entered into an agreement in 2022 with Bayou Land Conservancy (BLC) to provide funding of \$100,000 over two years to support the preservation and protection of natural floodplains in the Houston area. Previous donations by Plains have assisted in various conservation efforts and the construction of an outdoor educational pavilion.

To date, BLC has preserved over 14,000 acres throughout a six-county region that is one of the most biodiverse major urban areas in the nation. An additional 100,000 acres has been identified for conservation efforts.

BLC participates in the Headwaters to Baywaters initiative, along with several partner organizations. The goal of this initiative is to ensure healthy lands, waters and communities for the greater Houston region, and the group's multi-county focus area includes 25 major watersheds spanning more than 5 million acres. The group aims to identify high priority riparian conservation tracts and acquire them for conservation and restoration.

Plains employees have participated in BLC activities in support of the organization's efforts to promote flood resilience, improve water quality, provide wildlife habitat, support biodiversity and provide recreational space.

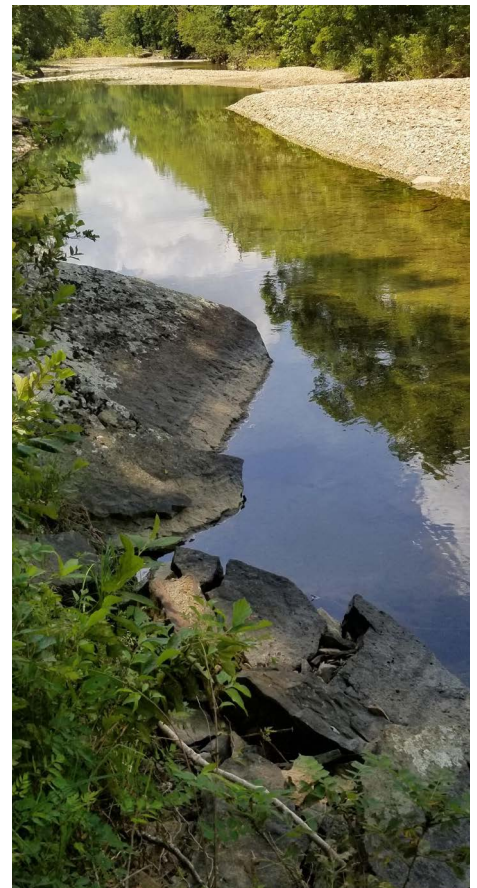
## Protecting endangered species

In 2016, surveying conducted in advance of construction of the Diamond Pipeline identified portions of the planned route in Oklahoma and Arkansas that had the potential to impact the habitat of the northern long-eared bat, an endangered species. To help offset the potential impacts, Plains committed \$4.9 million in voluntary mitigation funding to The Conservation Fund (TCF).

TCF used a portion of the commitment to purchase and protect over 3,600 acres of forests in Arkansas.

In 2022, TCF used some of the remaining funds to acquire an additional 10 acres of land in Oklahoma. TCF intends to transfer this property to the U.S. Fish and Wildlife Service to become part of the Ozark Plateau National Wildlife Refuge.

Significant from a biodiversity perspective, this property includes caves where Ozark big-eared bats, an endangered species, are known to hibernate. Habitats on the property also support northern long-eared bats and a variety of bird species.





## Helping our communities thrive

Throughout the year, Plains employees participated in several volunteer opportunities to benefit local communities:

- The Plains Engineering team in Calgary volunteered with Ducks Unlimited Canada to enhance a local wildlife habitat near Pine Lake, Alberta, removing obsolete barbwire fences on the project site. The fences were a barrier to movement of wildlife including deer, elk and bears, and would often trap and endanger smaller animals. Ducks Unlimited works to conserve, restore and manage wetlands and associated habitats across North America.
- In recognition of Earth Day, Houston employees volunteered with Buffalo Bayou Partnership at Buffalo Bayou Park, pulling out ragweed, an invasive species. Buffalo Bayou Partnership aims to revitalize and transform Buffalo Bayou, one of Houston's most significant natural resources.

- In Houston, a group of employees volunteered with the Wildlife Center of Texas, where they helped feed birds and possums, cleaned cages and assisted in the equine area. The Wildlife Center of Texas is a non-profit organization that cares for injured, ill and orphaned wildlife through rehabilitation, public education and release.
- In Cushing, Oklahoma, volunteers picked up debris along a street that was adopted through the Adopt-a-Block program.
- Employees and contractors from the St. James Terminal participated in a clean-up of 1.4 miles along a highway in conjunction with Louisiana's Love the Boot campaign.
- For the last two years, Midland employees have partnered with Keep Midland Beautiful and its Adopt-A-Spot program to clean an area near Plains' Midland office.
- Employees from Midland, Texas and Carlsbad, New Mexico, participated in the Bureau of Land Management's Good Neighbor program for the third consecutive year. In 2022, volunteers helped restore the landscape and monuments along a riverbank.

## Biodiversity Policy

In 2022, the Plains HSE team developed a *Biodiversity Policy* that was formally adopted by Plains in 2023. The policy outlines our commitment to supporting healthy ecosystems, protecting ecologically and culturally sensitive areas and minimizing our environmental footprint. It describes our approach to conservation and biodiversity, as well as the steps we take to avoid and minimize environmental impacts.



➔ Please see Section Two for information on Plains' ongoing sustainability programs and initiatives related to *Environmental Stewardship*

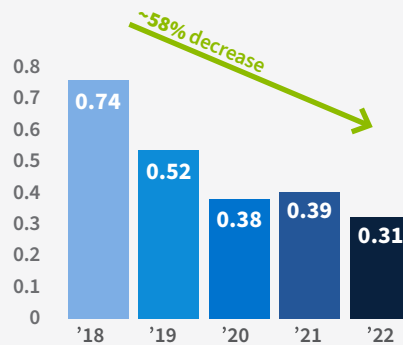
# Operating Excellence



## Total recordable incident rate

In 2022, we achieved a record low total recordable incident rate (TRIR) of 0.31. Since 2018, Plains has achieved a 58% decrease in our TRIR and an 81% reduction in incident severity/lost time incidents. Our ultimate goal is to achieve zero incidents, and our 2023 target is a TRIR of 0.25 or less, which we believe represents industry-leading safety performance.

Employee Total Recordable Incident Rate (TRIR) (per 200,000 work hours)



## Zero engineering contractor injuries

Plains engineering contractors achieved a significant safety milestone in 2022, surpassing 365 days without a recordable incident.

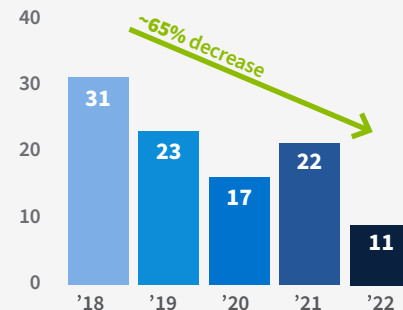
## Compliance training

In 2022, Plains implemented a single learning management system across the organization to ensure 100% participation in compliance-related training. The system covers our entire employee base and tracks required and other training for different roles.

## Federally reportable releases

Our ultimate goal is to achieve zero incidents. Plains experienced 11 federally reportable releases (FRR) in 2022, achieving our 20% reduction target from 2020 levels. Our efforts are focused on year-over-year and long-term improvements. Since 2018, Plains has achieved a 65% decrease in the number of FRRs. We continually evaluate our integrity management practices, including the utility of new integrity tools, and participate in industry forums as part of our efforts to reduce the occurrence of releases.

Federally Reportable Releases (FRR) (Number)



Federally reportable releases are those that were reported to a federal agency; a majority of these releases are contained within company property.





## Safety Awards

### GPA Midstream Perfect Record Award

Plains was honored in June 2022 with the GPA Midstream Perfect Record Award in recognition of having zero lost time incidents in 2021. GPA Midstream is a trade organization that sets and adopts standards for NGLs, conducts research, and provides lobbying and other resources for operators.

### Canadian Pacific Railway Safe Shipper Award

In 2022, the Plains Ft. Whyte Rail Loading Terminal received a Canadian Pacific Railway Safe Shipper Award for 2021 operations efforts at the terminal. This award acknowledges railroad customers who safely transported, loaded and unloaded hazardous materials.



### ILTA Safety Excellence Award

In 2022, Plains won the International Liquids Terminals Association (ILTA) Safety Excellence Award for the fifth year in a row as part of ILTA's 16th Annual Safety Survey and Recognition Program. In conducting this annual survey, ILTA collects safety performance data for the terminal industry and presents its findings to participating companies and facilities for their use in benchmarking and continued safety awareness.

### Service Commander's Award

Plains received a Service Commander's Award in April from the Midland Department of Public Safety (DPS) to honor dedication, service and support to the Midland 4A Texas Highway Patrol District. This is the highest award given by the Service Commander.

The presentation occurred after Plains hosted the DPS West Texas Regional Challenge at our trucking operations facility in Midland for the 18th time. This annual event brings State Troopers from across the region together to compete, using their skills and knowledge of vehicle inspections and pinpointing violations —expertise that helps to keep Permian Basin roadways safer every day.



## COR Audit

In Canada, our health and safety management system is audited through the Certificate of Recognition (COR) Audit. The Government of Alberta awards certificates of recognition to employers who have voluntarily applied for the COR and operate a health and safety management system that meets or exceeds established standards. Plains scored a 97% rating in 2022.

## New recognition program for contractors



Plains launched a new recognition program for contractors at our annual Contractor Safety Summits held in Midland, Texas and Calgary, Alberta. The Safety Excellence Awards recognize contractors who have gone above and beyond in adherence to safety procedures.

At the Midland safety summit in 2022, we recognized two contractors for their 2021 safety records: one for having the highest positive safety inspection rate and the second for submitting the most hazard identifications and near misses. At the Calgary safety summit, two contractors were recognized for having a zero-incident safety record over the last three years while working on Plains' and other clients' work sites.

This was the fifth annual event in Midland and the second in Calgary. The summits were created to promote collaboration, communication and the sharing of best practices among our employees, leaders and contractors.

## Emergency response training

Emergency response training and exercises are a vital component of our Emergency Preparedness program.

- In 2022, we conducted over 200 emergency response exercises, including three large-scale and eight special training events. We also provided training on emergency preparedness to about 500 first responders.
- In 2022, Plains was able to resume in-person full-scale emergency response exercises that had been paused because of the pandemic. The first, held at our Eagle Ford Terminal facility in Corpus Christi, Texas, involved over 100 people, including Plains personnel and representatives of 18 different agencies such as local first responders, United States Coast Guard, Federal Bureau of Investigation and the Pipeline and Hazardous Materials Safety Administration.
- Over 1,800 Plains employees received various levels of Incident Command System (ICS) training, amounting to approximately 4,400 learning sessions. This included 10 Intermediate or Advanced ICS courses.



## Trucking safety journey

The U.S. Trucking group was acknowledged in early 2023 for having close to 800 trucking employees work for 397 consecutive days without a preventable Occupational Safety and Health Administration (OSHA) recordable injury.

From 2018 to 2022, the rate of U.S. trucking-related motor vehicle incidents declined by 59%, rollovers declined by 88% and the trucking-related injury rate declined by 73%.

In 2022, the U.S. Trucking group launched new awards to recognize employees and districts with zero preventable incidents. Four districts and 484 employees were recognized with awards.

## Digital public awareness advertising campaign

Plains executed a digital advertising campaign across our asset footprint targeting safe digging reminders to heavy equipment retailers and rental facilities within a geofence, a virtual perimeter for a real-world geographic area. After visiting locations within the geofence, excavators and visitors received digital advertisements encouraging them to call 811 before digging, with a link to a Plains webpage specifically designed for excavators.



## Plains Right-of-Way Watch program

Plains enhanced its Right-of-Way Watch program in 2022. If a landowner or community member sees a situation on the right-of-way (ROW) that may impact the safe operation of our pipelines, they could be eligible for a financial reward. Individuals are encouraged to report sightings of:

- Unauthorized excavation, excavation equipment or digging on the pipeline ROW.
- Hazardous conditions such as unauthorized structures, uncovered pipe, sink holes, small fires or trash burning.
- Suspicious or threatening activities such as theft of equipment, manipulation of pipeline equipment by non-pipeline personnel or individuals taking pictures or videos of pipeline installations.

Information on how to report concerns related to our ROWs can be found on our [website](#).



➔ Please see **Section Two** for information on Plains' ongoing sustainability programs and initiatives related to *Operating Excellence*



# Emerging Energy



## Solving energy challenges with emerging energy initiatives

We are committed to pursuing practical alternatives to reduce our impact on the environment, as well as actively evaluating opportunities to repurpose certain of our assets that may help communities and customers reduce their environmental impacts.

Plains formed the Emerging Energy team in 2021 to evaluate opportunities and potential projects utilizing Plains' asset base and expertise. Key objectives of the team include optimizing or repurposing underutilized assets, evaluating collaborative emerging energy opportunities, and developing industry and community relationships in support of emerging energy activities. This aligns with our continued commitment to capital discipline, operational excellence and increasing returns for Plains' equity holders.

In 2022, Plains announced two projects in the emerging energy space involving our assets in Ontario, Canada.

In April, Plains signed a memorandum of understanding with Atura Power pursuant to which they will conduct a low-carbon hydrogen and subsurface storage feasibility study and front-end engineering design study related to the companies' respective operations in Ontario. If advanced, the project would utilize Plains' existing storage infrastructure and operations in Windsor, Ontario to store and supply hydrogen to Atura Power's nearby generation facility. These efforts are designed to implement a low-cost, low-carbon hydrogen program to assist in the reduction of greenhouse gases while supporting the development and adoption of cleaner energy sources.

Plains is one of the largest salt cavern storage operators in Canada with significant connectivity via pipeline, rail and trucking. If pursued, successful completion of this project would enable Plains to join a relatively small number of hydrogen salt cavern storage operators in North America.

In June, we announced plans to install a 5 MW/10 MWh battery energy storage system (BESS) at our natural gas liquids fractionation and storage facility in Sarnia, Ontario. The BESS is designed to reduce grid emissions during periods of peak power demand. The battery system will be charged from the grid

during off-peak hours, when low-cost, low-carbon electricity is more readily available, and will be discharged during higher-cost peak demand hours from non-renewable sources. The BESS is currently expected to be placed in service in 2024.

**Plains is a member of the Greater Houston Partnership's Houston Energy Transition Initiative (HETI), the vision of which is to leverage Houston's energy leadership to accelerate solutions for a low-carbon future. HETI seeks to create a unified public voice for energy transition in Houston, attract and support companies in energy value chains and engage in federal, state and local policy advocacy. Our CEO serves on the Advisory Board for HETI, and our Vice President of Emerging Energy is a member of the Hydrogen Working Group.**



# Our Commitment to Employees



## Focused on IDEA

In 2023, Plains increased its focus on inclusion, diversity, equity and accessibility (IDEA) by forming a new Inclusion Steering Committee comprised of a diverse group of managers, directors and vice presidents who have been tasked with identifying and recommending best practices in training and other programs that support inclusion across the organization.

As a result of IDEA recruitment initiatives, Plains experienced a 10% increase in minority employees in the U.S. in 2022 with 34% of employees identifying as people of color, compared to 31% in 2021. This was due to an increase in the number of minority new hires in 2022: over 50% of the 643 employees hired in the U.S. identified as minority.

## Cultivating Connections

Since 2019, our employee-led Cultivating Connections network has been encouraging inclusion and diversity at Plains and across the broader industry through networking, mentoring, sharing experiences and ideas and furthering leadership development.

In 2022, Cultivating Connections sponsored or hosted events focusing on managing stress, the importance of mentorship

and inclusivity (during this event, Plains announced company-wide implementation of a mentorship program), and how to navigate and build relationships in the workplace.

## Creating interactive spaces for employees

To inspire in-person team building in the post-pandemic workplace, Plains is looking for opportunities to create new environments for employee interaction.

In September, our Calgary corporate office opened a new multifunctional space, the Energy Hub Conference Centre, that can be reserved and configured for company and department meetings, team building events and training for large groups. The Hub also offers an informal gathering space for employees to meet for coffee, renew connections and build relationships.

## First enterprise-wide engagement survey

Plains launched our first enterprise-wide employee engagement survey in 2022, with a participation rate of 74%, which is among the top quartile for our industry. Survey

results provided insight into opportunities to advance career development, attract and retain talent, and improve organizational communications.

Plains disclosed the engagement survey results internally, shared the results with our Board of Directors and intends to conduct the survey on a recurring basis to track performance and assess the effectiveness of improvements over time.

## Record year for student programs at Plains

In 2022, Plains hosted our largest student intern program to date, with 42 students participating in the U.S. and 45 in Canada. Additionally, nine of our previous interns were provided an opportunity to start in a full-time position with Plains during the year.



