



WE MAKE CLEAN ENERGY HAPPEN®



WILLIAMS WILL BE THERE

2022 Sustainability Report



Williams honors the memory of former chairman and CEO Joseph H. “Joe” Williams, who died in April 2023, at age 89 in South Carolina. Mr. Williams spent 35 years at Williams, the last 15 as chairman and Chief Executive Officer.

Establishing a legacy of environmental conservation at Williams, former chairman and CEO Joseph H. “Joe” Williams was instrumental in the creation of Oklahoma’s Tallgrass Prairie Preserve, which now encompasses 40,000 acres and is home to 2,500 roaming bison, along with research of native grass species and wildlife. In 2015, the Nature Conservancy honored him by renaming the Osage County treasure the Joseph H. Williams Tallgrass Prairie Preserve.

Mr. Williams spent 35 years at Williams, the last 15 as chairman and Chief Executive Officer. Williams honors the memory of Mr. Williams, who died in April 2023. He was 89.

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Cover Image: Technical specialist, Michael Quinones at 134th Street Metering Station in New York City.



WILLIAMS WILL BE THERE

Company Overview

As the world demands reliable, low-cost, low-carbon energy, Williams will be there with the best transport, storage and delivery solutions. We make clean energy happen by being a best-in-class operator of the critical infrastructure that supports a clean energy future.

Transco Pipeline compressor station.

CEO Letter

GRI 2-22

Since 1908, Williams has been committed to doing the right thing — for its customers, communities and employees — and I feel tremendous personal responsibility to ensure we are upholding this long legacy while leading our company and our industry into the future. This annual sustainability report reflects the important work of our 5,000-plus employees across the United States who join me in doing what's right. Our people care deeply about providing energy to enhance quality of life, while protecting the environment and keeping each other and our assets safe in support of our local communities.

Providing Clean, Affordable & Reliable Energy

At Williams, we are embracing our vision to provide the best transport, storage and delivery solutions for reliable, low-cost and low-carbon energy. As one of the nation's leading energy infrastructure companies, we are committed to leveraging our large-scale natural gas network for the benefit of generations to come.

As a right here, right now solution, natural gas has played and will continue to play a critical role in providing energy security, increasing energy affordability and reducing greenhouse gas (GHG) emissions. Looking forward, natural gas will be critical to support our country's aggressive electrification goals and will be key to expanding a reliable electricity grid that will be dependent upon the interdependency of natural gas and renewables.

As a company that has been solving energy challenges for over 100 years, we are focused on delivering sustainable energy solutions that will benefit the world for generations to come. Williams was the first North American midstream company to commit to actionable climate targets, and we have reduced our company-wide Scope 1 and 2 GHG emissions by 43% since 2005, making considerable progress toward our 2030 goal of a 56% reduction and putting us on a positive trajectory toward our net zero GHG emissions aspiration by 2050.

In early 2023, Williams became the first U.S. large-scale midstream company to join Oil & Gas Methane Partnership 2.0 (OGMP 2.0), an international methane emissions reporting initiative. We are committed to achieving the most stringent methane performance standards as prescribed by OGMP 2.0, thus setting the pace for the midstream sector in the United States and around the world.



Alan S. Armstrong, President and Chief Executive Officer.

Protecting People & Strengthening Infrastructure

Our pipelines span more than 33,000 miles across the country and traverse thousands of communities to move approximately one third of the nation's natural gas. Maintaining safe, secure operations is fundamental to upholding our commitment to delivering clean and reliable energy.

Employee well-being is a critical part of our safety program. Anchored by our Core Values, we operate in a safety-driven manner that protects fellow employees, contractors and the public, while also safeguarding our assets and the environment. Our safety culture and performance has proven long-term success, with a 31% reduction in employee recordable injuries since 2018. We aim to continue this success through our safety performance goal for 2023, to achieve a 10% reduction in the employee recordable incident rate compared to 2022.

Building an Empowered Workforce

Skilled, dedicated and innovative talent is critical to safely delivering energy solutions to our customers while successfully navigating business challenges. We know that effective employee attraction, retention and development are essential to staying competitive and that we must prioritize the value of a diverse and inclusive workforce. My pledge of support for the CEO Action for Diversity and Inclusion Coalition outlines a specific set of actions to cultivate an environment in which our employees feel empowered to have conversations about Diversity and Inclusion (D&I). To energize our workforce around D&I, we established a formal organizational goal in 2022, designed to cultivate an environment of employee inclusion, innovation and passion for Williams' Vision. As part of this effort, we prioritized efforts that help us foster an inclusive culture, enhance sustainability and accountability and improve community partnerships.

Strengthening Communities

Williams continues to build on our long-standing tradition of supporting the communities where our employees live and work. We believe in investing both our time and resources to maximize our impact in the causes most central to our company, employees and communities. In 2022, we contributed over \$14 million to more than 2,000 organizations across 49 states and Washington D.C. through our community giving channels, including cash contributions, in-kind donations and matching programs. Our employees rolled up their sleeves to make our inaugural Williams Volunteer Week a success. In April 2022, more than 1,000 employees volunteered across 17 states and Washington D.C. during a week focused on giving back. Our philosophy of being a good neighbor also extends to our outreach efforts, and in 2022, we participated in more than 200 unique engagements with local community stakeholders. We believe engaging with the public strengthens our ability to deliver projects that will positively impact the health, safety and economic development of our communities.

Solving Complex Energy Challenges

In closing, sustainability isn't just about what we're doing today but also how we are preparing for the future. As the largest, most natural gas-centric midstream company, Williams has the expertise and the strategy to help solve what I see as one of the most complex challenges of our time: producing affordable and reliable energy, while dramatically lowering GHG emissions both in the United States and overseas — all while growing our nation's competitiveness and ensuring a sustainable clean energy future. As concerns around climate, reliability and energy security converge, natural gas and the infrastructure that moves it are necessary to meet growing demand for clean energy. By responsibly transporting and delivering natural gas and investing in emerging energy opportunities, we are positioning our company to contribute to a cleaner environment, now and in the future.

Sincerely,



**ALAN S. ARMSTRONG,
WILLIAMS PRESIDENT AND
CHIEF EXECUTIVE OFFICER**

“ By responsibly transporting and delivering natural gas and investing in emerging energy opportunities, we are positioning our company to contribute to a cleaner environment, now and in the future. ”

About Williams

GRI 2-1, 2-2, 2-6, 2-7

As the world demands reliable, low-cost and low-carbon energy, The Williams Companies, Inc. (“Williams”) (NYSE: WMB) will be there providing the best transport, storage and delivery solutions to reliably fuel the clean energy economy and explore long-term innovations needed to transition to a sustainable energy future. Headquartered in Tulsa, Oklahoma, Williams is an industry-leading, publicly traded Fortune 500 company with over 5,000 employees across the United States (U.S.). With a focus on transporting natural gas, our operations span much of the natural gas value chain, including gathering, processing, interstate transportation, storage, wholesale marketing and trading of natural gas and natural gas liquids (NGL). With major positions in 14 top U.S. supply basins, Williams connects the best supplies with growing demand for clean energy. Williams owns and operates more than 33,000 miles of pipelines system-wide — including Transco, the nation’s largest volume pipeline — and handles approximately one third of the natural gas in the U.S.^[1] Our assets span 25 states, encompassing the Gulf of Mexico, Rockies, Pacific Northwest and Eastern Seaboard regions.

Every day, we transport products that are critical for power generation, home heating and cooking and industrial uses across the U.S. The bi-directional flow of portions of our system enables natural gas to be supplied to regions during periods of exceptionally high demand, such as after a natural disaster.

[1] Miles of pipeline include MountainWest assets which were acquired on February 14, 2023.

We own an interest in and operate 29 natural gas processing facilities and seven NGL fractionation facilities, as well as approximately 290.4 billion cubic feet (Bcf) of natural gas storage capacity and 24 million barrels of NGL storage capacity. Our natural gas and NGL transmission, gathering and processing services support customers that include utilities, producers, industrial consumers and liquefied natural gas (LNG) export terminals. Additionally, by supplying gas and storage services to LNG export facilities, we enable the adoption of cleaner energy in international markets. We are positioned to support the clean energy future through our current natural gas business and our investments in new energy technologies and processes, which will facilitate growth and commercial certainty for the next 100 years and beyond.

We also continue to create value for our stakeholders by expanding in scale and geography, including via strategic transactions. On February 14, 2023, we closed on the acquisition of 100% of MountainWest Pipelines Holding Company (MountainWest). MountainWest is an interstate natural gas pipeline company that owns and operates an approximately 2,000-mile natural gas pipeline system and provides underground natural gas storage services in Utah, Wyoming and Colorado. Located in the Rocky Mountains near three producing areas, including the Greater Green River, Uinta and Piceance basins, the MountainWest system has a design capacity totaling 8.0 MMdth/d. This acquisition expands Williams’ natural gas storage capacity by 56 Bcf, which includes the Clay basin underground storage reservoir in Utah.