**Please see Section Two** for information on Plains' ongoing sustainability programs and initiatives related to [Our Commitment to Employees](#)

# Stakeholder Engagement



## Community Investment



Approximately  
**\$3,500,000**  
 donated to charities

### CARE Program Impacts

### 2022 Impact

Number of unique participants (donors & volunteers)	~590
CARE donation match	~\$150K
Hours volunteered (non-working hrs.)	~3,800
Rewards for hours volunteered	~\$52K
Number of charities supported	>450
Participation rate	~15%

In 2022, Plains, our joint ventures, our subsidiaries and our employees contributed approximately \$3.5 million in cash and in-kind donations toward projects and initiatives that helped address local needs in communities across Canada and the U.S. Two of our signature fundraising events are the United Way campaign in the U.S. and the CARE Walk Run in Canada.

**United Way:** In the fall of 2022, the Houston office raised approximately \$550,000 for the United Way of Greater Houston. As part of the campaign, employees also volunteered at United Way beneficiary organizations including food banks and Meals on Wheels. Plains CEO Willie Chiang played an important role in the campaign and in 2022 was elected as Board and Executive Committee Chairman for the United Way of Greater Houston.

**CARE Walk Run:** In October, we held our fourth annual Plains CARE Walk Run in Calgary, raising more than \$27,000 for causes selected by our employees.





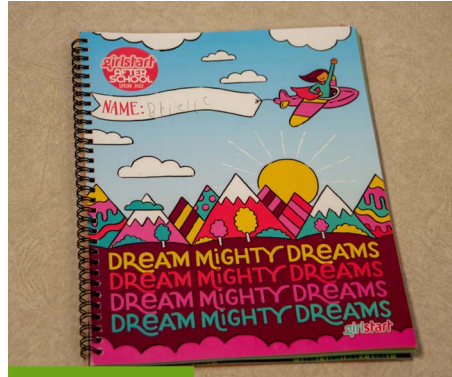
## Other 2022 community engagement highlights

**Weeks of Giving:** Our field personnel participated in our Weeks of Giving campaign, which was inspired by Giving Tuesday, a global generosity movement occurring in late November. More than 60 participants donated to causes they care about, with over \$50,000 raised. In addition, employees spent 650 hours assisting with projects in their local communities.

**Inn from the Cold:** As part of a multi-year commitment, Plains is donating \$100,000 CAD to Inn from the Cold, a Calgary-based charity that helps community members find affordable housing, social support services and temporary emergency shelter. In addition to Plains' financial contribution, a team of Calgary employees gave their time to clean family housing and shelter units in the facilities.



**Girlstart:** In January, Plains volunteers in Houston gathered to assemble after-school learning kits in support of Girlstart, an organization dedicated to increasing young women's interest and engagement in science, technology, engineering and mathematics.



**First Responder Grants:** Plains donates funds and equipment to first responders across the United States and Canada every year to better equip them for emergencies. In 2022, approximately \$400,000 was donated to fund equipment or training that would be required to respond to an emergency event at one of our facilities.



## Investments in Indigenous communities

- In May 2022, Plains sponsored a workshop at Carry the Kettle Community Hall in Saskatchewan that featured speakers talking about missing and murdered Indigenous women.
- In September 2022, Plains sponsored a barbecue at Thomson School in Regina, contributing funds and over 500 hot meals that were served to families in the community. The event successfully increased turnout at “meet the teacher night,” resulting in an opportunity for the school to better connect with parents who may need encouragement and support, all while combatting child hunger.
- Donations in 2022 to the Aamjiwnaang First Nation included funding for its Youth Empowerment Summer Program and Youth Empowerment Winter Break Program.

In 2022 we additionally continued the following programs:

- Commitment to make annual donations to the National Indigenous Economic Education Foundation, which awards scholarships to students in Alberta who are studying Indigenous community economic development.
- Multi-year commitment to provide \$50,000 CAD to Northern Lakes College. The school recently opened a multi-purpose trades lab, which provides students in northern Alberta the opportunity to learn dedicated trades and helps bring higher paying career opportunities to students in this community.
- Support for the Aamjiwnaang Athletic Club's summer health and fitness camp. Offering supervised workouts and lessons in nutrition and the effects of drugs and alcohol, the camp provides a safe place for youth to spend their summer breaks while learning self-discipline.

➔ **Please see Section Two** for information on Plains' ongoing sustainability programs and initiatives related to [Stakeholder Engagement](#)



# Corporate Governance



## Updated Code of Business Conduct

Our Code of Business Conduct (Code) sets forth the standards, principles and Core Values that we are expected to honor when conducting business for Plains. Our Core Values govern how we conduct business and engage in our business relationships with customers and other stakeholders, including suppliers, fellow employees, lenders, investors, governmental agencies and the communities in which we do business.

We revised the Code in 2022 to enhance and clarify our Core Values as well as to reflect updates on other topics, including reporting and resolution of conflicts of interest, use of social media, political activity and use of the 24-7 confidential hotline service to report integrity or maintenance concerns in addition to Code violations.

On an annual basis, all employees complete training on the Code and acknowledge receipt of and compliance with the Code.

## Plains increases Board diversity

In August 2022, Ellen R. DeSanctis was appointed as an independent member of the Board of Directors of PAA GP Holdings LLC (GP Holdings). The GP Holdings Board has responsibility for managing the business and affairs of PAA and PAGP. Ms. DeSanctis serves as a member of the Audit Committee and Health, Safety, Environmental and Sustainability Committee.

In April 2023, Ms. DeSanctis took part in a discussion with CEO Willie Chiang on career development during one of our Cultivating Connections events.



**Please see Section Two** for information on Plains' ongoing sustainability programs and initiatives related to *Corporate Governance*



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Plains

# Ongoing Sustainability Programs and Initiatives

Section 2

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# Our Approach to Health, Safety & the Environment

**Our commitment to health, safety and environmental stewardship is rooted in our values. We strive to minimize our environmental impact and to integrate programs and systems that reduce risk and prevent and mitigate incidents.**



## Health, Safety and Environmental Policy

We are committed to adhering to high environmental standards and protecting the health and safety of our employees, contractors and the communities where we operate.

Under our Health, Safety and Environmental Policy, Plains strives to:

- Comply with the laws, rules and regulations that pertain to health, safety and the environment and are applicable to our business.
- Verify compliance through self-monitoring programs and regular facility assessments, and, in a timely manner, correct any conditions in our operations that could have a significant adverse health, safety or environmental impact.

- Train and empower each employee to recognize their responsibility and accountability to perform all activities in a manner that is safe for the employee, their coworkers and the environment.
- Establish and maintain corporate controls, including periodic reviews, to ensure the policy is being properly implemented and maintained.
- Participate, when possible, with government on a federal, state, provincial and local level in creating reasonable and attainable regulations to safeguard the community, workplace and environment.
- Assess potential health, safety or environmental liabilities prior to the sale, lease, transfer or purchase of property.
- Establish appropriate design, construction, operating and maintenance programs and practices to minimize risks, reduce releases and waste, increase energy efficiency and conserve natural resources.
- Establish programs to analyze and mitigate health, safety and environmental risks; investigate significant environmental and safety incidents; internally communicate lessons learned and prepare for and respond to emergencies.

## Operations Management System

Our Operations Management System (OMS) is essential to achieving our operational vision. Our OMS incorporates our operational disciplines, including operational risk management, design and construction, operations and maintenance, control room management and incident management. It positions environmental stewardship and personal safety at the forefront of everything we do.

OMS provides a standardized approach and specific requirements for effective operations, including setting goals, objectives and targets. Our OMS is based on a Plan-Do-Check-Adjust cycle and guides the way we identify and manage risk, promotes a learning environment and drives continuous improvement. In accordance with the American Petroleum Institute Recommended Practice 1173 for Pipeline Safety Management Systems and the Canada Energy Regulator Onshore Pipeline Regulations, our comprehensive OMS supports a systematic, iterative approach to continuously improve our performance in our pursuit of operational excellence.



## Our OMS



### The focus areas of our OMS include:

- Leadership Commitment
- Asset Operations
- Operations Support
- Corporate Integration
- Operational Assurance

OMS also encompasses our protection programs: environmental management, integrity management, emergency management, health and safety management, security management and damage prevention.

The OMS provides a systematic integrated approach to, and prompts continuous improvement of, our operational performance, risk management and safety and environmental performance.

## OMS governance

OMS is governed through our Operations Leadership team (OLT) and Operations Management team (OMT). The OLT is a cross-functional group of senior executives who provide leadership and oversight for the sustainment, integration and continuous improvement of the OMS and related risk management and operational performance.

The OMT is a cross-functional group of directors and managers who provide leadership and oversight for the development and implementation of actions to continuously improve performance.

The OLT and the OMT meet monthly; in addition, there are quarterly and annual Management Reviews that assure OLT members are providing more detailed oversight of specific operational performance and improvement actions.

## OMS assurance

OMS Assurance activities are designed to provide leadership with regular feedback on the effectiveness of the OMS and related programs. These assurance activities provide confidence that Plains is meeting management system external requirements and also provide confidence in the effectiveness of the protection programs mentioned earlier. Our three-tiered assurance program includes the following components:

- **OMS Audits:** Recurring internal audits to verify the documentation, implementation and effectiveness of programs, processes and assurance activities. The Plains Internal Audit team provides oversight to ensure that these audits meet recurring requirements, that the appropriate standard of care is applied and that the individuals conducting the audits are appropriately qualified.
- **OMS Assessments:** Recurring internal assessments to verify that programs, processes and procedures are effective for delivering desired outcomes.

- **OMS Surveys:** Recurring subjective gathering of the perspectives and experiences of employees to evaluate the safety culture and other aspects of the OMS (e.g., operational risk, leadership). Reports are provided to each participating organization for identification of actionable information, and OMS feedback is addressed during quarterly management reviews.

Federal and jurisdictional agencies in the U.S. and Canada also conduct management system audits and regulatory compliance audits. Regulatory management system audits cover protection programs and their assurance functions. These include audits by the Canada Energy Regulator, the U.S. Pipeline and Hazardous Materials Safety Administration, and various state and provincial regulators.

## Example of an OMS protection program: Environmental Management

The Environmental Management sub-element of our OMS aims to minimize adverse environmental impacts from operations and support our goal of meeting or exceeding all applicable environmental regulations. This sub-element requires that we:

- **Maintain an environmental protection program** to anticipate, prevent, manage and mitigate adverse environmental impacts from operations.
- **Restore right-of-way and temporary work areas** to a condition consistent with current land use.
- **Monitor impacts** resulting from releases.

# Operational Risk Management

Plains is committed to conducting our operations in a manner that protects people and the environment. We continuously strive to align our actions and activities with industry best practices.

Extensive federal, state and provincial regulation of pipelines and facilities in the U.S. and Canada helps the industry maintain the safety of communities and the environment. We strive to comply with the laws, rules and regulations that are applicable to our business.

Our OMS has been instrumental in providing a framework to systematically manage risk, support operational priorities, implement improvements to achieve our strategic goals

and objectives, and meet legal and regulatory requirements. Plains conducts routine risk assessments of our health, safety and environmental processes and procedures.

Our internal Risk Management team regularly reviews and assesses relevant information to identify and recommend adjustments to our risk controls, spur continuous improvement and communicate lessons learned.

## Executive oversight

Our Operations team and our Health, Safety and Environment (HSE) team have primary responsibility for our HSE policies.

Each of these teams is led by an officer of the company who reports directly to our Chief Operating Officer, who in turn reports to our Chief Executive Officer. Key HSE performance information is provided quarterly to our Board of Directors, as well as to our Health, Safety, Environmental and Sustainability (HSES) Committee, which assists the Board with oversight of our HSES strategies and performance.

## Accountability and management

Plains employs a large team of HSE professionals with assigned roles and responsibilities.

Using the Plan-Do-Check-Adjust principles, HSE team members regularly review and/or audit existing policies, work practices and improvement opportunities related to our safety and environmental performance and initiate corrective actions to drive continuous improvement. We put strong emphasis on creating a culture focused on safety in both our office and field locations. We have executive-level oversight of safety-related initiatives and several employee-led safety committees.

Plains employs numerous internal metrics to measure health, safety and environmental performance. These metrics are reviewed regularly at the operational and executive levels, and with the HSES Committee and full Board of Directors. We also incorporate specified performance targets for key safety and environmental metrics into the short-term incentive program that governs annual bonuses for all employees. These metrics include federally reportable releases and total recordable incident rate.



**Our internal Risk Management team regularly reviews and assesses relevant information to identify and recommend adjustments to our risk controls, spur continuous improvement and communicate lessons learned.**



# Environmental Stewardship

**We strive to be responsible stewards of the energy resources we rely upon to operate our business and to minimize the impact of our activities and operations on the environment and neighboring communities. We seek opportunities to reduce emissions and improve energy efficiency, while ensuring the safety and reliability of our assets.**



## Minimizing Our Environmental Footprint

Protecting the environment is integral to our business. Plains is committed to:

- Empowering employees and contractors to identify and mitigate environmental risks through our Hazard Identification program.
- Encouraging employees and contractors to report any potential environmental concerns without fear of retaliation.
- Providing employees with training on regulatory compliance and company policies and procedures.
- Regularly measuring and monitoring our environmental performance through internally and externally reported metrics.
- Systematically assessing and continuously improving our programs through our OMS to comply with environmental regulations and best practices, prevent pollution and minimize our environmental footprint.

- Ensuring integration with other Plains programs in support of our OMS.
- Actively engaging and collaborating with our industry peers, government agencies and the public on environmental management issues.

### Responsible and sustainable operations

The world needs responsibly and sustainably produced energy, and our goal is to help meet global energy demand.

To that end, we are committed to minimizing our environmental impacts and evaluating emerging energy opportunities to help our customers and communities reduce their footprints as well.

In 2021, we formed an Emerging Energy team whose key objectives include optimizing or repurposing underutilized assets, evaluating collaborative emerging energy opportunities, and developing industry and community relationships in support of emerging energy activities. The team is tasked with evaluating a wide range of energy evolution opportunities, from hydrogen- and carbon-related infrastructure to solar and low-carbon fuels, with a focus on our asset base and operations.

As part of these efforts, we are looking for ways to minimize our GHG emissions, manage and reduce our energy consumption, and incorporate sustainability measures into our business planning. We assess and, where practical, adopt technologies to increase operating efficiencies and reduce GHG emissions.

### Task Force on Climate-related Financial Disclosures

In 2017, the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD) published a series of recommended climate-related disclosures to promote more informed investment, credit and insurance underwriting decisions. The recommendations are structured around four themes: governance, strategy, risk management and metrics and targets. To increase transparency and respond to growing interest in our climate-related practices and performance, we are advancing the alignment of our reporting with many of the recommendations established by the TCFD.

## Preparedness for extreme weather risks

Plains understands that climate-related risks can have a direct impact on our assets and operations. While we have not experienced material impacts to date from extreme weather events, some of our assets have exposure to potential natural disasters or extreme weather events such as hurricanes, floods, tornadoes, landslides, freezes, earthquakes and fires.

As part of our ongoing physical asset risk analysis and emergency planning process, we assess the potential impact these extreme weather events could have on our assets and identify and implement mitigative measures that reinforce our ability to provide safe, reliable and efficient operations.

We maintain Business Continuity Plans (BCP) and temporary operating procedures, which we review and update annually. Given that our corporate headquarters and some of our assets are located in areas prone to tropical storm and hurricane impacts, we follow API recommendations to prepare for such weather events. We also maintain a Hurricane Preparedness Manual that outlines site-specific preparedness plans for multiple field locations. Our BCP and temporary operating procedures have been tested and continuously improved in response to a variety of weather events over a number of years.

## Greenhouse Gas Emissions

Emissions from liquids midstream activities are significantly lower than those from many other oil and gas industry activities.

While our emissions profile is relatively low, Plains is striving to reduce the environmental impacts, including GHG emissions, of our operations in an economically responsible manner.

We have estimated our Scope 1 and Scope 2 emissions from 2018 through 2022. These emissions are calculated using the methodologies outlined in the Greenhouse Gas Protocol, which establishes comprehensive global standardized frameworks for measuring and reporting GHG emissions. The estimates are based on our operated assets and account for all material emission sources.

The bulk of our GHG emissions are comprised of Scope 2 indirect emissions associated with the generation of energy we purchase to power our operations.

Methane concentrations in crude oil and NGLs are, in general, very low. As a result, given our primary business focus on these hydrocarbon

products, Plains' methane emissions are correspondingly low, particularly when compared to peer operators and the broader hydrocarbon energy industry. For this reason, Plains has not joined industry coalitions specifically focused on methane management. Most of our non-methane direct GHG emissions are associated with fuel combustion in our NGL processing operations and trucking activities.

Plains follows the U.S. Environmental Protection Agency's (EPA) and the Environment and Climate Change Canada's GHG regulatory reporting requirements, as well as provincial GHG reporting requirement programs.

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**While our emissions profile is relatively low, Plains is striving to reduce the environmental impacts, including GHG emissions, of our operations.**

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## Industry Collaboration on Environmental Issues

As a member of the **American Petroleum Institute**, we participate in the Environment, Health and Safety Group, the NEPA (National Environmental Policy Act) Working Group and the Climate Committee. We also participate in the ESG Reporting and Climate Policy subcommittees of the Climate Committee.

Plains is an active member of the **Energy Infrastructure Council**, participating in the ESG Working Group.

Our participation in the **International Liquid Terminals Association** includes the Environmental, Health, Safety and Security Committee, the Environmental Subcommittee and the Vessel Emissions Working Group.

We are active in the **Liquid Energy Pipeline Association**, with representation in the Federal Permitting Working Group, the Pipeline Safety Excellence Steering Committee and the Performance Excellence Team.

We participate in a number of **state, provincial and regional industry associations** that are focused on environmental issues.

Plains' CEO is a member of the **American Fuel & Petroleum Manufacturers** Board of Directors.





# Biodiversity and Conservation

Given that the majority of our assets are underground, the nature of our operations significantly limits our impact on biodiversity. However, we are committed to supporting healthy ecosystems, protecting ecologically and culturally sensitive areas, minimizing our environmental impacts and contributing to efforts that support biodiversity and conservation.

## Avoiding and minimizing impacts

We strive to hold ourselves to a standard that meets or exceeds requirements imposed by federal, state and provincial laws and regulations.

We endeavor to minimize our environmental impact, and thoughtfully consider the concerns of stakeholders, including private landowners, Indigenous and underserved communities, and state, provincial and federal regulatory entities.

In the U.S., we engage regularly with the EPA, Pipeline and Hazardous Materials Safety Administration and their respective state counterparts and partners, Coast Guard, Army Corps of Engineers, Fish and Wildlife Service, Bureau of Land Management, Bureau of Reclamation, state land offices, Indigenous governments, Bureau of Indian Affairs, state agencies, county and city officials, water resource boards and levee districts.

In Canada, we regularly engage with the Alberta Energy Regulator, Alberta Environment and Parks, Saskatchewan Ministry of Environment, Saskatchewan Ministry of Energy and Resources, Saskatchewan Water Security Agency, Ontario Ministry of the Environment, Conservation and Parks, First Nations and Environment and Climate Change Canada.

In connection with our pipeline construction and expansion activities, we prioritize executing projects safely and effectively, while engaging proactively with community stakeholders and minimizing our environmental footprint.

Prior to construction, it is our practice to survey the potentially impacted areas to identify:

- Environmentally sensitive areas such as wildlife refuges, conservation areas, threatened and endangered species' habitats, wetlands and waterways.
- Public use areas such as parks and recreational areas.
- Indigenous heritage lands.
- Previously recorded cultural resource sites, culturally sensitive locations, cemeteries and other areas of historical or cultural significance to local communities.
- Public safety structures and areas such as dams and levees.

We employ an avoidance and minimization protocol to limit environmental impacts, particularly to sensitive areas. Additionally, where appropriate, we implement seasonal restrictions for construction activities.

Our environmental diligence continues throughout the construction process, including the assignment of environmental inspectors to monitor construction activities for compliance with permits and the project's Environmental Protection Plan. The construction process also involves:

- Removing obstructions and grading the right-of-way, with soil set aside for re-use.
- Stringing, welding and lowering the pipe and backfilling the trench with stored soil.
- Restoring rights-of-way and work areas as closely as possible to pre-construction conditions and in line with landowner agreements.

## Preserving biodiversity during operations

In operating our assets, our goal is to establish and maintain balance with, and sensitivity to, the surrounding natural environment.

We are committed to preserving air quality, water quality, wildlife, natural habitats and traditional land and resource use. We accomplish this by continuously monitoring our assets, as well as compliance with environmental regulations and permit requirements. We also assess local cultural, biological and physical risks and sensitivities and conduct pre-construction screening of ground-disturbing activities as needed.

## Partnering for conservation on pipeline ROWs

Plains participates in a working group led by the American Petroleum Institute (API) to establish guidelines for conservation programs on pipeline rights-of-way (ROWs).

API's conservation guidelines provide pipeline operators like Plains a roadmap for developing and managing ROW conservation programs that are intended to benefit the environment and the communities where we operate.

The guidelines cover a number of topics, including how to identify, plan, implement and mature conservation practices. They also describe best practices for general and species-specific habitat management, integrated vegetation management and coastal restoration projects.

Following API's guidelines, Plains works to improve local ecosystems within the areas where we operate, including planting native species on ROWs, cultivating habitats for native pollinators and improving ecological conditions for endangered species.

## Environmental training

Environmental training is key to our environmental stewardship.

We have an extensive slate of training programs to educate our employees on best practices for environmental protection. An example of this is our training specific to controlling erosion and sedimentation in areas around our pipelines and facilities, including wetlands and waterways.

Other examples of environmental-specific training at Plains include hazardous waste management and prevention of stormwater pollution.

# Water and Waste Management

## Water

We recognize the importance of good water management practices. Even though Plains is not an intensive consumer of water, we understand the significance of protecting water quality and sources, as well as the need for efficient water use.

In siting new projects, one of our primary goals is to avoid water body impacts wherever possible through pipeline routing and facility placement. When that is not possible, we employ sedimentation control processes to protect adjacent water bodies during construction. We also seek to minimize the impacts of pipeline construction through the use of directional drilling as an alternative to the historical practice of open cutting across water bodies.

We strive to meet or exceed established federal, provincial and state water quality regulations. We also have procedures for the treatment and monitoring of stormwater and wastewater, and we manage water use in our operations with the objective of using only the minimum required. When performing hydrostatic integrity testing of our pipeline and storage assets, we plan for efficient water use by minimizing the amount needed and reusing water when possible.

Our Geohazards Management program includes the inspection, assessment and, as required, mitigation of pipelines crossing waterways. Inspections and field surveys are used to determine the depth of cover for pipelines that cross waterways. The existing depth of cover for the pipeline as well as details about each waterway, such as bank-to-bank width and flowrate, are used to assess whether a pipeline is vulnerable to failure. During periods of heavy rain or flooding, waterways are monitored in real time, and Plains has a procedure to purge affected pipeline segments when certain flow thresholds are reached to reduce risks.



## Waste management

Plains is committed to reducing and recycling waste while encouraging sustainable material use.

When feasible, we recycle steel and other metals from obsolete pipeline and facility assets. We also recover hydrocarbons during maintenance activities, which are then returned to the product stream. When practical, we employ practices that are designed to minimize the quantity of waste that we generate.

When waste disposal is required, we strive to manage and dispose of waste in accordance with all applicable regulatory standards. This involves placing waste in appropriate and properly labeled containers, properly maintaining waste storage areas, and disposing of waste at appropriate facilities that are permitted to receive such waste.

Our primary office locations in Houston, Texas, and Calgary, Alberta — as well as many of our regional and local offices — recycle and reuse paper, cardboard, plastic and glass. As part of our commitment to reduce organic waste in landfills, our Houston and Calgary offices also participate in voluntary composting programs.

We have a company-wide waste management and minimization process, which involves evaluation of our facilities in the U.S. and Canada to establish consistencies and efficiencies with respect to waste management. In particular, our focus is on reducing waste streams through increased recycling.

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**Plains is committed to reducing and recycling waste while encouraging sustainable material use.**

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# Operating Excellence

**Our operational vision is to be the midstream leader in safe, reliable, efficient and responsible operations. Our commitment to safety excellence reflects this vision and the dedication shared by both our management and the employees who operate our assets every day.**



## Health and Safety at Plains

### Safety performance

We monitor our health and safety performance using leading and lagging indicators and have an ultimate goal of zero injuries.

The achievement of a specified annual target for improvement of our total recordable incident rate is factored into the calculation of annual bonuses for all employees, including our CEO and other members of our Executive team.

### Safety initiatives

At Plains, our Health and Safety Management program consists of several initiatives that enhance our operating processes and procedures.

**Stop Work Authority** is intended to prevent unsafe actions or conditions before an incident occurs. Every employee and contractor is responsible for, and has authority to stop, any work they deem to be unsafe or noncompliant with safety policies, procedures or our Life Rules. Our Executive team has committed

that there will be no repercussions for any individual who stops unsafe work.

Our **Hazard Recognition program** provides processes for the proactive identification, assessment and control of health and safety hazards and management of those hazards enterprise wide. Field employees receive training on how to identify, assess and implement effective controls to mitigate hazards, in line with the National Safety Council personal injury categories.

The program also rewards workers who identify, mitigate and report hazards in the field. The findings are shared across the company. Submissions are also used to identify trends that can inform updates to Plains' risk controls when appropriate.

The **Incident Reporting and Investigation program** enables learnings from real-life situations to be shared across the company and industry. Plains considers improvements to processes, procedures or controls based on these learnings.

As part of our **High-Risk Potential program** (HRPP), the HSE and Operational Risk Management teams identify events posing high risk to safety or the environment. HRPP events are shared quarterly with employees to build and sustain a strong safety culture by making employees aware of workplace hazards and empowering them to make safe decisions.

**Life Rules** are a set of **11 rules that govern the way our employees and contractors work**. We believe following these Life Rules will help **reduce personal injuries, motor vehicle incidents and environmental releases**. Plains employees and contractors are authorized to stop any work that does not comply with these rules.

- Assess and mitigate hazards
- Safely perform hot work activities
- Safely operate vehicles and motorized equipment
- Be fit for duty
- Safely operate lifting equipment
- Have work authorization
- Work safely at heights
- Manage confined space
- Isolate and verify energy sources
- Manage ground disturbance
- Don't bypass safety controls and stay within system limits

## Our safety culture

We put a strong emphasis on creating a culture focused on safety throughout our organization. Safety and Environmental Stewardship is a Core Value at Plains, underpinned by Plains Life Rules and Stop Work Authority. Safety culture is integrated throughout our Operations Management System.

One of the ways Plains reinforces and promotes our strong safety culture is through communication and employee engagement. For example, each year we host an annual HSE week for both corporate and field employees to reaffirm our collective commitment to a safe work environment and to revisit the policies and procedures that help keep us safe. During these annual events, employees participate in several activities designed to further expand their safety knowledge and awareness.

To further promote safe behaviors, Lessons Learned and HSE Bulletins are developed and distributed to employees on a monthly basis. These bulletins highlight issues and trends identified by the Plains Incident Investigation team.

Every quarter, we hold enterprise-wide HSE calls. The goal of these calls is to review recent lessons learned, communicate updates regarding our safe work practices and allow a direct line of communication between groups that closely impact HSE. These calls also provide an opportunity for employees to share lessons learned or discuss relevant safety issues.

Our executive leadership team regularly engages with employees at our operating facilities to promote our safety culture, emphasize our Core Values and reinforce the importance of preventing injuries and protecting the environment.

Plains conducts an employee safety-focused survey every 18-24 months, which covers such topics as Core Values, leadership, safety culture, operational risk and procedures.

We have a Plains Safety Committee that plays a key role in fostering a positive safety culture. This committee includes a number of subcommittees comprised of field employees and management from each area of our business. These subcommittees provide a forum for employees and managers to discuss and resolve safety matters together. Plains HSE representatives regularly attend midstream peer group meetings to discuss issues facing the industry, share best practices, communicate lessons learned and benchmark safety performance. These meetings are foundational for promoting safe operations across the midstream industry and driving innovation and improvement.

## Safety training

Since safety is an integral part of our culture, we have stringent safety training programs for our employees.

Field-based Pipeline and Terminal Operations employees, as well as Trucking employees, complete a comprehensive orientation and safety training program within the first 90 days of their employment to review safety materials in detail and familiarize themselves with regulations governing our operations.

Key areas addressed through training include hazard management, incident prevention, fall protection, personal protective equipment, process safety management and emergency response.

## Safety audits

We perform routine risk assessments of our business, including health, safety and environmental processes and procedures, to evaluate and recommend improvements in process design and performance effectiveness, efficiency and quality.

Every year, the Plains OMS assurance team conducts management system audits on the processes and procedures of selected protective programs to ensure they comply with regulations and are effectively implemented to manage operational risk.

## Contractor safety

Our commitment to safety extends to contractors, who contribute to our day-to-day operations.

We use ISNetworld, a contractor management program, to ensure we are hiring contractors who are aligned with our safety objectives and industry standards. Through ISNetworld, we also participate in a contractor audit network, which conducts contractor safety audits in the U.S. and Canada.

We require our contractors to assign an employee, agent or subcontractor at each applicable work location as the “Person in Charge” of administration of safety requirements, including reporting of all work-related accidents, injuries and illnesses.

Once engaged, contractors and subcontractors are expected to adhere to applicable provisions of our Contractor Safety program. This includes a requirement to report incidents and share lessons learned. We monitor and audit contractor safety performance to ensure compliance with health and safety protocols and identify opportunities for improvement. This information is additionally included in contractor health and safety performance metrics that are tracked internally, alongside similar benchmarks for permanent employees. We also hold regular contractor safety meetings to educate contractors on safety protocols that are specific to Plains and share lessons learned in our weekly communications.

Our contractor safety goal is zero injuries, including Occupational Safety and Health Administration recordable incidents.

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**Since safety is an integral part of our culture, we have stringent safety training programs for our employees.**

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## Sharing knowledge with peers

Plains is a member of the API Sharing and Learning Sub-Committee, which holds quarterly meetings to discuss topics of interest and share experiences and lessons learned with peers. Plains representatives also participate in the Terminal Operating Practices Symposium (TOPS), organized by the International Liquid Terminals Association (ILTA). TOPS is designed to provide terminal operators a forum to exchange lessons learned and discuss effective operating practices with their peers.

## Trucking safety

Our truck transportation business plays a major role in the overall Plains value chain by safely transporting crude oil and NGL throughout the U.S. and Western Canada. We take precautions to make sure other travelers and nearby communities are safe.

We believe our safety culture has contributed to the reduction in the number and volume of oil releases from trucks in recent years.

Other factors that contribute to our safety performance include:

- Our Hazard Recognition program which encourages employees to report potential risks.
- Our Stop Work Authority, which enables drivers to pause their journeys during severe weather conditions until road conditions improve.
- Installation of overfill protection and high-pressure shutdown devices on our crude oil trailers.
- Quarterly safety meetings that reinforce our safety culture and discuss lessons learned. These quarterly meetings also provide opportunities to complete mandatory internal and external training requirements.
- Quarterly trucking newsletters that share HSE bulletins, lessons learned and other organizational updates.



## Rail safety

Plains promotes safe industrial railway operations through the implementation of a Rail Safety Management System, which emphasizes proactive risk assessment, management, inspections and employee training.

We strive to comply with the dangerous goods packaging rules as published by Transport Canada and the U.S. Department of Transportation. In addition, Plains endeavors to adhere to the guidelines and standards prescribed by the Association of American Railroads Tank Car Committee for the transportation of regulated products.

We have a Railway Operations Committee for our U.S. and Canadian rail operations, which includes Operations leaders from each district who have railway operations in their areas of responsibility. The purpose of this committee is to improve safety and operational performance in the execution of rail loading, unloading and switching activities.

The committee meets monthly with the objective of examining opportunities to:

- Improve worker safety in rail operations.
- Standardize safe work instructions, where possible.
- Share and standardize, where possible, rail operations best practices.

## Marine safety

Plains has a marine operations safety standard that outlines various safety precautions, practices and procedures intended to prevent injuries and protect employees while working or traveling near or over water. This standard applies to all personnel working within a company marine terminal or similarly regulated facility. Our marine operations safety standards are subject to internal compliance assurance and reporting requirements of the United States Coast Guard.

# Emergency Preparedness

To manage potential risks to our business, we take a proactive approach to planning for emergencies such as releases, natural disasters and significant weather events, security events, pandemics and cyberattacks\*.

Using the National Incident Management System's Incident Command System (ICS), Plains engages employees, first responders, regulators, response organizations and contractors in a significant number of emergency response training exercises annually to test the effectiveness of our plans and procedures.

We work closely with first responders and emergency management services organizations in the communities where we operate to share information about our pipelines, terminals, trucking, rail and gas operations, and to enlist their assistance in reducing risks in the event of a possible emergency situation.

Our HSE Emergency Management (EM) team of dedicated emergency response professionals focuses on providing employees with proper training and developing response strategies and other procedures to effectively manage and mitigate emergency situations, should they arise.