Williams Headquarters in Tulsa, Oklahoma.

With this acquisition, we also welcomed MountainWest employees to Williams.^[2] Additionally, in April 2022, we acquired the Haynesville gathering and processing assets of Trace Midstream, a portfolio company of Quantum Energy Partners. This transaction expands our gathering capacity in the large and efficient Haynesville basin of east Texas from 1.8 Bcf/d to over 4.0 Bcf/d. As part of the transaction, Williams committed to an agreement with Rockcliff Energy that connects sustainable NextGen Gas gathered in the Haynesville basin to key markets along our Transco pipeline and growing LNG export demand. We also acquired NorTex Midstream in August 2022, which added 80 miles of natural gas transmission pipelines and 36 Bcf of natural gas storage to Williams’ footprint. This acquisition enhances our core natural gas strategy and supports the viability of intermittent renewables like solar and wind.

[2] The employees who joined Williams through the MountainWest acquisition in February 2023 are not reflected in the 5,023 employee total, which is a head count as of December 31, 2022.

Williams plays a critical role in reliably and safely transporting energy as the world undergoes an energy transition. Our pipeline access to critical supply markets and growing business relationships with LNG exporters allows us to support the continued replacement of higher-emitting fuels such as coal, heating oil and biomass, domestically and abroad. By responsibly handling natural gas, promoting certified, lower-emissions NextGen Gas and investing in emerging energy sources like hydrogen, we can position our company to contribute to a cleaner environment now and in the future. We also recognize the need to scale emissions reduction technology across the industry and are working to accelerate the deployment of carbon capture, utilization and storage (CCUS) through innovation and policy engagement.

Williams’ history of innovation, determination and drive for excellence serves as the foundation of our success, which would not be possible without our dedicated employees in the field and our offices. These talented individuals work to provide our customers and communities with safe and reliable services each and every day.

2022 Highlights

Across the U.S.,
Williams Will Be There...

Handling

~one third
of the natural gas in the U.S.

Operating

>33,000 miles
of pipeline in 25 states^[1]

29 natural gas
processing facilities

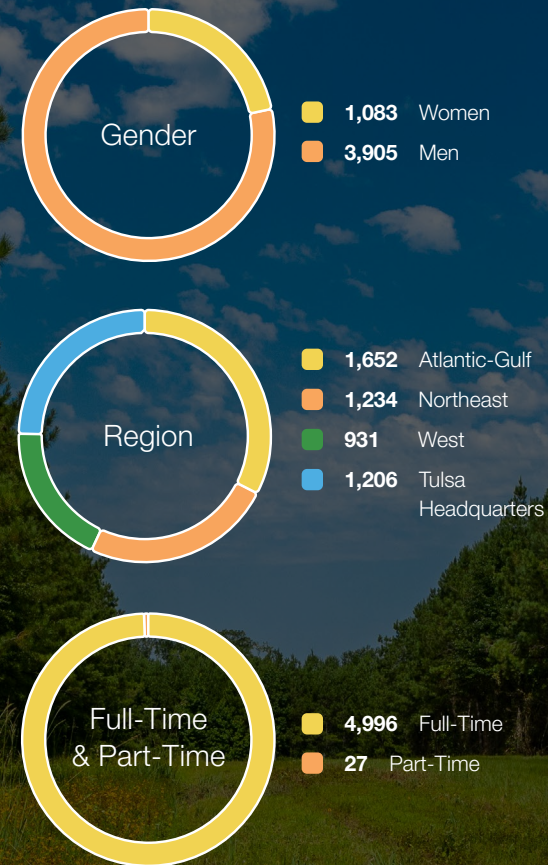
290.4 Bcf
of natural gas storage capacity

7 natural gas liquid (NGL)
fractionation facilities

24 million
barrels of NGL storage capacity

[1] Miles of pipeline include MountainWest assets which were acquired on February 14, 2023.

5,023 permanent
employees^[2]



[2] Regional data presented is based on primary work location. Remote employees are counted in the region data based on the Williams locations supported by the employees. Excluding a small number of interns, Williams does not have temporary employees. This data excludes third-party workers. The difference between counts of full-time employees and full-time employees broken down by gender is due to employees that have elected to not specify or disclose gender. Williams did not experience a significant fluctuation in our employee head count during FY 2022 or from FY 2021, defined as anything greater than or equal to 5% of our total head count. Employee data reflects a head count as of December 31, 2022.

2022 Sustainability Ratings & Awards



- Named for the third consecutive year to the **Dow Jones Sustainability™ North America Index**
- Named for the second consecutive year to the **Dow Jones Sustainability™ World Index**
- Scored in the top 1% of the oil and gas storage and transportation industry peer group for the **S&P Global Corporate Sustainability Assessment 2023 Sustainability Yearbook**
- CDP Climate Change Questionnaire:** Received a 'B' score, which exceeds the industry average of 'C' and North American average of 'C'
- Sustainalytics:** Ranked in the top 10% in the Refiners and Pipelines industry^[3]
- MSCI:** Maintained a BBB rating^[4]
- Listed on **America's Most Responsible Companies, 2022** by Newsweek

Providing Clean, Affordable & Reliable Energy



- Minimized disruptions to customers by maintaining a Customer Impacted Volume rate of 99.65%

- Advanced our Regional Energy Access Expansion project, which will increase capacity by up to 829,000 dekatherms per day. A portion of the project is expected to be in service early by the end of 2023
- Won in the Large Company category in the IOGCC Chair's Stewardship Awards and received an honorable mention in the Environmental Federation of Oklahoma's Frank Condon Awards for Environmental Excellence for outstanding work on our NextGen Gas program

Minimizing Our Footprint



- Reduced company-wide Scope 1 and Scope 2 GHG emissions by 43% since 2005, which indicates significant progress against our 2030 goal of a 56% reduction
- Outperformed our 2022 AIP target of reducing total methane emissions by 5% from a three-year average
- Became the first large-scale midstream company in the U.S. to join OGMP 2.0, an international methane emissions reporting initiative, in early 2023

Protecting People & Strengthening Infrastructure



- Performed 3,200 miles of pipeline integrity assessments to protect our people, environment and assets
- Donated \$666,618 to directly support more than 285 first responder organizations throughout our footprint

Building an Empowered Workforce



- Administered over 135,434 total hours of employee training
- Supported 10 ERGs with total membership exceeding 1,100 employees, or nearly 23% of our workforce

Strengthening Our Communities



- Contributed over \$14 million to 2,091 organizations across 49 states and Washington, D.C.
- Volunteered at 88 nonprofit organizations in 17 states during our inaugural Williams Volunteer Week
- Participated in more than 200 unique engagements with local community stakeholders

[3] As of May 2023.

[4] As of May 2022.

Williams' Operations

Our interstate gas pipeline and gathering & processing operations span the United States, allowing our customers, investors, employees and communities to maximize the opportunities created by North America's vast supply of natural gas and natural gas products.^[1]



[1] As of June 2023. Includes MountainWest assets which were acquired on February 14, 2023.

United Nations Sustainable Development Goals

Although Williams' footprint is concentrated in the U.S., we recognize our responsibility to contribute to global efforts to achieve a more sustainable future. Contributing to the United Nations Sustainable Development Goals (SDGs) offers Williams the opportunity to align our sustainability efforts to a globally recognized framework and play a meaningful role in the shared advancement of these goals. We conducted a benchmark assessment against the 17 SDGs, down to the target level, to assess our highest priority goals. The assessment evaluated the SDGs based on key criteria, including connection to Williams' material issues, alignment with the company's business strategy and our ability to contribute to high-relevance indicators.



Responsible Consumption & Production

SDG Target 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and integrate sustainability information into their reporting cycle.

Contribution to Relevant Indicators: Williams takes an active leadership position within our industry and the midstream sector to demonstrate transparent and sustainable achievements in Environmental, Social, and Governance (ESG) reporting. In addition to our own voluntary reporting, we co-directed an initiative with the Energy Infrastructure Council (EIC) to launch the first-ever midstream company ESG reporting template. The template provides all midstream energy infrastructure companies with key sustainability metrics reportable to investors in a transparent and comparable way.

For additional information regarding our contribution to this SDG, please refer to the [Sustainability Governance](#) and [Public Policy](#) sections.



Decent Work & Economic Growth

SDG Target 8.8: Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, particularly female migrants and those in precarious employment.

Contribution to Relevant Indicators: Williams strives to foster a safe and healthy work environment where all employees feel empowered to advance their skills and make a difference in the world. Our pipeline and equipment integrity programs help protect the safety and security of our employees who work and live close to Williams' natural gas infrastructure. We integrate workforce, contractor and public safety performance into our core business activities and are proactive about advancing our safety culture.

For additional information regarding our contribution to this SDG, please refer to the [Pipeline and Asset Integrity](#), [Workforce Safety](#), [Public Safety](#) and [Employment Practices](#) sections.



Industry Innovation & Infrastructure

SDG Target 9.1: Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

Contribution to Relevant Indicators: As one of the largest energy infrastructure companies in the U.S., Williams' products and services help improve quality of life by providing communities with clean and dependable energy to heat buildings and water, generate electricity, cook food and dry clothes. Williams' natural gas infrastructure connects the best natural gas supplies to the best natural gas demand centers, including LNG terminals that serve global markets. Natural gas-powered electricity generation enhances reliability in the U.S. electric power grid and provides the necessary backup supply that supports growth in renewable forms of energy. As we expand our footprint, we invest in local economies by creating jobs and generating tax revenue. Additionally, we lead in industry innovation through our New Energy Ventures group, which harnesses opportunities to grow our clean energy business.

For additional information regarding our contribution to this SDG, please refer to the [Energy Access, Affordability and Reliability](#) and [Economic Impacts](#) sections.



Affordable & Clean Energy

SDG Target 7.1: By 2030, ensure universal access to affordable, reliable and modern energy services.

Contribution to Relevant Indicators: Williams' existing infrastructure and corporate strategy support the delivery of affordable, safe and reliable natural gas needed to meet U.S. energy demand. Additionally, Williams plays a pivotal role in the liquefied natural gas (LNG) value chain, contributing to global energy access and affordability. Williams continues to position itself as a long-term participant in the low-carbon economy by investing in natural gas, emerging energy markets and renewable energy projects. We continue to support a sustainable, clean energy future and commit to reducing GHG emissions from our operations while helping our customers achieve their emissions reduction goals.

For additional information regarding our contribution to this SDG, please refer to the [Energy Transition and Low Carbon Economy](#), [Energy Access, Affordability and Reliability](#) and [Climate Adaptation and Resilience](#) sections.

Corporate Governance

| GRI 2-9, 2-10, 2-11, 2-12, 2-15, 2-18, 405-1

Strong corporate governance that integrates the needs of our stakeholders into our strategy drives long-term business success. Williams focuses on corporate governance by maintaining clear expectations for selecting an effective board of directors, conducting robust shareholder communications and designing compensation programs that incentivize sustainable performance.

Our [Corporate Governance Guidelines](#) serve as the foundation for running our business with integrity, honesty and accountability to our stakeholders. The guidelines outline a framework for the role, structure and responsibilities of our board. At least annually, the governance and sustainability committee of the board reviews our guidelines and recommends changes, as necessary, to maintain alignment with corporate governance best practices and ensure regulatory compliance.



Robin Valsin, Commercial Contract Analyst and Stephanie Adams, Business Process Administration Analyst in the Williams Tower in Houston, Texas.

Board of Directors

The Williams board of directors maintains responsibility for organizational planning, strategy and risk management programs, focusing on the major risks inherent in our business. In addition, the board creates and approves governance policies, incorporating feedback from shareholders.

Our Corporate Governance Guidelines require the board to meet at least four times annually; in 2022, the board held five meetings. Our board includes 12 members with strategic, technical and industry expertise. Board members bring insights from executive, regulatory and nonprofit organization leadership from across the natural gas industry and beyond. Shareholders elect our directors annually by a majority vote in an uncontested election. All directors are independent apart from our President and CEO, Alan Armstrong, and our Corporate Governance Guidelines stipulate that independent directors must meet before every scheduled full board meeting without management present. The board's current preferred governance structure is to elect an independent director as chair.

Williams' board includes four standing committees: audit; compensation and management development; environmental, health and safety; and governance and

sustainability. Committees include only independent directors. As of February 1, 2023, women serve as chairs for half of our standing committees. For more information regarding the responsibilities of our board committees and 2022 changes to committee charters pertaining to ESG, please refer to the [Sustainability Governance](#) section or committee charters on our [website](#).

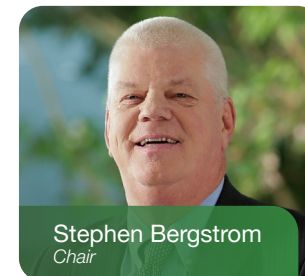
Our Corporate Governance Guidelines limit the number of public company boards on which a Williams director may serve. Williams' Policy on Securities Trading prohibits our directors, officers and other employees from engaging in short sales, hedging transactions, speculative transactions or any transactions designed to hedge or offset a decrease in the market value of company securities. Company securities include common stock, debt, stock options and other derivative or non-derivative securities related to company stock.

To promote consistently strong performance and continuous improvement, our board and each committee participate in annual self-evaluations. The governance and sustainability committee evaluates each director's individual performance as needed.

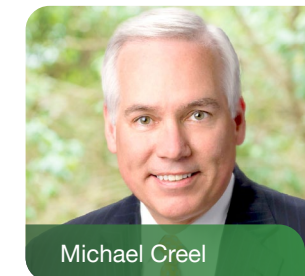
Board of Directors



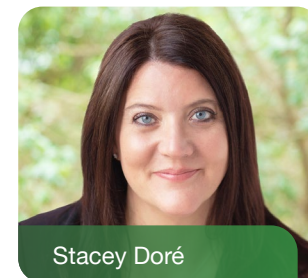
Alan Armstrong
Inside Director



Stephen Bergstrom
Chair



Michael Creel



Stacey Doré



Carri Lockhart^[1]



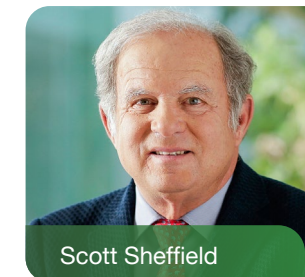
Richard Muncrief^[2]



Peter Ragauss



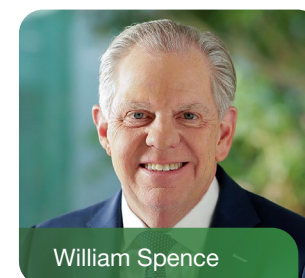
Rose Robeson



Scott Sheffield



Murray Smith



William Spence



Jesse Tyson^[3]

[1] Appointed to the board, effective February 10, 2023, following the resignation of Nancy Buese.

[2] Appointed to the board on March 1, 2022, following the retirement of Stephen Chazen, effective April 26, 2022.

[3] Appointed to the board on March 1, 2022, following the retirement of Charles Cogut, effective April 26, 2022.

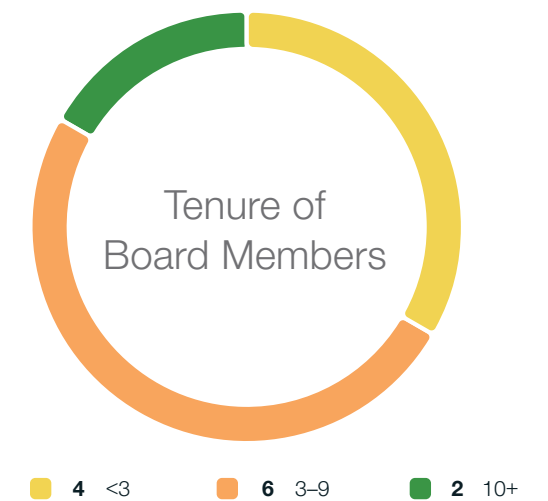
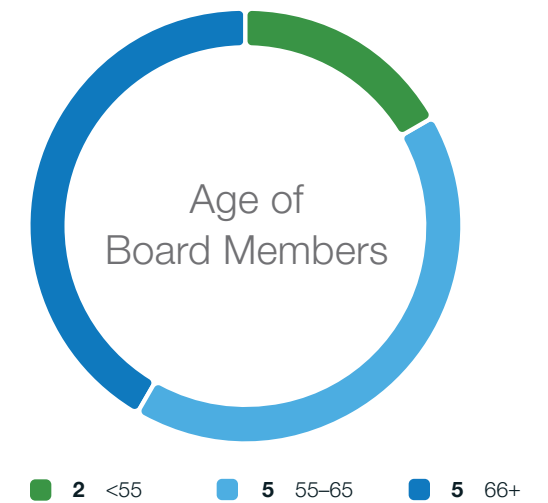
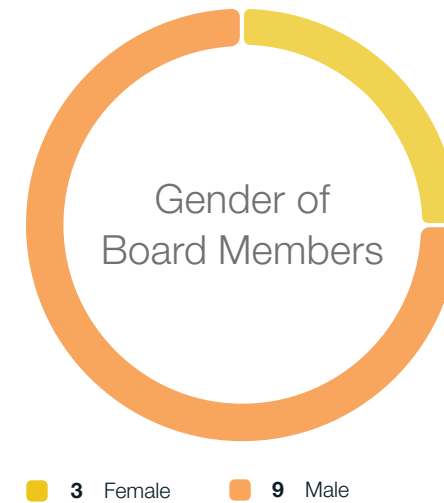
Reflecting our vision for the organization's long-term success, we seek highly qualified board members with diverse backgrounds, viewpoints and expertise, a reputation for leadership and integrity and a commitment to act in the interest of shareholders. When nominating directors to fill vacancies or new positions, we observe the "Rooney Rule," which requires consideration of candidates with a diversity of race, ethnicity and gender. On February 1, 2023, we appointed an additional female director, Carri Lockhart. Currently, female directors make up 25% of our board. Additionally, we strive to keep a board of directors with diverse occupational and personal backgrounds that advance the board's skills in a variety of key topics, including the energy transition, human capital management and information technology and cybersecurity.