The EM team helps ensure key employees throughout the company are trained on ICS so they can work effectively alongside federal, state, provincial, Indigenous and local responders.

We strive to be an industry leader in emergency response. We actively participate on multiple emergency preparedness committees through trade associations, including the Liquid Energy Pipeline Association and the American Petroleum Institute. Together, we develop standards, educate emergency responders and strengthen programs throughout the U.S. and Canada. Plains employees also participate on area contingency planning committees and other local community emergency preparedness committees across our operating footprint.

\* For more information see our Security and Cybersecurity section on page 50



## Our Emergency Preparedness program

focuses on training personnel so they can respond quickly and safely in the event of an unplanned event or incident.

### Our preparedness program is built on four integrated pillars:



**Prevention and Mitigation**  
Identify and manage hazards to avoid incidents or minimize their impacts.



**Preparedness**  
Train personnel and other responders on the tools necessary to perform their responsibilities.



**Response**  
Help employees respond safely and effectively in the event of an emergency.



**Recovery**  
Assist with the recovery of the environment, communities and operations.

In addition, we engage with members of the communities where we conduct operations to keep them informed of our activities and help ensure their safety.

We conduct numerous emergency response exercises on an annual basis, including scheduled and unannounced exercises, large-scale exercises and specialty exercises. Our specialty training involves winter weather exercises, fast-water boom training (boom placement on fast-moving waters) and boat operations training. We also provide annual training on emergency preparedness to first responders.

# Our Approach to Operational Safety

## Incident prevention

An incident impacting people or the environment is one of the most significant risks facing our operations.

Plains takes the responsibility of safely handling energy resources very seriously. Our goal is to achieve zero incidents. As a metric to help us measure performance, we set year-over-year reduction targets for federally reportable releases.

Achievement of these specified annual reduction targets is factored into the calculation of annual bonuses for all employees, including our CEO and other members of our Executive team.

Our **Asset Integrity program** is critical to achieving our ultimate goal of eliminating releases. Our asset integrity efforts consist of several programs and processes associated with maintenance and operational assurance of our pipelines, processing and fractionation plants, storage tanks and caverns. Maintaining the integrity of our assets is a priority and our responsibility as a safe operator.

Our **Pipeline Integrity Management Plan** details the ongoing inspection and maintenance activities that assess the safety and integrity of our pipelines.

- In-line inspections help proactively identify and address possible pipeline integrity issues before performance is compromised.
- When inspections detect inconsistencies that meet certain criteria, we perform an integrity dig to inspect the buried pipeline and make repairs.
- Hydrostatic pressure testing uses water to assess the integrity of an existing pipeline or help ensure integrity prior to a pipeline being placed into service.
- Geohazard management focuses on weather and outside forces and encompasses our Watercourse Crossing program and slope remediation.



- Other maintenance processes include internal and external corrosion control, regular aerial surveillance, right-of-way clearing and waterway crossing inspections.

Our **Facility Integrity Management program** includes evaluations, inspections and analyses related to the maintenance and replacement of equipment to keep our facilities operating safely.

Our **Pressure Equipment Integrity Management System** also falls within the umbrella of facility integrity. This program strives to meet or exceed regulatory requirements for pressure equipment, tank and piping inspections.

We use a **Cavern and Well Integrity Management program** to actively inspect and mitigate the risk of potential releases associated with our underground NGL salt caverns.

Integrity management personnel participate in a training and qualification program to stay abreast of the latest technologies and integrity management methods through involvement with multiple industry groups, including the American Society of Mechanical Engineers and the API. Plains representatives have also been involved in the creation or updating of API Recommended Practices relating to in-line inspection systems qualification, assessment and management of pipeline dents, pipeline facility integrity management and pipeline awareness programs for pipeline operators.

In Canada, we participate in the development of several industry standards through the Canadian Standards Association (CSA). Our Asset Integrity and Process Safety Management teams are actively involved on technical committees, including CSA Z341 (storage of hydrocarbons in underground formations), CSA Z662 (oil and gas pipeline systems) and CSA Z260 (pipeline system safety metrics).

## Control centers

Plains has two primary control centers — one in the U.S. and one in Canada — that monitor our crude oil and NGL pipeline network 24 hours a day, 365 days a year.

We use a Supervisory Control and Data Acquisition (SCADA) system to collect information transmitted from the pipeline communication system. SCADA tracks the pressure, flow, quality and temperature of the

product being transported in the pipeline as well as other critical operating data. This data is received from transmitters located along the pipeline as well as at pumping stations that move product through the pipeline.

The data enables Plains' pipeline controllers to make informed operating decisions to maintain a safe and reliable pipeline network.

Prior to beginning as a controller, candidates must complete an aptitude test. It takes up to nine months to become a qualified controller, and controllers must requalify every three years by passing a series of exams. Controllers receive extensive and ongoing training, including online courses through our learning management system, on-the-job training, simulator sessions and written and oral tests.

The control center's golden rule is captured on a large sign in both locations: "When in doubt, shut it down!" Controllers are empowered to use their Stop Work Authority to proactively shut down a line whenever they believe it is necessary or appropriate to do so to protect life, property and the environment.

Our control centers are designed to accommodate up to 40 consoles, which currently monitor and operate more than 3,500 remote sites associated with approximately 16,000 miles of active pipelines.

Plains invests in upgrades to our control centers, including recent enhancements to our SCADA system intended to improve leak detection capabilities by enabling our controllers to more swiftly detect anomalies associated with potential ruptures.

We share best practices between our U.S. and Canadian control centers, as well as with our industry peers. In the U.S., we are active members of working groups through the API and the Liquid Energy Pipeline Association.

## Process Safety Management

Our Process Safety Management (PSM) program focuses on prevention, preparedness, mitigation and response measures associated with process safety incidents.

Effective implementation of PSM practices can enhance facility safety by reducing the frequency and severity of incidents, such as potential product releases.

Our PSM program relies on collaboration between Process Safety professionals, Operations, Maintenance and Engineering. A cross-discipline Council meets quarterly to discuss PSM topics, share best practices

across operating areas and provide direction on continuous improvement focus areas for the PSM team. The engagement the Council fosters is foundational to our PSM program.

## Damage prevention

Our Damage Prevention program includes several core elements designed to protect the public, employees, contractors, assets and the environment by preventing damage to underground infrastructure.

These elements include public awareness efforts, One-Call management, and unauthorized activity and right-of-way (ROW) surveillance and monitoring. Each element approaches public safety in a different way, with the common goal of increasing awareness and changing unsafe behavior around our pipelines.

Our **Public Awareness program** strives to educate local community members in certain areas on pipeline safety and emergency response.

Partnering with **One-Call centers** is another way we help prevent individuals from causing damage to pipelines. Using the One-Call ticket notification system, we gather information about any ground-disturbing activity planned near our pipelines and locate and mark our pipelines to alert third parties to the existence of buried infrastructure.

Our **unauthorized activity and ROW surveillance and monitoring** includes regularly scheduled aerial and ground patrols to identify unauthorized activities, such as ground disturbance, installation of structures or projects within the ROW, vehicle crossings or other alteration of the existing surface of ground over pipelines, followed by detailed and timely reporting.

## Are you planning work that will disturb the ground?

Call 811 from anywhere in the U.S. a few days prior to digging. Your call will be routed to your local One-Call center. In Canada, visit [clickbeforeyoudig.com](http://clickbeforeyoudig.com) for the One-Call center information you need before working near a pipeline or any buried infrastructure.

# Our Commitment to Employees

**Our people are our most valuable asset, and we endeavor to be the industry employer of choice.**

**We value and reward leadership, fresh thinking and dedication to safe, reliable and environmentally responsible operations.**



## Our Workforce

With more than 4,000 employees across the U.S. and Canada, we employ a diverse range of people with varied skills and backgrounds.

We all work toward common goals: to power progress, spark innovation and deliver the energy necessary to fuel quality of life. Our success in meeting these goals is due to the outstanding employees at Plains who share a commitment to operate our business safely, reliably and in an environmentally responsible manner.

Plains treats employees with dignity and respect and embraces diversity in the workplace. We provide equal opportunity in all aspects of employment and do not tolerate unlawful workplace conduct.

### Inclusion, Diversity, Equity and Accessibility

We strive to develop a culture of inclusion, diversity, equity and accessibility (IDEA) in our workforce and employ a workforce that reflects the diversity of the communities where we operate.

We consider diverse perspectives and backgrounds to be a competitive advantage and strive to cultivate a culture at Plains that promotes inclusion. There is managerial level accountability within the Human Resources

team for IDEA initiatives, and periodic updates are shared with the Board of Directors.

Our employee-led Cultivating Connections network aims to encourage IDEA at Plains and across the broader industry through networking, mentoring, sharing experiences and ideas and furthering leadership development.

Through Cultivating Connections, we established an employee mentorship program to encourage professional development and growth. We have also offered programs to employees regarding mental well-being, mentoring, inclusion and career development.

We are focused on adding highly skilled and motivated employees by offering opportunities for development without regard to race, color, national origin, gender, sexual orientation, age, religion, veteran status, marital status, disability, genetic information or other protected categories.

### Benefits, compensation and well-being

Plains is committed to doing the right thing for our employees and is proud to offer an attractive total rewards package, including competitive pay, comprehensive benefits and meaningful non-pay benefits.

Plains' broad range of benefits includes:

- Eligibility for annual performance-based bonuses, based on a variety of metrics including safety and environmental targets.
- Long-term incentive program for positions held at the director level and above.
- Matching contributions to a retirement savings plan that vest immediately.
- Comprehensive medical, dental, vision and prescription coverage.
- Parental leave for primary and secondary caregivers, including adoptive leave.
- Flexible spending accounts.
- Basic and optional life insurance.
- Employee and Family Assistance program.
- Education reimbursement program.
- Employee well-being resources, including fitness club access and/or membership discounts.

In the U.S., we also provide Health Advocacy Services to assist employees with issues related to healthcare, insurance, medical bill needs, Medicare, Medicare Supplement plans and Medicaid.



Plains prioritizes the well-being of employees by focusing on mental health. We offer and promote resources to support our employees, including the Plains Employee and Family Assistance program. This program provides free and confidential assistance with issues that might affect the physical or emotional well-being of our employees.

Our Emergency Relief Fund is available to assist employees who experience financial hardship or losses as a result of a natural disaster.

We improved workplace flexibility and work-life balance by implementing a flexible workplace schedule for some office-based employees, many of whom now have the option to work remotely up to two days per week.

Plains also has a Well-being Committee, with members ranging from senior leaders to manager-level employees. The Well-being Committee focuses on the physical, financial, emotional, career and social well-being of our employees, identifying opportunities to enhance our offerings to employees and metrics that track continuous improvement progress.

## Leadership and professional development

We strive to provide our leaders and employees with the training, tools and resources they need to succeed, including opportunities to advance both technical and interpersonal skills.

Our Management Fundamentals program for new supervisors accelerates the development of management skills and reinforces behaviors that will increase supervisors' effectiveness, performance and overall organizational results. This six-month interactive training is available to all who hold a managerial position and averages about 75 participants annually.

Our Next Level Leader program targets managers who are seeking to build their business acumen and better understand how Plains operates. The program focuses on enhanced coaching and leading change skills, shifting from tactical solutions to problem-solving.

We undertake comprehensive succession planning and development programs at multiple levels.

Crucial Conversations, an organization-wide training program designed to build and develop leaders' influence and communication skills while encouraging healthy teamwork, is also included in the management development curriculum.

The program provides leaders in corporate and field locations with a common framework for effective communication and skills that drive mutual purpose, respect and results.

Plains uses an Emerging Leaders rotational practice, designed to accelerate professional growth and build the cross-functional skills of early-career high-performing employees by providing experiences in multiple areas.

Plains also provides internal educational opportunities through our Plains Additional Learning sessions, which are intended to provide information more specific to our organization and the industry to all interested employees. Additionally, full- and part-time Plains employees are eligible for reimbursement for formal education expenses that meet certain qualifications. Plains also partners with instructional providers in both the U.S. and Canada to offer our employees opportunities to expand their computer and technical capabilities.

## Recruiting and onboarding

To source diverse top talent, Plains leverages internal, external and contingent worker career sites.

We actively recruit from diverse candidate pools across a variety of career sites and social media platforms, and our recruiters attend career events across North America. In addition, we partner with veteran and active military groups as well as various technical schools and universities.

Upon joining Plains, all new employees complete training and orientation with the goal of becoming familiar with Plains' operations, Code of Business Conduct, basic policies and procedures, company resources, and our commitment to a culture of safety.

## Internships

Our paid internship programs offer high school and college students a dynamic and challenging opportunity to learn more about the midstream industry.

For more than 15 years, Plains has partnered with Genesys Works, a Houston-based career-readiness nonprofit that provides high school students in underserved communities with

skills training, meaningful work experience and impactful relationships. Additionally, we have a technical school internship program for field offices, offering students valuable hands-on experience at select locations.

In our Calgary office, we have two rotational programs focused on the commercial and engineering sides of our business. Our immersive Plains Commercial Emerging Talent program provides students the opportunity to rotate through various commercial groups, while doing analyst-level work that contributes significant value to the business. The Engineer-in-Training program is designed to accelerate the professional development of participants by exposing them to different operating and engineering areas. It helps ensure they receive the training required to achieve their Professional Engineering or Professional Engineer accreditation.

Additionally, Plains supports the University of St. Thomas (UST) – Houston, sponsoring intern training and placement programs and participating in career and hiring events. UST is ranked as a leading private Hispanic-serving Institution in the U.S. Plains' support for UST's Rising Stars program helps provide opportunities for underprivileged students to gain valuable corporate experience while also earning funds towards tuition.

## Performance management

Performance management at Plains involves establishing expectations, setting goals and providing feedback, as well as ongoing performance conversations.

Plains uses unified human capital management software across all our U.S. and Canadian operations, which provides leaders with standardized tools for performance management, enabling employees to work closely with their supervisors to establish and achieve goals. The software also enables us to better systematize our pay-for-performance program, which links individual performance with our rewards process for employees.

During annual reviews, leaders discuss job duties, accomplishments, and adherence to our Core Values, and encourage employees to be actively involved in their personal career development.

# Human Rights

Our Core Value of Respect, Fairness and Inclusion underpins our commitment to providing a professional work environment in which all individuals are treated with respect and dignity.

Our ethical standards are rooted in obeying the law and doing the right thing, which includes adherence to our *Code of Business Conduct* and the related practices it details.

We have anti-harassment and respectful workplace policies in the U.S. and Canada, and our employees receive associated training at least annually through our learning management system.

Through this training and our employees' annual acknowledgement of our Code of Business Conduct, Plains commits to ensuring our workers are aware of these policies and understand their roles in maintaining a respectful workplace. We are committed to holding our employees accountable and expect each leader to model behavior that creates an inclusive and respectful environment. Any individual who feels that they have been harassed may contact their supervisor, Human Resources or any member of management. Alternatively, they can submit a report to the Plains confidential third-party hotline, available 24/7/365.

We expect our employees, suppliers and business partners to treat others with dignity and be respectful of human rights. Plains will not tolerate harassment, abuse, discrimination, forced labor or child labor.

Plains has a *Human Rights Policy* that outlines our commitment to maintaining a culture that respects and supports internationally recognized human rights and aligns with many of the principles set forth in the United Nations Universal Declaration of Human Rights.

The policy addresses our positions on:

- Child labor and forced labor
- Compensation and benefits
- Diversity and inclusion
- Harassment and discrimination
- Health and safety
- Labor relations
- Training and development
- Community and stakeholder engagement

The policy also includes information about our confidential third-party hotline, where concerns about any suspected human rights abuses or violations may be reported.

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**We expect our employees, suppliers and business partners to treat others with dignity and be respectful of human rights. Plains will not tolerate harassment, abuse, discrimination, forced labor or child labor.**

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# Communication

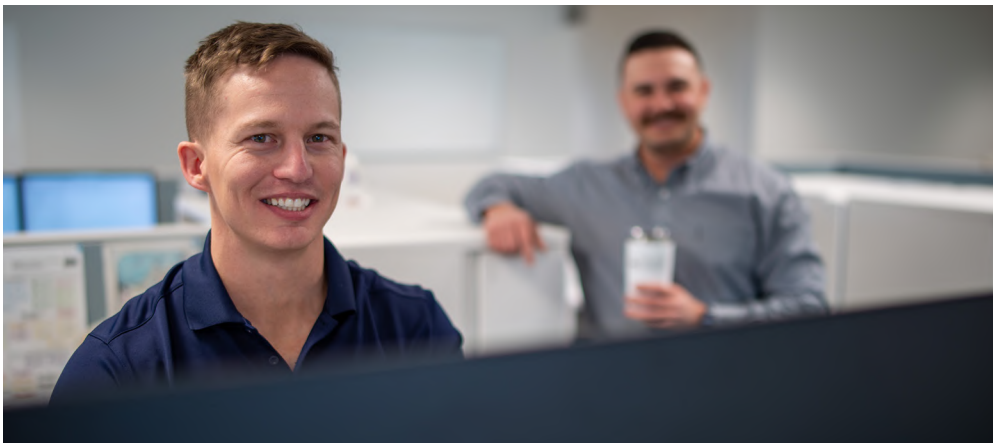
Keeping our employees up to date on initiatives and emerging priorities is important to Plains, and we have several mechanisms in place to inform employees and engage in dialogue.