The mandated retirement date for a director is the first annual meeting of shareholders following the director's 75th birthday, unless otherwise voted on and waived. In observation of this policy, two of our directors, Charles Cogut and Stephen Chazen, retired from the board in 2022. When considering board tenure, we strive to balance the benefits of the experience developed through longevity and the fresh insight new directors lend. In 2022, our average board member tenure was 4.9 years.



Transco Station 185 in Manassas, Virginia.

Board Composition



Shareholder Relations

Williams strives to provide our shareholders with reliable gains by focusing on financial strength, long-term value and a sustainable growth strategy. We maintain an open dialogue with shareholders, including board-level engagement with institutional investors, allowing us to address issues, share relevant information and enhance alignment with shareholder expectations. We welcome candid feedback on our corporate strategy and ESG efforts; for example, in 2022, we invited a shareholder and a non-holder to candidly share their perspectives at one of our board meetings.

In 2022, members of our executive management team participated in 11 investor conferences, five non-deal roadshows, four Q&A sessions, 18 conference calls and one Analyst Day. Through these stockholder outreach efforts, we interacted with institutional stockholders from investment firms representing more than 50% of Williams' institutional shares outstanding.

During such meetings, topics of discussion include Williams' strategy, operations, financial performance and ESG efforts, as well as broader energy industry topics and trends. The investor relations team at Williams also shares these same key messages with the financial community throughout the year through

phone calls, video calls and email correspondence. In 2022, the investor relations team facilitated 16 ESG-focused investor conference calls, eight of which included a member of the executive management team. We value investor perspectives by carefully considering and evaluating alignment with our long-term corporate strategy and associated ESG efforts. For more information, please visit our [Investor Relations website](#).

We are responsive to shareholder proposals and welcome opportunities to enhance our management of sustainability topics in response to shareholder concerns. For example, in March 2022, we published our EEO-1 Survey Data, which provides a demographic breakdown of our workforce, for the first time in our Diversity and Inclusion (D&I) report. Additionally, to meet shareholder expectations and our commitment to D&I, we reinforced our efforts to refresh and diversify our board and employee base throughout 2022. To meet shareholder expectations of our methane emissions reporting transparency and reduction initiatives, in early 2023, we joined the Oil & Gas Methane Partnership 2.0 (OGMP 2.0), the United Nations Environment Programme's methane reporting and mitigation framework.



Carlos Hopkins, Pipeline Controller Lead and Bradley Davis, IT Business Systems Analyst in Tulsa, Oklahoma.

Sustainability Governance

GRI 2-12, 2-13, 2-14, 2-16, 2-17, 2-24; SDG 12; TCFD: Governance, Risk Management, Metrics and Targets

Due to the interconnection between ESG risks and opportunities and other business risks, Williams must maintain clear and effective expectations for the management and oversight of ESG-related topics. Strong sustainability governance allows us to mitigate risks and harness opportunities, monitor our positive and negative ESG-related impacts, transparently dialogue with stakeholders and accurately measure

our ESG performance over time. Williams is proud to be an industry leader in sustainability governance, disclosure and performance. We continue to receive positive feedback from stakeholders about our robust and transparent actions. Each year we strive to enhance our programs to be increasingly effective, better manage our impacts and prepare for a more sustainable future.

Board of Directors Oversight

Shareholders, regulatory agencies and other stakeholders continue to increase engagement around our management, performance and disclosure of key ESG topics. The responsibility to oversee the sustainability of our business and its impacts on the economy, environment and people belongs to each of our board committees as well as to the full board of directors, and our board continues to increase engagement with our sustainability strategy. Only independent directors serve on each of the following board committees:

- The governance and sustainability committee oversees the formulation of our ESG strategy and policies, which includes climate change oversight. This committee also receives progress updates on the development of our sustainability report during regularly scheduled committee meetings.
- The environmental, health and safety committee oversees the company's environmental, health and safety performance, including helping to set ESG-related compensation metrics. This committee also shares oversight with the compensation and management development committee for employee health and development.
- The audit committee oversees our ESG disclosures, including our sustainability report, and our cybersecurity risk management protocol.
- The compensation and management development committee oversees human capital management progress on matters such as diversity and inclusion and succession planning.

This committee also modifies the compensation program, as needed, to help us attain our sustainability-related goals. In addition, the committee shares oversight with the environmental, health and safety committee for employee health and development.

In 2022, we amended our board charters to formalize existing practices and clarify responsibilities on cybersecurity, human capital management and climate change oversight. These include establishing responsibility for the full board to oversee our cybersecurity risk management, with the audit committee assuming responsibility for overseeing our cybersecurity risk management protocol implementation, effectiveness evaluation and response to breaches or cyberattacks. Additionally, we distinguished climate change and Williams' energy transition and low carbon economy strategy as topics that the governance and sustainability committee must consider as part of their ESG oversight.

Williams Delegation of Authority Policy requires board approval for large projects and mergers and acquisitions with capital expenditures greater than \$200 million, which integrates board oversight into our identification and management of environmental, social and economic impacts that may be associated with these large transactions. When seeking approval, management presents a project overview that includes strategic alignment and project risk identification.

Risk Assessment

Annually, Williams' strategy team leads our strategic risk assessment process. Included in this process is a survey, directed to key leaders across the organization, to assess and score risks that could affect our strategic objectives. Risks are scored on potential impact, likelihood of occurrence and effectiveness of controls surrounding the risks. Results of the survey are used as an input in the

determination of Williams' top risks. Each top risk is assigned a tolerance level and given a tolerance alignment rating. Top risks may directly or indirectly correspond with our material ESG topics, including climate-related risks. Results of the strategic risk assessment are shared with the board as a part of the annual strategy process.

Annual Incentive Program

To align compensation with company and stakeholder priorities and engage the entire organization to meet common goals, all employees participate in an annual incentive plan. More than 98% of employees, including all operating employees, are eligible for the Williams Annual Incentive Program (AIP), including our executive leadership officers.^[1] The AIP ties compensation incentives to Williams' financial, safety and environmental performance, with the goal of enhancing teamwork by aligning front-line and executive leadership goals, promoting organizational achievement and recognizing employee contributions. The environmental, health and safety committee of the board reviews and approves metrics included in the AIP.

Williams' AIP measures business performance through two financial metrics and three ESG metrics. In 2022, we incorporated the third ESG metric — to reduce 2022 methane emissions by 5% compared to a 3-year (2019–2021) average baseline — and replaced the previous near-miss-to-incident ratio metric with a goal to increase our Behavioral Near Miss to Incident Ratio, emphasizing our focus on a culture of safety. Our final ESG-related AIP metric for 2022 is to reduce loss of

primary containment (LOPC) events. Each accounting for 5% of the total AIP, ESG metrics now make up 15% of total business performance, an increase from 10% in 2021. These ESG goals clearly communicate our focus on reducing environmental, safety and operational risks, and align with our Core Values to be "Responsible Stewards" and "Safety Driven."

Our ultimate objective will always be to eliminate incidents entirely. To achieve this goal, we must continue shifting our safety culture from reactive to proactive. In 2022, we began using the leading indicator of Behavioral Near Miss to Incident Ratio to supplement the traditional lagging indicator metrics used industry-wide. This metric captures at-risk behaviors, which allows us to detect and mitigate hazardous scenarios before they manifest into incidents. We set a target of 9:1, or nine at-risk behaviors identified for every one incident with an associated at-risk behavior, and we ended 2022 well above our target at 16.2 behavioral near misses per behavioral incident.^[2]

[2] Data assured by ERM CVS. At-risk behaviors are defined as "Measures taken or omitted by a person, including but not limited to mistakes, errors, and intentional violation of a rule or procedure, that increases the chances of an incident occurring." Life critical deviations are included in the metric and defined as "An instance when an applicable Life Critical Operating Requirement is not followed by Williams' Personnel or Williams' Contractors."

[1] Employees participating in Williams' Trading Incentive Program (~100 employees) are not eligible for the AIP.

Management Oversight

In 2022, Williams continued to build out our dedicated corporate ESG function to manage sustainability topics on a day-to-day basis. We continue to hire full-time, designated employees to grow this capability. Our corporate ESG function develops and integrates our sustainability strategy by coordinating with internal stakeholders across the organization. Given the close working relationship between the corporate ESG and investor relations functions and the persistent importance of ESG to our long-term business viability, the corporate ESG team shifted under the umbrella of our Senior Vice President and Chief Financial Officer (CFO) in 2022. Our teams regularly engage with shareholders on ESG concerns and monitor investor messaging and voting commitments to understand and address topics of concern.

Williams' management-level ESG Director maintains responsibility for engaging with Williams' shareholders to understand ESG expectations and increasing the visibility of our performance, which includes monitoring investor engagement and responding to ESG ratings and rankings organizations. The ESG Director reports to Williams' Vice President of Investor Relations and ESG. Because sustainability is a responsibility that every corner of the business must pursue, our ESG Steering Committee supports the development and implementation of cross-functional sustainability initiatives.

In addition to our organizational targets for critical topics such as emissions reduction and workforce safety, our corporate ESG team stays abreast of best practices and metrics against which we evaluate our

sustainability governance performance. Williams benchmarks against the S&P Global Corporate Sustainability Assessment (CSA) questionnaire, CDP Climate Change questionnaire, MSCI ratings and Sustainalytics ratings to evaluate our sustainability governance practices and overall sustainability performance. In 2022, we outpaced our industry across these key rankings and were named for the third consecutive year to the Dow Jones Sustainability™ North America Index and for the second consecutive year to the Dow Jones Sustainability™ World Index, both informed by the S&P Global CSA.

The Williams Integrated Management System (WIMS) and corporate policies integrate ESG stewardship into our everyday operations and apply to Williams employees, contractors, operating assets, projects and offices. Embodied within Williams' Environmental, Health and Safety Policy, as well as our Core Values, Williams is committed to the health and safety of our workforce and the protection of our neighbors, the environment and our assets. Execution of this commitment is driven through strict adherence to WIMS, which is the framework of policies, requirements, guidelines, procedures, standards, specifications and other documents used to design, build, operate and maintain our assets. WIMS is designed to advise our operations teams to focus on the requirements and safe operation of our assets without confusion regarding applicable agency requirements. WIMS is a sustainable management system driven by leadership, with built-in mechanisms for assessments and continuous improvement.

ESG Oversight

Board Oversight	
<ul style="list-style-type: none"> Oversees our Board composition, which considers all aspects of diversity, including gender, ethnic and racial Oversees the management of top strategic risks, including ESG-related risks 	<ul style="list-style-type: none"> Oversees integration of ESG into our corporate strategy Reviews our annual Sustainability Report prior to publication
Standing Committee ESG-Related Oversight	
<p>Audit Committee</p> <ul style="list-style-type: none"> Discusses with management policies related to risk assessment and risk management and steps taken to monitor and control exposures, which may include discussion of climate-related risks and opportunities <p>Compensation & Management Development Committee</p> <ul style="list-style-type: none"> Oversees and approves the executive compensation philosophy, policies, and programs that align the interest of our executives with our stockholders Advises on elements of human capital management, including annual reviews of diversity and inclusion initiatives and progress and management's efforts to increase diverse representation across recruiting, retention, and career development 	<p>Environmental, Health & Safety Committee</p> <ul style="list-style-type: none"> Reviews and monitors Williams' EH&S activities, efforts to create a culture of continuous improvement in Williams' EH&S practices and efforts to develop and effectively implement EH&S systems, programs and policies Reviews critical incidents regarding the Company's assets or operations and oversees management's monitoring and enforcement of policies to protect the health and safety of employees, contractors, customers, the public and the environment <p>Governance & Sustainability Committee</p> <ul style="list-style-type: none"> Oversees ESG policies and strategy, including matters that may arise due to climate change and energy transition, and reviews emerging issues, trends, major legislative and regulatory developments, stakeholder engagement, or other public policy matters related to ESG that may affect business operations, material financial performance or Williams' reputation
Management Oversight	
<ul style="list-style-type: none"> Establishes a process to ensure accountability for ESG performance cascades across the organization Identifies material ESG-related risks and opportunities and creates processes and procedures to mitigate these risks 	<ul style="list-style-type: none"> Oversees the Williams Integrated Management System (WIMS), which contains operating requirements, project standards and corporate policies to drive integrated ESG practices into our operations. WIMS applies to all employees, contractors, operations, assets, projects and offices

Corporate Behavior & Ethics

GRI 2-23, 2-24, 2-26

To effectively serve Williams' stakeholders and long-term business interests, our employees and anyone else representing our organization are expected to conduct themselves with integrity and honesty. At Williams, we believe it takes more than strong results to truly be a great company; our commitment to ethics and compliance drives our

sustainability, resiliency and profitability. Our culture of ethics is informed by our Core Values — to be Authentic, Safety Driven, Reliable Performers and Responsible Stewards — and codified in our [Code of Business Conduct](#). We foster this culture among our personnel through employee training programs and confidential reporting mechanisms.

Core Values

Our Core Values guide every action and enable sustainable practices.



Authentic

Our integrity cannot be compromised; for more than a century, we've remained true to ourselves, always striving to do the right thing every time.



Safety Driven

Safeguarding our people and neighbors is engrained in our culture and fundamental to everything we do.



Reliable Performers

We stand behind our reputation as a dependable and trustworthy business that delivers on our promises.



Responsible Stewards

We are dedicated to strengthening our people and communities and protecting the environment.

Code of Business Conduct

Our Code of Business Conduct (Code) details how we must act upon our Core Values in our day-to-day actions and interactions with key stakeholders. It applies to all directors, officers and employees, including those in our subsidiaries and, in certain cases, our joint ventures. Adherence with our Code enables our business to remain compliant with applicable laws and regulations, avoid conflicts of interest, respect human rights and keep a safe and inclusive workplace free of harassment, discrimination and retaliation.

As outlined in the Code, we strictly prohibit any act of corruption, bribery, the making of facilitation payments, fraud, extortion, conflicts of interest and the giving or receiving of gifts designed to influence the recipient's judgment. The board of directors approves and oversees the implementation of our Code. In 2022, the board approved revisions to the Code, which expanded the scope of corrupt conduct prohibited by Williams, added a subsection to emphasize the expectation of proper engagement with government affairs or legal functions before engaging in lobbying activities and expanded guidance for avoiding conflicts of interest when pursuing outside employment.

All employees must annually complete Code of Business Conduct refresher training; new employees must complete the training within the first 30 days of employment. As part of this computer-based training, employees must acknowledge that they have read and understand the Code's expectations. In addition, all leaders must complete an 11-question certification to confirm their understanding of Code expectations. In 2022, 100% of our employees

completed compliance and ethics training courses. Violations of our Code, policies or the law may carry serious consequences for Williams and the individuals involved. Individuals who engage in, direct or facilitate unethical or illegal behavior may be subject to disciplinary action up to and including employment termination. Consistent with our Core Values, our disciplinary process treats each party with dignity and respect, and disciplinary measures will be applied in a manner appropriate to the situation.



Governance

Williams' Chief Ethics and Compliance Officer leads our ethics and compliance program and manages our corporate behavior and ethics guidance documents, training and reporting structure. The ethics and compliance team works closely with the legal and government affairs functions to monitor enforcement activity by regulatory stakeholders, understand legislative and regulatory developments and assist employees in remaining compliant with our Code. As necessary, the team develops internal communications, policy revisions and supplementary trainings to maintain alignment with legal and regulatory developments, such as the recent revisions to the Department of Justice's Corporate Enforcement Policy ("Monaco Memo") and ongoing activity of the National Labor Relations Board (NLRB). The Williams Business Ethics Resource Center (BERC), housed within the ethics and compliance program, serves as an employee resource for corporate behavior and ethics concerns. Additionally, the Federal Energy Regulatory Commission (FERC) compliance officer oversees all compliance efforts related to this highly regulated area of our business.

The Williams Ethics Advisory panel evaluates the effectiveness of the ethics and compliance program. The panel includes officers and directors representing our business's most highly regulated components. The panel meets regularly to undertake an ethics and compliance assessment that employs comparative benchmarking metrics that help us maintain alignment with corporate behavior best practices. The panel communicates the results of its review to the

governance and sustainability committee of the board. In addition to periodic ethics and compliance risk assessments conducted by our internal audit function, in 2022, Williams engaged a third-party firm to evaluate methods used by the ethics and compliance program to promote, monitor and enforce compliance with internal ethics standards and external regulations. Additionally, the board receives quarterly updates on ethics and compliance complaints.