Our CEO and senior leaders host quarterly town hall meetings to review company goals and performance against those goals, progress on our sustainability efforts, highlights of our community engagement activities, updates on company programs such as employee volunteerism and corporate sponsorships, and existing and potential impacts from relevant current events. To foster a culture of two-way dialogue, employees are encouraged to submit questions before, during and after the meetings.

Following every town hall and in association with other initiatives throughout the year, we conduct surveys and form focus groups to solicit feedback, assess engagement and satisfaction, and identify opportunities for improvement. Survey results are tracked over time to inform actions we may take to improve the employee experience.

We maintain an employee intranet site, which offers frequent updates on programs, volunteer opportunities and charitable giving. This intranet site also allows employees to pose questions directly to leaders and provides an opportunity for employees to engage in dialogue with their colleagues.

We have expanded the use of social media tools to engage both our employees and members of the public. These readily available online channels are an effective way to share company highlights and career opportunities particularly with field-based employees, who may have less regular access to other communications.





# Stakeholder Engagement

**We strive to cultivate productive, long-term relationships with key stakeholders, using their diverse perspectives to better understand the issues most important to them.**



## Community Engagement

At Plains, we explore opportunities to be a good neighbor by engaging with local stakeholders and communities near our rights-of-way and facilities.

We strive to maintain an open and honest dialogue with landowners, government representatives, regulatory agencies, associations, customers, employees, contractors, business partners, first responders, environmental organizations and other special interest groups.

Responsible management of our environmental and social impact is important to constructive relationships with the communities where we live and work. Before we begin operations, we strive to engage the community and develop relationships. Recognizing those affected by our business may wish to be informed of company activities and to be involved in issues and opportunities that affect them, we engage and share information about Plains with our neighbors.

This includes efforts like hosting neighborhood open houses, establishing community advisory panels to represent local interests, conducting local project awareness efforts, creating dedicated websites, holding local office hours for stakeholders and advancing our community investment programs. We have also expanded our social media presence so we can offer additional venues for stakeholders to access updated information about Plains, our community activities, pipeline safety, career opportunities and our accomplishments.

In the event stakeholders want to engage more directly, local community engagement initiatives occur through formal channels. For example, we have established processes for receiving, reviewing and responding to community concerns. This frequently includes designated community response and stakeholder relations email addresses that are available on our website, as well as printed project materials and other communications with stakeholders, allowing community members to connect directly with company representatives.

Our community relations activities fall under the purview of our Vice President, Communications, Sustainability and Public Affairs.

## Community development

Plains contributes to community development projects that enhance social and economic well-being in the areas where we operate. We seek to better understand where and how we can be involved through interactions with local elected representatives, community leaders and charitable organizations.

Our Land, Damage Prevention, Emergency Management and Community Investment teams work directly with first responders, landowners, Indigenous communities, schools and public officials. Our employees are active in the communities where they live and participate in a variety of events. We strive to collaborate to resolve community concerns in a mutually beneficial manner.

## Permian Strategic Partnership

In a similar spirit of engagement, we seek opportunities to work with industry partners to collaboratively improve the communities where we live and work through initiatives like the Permian Strategic Partnership (PSP). Given our significant operational footprint in the Permian Basin, Plains joined the PSP in 2019 with a \$5 million multiyear donation, becoming its first midstream member. In 2023, Plains extended our PSP commitment with an additional \$5 million multi-year donation.

The PSP is an alliance of 20 energy companies that operate in the Permian Basin and collectively seek to improve the quality of life for families in the region. The PSP collaborates with federal, state and local leaders to develop and implement strategic plans that foster superior schools, affordable housing, quality healthcare, safer roads and a trained workforce. Since its inception, the PSP has helped direct nearly \$1 billion in collaborative investments in the community. By 2025, the PSP anticipates an economic impact of \$50 billion in yearly oil field capital expenditures, \$10 billion in annual severance tax and about 50,000 new local jobs.

## Public awareness and community outreach

Our Public Awareness program strives to educate local community members in certain areas on pipeline safety and emergency response. Under this program, safety information is disseminated to property owners and residents who are in close proximity to our pipelines at least every two years. Similar information is provided to local emergency officials in communities where our pipelines operate.

Community outreach is also a pivotal component of our approach to damage prevention (DP) and emergency management (EM) at Plains.

In many areas, our DP and EM teams hold meetings with local first responders to educate them on what they need to know in the unlikely event of an emergency involving one of our pipelines or facilities.

The meetings also provide an opportunity to share details about our First Responder Grant program. This program began in 2016 to support local emergency responders and provide funding for emergency response training and resources.

## Stakeholder Engagement Framework

As part of our OMS, we developed a **Stakeholder Engagement Framework** that recommends 11 steps for consideration when planning outreach activities. This framework serves as a guide for **significant communication endeavors** related to stakeholders, projects or initiatives, and is applicable to both **proactive and responsive engagement efforts**. The goal of the framework is to help groups responsible for engagement to **effectively plan, implement and assess their outreach efforts**. We believe in approaching our stakeholder engagement plans in a nimble manner where we can tailor strategies to best meet the needs of communities where we anticipate operating for the long-term.

The 11 steps are:

1. Establish the reason for engagement
2. Identify the stakeholder audiences
3. Develop messages that are clear, compelling and relevant
4. Anticipate obstacles or challenges
5. Plan for two-way communication
6. Define a budget
7. Select appropriate channels for engagement
8. Establish a schedule
9. Develop materials/content to be shared
10. Distribute messages
11. Gather and analyze feedback

## Investor Relations

Plains takes a proactive approach to engaging with our investors as we recognize the value of their input, not only on financial matters, but also on other issues of significance, including sustainability.

As investors are increasingly incorporating ESG as a component of their investment criteria, Plains is committed to ongoing investor engagement regarding our sustainability efforts and achievements.

## Community Investment

Our Community Investment program supports long-term, strategic involvement in the communities where we operate.

We support and work with organizations to make meaningful change through donations, sponsorships and volunteering in the areas of health and safety, community development, education and the environment.

### Community Investment program elements

#### **Create A Real Effect (CARE) program:**

Plains' CARE program supports nonprofit organizations through donation matching and volunteer opportunities. Through this program, Plains matches employee donations to the charities they choose to support. Eligible employees can receive up to \$1,000 in matched donations and/or volunteer rewards each year.

**CARE Volunteering program:** Plains also offers volunteer opportunities to employees during work hours to support organizations in their local communities. Employees have donated their time over the years to organizations such as food banks, Habitat for Humanity, Trout Unlimited Canada, Ronald McDonald House, Tree Canada and various grassroots programs focused on natural disaster relief efforts, river cleanups and building campgrounds and parks.



**Core partnerships:** These larger, often multi-year, donations support non-profits that align with our Core Values. These donations aim to provide charities with meaningful, reliable support, so they can focus on improving the communities where we work. We also seek to engage our employees in these non-profit organizations through volunteer opportunities.

**Corporate contributions:** To support community needs that arise throughout the year, a portion of our community investment budget is allocated to direct requests for sponsorships at local trade shows or charitable events.

**Local Giving:** Each year Plains provides gifts in local communities across our North American asset footprint as requested by the Plains employees who live and work in these areas.

**PAA PAC match:** Many of our full-time U.S. employees are eligible to participate in our Plains All American GP LLC Political Action Committee (PAA PAC). Members of the PAA PAC are eligible to have up to \$5,000 in PAC contributions matched by Plains and donated to the charity of their choice.

**First Responder Grants:** The First Responder Grant program provides funds for emergency response equipment and training in the communities where we operate.

**In-kind Donations:** In certain circumstances Plains can assist local communities with non-cash gifts through donations of items like retired vehicles, office supplies or even property.

# Our Commitment to Indigenous Communities

Plains believes that the best relationships between industry and Indigenous Peoples are mutually beneficial and built through trust, clear communication, transparent objectives, safe work practices and a shared sense of responsibility to the land and the environment.

Our goal is to communicate with Indigenous communities in an open and transparent manner that respects the sovereignty and culture of each group, while sharing information about our assets and activities in the area. We seek to form collaborative relationships with federal, state and local agencies and Indigenous communities, and will continue to engage with these groups in an open and respectful manner.

Plains' Indigenous Relations Commitment Statement acknowledges that Indigenous Peoples have treaty and Aboriginal rights as well as diverse protocols, histories, languages and cultures unique to each community. The statement stipulates that Plains is guided by the following principles:

- We work with Indigenous communities at the earliest stage practical to share timely, clear and useful information regarding proposed developments and projects.
- We recognize that Indigenous Peoples have unique and important relationships with the environment and land, and we strive to incorporate this perspective into the development of our projects.
- We tailor our engagement approach to address the protocols of individual communities.
- We support fair and equal access to employment and business opportunities for Indigenous communities and their members.
- In addition to our commitment to safe operations, we understand it is our duty to be environmentally and culturally responsible in our operations.

In 2020, Plains engaged with industry peers to provide feedback on the Canadian government's passage of legislation that implemented the United Nations Declaration on the Rights of Indigenous Peoples. The declaration provides a roadmap to advance reconciliation with Indigenous Peoples and is an important step in fully recognizing, respecting, protecting and fulfilling their rights.

We provide Indigenous Awareness training for Canadian employees as appropriate to promote education and understanding of Indigenous Peoples.

## Cultural resource protection during construction

We seek to consult with Indigenous communities in areas where we operate and consider their input regarding the route, design and construction of our pipelines.

If concerns arise about a proposed route, we carefully consider those concerns as well as options to reroute our pipeline, use less invasive installation technologies or provide access to the right-of-way during construction activities to allow specially trained archaeologists to monitor for possible cultural resources.

Where appropriate, we work with Indigenous communities to engage additional heritage-focused cultural monitors at specific culturally sensitive locations.

When applicable, we also participate in the intergovernmental consultation process in collaboration with the U.S. Army Corps of Engineers.



# Government Relations

Proactive, meaningful engagement with government and regulatory stakeholders is vital to our continued ability to provide competitive and efficient midstream services.

Plains works with government and regulatory stakeholders on a variety of issues to support safe, responsible and reliable energy infrastructure development and operations.

## Engagement and initiatives

We track issues that may affect our operations or other business activities at federal, state, provincial and local levels through engagement with trade associations and other efforts in Washington, D.C., Texas, California, New Mexico, Oklahoma, Arkansas, Louisiana, Mississippi and Alabama, as well as in Alberta, Saskatchewan and Ontario in Canada.

Primary focus areas include pipeline safety and security issues, pipeline public awareness and damage prevention programs, cybersecurity, energy transition, right-of-way acquisition requirements, pipeline and petroleum storage permitting and maintenance, environmental regulations, financial reporting requirements, trucking-related issues and taxes.

## Trade associations

Plains participates in industry advocacy initiatives primarily through our membership in multiple national and state trade associations. Through this engagement, Plains contributes to public discourse on the oil, NGL and low-carbon energy industry and furthers our commitment to safely transport and store affordable, reliable energy for our customers and end users.

Our key trade association memberships include:

### National/International Participation

- American Fuel & Petroleum Manufacturers
- American Petroleum Institute
- Canadian Propane Association
- Canadian Standards Association
- Energy Infrastructure Council

- International Liquid Terminals Association
- Liquid Energy Pipeline Association (previously AOPL)
- Pipeline Research Council International
- US Oil & Gas Association

### State and Local Participation

- Louisiana Mid-Continent Oil and Gas Association
- Louisiana Oil & Gas Association
- Mississippi Petroleum Council
- New Mexico Oil & Gas Association
- Petroleum Alliance of Oklahoma
- Petroleum Association of Wyoming
- Texas Oil & Gas Association
- Texas Pipeline Association
- Western States Petroleum Association

## Political contributions

Plains promotes civic engagement among employees and builds relationships with elected officials in part through political contributions.

The Plains All American GP LLC Political Action Committee (PAA PAC) recognizes that our employees are our best advocates and supports informed employee engagement on a variety of issues affecting our business.

Eligible Plains U.S. employees have an opportunity to learn more about and voluntarily participate in the political process through the PAA PAC.

The PAA PAC is a non-partisan multi-candidate political action committee, created and registered with the Federal Election Commission (FEC) in 2018. This strictly voluntary employee-funded committee is subject to state and federal regulations. Current financial reports are available on the FEC website ([fec.gov](https://www.fec.gov)).

The PAA PAC was formed to develop relationships with elected leaders aligned with four key criteria:

- Representation of a community in which we operate.
- Service in leadership or on a key committee of jurisdiction for our industry.
- Champion for our policy interests.
- Aligned with Plains' business interests and Core Values.

# Supply Chain Management

Our goal of safely delivering results relies in part on our relationship with third-party contractors and suppliers. Plains works with numerous contractors and suppliers, including pipe, valve and fitting manufacturers and distributors, manufacturers of engineered and skid-mounted equipment, construction companies, technology providers and engineering firms.

To foster a culture of safety from the onset of all work-related activities, we evaluate contractors during the procurement process using the independent, third-party ISNetwork system. Among other things, ISNetwork monitors contractor health and safety performance. Plains reviews and verifies information in accordance with applicable government regulations.

In addition, the service agreements that guide Plains' engagement with suppliers typically stipulate ethical standards with which they are expected to comply. Suppliers are also expected to follow all applicable laws and regulations pertaining to working conditions. When selecting suppliers, we evaluate inspection practices, non-conformance history, manufacturing processes and procedures and adherence to our preferred manufacturers list.

Our Master Service Contract, which, with limited exceptions, is referenced in every work order that we issue to awarded contractors, addresses ethical conduct. Plains prohibits bribes, kickbacks or other illegal efforts to obtain an improper business advantage.

We expect our contractors and suppliers to adhere to our [Code of Business Conduct for Contractors and Suppliers](#). We also expect that they abide by our guidelines on property rights, which include respecting our right-of-way easements and agreements with landowners.

We endeavor to hire contractors and use suppliers in areas where we operate to support local economies when they are competitively priced, have the appropriate skillsets and can meet our materials specifications and timelines. Plains will not tolerate harassment, abuse, discrimination, forced labor or child labor. We expect firms doing business with Plains to maintain similar ethical standards and ensure working conditions are safe.



# Corporate Governance

**We believe in strong alignment among Board, management and investors. Our Board follows sound governance policies, and we are committed to ongoing improvement.**



## Governance Framework and Structure

Our corporate governance framework and practices endeavor to reinforce investor confidence through sound, principled and transparent practices.

Over the past several years, we have made multiple enhancements to our governance framework to more closely align with best practices and investor preferences. Several of these changes were made in direct response to feedback from financial stakeholders, with whom we regularly engage. We believe our overall governance structure produces a degree of alignment with our investors that places us at the top of our master limited partnership peers for the midstream sector regarding governance structure and investor rights. Key characteristics of Plains' governance framework include:

- Unified Board of Directors with responsibility for managing PAA and PAGP.
- Mandatory majority Board independence, with Board committees that are required to be fully independent.
- Annual meetings for the public election of all Directors (staggered 3-year rolling basis).

- Lead Independent Director position.
- Significant Board and management equity ownership.
- No incentive distribution rights.
- No "Golden Share."
- Significant variable/at-risk executive compensation structure.
- Equity Ownership Guidelines.
- Clawback Policy.

### Our structure

PAA was formed in 1998 as a master limited partnership. Our operations and activities are managed by Plains All American GP LLC, which employs our management and operational personnel (other than our Canadian personnel, who are employed by Plains Midstream Canada ULC). The Board of Directors of PAA GP Holdings LLC has responsibility for managing the business and affairs of PAGP and PAA.

While PAA's unitholders and PAGP's shareholders are limited partners and do not directly or indirectly participate in our management or operation, such equity holders are entitled to vote in the election of our directors. PAA and PAGP hold annual meetings for this purpose.

### Board of Directors

Our Board of Directors currently consists of 12 members, including CEO Willie Chiang, who serves as Chairman.