The audit committee of the board of directors maintains procedures for receiving, retaining and treating complaints regarding accounting, internal accounting controls or auditing matters. Williams was not involved in any pending or completed legal actions, fines or settlements in 2022 related to bribery, corruption, allegations of anti-competitive behavior or violations of anti-trust/monopoly legislation. Williams remains subject to two outstanding putative class action lawsuits (filed in 2007 and 2009 and now consolidated) arising from alleged manipulation of published gas price indices from 2000 through 2002. In January 2022, Williams settled a lawsuit filed by an individual in 2005 asserting identical allegations, which we disclosed in our [Form 10-K](#). In October 2022, Williams settled the remaining putative class actions. We await final court approval of the settlement. Williams discontinued all price reporting in 2006. Williams provides regular training and has specific policies addressing market manipulation and antitrust.



Clem Collins, Supply Chain Manager, Angela Mayer, Senior Engineer and Mike Mish, E&C Project Manager in Pittsburgh, Pennsylvania.

Reporting Concerns

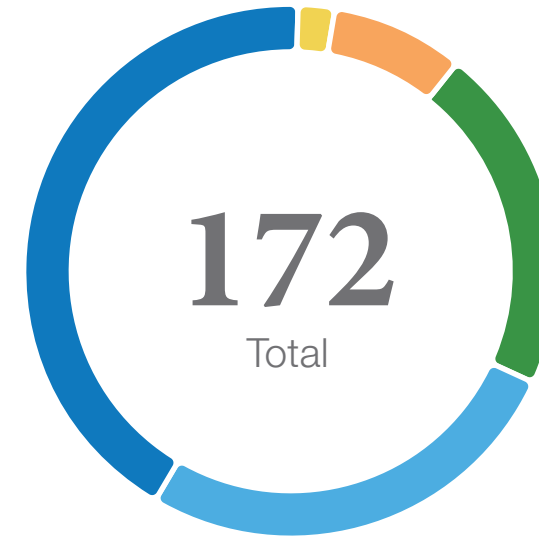
Multiple aspects of our business are subject to complex regulatory requirements. We aim to enable our employees to effectively navigate the ethical, regulatory and legal expectations of their positions, escalate concerns when necessary and report any suspected violations of our Code or the law.

Williams offers several confidential and anonymous mechanisms for reporting suspected ethical violations, including the 24/7, toll-free Williams Action Line and accompanying [online reporting website](#), both operated by an independent third party. Additionally, we encourage employees to report concerns to the Williams BERC, their immediate supervisor, and/or a human resources business partner. We proactively share these resources through our ethics and compliance program and other company communications. This creates an expectation and environment of integrity and safe workplace that allows our employees to work at their highest level, catalyzing their career pursuits, company objectives, and shareholder value.

Our Code prohibits employees from engaging in or tolerating retaliation or any form of harassment directed against an employee who reports a suspected problem in good faith. Our employee relations investigative team, consisting of legal,

Williams BERC and human resources representatives, evaluates all alleged violations of law or company policies to assess the appropriate level of investigation. Williams determines the appropriate next steps and, where warranted, takes appropriate corrective action, up to and including dismissal. In 2022, we evaluated 172 concerns through ethics reporting channels. Over the past four fiscal years, there have been no substantiated cases of corruption or bribery, or ongoing investigations by local or international authorities.

Maintaining a culture of ethics includes ensuring that Williams is a safe and dignified workplace for all employees. Discrimination, harassment and violence of any kind are unacceptable. Williams has established Employee Relations practices and policies to investigate complaints of discrimination or harassment appropriately and impartially. We assess all reported allegations or concerns, manage each with strict confidence, and take corrective actions where necessary. We strive to stay abreast of changes to internal culture trends, explore opportunities for continuous improvement in our existing policies and identify when increased training is needed to ensure our employees understand our policies and feel valued, heard and safe. For more information, please refer to the [Diversity & Inclusion](#) section.



2022 Number of Ethics Inquiries Received by Reporting Channel

- 4 Williams Business Ethics Resource Center
- 14 Williams Action Line and Online Reporting Website
- 36 Other
- 46 Management
- 72 Human Resources



Roy Blankenship, Senior Operations Technician and Joey Page, Senior Manager of Operations at the Pine Needle station in North Carolina.

Harrison Hub Fractionation Plant in Scio, Ohio.

WILLIAMS WILL BE THERE

Providing Clean, Affordable & Reliable Energy

With the largest and most flexible natural gas transmission network in the U.S., Williams safely delivers affordable and reliable energy to fuel the clean energy economy. We are embracing emerging technologies for a clean energy future while providing reliable solutions to meet the demands of today.

Energy Transition & Low-Carbon Economy

GRI 3-3 (11.2.1), 201-2 (11.2.2), 305-5 (11.2.3), 11.2.4, SDG 7; TCFD: Metrics and Targets

Why This Matters to Williams

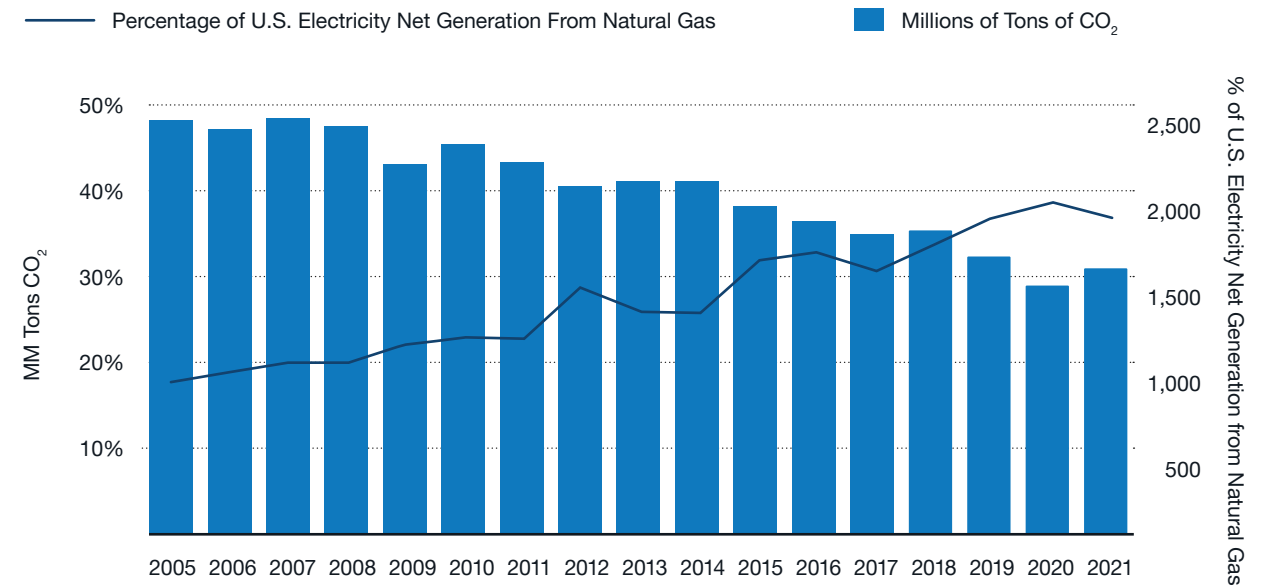
The role of natural gas in the transition to a low-carbon economy is essential. By deploying modern technologies on existing energy infrastructure, the natural gas industry can play a key role in mitigating climate change and meeting market demand for low-carbon energy sources right here, right now. Natural gas has already been a critical tool for reducing GHG emissions and local air pollutants from the U.S. energy sector by replacing coal-fired power plants across the country. In the U.S., power generation from natural gas has grown by 54% over the past decade while coal-fired generation decreased by 47% over the same period. This has been the trend since 2007, that U.S. electricity generation from natural gas increased while generation from coal and oil decreased. Over that same period, CO₂ emissions from the electric power sector declined by 36%.^[1] The ability to replace dirtier fuels and reduce emissions is just one reason that natural gas will be key to meeting future energy demand. The U.S. has existing midstream infrastructure and an abundant supply of natural gas resources, making it an affordable,

[1] According to the 2021 EIA U.S. Energy-Related Carbon Dioxide Emissions Report.

dependable, and quickly dispatchable energy source. Natural gas is forecasted to account for 22% of electricity generation by 2050, currently accounting for 39%, according to the Energy Information Administration. At the same time, by 2050, renewables (hydropower, solar, and wind energy) are predicted to increase to provide 63% of U.S. electricity generation.^[2] As renewables comprise a larger share of the electricity generation mix, in turn increasing the risk of intermittent renewables supply and the inability to meet growing peak-day power demand, additional natural gas pipeline capacity will be needed to back up these intermittent sources when the sun isn't shining and the wind isn't blowing. As a seller of natural gas pipeline capacity supported by long-term take-or-pay contracts, Williams will be there to provide customers with a reliable, fully dispatchable backup supply. To remain competitive with and support the deployment of alternative energy sources, Williams must continue to pursue opportunities to innovate and deploy low-carbon technologies that support a safe and prosperous energy transition.

[2] Source: U.S. Energy Information Administration, Annual Energy Outlook 2023 (AEO2023), Table 8: Electricity Supply, Disposition, Prices, and Emissions; Total Energy Monthly Data — U.S. Energy Information Administration (EIA), Table 7.2a Electricity Net Generation Total (All Sectors).

U.S. Electric Power Sector: CO₂ Emissions vs. Natural Gas Market Share^[3]



[3] Source: U.S. Energy Information Administration, March 2022.

Our Approach

Williams is deploying practical and immediate steps to reduce our GHG emissions while investing in the technology needed to build a clean energy future. We are proud of the critical role that natural gas plays in reducing emissions in the U.S. At the same time, we recognize that more needs to be done to support the energy transition to a sustainable, low-carbon economy.

Williams was the first North American midstream company to commit to actionable climate targets. As a result, we have reduced our company-wide Scope 1 and 2 GHG emissions by 43% since 2005,

making considerable progress toward our 2030 goal of a 56% reduction. This progress puts us on a positive trajectory toward our net zero GHG emissions aspiration by 2050. Currently, we are strategically focused on reducing Scope 1 and 2 emissions, but we continue to have ongoing conversations with internal and external stakeholders regarding the role of Scope 3 emissions for midstream pipeline companies. For additional information regarding our progression towards achieving our GHG emissions reduction goals, please refer to the [Operational Greenhouse Gas Emissions](#) section.



Grays Harbor Metering Station in Aberdeen, Washington.

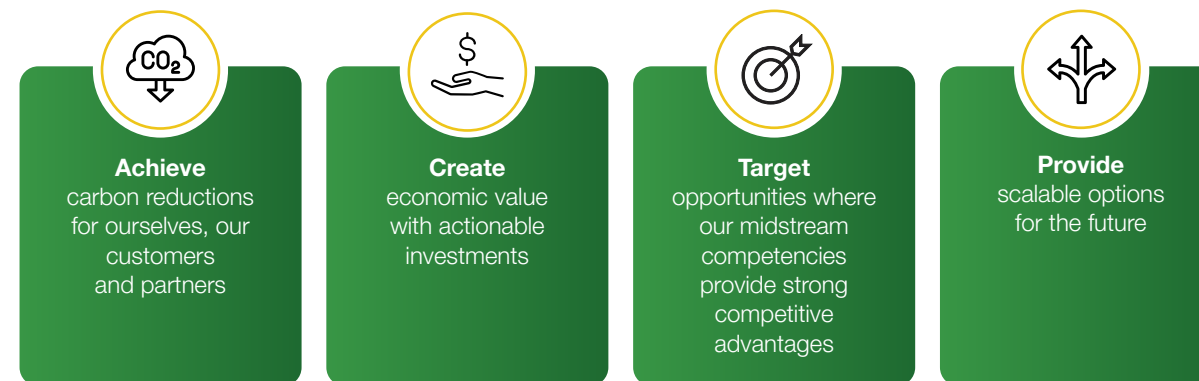
Changes in stakeholder interest and the regulatory landscape influence the magnitude and pace of Williams' ESG strategy regarding the energy transition and low-carbon economy. For example, we continue to receive investor questions about our progress on reducing operational GHG emissions, capital allocation toward clean energy technology and scalable opportunities to participate in and advance the energy transition. Additionally, federal and state regulatory agencies are increasingly using incentives to reduce GHG emissions and drive investments in clean energy, including through the 45Q tax credit, the Inflation Reduction Act, Federal Energy Regulatory Commission (FERC) and Council on Environmental Quality (CEQ) environmental justice considerations and other state-specific regulations.

In recognition of these shifting interests, Williams' ESG strategy balances current and future regulations with immediate opportunities to contribute to the low-carbon economy. Executing against this strategy, our New Energy Ventures (NEV) group took several actions in 2022 to pursue sustainable investments, including the following:

- Williams invested in and partnered with Context Labs, launching the development of the NextGen Gas platform in March 2022. The first NextGen Gas deal, consisting of full supply chain measurement of methane intensity from production through delivery, was completed in December 2022.
- Williams invested in multiple emissions monitoring and sensing companies to support the development of the NextGen Gas program, including LongPath Technologies, Encino Environmental and Orbital Sidekick.
- Williams invested in INGU, a pipeline inspection technology company focused on reducing costs for gathering pipeline integrity data.

New Energy Ventures

Williams is advancing our long-term climate commitment through continued operational optimization and asset modernization, along with the development of decarbonization projects by our New Energy Ventures group. New Energy Ventures is a business development group focused on advancing innovative technologies, markets and business models to grow our clean energy business and promote emissions reductions. New Energy Ventures collaborates with talent across Williams, external partners and customers to evaluate and implement projects that deliver environmental and financial gains. The team uses the following guiding principles to prioritize our areas of focus and investment.



The New Energy Ventures strategy complements Williams' core business and enhances our infrastructure services available to energy markets. New Energy Ventures strives to create near-term value through products such as NextGen Gas, as well as medium- and long-term value through technologies like solar and battery storage, carbon capture, utilization and storage (CCUS), low-carbon hydrogen and renewable natural gas (RNG).



“ With our existing energy infrastructure, Williams is well positioned to transport, store and deliver next generation natural gas and accelerate the development of zero carbon energy sources including hydrogen and renewables. ”

CHAD ZAMARIN, EXECUTIVE VICE PRESIDENT OF CORPORATE STRATEGIC DEVELOPMENT FOR WILLIAMS



Jerry Oakes, Operations Supervisor, at Compressor Station 165 in Virginia.

Monitoring & Certification of Emissions With NextGen Gas

Williams' NextGen Gas is the latest evolution of certified, low-emissions natural gas and one of the many lower-carbon products we are developing with our customers and technology partners. Through Williams' NextGen Gas certification process — an industry first — natural gas is securely measured, tracked and independently certified, providing a verified emissions profile across the entire value chain. Our NextGen Gas program captures the progress made in GHG reductions from our operations, customers and suppliers using monitoring and measurement technologies. These technologies include satellites, flyovers and multiple sensing devices, as well as real-time internal operational data that is designed to meet the OGMP 2.0 Gold Standard protocols.

To enable this certification process, Williams worked with Context Labs and other technology partners to develop a dashboard that tracks methane emissions across our assets and operations, allowing us to understand operational efficiencies down to both the facility and the equipment level. The dashboard

enhances internal transparency by highlighting the most important areas of performance and builds accountability for Williams teams that are responsible for delivering on performance. As a result, NextGen gas is gathered, processed, stored and transported to end users with the highest level of emissions data transparency generated by today's technology.

By leveraging block-chain technology to measure and securely track end-to-end emissions, Williams is providing greater trust and transparency regarding methane intensity to our downstream markets to help customers reduce emissions and meet their climate commitments. In addition, Williams is building a marketing platform to sell NextGen Gas to utilities, liquefied natural gas (LNG) export facilities and other clean energy users. As customers set goals and governments establish targets and regulations to reduce emissions, we anticipate that our NextGen Gas offering will provide expanded commercial opportunities. For more information, see our [NextGen Gas](#) website page.

Carbon Capture, Utilization & Storage (CCUS)

One of the tools to help us achieve net zero emissions and decarbonize hard-to-abate industrial processes is CCUS. Williams already captures CO₂ at some of our gas processing and treatment plants, including our Dilley treatment facility in Texas and Parachute Creek gas processing plant in Colorado. Participating in the CCUS value chain can reduce our operational emissions and support our customers' emissions reduction ambitions. Williams utilizes our core competencies to develop the infrastructure required to capture, transport and sequester CO₂. To participate more fully in the low-carbon economy, we are exploring the following opportunities to:

- Capture CO₂ at existing Williams gathering and processing assets, compressor stations and customer facilities
- Repurpose existing, underutilized transmission assets for CO₂ service
- Form partnerships to ensure captured CO₂ will be sequestered permanently
- Build, own and operate greenfield CO₂ infrastructure

In 2022, Williams joined the Global Carbon Capture and Storage Institute, an international think tank whose mission is to accelerate the deployment of carbon capture and storage (CCS) globally. As members of the Institute, we collaborate with the broad membership base and expertise of the Global CCS Institute to develop innovative projects and shape policies that prioritize CCS efforts for a lower-carbon future. We continue to evaluate carbon capture and sequestration opportunities across our asset footprint and are collaborating with our customers and industry peers to assess regional sequestration hubs.