Given the combined CEO and Chairman of the Board role, the Board has designated one of its independent Directors to serve as Lead Independent Director. Our governing documents also stipulate that a majority of Directors must meet the independence requirements of the stock exchange on which the securities of PAA and PAGP are listed (currently Nasdaq). In 2022, 75% of our Directors were assessed by the Board and determined to be independent under applicable SEC and stock exchange requirements. In 2022, our Board and its committees held an aggregate of 25 meetings. All our Directors attended all meetings of the Board and applicable committees of the Board on which they served, other than three Directors who each missed one meeting.

### Enterprise-level risk

The management of enterprise-level risk (ELR) is the process of identifying, managing and monitoring events that present risks to the operation of our business and the creation of value for our shareholders.

The Board has delegated to management the primary responsibility for ELR management while retaining responsibility for its oversight. Management provides a formal ELR assessment to the Board at least once every year and provides updates on other areas of potential risk on at least a quarterly basis.

Open and regular communication between management and our Directors allows informed oversight of management's processes for identifying and managing significant risks and their impact on our business.

## Board composition

Individual	Committees	Experience/ Qualifications (see Key below)	Tenure
Greg L. Armstrong, former Chairman of the Board and CEO		1, 2, 3, 4, 5, 6, 9	Since 1998
Victor Burk*	Audit (Chair)	1, 2, 3, 4, 6, 9	Since 2010
Willie Chiang, Chairman of the Board and CEO		1, 2, 3, 4, 5, 6, 8, 9	Since 2017
Kevin McCarthy*	Governance	1, 2, 3, 4, 6, 7	Since 2020
Ellen DeSanctis*	Audit, HSES	1, 2, 3, 4, 5, 6, 8, 9	Since 2022
Harry N. Pefanis, President		1, 2, 3, 4, 5, 6, 9	Since 2017
Gary R. Petersen*	Compensation, Governance	1, 2, 3, 4, 6, 7, 9	Since 2001
Alexandra Pruner*	Audit, Governance	1, 2, 3, 4, 6, 8, 9, 10	Since 2018
John Raymond*	Compensation (Chair)	1, 2, 3, 4, 5, 6, 7, 9	Since 2010
Bobby Shackouls, Lead Independent Director*	Governance (Chair)	1, 2, 3, 4, 5, 6, 9	Since 2010
Christopher M. Temple*	HSES, Compensation	1, 2, 3, 4, 6, 7, 10	Since 2009
Lawrence M. Ziemba*	Audit, HSES (Chair)	1, 2, 3, 4, 5, 6, 9	Since 2020

\*Determined by Board to be independent under applicable SEC and stock exchange rules.

### Key

1 – Public Company Experience	6 – Industry Experience (Upstream/Midstream/Downstream)
2 – Finance/Accounting	7 – Private Equity
3 – Business Development/Strategy/Commercial	8 – Diversity (Gender/Race/Ethnicity)
4 – Legal/Governance/Government Relations	9 – International
5 – Operations/Engineering/Construction	10 – Cybersecurity/IT

## Committees

Health, Safety, Environmental and Sustainability	Audit	Compensation	Governance	Other
<p>The Health, Safety, Environmental and Sustainability (HSES) Committee was formed in February 2021 to assist the Board in its evaluation and oversight of the partnership's management of HSES matters including, among others, climate-related risks and opportunities. The HSES Committee currently has three members, all of whom are independent, and who receive regular updates regarding the advancement of sustainability efforts at Plains.</p>	<p>Our Audit Committee reviews our external financial reporting, engages our independent auditor and reviews the adequacy of our internal accounting controls. Each of the four members of our Audit Committee is independent, as defined in applicable Nasdaq and SEC rules, and financially literate. Two members of the Audit Committee qualify as Audit Committee Financial Experts.</p>	<p>The Compensation Committee reviews and makes recommendations to the Board regarding the compensation of our executive officers and administers our equity compensation plans for officers and key employees. Although not required under Nasdaq rules, all three members of our Compensation Committee are independent.</p>	<p>Among other governance-related matters, our Governance Committee periodically reviews our governance structure, policies and procedures, oversees the Board's annual self-assessment and committee evaluation process, and assists with succession planning and related activities, including identifying and assessing Director nominees. Although not required under Nasdaq rules, each of the four members of our Governance Committee is independent.</p>	<p>As circumstances warrant, a Conflicts Committee may be established or activated to review conflicts of interest between PAA or PAGP and its general partner or its owners.</p>



## Compensation practices

Our executive compensation philosophy emphasizes pay for performance, both on an individual and entity level, and places a significant portion of our executives' compensation at risk.

Our at-risk compensation is tied to the achievement of several objective and transparent performance metrics that measure value creation over both the near and longer term, as well as service period requirements.

We use three primary elements to achieve our executive compensation program objectives: salary, annual cash bonuses and long-term equity incentive awards. We believe our compensation structure aligns the interests of our executive officers with our investors and positions us to achieve our business goals. It also encourages the exercise of sound judgment and risk-taking that is conducive to creating and sustaining long-term value.

### Key components of our executive compensation approach include:

- A significant portion of executive compensation is at-risk, including, for 2022, 89% of target compensation for our CEO and an average of 82% of target compensation for our other Named Executive Officers.
- For the CEO in 2022:
  - 63% of target compensation was equity-based.
  - 58% of target compensation was performance-based.
- Annual bonus program is 100% performance-based with payout based on a formulaic framework.
- Annual long-term equity incentive grants are 50% time-based and 50% performance-based, requiring performance over a multi-year period.
- Executive compensation levels are supported by an independent compensation consultant review and benchmark studies.

Performance metrics for annual bonuses include specific targets for Adjusted EBITDA, Distributable Cash Flow per common unit and common unit equivalents, safety and environmental performance and achievement of individual goals.

For 2022, approximately 13% of Named Executive Officer short-term incentive compensation was linked to specified environmental and safety performance targets.

Performance metrics for 25% of the long-term incentive plan grants awarded in 2022 include relative total shareholder return (TSR) with an absolute TSR modifier. PAA's TSR is measured over a three-year performance period relative to the TSR of a group of midstream peers, the S&P 500 and the Alerian Midstream Energy Index. Performance metrics for the remaining 25% of the long-term incentive plan grants awarded in 2022 include Distributable Cash Flow per Common Unit Equivalent measured over a three-year performance period. Payout on this portion of the 2022 awards may be decreased if PAA's leverage ratio at the end of the three-year performance period exceeds a specified target.

## Equity Ownership Guidelines and Clawback Policy

In 2020, the Board adopted Equity Ownership Guidelines for executive officers and Directors and a Clawback Policy for executive officers.

### Equity Ownership Guidelines

- Multiple of salary for executive officers (CEO [6x], President [5x], EVPs [3x], SVP [1x]) and multiple of cash retainer for directors (5x).
- Five-year grace period to achieve compliance.
- Hold until met requirement covers units/shares acquired upon vesting of long-term incentive plan awards.

### Clawback Policy triggers

- Fraud or intentional/unlawful conduct that contributes to material financial restatement that results in over-payment of performance-based compensation (clawback applies to excess compensation awarded or paid).
- Detrimental conduct that results in significant financial, reputational or other harm to the company (clawback applies to performance-based compensation and time-based equity awards granted or paid during three-year period prior to discovery of misconduct).

# Code of Business Conduct

Plains is committed to acting with ethics and integrity and conducting business the right way.

Our *Code of Business Conduct*, which is centered on our Core Values, governs how we conduct our business and engage in relationships with our stakeholders. Our Core Values include Safety and Environmental Stewardship; Ownership and Accountability; Ethics and Integrity; Respect, Fairness and Inclusion; Teamwork; and Entrepreneurship and Innovation. These Core Values serve as the foundation of our culture and a compass for addressing any situation or concern, guiding us to do the right thing. We believe that maintaining and nurturing a culture that is consistent with these Core Values is key to our long-term success and sustainability as a company.

Employees, officers and Directors of Plains are obligated and expected to abide by and follow our Code, which is reviewed and updated periodically, and proactively communicated to employees. Specifically, all employees must annually complete Code of Business Conduct training and certify their acknowledgement of the Code. New employees must complete the training and acknowledgement process within 30 days of employment.

Employees have a duty to report illegal or unethical behavior, or behavior that violates our Code or any company policies. The company will take appropriate action with respect to reports of misconduct received, which may include an investigation of the reported matter.

Questions, concerns or reports of inappropriate behavior may be communicated in several ways, including via a confidential, third-party hotline service that is available by phone or online 24 hours a day, seven days a week. All employees, officers and Directors are encouraged to speak openly and ask questions about the Code, or any other subject, without fear of retaliation. Plains has implemented specific structures for the purposes of processing whistleblower reports or other Code violations. Reports are initially processed by our Internal Audit department and elevated to management and/or outside reviewers as appropriate.

Plains strictly forbids retaliation for raising concerns under our Code, our standards, or applicable law.

Plains prohibits any act of corruption including bribes, kickbacks or other illegal efforts to obtain an improper business advantage.

Our *Code of Business Conduct* also addresses conflicts of interest, which exist when a person's personal interests interfere with, or may be perceived to interfere with, the interests of the company. Our dealings with business partners, customers, suppliers, contractors, competitors or anyone doing or seeking to do business with us must be in the best interests of the company.

### Other important topics addressed in the **Code of Business Conduct** include:

- **Discrimination and harassment**
- **Avoiding improper business conduct**
- **Protecting employees and the environment**
- **Honest recordkeeping and reporting**
- **Accurate public disclosure**
- **Protecting confidential information**
- **Insider trading**
- **Proper use of company assets**
- **Social media and public comments**
- **Corporate opportunities**
- **Obeying the law**
- **Substance abuse**
- **Violence**

# Security and Cybersecurity

## Security

Our Security Management program helps to ensure the protection of the environment, public, employees, property and information through emphasis on physical security, information security, personnel security, security risk management and industry-related threat intelligence.

## Physical security

Every employee receives security awareness training to familiarize themselves with identifying potential risks and how to protect against them.

To help ensure our field personnel are ready to respond to security threats or incidents, Plains' HSE Emergency Management/Security team hosts about 30 security-focused exercises across North America every year at facilities identified as critical by either the Department of Homeland Security (DHS), United States Coast Guard (USCG), Transportation Security Administration (TSA) or the company. The team also completes multiple threat and technical assessments to identify possible vulnerabilities at sites across the continent.

Robust communication and training regarding physical site security enhance the comfort level of all employees, contractors and visitors. An increased security presence, including closed-circuit television and access control systems at most staffed assets, allows personnel to perform their tasks in a more secure environment and have full situational awareness of the operation of our facilities.

The Plains HSE Emergency Management/Security team actively participates in seminars and conferences sponsored by trade associations such as the American Petroleum Institute, Liquid Energy Pipelines Association, Canadian Standards Association Group, American Fuel & Petrochemicals Manufacturers and International Liquid Terminals Association, allowing Plains to supply input on security regulation and activities, as well as share best practices with other oil and gas operators.

## Cybersecurity

The Information Security team at Plains maintains a cybersecurity strategy that establishes visibility, defense and remediation for all Plains platforms using industry security frameworks and best practices

(e.g., incident management and mitigation, business continuity) while meeting regulatory requirements. This strategy is designed to adhere to industry cybersecurity standards and involves ongoing evaluation of the cyberthreat landscape. In connection with these efforts, we collaborate with our strategic partners, industry groups and various government agencies.

Key components of our cybersecurity strategy include our awareness training program, incident response and technology risk reviews. Our training program includes frequent computer-based training sessions assigned to employees and regular information sharing to educate employees on current cybersecurity-related topics. These topics include, but are not limited to, mobile device security, phishing, social engineering, malware and internet safety. In an effort to prepare our employees to respond in the event of a cyber incident, our Cyber Incident Response Plan is developed and maintained in collaboration with Operations and Control Center personnel, providing instructions on isolating and protecting our information systems in the event of a breach. With technology constantly evolving, we assess our risks and update our strategy to address and minimize security risks. We also share quarterly security updates with the Board of Directors to keep them updated on company security efforts.

Our Risk and Compliance team performs compliance audits over critical business applications, network cybersecurity, remote field site cybersecurity, SCADA cybersecurity and cloud providers security control structure and effectiveness. Additionally, we perform compliance assessments and audits related to cybersecurity regulations and directives and work with various agencies, such as TSA, DHS, USCG, Cybersecurity and Infrastructure Security Agency and Department of Energy to protect our critical infrastructure.

A newer initiative and focus area is related to insider threats. Insider threats are malicious or unintentional acts that could negatively impact our communications and systems through the deliberate exfiltration of data for personal gain or the accidental leak of sensitive information. We work with industry partners and other experts to enhance visibility and integrate preventative controls and processes to mitigate insider threat risks while maintaining data loss prevention and privacy for our data and users.



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Plains 2022

# Disclosure Charts and Reporting Frameworks

Section 3

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# Disclosure Chart

Our data disclosure charts are intended to supply relevant information that helps convey our approach to sustainability. We support efforts to consolidate reporting frameworks. In certain cases, multiple reporting frameworks call for disclosure of similar metrics calculated according to divergent methodologies. In those cases, we have elected to disclose in accordance with one methodology but have mapped to the corresponding metric. Please refer to the definitions provided in the Energy Infrastructure Council (EIC) and Sustainability Accounting Standards Board (SASB) frameworks, as well as our footnotes, to better understand these metrics. In addition to the disclosure chart, we have also provided indexes for SASB, Task Force for Climate-related Financial Disclosures (TCFD) and Global Reporting Initiative (GRI) frameworks. We welcome feedback on this approach and are committed to continuing to refine our reporting to meet our stakeholders' needs.

Unless otherwise indicated, data is reported on an operational basis. Data for certain metrics include estimates that are based on commonly accepted standards and/or industry best practices. Our sustainability data is collected and verified by subject matter experts across the company. Our Financial Reporting and Internal Audit teams participate in the collection, review and validation process, which is further reviewed by senior-level management.

<b>Operational &amp; Financial</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>EIC</b>	<b>SASB</b>
Gross Throughput (B BOE) <sup>1</sup>	<b>4.7</b>	3.7	3.9	EIC 1.2	
Total Metric Ton-Kilometers of Crude Oil, Highly Volatile Liquids, and Refined Petroleum Products Transported by Pipeline (T mt-km)	<b>11.3</b>	9.3	8.4		EM-MD-000.A
Total Metric Ton-Kilometers of Crude Oil Transported by Truck (B mt-km) <sup>2</sup>	<b>0.9</b>	0.9	1.1		EM-MD-000.A
Gross Adjusted EBITDA (\$mm) <sup>3</sup>	<b>\$2,875</b>	\$2,290	\$2,560	EIC 1.1	
Property Taxes Paid - U.S. (\$mm) <sup>4</sup>	<b>\$125</b>	\$129	\$133		
Property Taxes Paid - Canada (\$mm) <sup>4</sup>	<b>\$19</b>	\$19	\$18		
Total Miles of Pipeline (Operated and Non-operated) <sup>5</sup>	<b>19,865</b>	20,085	18,700		
Miles of Pipeline Operated <sup>6</sup>	<b>16,347</b>	16,380	15,164	EIC 1.3	
Crude Oil and NGL Storage Capacity (mmb)	<b>139</b>	140	138		
NGL Fractionation/Condensate Processing Capacity (mb/d)	<b>&gt;300</b>	>320	>340		
Natural Gas Processing Capacity (Bcf/d)	<b>6.4</b>	5.7	6.3		

<b>Emissions<sup>7</sup></b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>EIC</b>	<b>SASB</b>
Total GHG Emissions (Scope 1 + Scope 2) - Total (mt CO <sub>2</sub> e)	<b>1,984,000</b>	1,782,000	1,929,000	EIC 2.4	
Scope 1 GHG Emissions - Total (mt CO <sub>2</sub> e)	<b>785,000</b>	805,000	831,000	EIC 2.4.1	EM-MD-110a.1
Scope 1 CO <sub>2</sub> Emissions - Total (mt)	<b>770,000</b>	779,000	809,000	EIC 2.4.1.1	
Scope 1 Methane Emissions - Total (mt CO <sub>2</sub> e)	<b>11,000</b>	22,000	19,000		
Gross Global Scope 1 Emissions Percentage Methane	<b>1.44%</b>	2.77%	2.26%	EIC 2.4.1.4	EM-MD-110a.1
Gross Global Scope 1 Emissions Percentage Covered Under Emissions-limiting Regulations	<b>67%</b>	69%	66%		EM-MD-110a.1
Scope 1 GHG Emissions - EPA Reported (mt CO <sub>2</sub> e)	<b>34,000</b>	75,000	122,000	EIC 2.4.2	
Scope 1 CO <sub>2</sub> Emissions - EPA Reported (mt)	<b>31,000</b>	62,000	113,000	EIC 2.4.2.1	
Scope 1 Methane Emissions - EPA Reported (mt CO <sub>2</sub> e)	<b>3,000</b>	12,000	9,000		
Scope 2 GHG Emissions - Total (mt CO <sub>2</sub> e) <sup>8</sup>	<b>1,199,000</b>	976,000	1,098,000	EIC 2.4.3	
Total GHG Emissions (Scope 1 + Scope 2) Intensity per Thousand BOE- Total (mt CO <sub>2</sub> e/Thousand BOE) <sup>1,9</sup>	<b>0.43</b>	0.49	0.50	EIC 2.5	
Total Methane Emissions (Scope 1) Intensity per Thousand BOE - Total (mt CO <sub>2</sub> e/Thousand BOE) <sup>1,9</sup>	<b>0.002</b>	0.006	0.005		
Total GHG Emissions (Scope 1 + Scope 2) Intensity per \$mm Gross Adjusted EBITDA - Total (mt CO <sub>2</sub> e/\$mm) <sup>3,10</sup>	<b>690</b>	778	753		
Air Emissions of NO <sub>x</sub> (mt) <sup>11,12</sup>	<b>850</b>	925	1,040	EIC 2.9	EM-MD-120a.1
Air Emissions of SO <sub>x</sub> (mt) <sup>11</sup>	<b>75</b>	60	110	EIC 2.10	EM-MD-120a.1



# Disclosure Chart

<b>Environmental</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>EIC</b>	<b>SASB</b>
Barrels of Petroleum Liquids Transported (B bbls)	<b>3.2</b>	2.7	2.6		
Percentage of Barrels Safely Delivered	<b>&gt;99.999%</b>	>99.999%	>99.999%		
Number of Federally Reportable Releases <sup>13</sup>	<b>11</b>	22	17		
Volume of Federally Reportable Releases (bbls)	<b>2,246</b>	1,765	1,529		
Percentage of Volume of Federally Reportable Releases Recovered	<b>88%</b>	94%	78%		
Number of Releases Impacting People or the Environment (IPE)	<b>5</b>	1	2		
Volume of Releases Impacting People or the Environment (IPE) (bbls)	<b>1,871</b>	593	786		
Percentage of Volume of Releases Impacting People or the Environment (IPE) Recovered	<b>85%</b>	82%	92%		
Hydrocarbon Liquid Releases Intensity per Mile of Pipeline (BOE/mi) <sup>14</sup>	<b>0.09</b>	0.07	0.06		
Third-party Line Strike Resulting in a Release	<b>1</b>	0	1		
Percentage of Hazardous Liquid Pipelines Inspected <sup>15</sup>	<b>26%</b>	21%	29%		EM-MD-540a.2
Percentage of Natural Gas Pipelines Inspected <sup>15</sup>	<b>11%</b>	17%	18%		EM-MD-540a.2
Percentage of Energy Purchased From the Grid that is Renewable <sup>16</sup>	<b>21%</b>	21%	18%		
Does the Company Participate in Any Efforts to Expand the Share of Alternative/Renewable Energy Sources in the Company's Portfolio?	<b>Yes</b>	Yes	No	EIC 2.15	
Does the Company Have a Biodiversity Policy or Commitment for New and Existing Assets?	<b>Yes</b>	Yes	Yes	EIC 2.16	

<b>Safety &amp; Security</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>EIC</b>	<b>SASB</b>
Employee Total Recordable Incident Rate (TRIR) <sup>17</sup> (per 200,000 work hours)	<b>0.31</b>	0.39	0.38	EIC 3.1	
Contractor TRIR for Major Growth Projects <sup>18</sup> (per 200,000 work hours)	<b>0.00</b>	0.44	0.15	EIC 3.2	
Employee Lost Time Incident Rate (LTIR) (per 200,000 work hours)	<b>0.10</b>	0.08	0.11	EIC 3.5	
Contractor LTIR for Major Growth Projects (per 200,000 work hours)	<b>0.00</b>	0.22	0.04	EIC 3.6	
Employee Days Away, Restricted or Transferred (DART) (per 200,000 work hours)	<b>0.23</b>	0.27	0.25	EIC 3.3	
Contractor DART for Major Growth Projects (per 200,000 work hours)	<b>0.00</b>	0.33	0.09	EIC 3.4	
Employee Fatalities	<b>0</b>	0	0	EIC 3.7	
Contractor Fatalities	<b>0</b>	0	0	EIC 3.8	
Employee Motor Vehicle Incident Rate <sup>19</sup> (per 1 million miles)	<b>0.66</b>	0.72	0.81		
Does the Company Have an Indigenous Engagement Policy or Commitment for New and Existing Assets?	<b>Yes</b>	Yes	Yes	EIC 3.9	
Does the Company Undertake Any of the Following to Manage Cybersecurity Risk?					
Mandatory Employee Training	<b>Yes</b>	Yes	Yes	EIC 4.18.1	
Adherence to Industry Cybersecurity Standards	<b>Yes</b>	Yes	Yes	EIC 4.18.2	
Ongoing Evaluation of the Threat Landscape	<b>Yes</b>	Yes	Yes	EIC 4.18.3	

<b>Competitive Behavior</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>EIC</b>	<b>SASB</b>
Total Amount of Monetary Losses as a Result of Legal Proceedings Associated with Federal Pipeline and Storage Regulations <sup>20</sup>	<b>\$0</b>	\$0	\$0		EM-MD-520a.1

# Disclosure Chart

<b>Employees</b> <sup>21</sup>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>EIC</b>	<b>SASB</b>
Employees Located in the United States (approximate)	<b>2,900</b> <b>(25 states)</b>	2,900 (23 states)	3,200 (29 states)		
Employees Located in Canada (approximate)	<b>1,200</b> <b>(4 provinces)</b>	1,200 (4 provinces)	1,200 (4 provinces)		
Percentage of Field Employees	<b>69%</b>	69%	68%		
Number of Employees Hired	<b>747</b>	323	244		
Voluntary Employee Turnover Rate	<b>13%</b>	11%	8%		
Voluntary Employee Turnover Rate Excluding Truck Drivers	<b>11%</b>	9%	7%		
Percentage of Employees who are Female	<b>21%</b>	21%	21%	EIC 3.10	
Percentage of Management Roles Filled by Females <sup>22</sup>	<b>22%</b>	21%	23%		
Percentage of Corporate Officer Roles Filled by Females <sup>23</sup>	<b>11%</b>	10%	12%	EIC 4.2	
Percentage of Employees in the United States who are Minorities <sup>24</sup>	<b>34%</b>	31%	31%	EIC 3.11	
Percentage of Corporate Officer Roles in the United States Filled by Minorities <sup>23,24</sup>	<b>7%</b>	7%	4%	EIC 4.4	

<b>Stakeholder Engagement</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>EIC</b>	<b>SASB</b>
Dollars Invested in Local Communities Via Employee and Corporate Contributions (\$mm) <sup>25</sup>	<b>\$3.5</b>	\$3.1	—		
Number of Hours Employees Volunteered in Local Communities <sup>25</sup>	<b>4,314</b>	1,289	—		
PAA PAC Disbursements	<b>\$156,250</b>	\$82,500	\$165,550		
Does the Company Have a Code of Conduct for Suppliers?	<b>Yes</b>	Yes	No	EIC 4.17	

<b>Board</b> <sup>26</sup>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>EIC</b>	<b>SASB</b>
Number of Board Members	<b>12</b>	11	11		
Number / Percentage of Independent Directors <sup>27</sup>	<b>9 / 75%</b>	8 / 73%	7 / 64%		
Percentage of Directors Subject to Public Election <sup>28</sup>	<b>100%</b>	100%	64%		
Number / Percentage of Female Directors	<b>2 / 17%</b>	1 / 9%	1 / 9%	EIC 4.1	
Number / Percentage of Minority Directors <sup>29</sup>	<b>1 / 8%</b>	1 / 9%	1 / 9%	EIC 4.3	
Is Any Director Under the Age of 50?	<b>No</b>	No	No	EIC 4.5	
Average Tenure of Independent Directors (years)	<b>9</b>	9	9		
Average Board Meeting Attendance During the Year	<b>98%</b>	99%	100%		
Number of Directors Receiving Less Than 80% Votes Cast in Favor When Running Unopposed	<b>0</b>	0	0		



# Disclosure Chart

<b>Compensation</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>EIC</b>	<b>SASB</b>
Percentage of Equity Owned by Directors and Executive Officers <sup>30</sup>	<b>10%</b>	11%	13%		
Did any Executive Officers or Directors Make Share Purchases with Personal Funds?	<b>Yes</b>	No	Yes		
Percentage of CEO Target Compensation "At Risk" for Fiscal Year <sup>31</sup>	<b>89%</b>	88%	88%		
Percentage of CEO Target Compensation that is Performance-based <sup>32</sup>	<b>58%</b>	59%	59%	EIC 4.10	
Percentage of CEO Target Compensation that is Equity-based <sup>33</sup>	<b>63%</b>	59%	59%	EIC 4.11	
Average Percentage of All Named Executive Officer (NEO), Other than CEO, Target Compensation "At Risk" for Fiscal Year <sup>34</sup>	<b>82%</b>	83%	83%		
Are There Any Shareholder Return Metrics in Any NEO Equity Compensation Plan?	<b>Yes</b>	Yes	Yes	EIC 4.12	
Is ≥ 10% of NEO Short-term Incentive (STI) or Long-term Incentive (LTI) Compensation Linked to Environmental or Social Metrics?	<b>Yes</b>	Yes	Yes	EIC 4.13	
Did the Company Receive <70% Support for Say On Pay?	<b>No</b>	No	No		
Has the Company Adopted a Clawback Policy?	<b>Yes</b>	Yes	Yes		
Has the Company Adopted Equity Ownership Guidelines?	<b>Yes</b>	Yes	Yes		
CEO-to-Median Employee Compensation Ratio	<b>66 to 1</b>	36 to 1	39 to 1		
Does the Company Tie Any Amount of Pay for All Employees to ESG Objectives?	<b>Yes</b>	Yes	Yes	EIC 4.14	

<b>Governance</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>EIC</b>	<b>SASB</b>
Unified Board of Directors <sup>35</sup>	<b>Yes</b>	Yes	Yes		
Annual Meetings for the Public Election of Directors <sup>28</sup>	<b>Yes</b>	Yes	Yes		
Lead Independent Director	<b>Yes</b>	Yes	Yes		
Does the Company Have Incentive Distribution Rights? <sup>36</sup>	<b>No</b>	No	No		
Does the Company Have a "Golden Share"? <sup>37</sup>	<b>No</b>	No	No		
Does the Company Publish an Annual Proxy Statement?	<b>Yes</b>	Yes	Yes	EIC 4.19	
Which of These Data Sets are Collected and Shared with the Board?					
Voluntary Employee Turnover Company-wide, and by at Least One Additional Level (e.g. business unit, location, or division)	<b>Yes</b>	Yes	Yes	EIC 4.16.1	
Percentage of Employees who Participate in Company- Sponsored Matching Gift Programs and/or Volunteer for Corporate-Sponsored Charitable Events	<b>Yes</b>	Yes	No	EIC 4.16.2	
Gender Pay Ratio	<b>No</b>	No	No	EIC 4.16.3	
Underlying Data from an Employee Satisfaction Survey that is Anonymous and at Least Annual	<b>No</b>	No	No	EIC 4.16.4	

# Disclosure Chart

1. Gross throughput reflects volume on assets we operate, including 100% of volumes on operated assets in which we own a partial interest. Includes pipeline tariff volumes, volumes transported by truck, throughput at our crude oil terminals, inlet volumes at our natural gas processing facilities, volumes processed at our NGL fractionation and condensate processing facilities and natural gas transmission, injection and withdrawal volumes. We report pipeline volumes based on the tariffs charged for individual movements. As a result, there is a potential for a barrel to be counted multiple times depending upon how many individual tariff-based movements it makes through our pipeline system.
2. For this metric, 2022 and previous reporting years reflects a revision to the average distance a barrel travels by truck.
3. Earnings before interest, taxes, depreciation and amortization (including our proportionate share of depreciation and amortization, including write-downs related to cancelled projects and impairments, of unconsolidated entities), gains and losses on asset sales and asset impairments, goodwill impairment losses and gains or losses on and impairments of investments in unconsolidated entities, adjusted for certain selected items impacting comparability. Includes Adjusted EBITDA attributable to noncontrolling interests.
4. Represents property taxes associated with assets that we own and/or operate (including property tax associated with assets of unconsolidated entities that we operate).
5. Miles of active pipeline in which we have an ownership interest, operated by us or third parties, including total mileage of pipelines in which we own a partial interest through joint ventures or undivided joint interest arrangements. Includes transportation pipelines and pipelines that support our storage and terminalling facilities.
6. Miles of active pipeline operated by us, including total mileage of operated pipelines in which we own a partial interest through joint venture or undivided joint interest arrangements and excluding total mileage of pipelines owned through such arrangements that we do not operate. Includes transportation pipelines and pipelines that support our storage and terminalling facilities.
7. Estimates do not include emissions from assets that were operated for a portion of the reporting year.
8. Includes estimates based on most current grid emission factors for a given year at the time of calculation.
9. Our gross annual throughput includes volumes handled across each of our business areas (i.e. pipelines, storage, trucking, NGL fractionation and gas processing) converted to barrels of oil equivalent (BOE). We report pipeline volumes based on the tariffs charged for individual movements. As a result, there is a potential for a barrel to be counted multiple times depending upon how many individual tariff-based movements it makes through our pipeline system. These intensity metrics are intended to help measure Plains' Scope 1 and Scope 2 GHG emissions performance over time. Due to varying business mixes and industry approaches to calculating throughput, our throughput-based intensity metrics may not be comparable to those of other companies.
10. As our definition of Gross Adjusted EBITDA and the relative mix of owned vs operated assets that comprise our business may differ from other companies, our EBITDA-based intensity metric may not be comparable to that of other companies.
11. Reflects emissions reported in accordance with applicable regulatory requirements in the U.S. and Canada.
12. The 2021 NOx disclosure has been changed in this report to correct an overstatement of NOx emissions from our Sarnia facility that was reported in our 2021 Sustainability Report disclosures table.
13. Our ultimate goal is to achieve zero incidents and our 2023 target is 10 or fewer federally reportable releases.
14. Hydrocarbon releases are defined as federally reportable releases. All mileage which can feature a federally reportable release was included in this calculation; this includes mileage from active, idle, retired, and facility piping.
15. Miles inspected as a percentage of total mileage of U.S. DOT-regulated pipelines and all Canadian pipelines. Excludes pipelines of unconsolidated entities and retired and abandoned pipelines. Pipeline inspection schedules vary on an annual basis and also change over time in response to asset conditions.
16. 2022 includes estimates based on certain 2021 data as the 2022 data has not yet been published. Amounts presented for prior years have been revised from previous disclosures based on final data.
17. Our ultimate goal is to achieve zero incidents and our 2023 target is a TRIR of 0.25 or less.
18. Major growth projects are defined as those managed by our Engineering group. From 2020 to 2021, we had a decrease in both the number of contractor injuries (2021: 4, 2020: 8) and contractor man hours (2021: 1.8 million, 2020: 11.0 million). Contractor man hours for 2022 were consistent with 2021 at 1.8 million.
19. Any preventable motor vehicle incident involving a company vehicle or a private vehicle being used for company business.
20. Disclosure pertains to legal proceedings associated with federal pipeline and storage rate, access and pricing regulations (anti-competitive behavior) for assets we operate.
21. Data is representative of full-time employees only and reflects year-end numbers.
22. Employees at Manager, Director and above levels.
23. Employees at the Vice President, Senior Vice President and Executive levels.
24. Minority data includes all U.S. employees who identify as persons of color. Due to regulatory limitations, this data is not collected in Canada.
25. Enterprise-wide tracking of philanthropic and volunteer investment initiated in 2021. Data may not reflect full scope of investment.
26. Data as of December 31 of each year unless otherwise noted.
27. Our governing documents require that a majority of our Board satisfy the independence requirements of the stock exchange where our securities are listed for trading, despite the fact that, as limited partnerships, PAA and PAGP are exempt from such stock exchange requirements.
28. Three-year staggered term.
29. Minority data includes Directors who identify as persons of color.
30. As of record date for annual meeting.
31. "At Risk" compensation is tied to the achievement of one or more performance metrics that measure value creation over both the near and longer term, as well as service period requirements.
32. Performance-based compensation is comprised of annual cash incentive awards and the performance-based portion of long-term equity incentive awards.
33. Long-term equity incentive awards are 50% performance-based and 50% time-based.
34. PAA's President is a co-founder and substantial equity owner and for the last several years has requested to not participate in the long-term incentive program. As a result, he is not one of the three most highly compensated executive officers, but is included as a Named Executive Officer given the significance of his role. Given his lack of participation in the long-term incentive program, his compensation is excluded from the calculation.
35. Plains All American Pipeline, L.P. (Nasdaq: PAA) and Plains GP Holdings (Nasdaq: PAGP) are managed by a single unified Board of Directors located at PAA GP Holdings LLC.
36. Incentive distribution rights give a general partner an increasing share of incremental distributable cash flow based upon certain conditions.
37. Refers to a control right granted in certain partnership agreements whereby the holder has the right to direct certain activities of the partnership, including the unilateral right to appoint and replace board members. This control provision may be held/exercised irrespective of the holder's economic interest.



# SASB Index

SASB Topic	SASB Code	Accounting Metric	Location or Direct Response
<b>Greenhouse Gas Emissions</b>	EM-MD-110a.1	Gross global Scope 1 emissions, percentage methane, percentage covered under emissions-limiting regulations	Information on gross global Scope 1 emissions, calculated according to the EIC definition is available on page 52 in our Disclosure Chart.
	EM-MD-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets and an analysis of performance against those targets	Sustainability Report – pages 12-15
<b>Air Quality</b>	EM-MD-120a.1	Air emissions of the following pollutants: (1) NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> , (3) volatile organic compounds (VOCs) and (4) particulate matter (PM <sub>10</sub> )	Information on NO <sub>x</sub> and SO <sub>x</sub> air emissions, as reported in accordance with applicable regulatory requirements in the US and Canada, is available on page 52 in our Disclosure Chart.
<b>Ecological Impacts</b>	EM-MD-160a.1	Description of environmental management policies and practices for active operations	Sustainability Report – pages 31-34
	EM-MD-160a.2	Percentage of land owned, leased and/or operated within areas of protected conservation status or endangered species habitat	We are evaluating the feasibility of reporting these metrics in the future.
	EM-MD-160a.3	Terrestrial acreage disturbed, percentage of impacted area restored	We are evaluating the feasibility of reporting these metrics in the future.
	EM-MD-160a.4	Number and aggregate volume of hydrocarbon spills, volume in Arctic, volume in Unusually Sensitive Areas (USAs) and volume recovered	Information on the number, volume and volume recovered of federally reportable hydrocarbon releases and releases impacting people and the environment is available on page 53 in our Disclosure Chart.
<b>Competitive Behavior</b>	EM-MD-520a.1	Total amount of monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations	Disclosure Chart – page 53
<b>Operational Safety, Emergency Preparedness and Response</b>	EM-MD-540a.1	Number of reportable pipeline incidents, percentage significant	Information on the number of federally reportable hydrocarbon releases and releases impacting people and the environment is available on page 59 in our Disclosure Chart.
	EM-MD-540a.2	Percentage of (1) natural gas and (2) hazardous liquid pipelines inspected	Disclosure Chart – page 53
	EM-MD-540a.3	Number of (1) accident releases and (2) non-accident releases (NARs) from rail transportation	Accidental releases: 0 Non-accidental releases: 0
	EM-MD-540a.4	Discussion of management systems used to integrate a culture of safety and emergency preparedness throughout the value chain and throughout project lifecycles	Sustainability Report – page 28-29
<b>Activity Metric</b>	EM-MD-000.A	Total Metric Ton-Kilometers of: (1) Natural Gas, (2) Crude Oil, and (3) Refined Petroleum Products Transported, by Mode of Transport (mt-km)	Information on total metric ton-kilometers of product transported by pipeline and truck is available on page 52 in our Disclosure Chart.

# TCFD Index

Our responses to the reporting recommendations of the Task Force on Climate-related Financial Disclosures have been incorporated into this year's Sustainability Report and our 10-K. They are provided in the index table below.

Core Element	Recommended Disclosures	Reporting Location/Response
<b>Governance:</b> Disclose the organization's governance around climate-related risks and opportunities.	Describe the board's oversight of climate-related risks and opportunities.	Sustainability Governance, page 6 Corporate Governance: HSES Committee, page 48 Corporate Governance: Enterprise-level risk, page 47
	Describe management's role in assessing and managing climate-related risks and opportunities.	Sustainability Governance, page 6 Governance, page 14 Operational Risk Management, page 30
<b>Strategy:</b> Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Regulation – 10-K, page 23 Climate Change Initiatives – 10-K, page 26 Risks Related to Our Business – 10-K, page 37 Emerging Energy, page 22 Energy Management, page 16 Greenhouse Gas Emissions, page 32 Preparedness for Extreme Weather Risks, page 32
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Regulation – 10-K, page 23 Climate Change Initiatives – 10-K, page 26 Risks Related to Our Business – 10-K, page 37
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	At this time, Plains has not conducted a 2° scenario analysis
<b>Risk Management:</b> Disclose how the organization identifies, assesses, and manages climate-related risks.	Describe the organization's processes for identifying and assessing climate-related risks.	Governance, page 14 Greenhouse Gas Reduction Strategy, pages 12-15 Energy Management, page 16 Preparedness for Extreme Weather Risks, page 33 Emerging Energy, page 22 Enterprise-level Risk, page 47 Operational Risk Management, page 30 Operations Management System, page 28 Responsible and Sustainable Operations, page 31 Greenhouse Gas Emissions, page 32
	Describe the organization's processes for managing climate-related risks.	Sustainability Governance, page 6 Governance, page 14 Greenhouse Gas Reduction Strategy, pages 12-15 Enterprise-level Risk, page 47 Preparedness for Extreme Weather Risks, page 32 Operational Risk Management, page 30 Responsible and Sustainable Operations, page 31
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Governance, page 14 Operational Risk Management, page 30

Core Element	Recommended Disclosures	Reporting Location/Response
<p><b>Metrics and Targets:</b></p> <p>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</p>	<p>Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</p>	<p>Disclosure Chart, page 52 Greenhouse Gas Reduction Strategy, pages 12-15 Greenhouse Gas Emissions, page 32</p>
	<p>Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and related risks.</p>	<p>Disclosure Chart, page 52 Greenhouse Gas Reduction Strategy, pages 12-15</p>
	<p>Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</p>	<p>At this time, Plains has not set a target to manage climate-related risks and opportunities</p>



# GRI Index

GRI Topic	GRI Standard	GRI Standard Disclosure	Location or Direct Response
<b>General Disclosures</b>			
<b>The Organization and its Reporting Practices</b>	2-1	Organizational details	Sustainability Report – About Plains page 3, Asset Map page 4, Disclosure Chart page 52
	2-2	Entities included in the organization’s sustainability reporting	Sustainability Report – About Plains page 3, Governance page 47 <i>2022 Form 10-K</i>
	2-3	Reporting period, frequency and contact point	Sustainability Report - About this Report page 9, Contact Information page 65
<b>Activities and Workers</b>	2-6	Activities, value chain and other business relationships	Sustainability Report – About Plains page 3, Disclosure Chart page 52 <i>2022 Form 10-K page 5 (Business and Properties)</i>
	2-7	Employees	Sustainability Report – Disclosure Chart page 54
	2-8	Workers who are not employees	Sustainability Report – Supply Chain Management page 46
<b>Governance</b>	2-9	Governance structure and composition	Sustainability Report – Governance Framework and Structure pages 47-48
	2-10	Nomination and selection of the highest governance body	Sustainability Report – Board of Directors pages 47-48
	2-11	Chair of the highest governance body	Sustainability Report – Governance Framework and Structure pages 47- 48
	2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Report – Sustainability Governance page 6, Executive Oversight page 30, Corporate Governance pages 47- 48, HSES Committee page 48
	2-13	Delegation of responsibility for managing impacts	Sustainability Report - Sustainability Governance page 6
	2-14	Role of the highest governance body in sustainability reporting	Sustainability Report - Sustainability Governance page 6, HSES Committee page 48
	2-15	Conflicts of interest	Sustainability Report – Code of Business Conduct page 49
	2-16	Communication of critical concerns	Sustainability Report – Code of Business Conduct (third-party hotline) page 49
	2-17	Collective knowledge of the highest governance body	Sustainability Report – Board of Directors pages 47-48
	2-18	Evaluation of the performance of the highest governance body	Sustainability Report – Governance Committee page 48
	2-19	Remuneration policies	Sustainability Report – Compensation Practices page 49
	2-20	Process to determine remuneration	Sustainability Report – Compensation Practices page 49
	2-21	Annual total compensation ratio	Page 57 of PAA's Proxy Statement Dated April 14, 2023 Sustainability Report – Disclosure Chart page 55

# GRI Index

GRI Topic	GRI Standard	GRI Standard Disclosure	Location or Direct Response
<b>Strategy, Policies and Practices</b>	2-23	Policy commitments	<i>Plains Code of Business Conduct</i> <i>Plains Code of Business Conduct for Contractors and Suppliers</i> <i>Health, Safety and Environmental Policy</i> <i>Plains Human Rights Policy</i> <i>Plains Biodiversity Policy</i>
	2-26	Mechanisms for seeking advice and raising concerns	Sustainability Report – Code of Business Conduct page 49
	2-27	Compliance with laws and regulations	Sustainability Report – Disclosure Chart page 53
	2-28	Membership of associations	Sustainability Report - Industry collaboration on environmental issues page 32, Trade associations page 46
<b>Stakeholder Engagement</b>	2-29	Approach to stakeholder engagement	Sustainability Report – About this Report page 9, How we Engage page 10, Community Engagement page 43-46
	2-30	Collective bargaining agreements	<i>2022 Form 10K</i>
<b>Material Topics 2021</b>	3-1	Process to determine material topics	Sustainability Report – About this Report page 9
	3-2	List of material topics	Sustainability Report – About this Report page 9
	3-3	Management of material topics	This report includes topics of relevance and/or interest in the realm of sustainability. See this report's Contents for discussion of each topic.
<b>Economic Topics</b>			
<b>Economic Performance</b>	201-1	Direct economic value generated and distributed	<i>2022 Form 10-K page F-7 (Consolidated Statement of Operations)</i>
	201-2	Financial implications and other risks and opportunities due to climate change	Sustainability Report – Operational Risk Management page 30
	201-3	Defined benefit plan obligations and other retirement plans	Sustainability Report – Benefits, Compensation and Wellness pages 40-41
<b>Indirect Economic Impacts</b>	203-1	Infrastructure investments and services supported	<i>2022 Form 10-K pages 91-92 (Investment Capital Projects)</i>
	203-2	Significant indirect economic impacts	Sustainability Report – Community Investment page 44
<b>Environmental Topics</b>			
<b>Energy</b>	302-4	Reduction of energy consumption	Sustainability Report – Energy Management page 16
<b>Water and Effluents</b>	303-1	Interactions with water as a shared resource	Sustainability Report – Water and Waste Management page 34
	303-2	Management of water discharge-related impacts	Sustainability Report – Water and Waste Management page 34
<b>Biodiversity</b>	304-2	Significant impacts of activities, products and services on biodiversity	Sustainability Report – Biodiversity and Conservation page 33

# GRI Index

<b>GRI Topic</b>	<b>GRI Standard</b>	<b>GRI Standard Disclosure</b>	<b>Location or Direct Response</b>
<b>Emissions</b>	305-1	Direct (Scope 1) GHG emissions	Sustainability Report – Disclosure Chart page 52
	305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Report – Disclosure Chart page 52
	305-4	GHG emissions intensity	Sustainability Report – Disclosure Chart page 52
	305-5	Reduction of GHG emissions	Sustainability Report – Plains Greenhouse Gas Reduction Strategy pages 12-15, 32, Energy Management page 16, Disclosure Chart page 52
	305-7	Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	Sustainability Report – Disclosure Chart page 51
<b>Social Topics</b>			
<b>Employment</b>	401-1	New employee hires and employee turnover	Sustainability Report – Disclosure Chart page 54
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Report – Benefits, Compensation and Well-being pages 40-41
<b>Occupational Health and Safety</b>	403-1	Occupational health and safety management system	Sustainability Report – Operations Management System page 28
	403-2	Hazard identification, risk assessment and incident investigation	Sustainability Report – Operational Risk Management page 30, Environmental Management page 31-34, Health and Safety at Plains page 35-37, Trucking Safety page 37
	403-3	Occupational health services	Sustainability Report – Health and Safety at Plains pages 35-37
	403-4	Worker participation, consultation and communication on occupational health and safety	Sustainability Report – Accountability and Management page 30, Safety Training page 36
	403-5	Worker training on occupational health and safety	Sustainability Report – Safety Training page 36
	403-6	Promotion of worker health	Sustainability Report – Health and Safety at Plains page 35-37, Benefits, Compensation and Well-being page 40-41
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report – Contractor Safety page 36
	403-8	Workers covered by an occupational health and safety management system	Sustainability Report – Health, Safety and Environmental Policy page 28, Contractor Safety page 36, Safety Audits page 36
	403-9	Work-related injuries	Sustainability Report – Disclosure Chart page 53
	403-10	Work-related ill health	Sustainability Report – Disclosure Chart page 53
<b>Training and Education</b>	404-2	Programs for upgrading employee skills and transition assistance programs	Sustainability Report – Leadership and Professional Development page 41
<b>Diversity and Equal Opportunity</b>	405-1	Diversity of governance bodies and employees	Sustainability Report – Disclosure Chart page 54
<b>Public Policy</b>	415-1	Political contributions	Sustainability Report – Political Contributions page 54



# Glossary of Terms

## Units

bbls	barrels of oil
bbls/mi	barrels of oil per mile
BOE	barrel of oil equivalent
BOE-miles	barrel of oil equivalent miles
B	in billions
B bbls	billion barrels of oil
Bcf	billion cubic feet
Bcf/d	billion cubic feet per day
CO <sub>2</sub>	carbon dioxide
CO <sub>2</sub> e	carbon dioxide equivalent
m	in thousands
mm	in millions
mmb	millions of barrels
mmb/d	millions of barrels per day
mmb/mo	millions of barrels per month
mt	metric ton
mt CO <sub>2</sub> e	metric ton carbon dioxide equivalent
mt-km	metric ton kilometers
MW	megawatt
T	in trillions
T BOE	trillions of barrels of oil equivalent

## Acronyms

API	American Petroleum Institute	PAA	Plains All American Pipeline, L.P.
BESS	battery energy storage system	PAA PAC	Plains All American GP LLC Political Action Committee
BLC	Bayou Land Conservancy	PAGP	Plains GP Holdings, L.P.
CARE	Create A Real Effect	PDCA	Plan-Do-Check-Adjust
CSA	Canadian Standards Association	PHA	Process Hazard Analysis
DHS	Department of Homeland Security (U.S.)	PHMSA	Pipeline and Hazardous Materials Safety Administration
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization	PMC	Plains Midstream Canada ULC
EIC	Energy Infrastructure Council	PSM	Process Safety Management
ELR	enterprise-level risk	PSP	Permian Strategic Partnership
EPA	Environmental Protection Agency (U.S.)	ROW	right-of-way
ERCOT	Electric Reliability Council of Texas	SASB	Sustainability Accounting Standards Board
ESG	environmental, social and governance	SCADA	Supervisory Control and Data Acquisition
FEC	Federal Election Commission (U.S.)	SDG	Sustainable Development Goals
FEED	front-end engineering design	SEC	Securities and Exchange Commission (U.S.)
FRR	federally reportable releases	TCFD	Task Force on Climate-related Financial Disclosures
GHG	greenhouse gas	TRIR	total recordable incident rate
GRI	Global Reporting Initiative	TSA	Transportation Security Administration (U.S.)
HSE	health, safety and environment	TSR	total shareholder return
HSES	health, safety, environmental and sustainability	USCG	United States Coast Guard
ICS	Incident Command System		
IESO	Independent Electricity System Operator		
ILI	in-line inspection		
ILTA	International Liquids Terminal Association		
MLP	master limited partnership		
NGL	natural gas liquids		
OMS	Operations Management System		

# Cautionary Note

Certain figures have been rounded for presentation purposes. Plains undertakes no obligation to update the figures and information contained herein, although it is our intent to provide similar information in the future with respect to periods following 2022.

All denominations in the Plains Sustainability Report are in USD unless otherwise indicated.

# Forward-Looking Statements

Except for the historical information contained herein, this report contains forward-looking statements, including, in particular, statements about the plans, performance, strategies and objectives for future operations of Plains All American Pipeline, L.P. and Plains GP Holdings, L.P. These forward-looking statements are based on our current views with respect to future events, based on what we believe to be reasonable assumptions. We can give no assurance that future results or outcomes will be achieved. Important factors, some of which may be beyond our control, that could cause actual results or outcomes to differ materially from the results or outcomes anticipated in the forward-looking statements are disclosed in our filings with the Securities and Exchange Commission.

## Questions and Comments

To offer comments and suggestions about this report, please contact:

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