Sustainability Investment for the Future (Corporate Venture Capital Program)

Williams' Corporate Venture Capital program invests in innovative technologies that facilitate a competitive advantage in accessing evolving energy markets. Corporate ventures and partnerships with startup incubators demonstrate our commitment to innovation by fostering technology at the forefront of the energy transition. Williams works through several pathways in this space, including:

- Investing directly into start-up companies
- Participating as a limited partner in funds set up expressly to invest in low-carbon technologies
- Partnering with other like-minded companies with net zero ambitions to fund the development of technical solutions for decarbonizing energy-intensive products or services

Through this work, Williams is focused on leveraging our large-scale energy infrastructure with innovations and emerging technology to better serve the clean energy needs of our customers and accelerate the next-generation energy marketplace. See our [website](#) for recent investments made through our Corporate Venture Capital program.

Low-Carbon Hydrogen Research & Development

As a midstream industry leader, we believe we can successfully leverage our business to be an early developer and adopter of clean energy technology such as hydrogen. Hydrogen offers versatility as a method of energy storage, source of fuel and raw material input for various industrial and energy-intensive processes. This is a tool for decarbonization, as hydrogen can reduce downstream GHG emissions for our customers and infrastructure network, aiding them in achieving their emissions reduction objectives.

Williams' Hydrogen Development Program allows us to play a role in developing a new market with significant growth potential. Our experience and assets related to treating, processing, storing and transporting natural gas provide a pathway for us to scale the hydrogen economy. We are actively exploring projects such as:

- Developing hydrogen pipelines and storage solutions
- Blending hydrogen into our existing transmission pipelines
- Generating low-carbon hydrogen from electrolysis with renewable power (green hydrogen) and from NextGen Gas with CCUS (blue hydrogen)
- Utilizing hydrogen blends as fuel for our turbines and compressors to reduce Scope 1 emissions
- Understanding the potential for generating synthetic methane, or renewable natural gas, from low carbon hydrogen combined with captured CO₂

Williams is pursuing low carbon hydrogen opportunities, which we define as hydrogen with a footprint of fewer than two kilograms of carbon dioxide equivalent (CO₂e) per kilogram of hydrogen. This is an 80% reduction compared to traditional production technologies. Several technologies will be needed to scale low carbon hydrogen, including hydrogen produced from renewable power via electrolysis and steam methane reforming or auto-thermal reforming coupled with carbon capture. Thus, as we expand our low carbon hydrogen investments, we remain flexible on the production method so long as it achieves the desired carbon reductions.

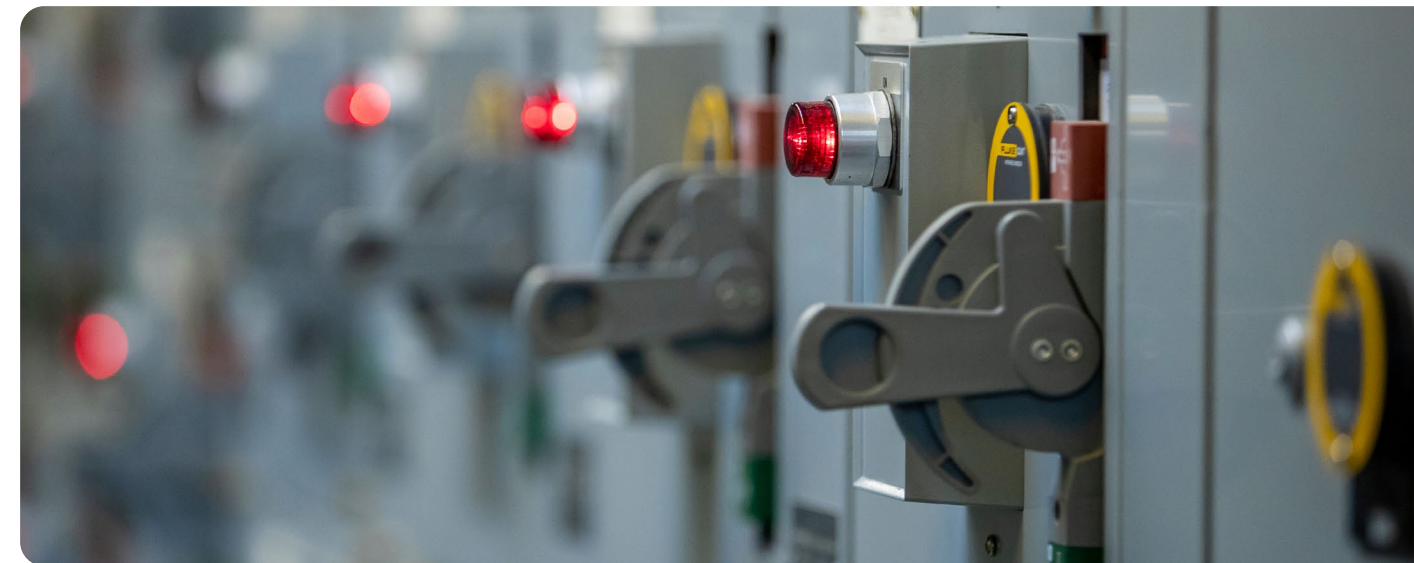
Williams is studying the effects of blending low carbon hydrogen with natural gas in our pipeline infrastructure. We are developing pilot projects in the Northeast, Mid-Atlantic and Pacific Northwest to blend low carbon hydrogen with natural gas to complement our existing natural gas transportation services. These pilot projects will incorporate hydrogen on a small scale and position Williams to demonstrate how we leverage new and existing infrastructure for hydrogen. Williams is also designing planned expansions of Transco, including Regional Energy Access, Commonwealth Energy Connector and Southside Reliability Enhancement, to be compatible with hydrogen to help facilitate early adoption of hydrogen transportation by Williams and our customers.

In 2021, the Wyoming Energy Authority (WEA) selected Williams to participate in the state's Hydrogen Pilot Project, aiming to demonstrate the successful design and construction of green and blue hydrogen production and use. The WEA awarded Williams a nearly \$1 million grant to complete a feasibility study. With the support of the University of Wyoming School of Energy Resources, Williams is evaluating water access, compatibility and asset integrity in support of green hydrogen production and transportation near our facilities in Wamsutter and Opal, Wyoming. To show our commitment to supporting Wyoming's clean energy hub objective, Williams provided an additional \$200,000 to the study, which we plan to complete in 2023.

As a founding member of the Clean Hydrogen Future Coalition, Williams works with fellow energy companies, labor unions, utilities, non-governmental

organizations, equipment suppliers and project developers. Together, we are working to identify specific actions that the U.S. can take to create and scale the low carbon hydrogen economy.

Beyond our direct hydrogen-related efforts, the U.S. Infrastructure Investment and Jobs Act, signed into law in 2021, allocates \$9.5 billion to the U.S. Department of Energy's funds for low carbon hydrogen hub development. This funding is adjacent to our hydrogen strategy and will support further research and development. Of the total funds, \$1 billion will go toward research, development, commercialization and deployment of technologies that reduce the cost of hydrogen electrolysis, and \$8 billion will contribute toward creating low carbon hydrogen hubs. These hubs will play an integral role in regional sustainability through decarbonization and economic advancement.



Pine Needle Station in Stokesdale, North Carolina.



WILLIAMS WILL BE THERE

Hydrogen Leadership

Williams is participating in 10 separate applications in front of the Department of Energy (DOE), including six hydrogen hub applications. The federal Bipartisan Infrastructure Law, passed and signed in 2022, includes \$8 billion for hydrogen hub applications, and we have partnered with key states and industry organizations to participate in establishing hydrogen hubs that span our entire footprint. In late 2022, the DOE encouraged all six of the hubs that Williams is supporting to move forward in the application process.

- In the Northeast, we are supporting states on an application led by the New York State Energy Research and Development Authority, focused on delivering green hydrogen to reduce emissions of hard to decarbonize sectors.
- In Appalachia, we are partnering with Pennsylvania, West Virginia and Ohio on a hub focused on hydrogen produced by natural gas and renewable energy which can be delivered to power plants in the region.
- In the Southeast, we are partnering with a coalition including major utility companies Duke Energy, Dominion Energy and a growing list of hydrogen users from Alabama, Georgia, Kentucky, North Carolina, South Carolina and Tennessee.

- In Oregon, we are partnering with a power generation turbine manufacturer and local electric utilities to explore delivering pure hydrogen for power production and for long haul transportation.
- In the Rockies, we are partnering with the states of Wyoming, Utah, Colorado and New Mexico to explore green and blue hydrogen for power generation, residential fuel, farming and industrial use.
- In the Gulf Coast, we're partnering with several states and the industry on the HALO Hydrogen Hub, which will utilize a "wellhead-to-water" strategy to source and deliver lower-carbon NextGen Gas for conversion into hydrogen along the Gulf Coast.

In addition, Williams is working in partnership with the states of Arkansas, Louisiana and Oklahoma with a goal to supply NextGen Gas to hydrogen plants and deliver hydrogen blends to homes and businesses across the region. Williams is well positioned to scale hydrogen nationwide by leveraging our existing gas pipeline infrastructure. In Louisiana, we estimate that just a 10% blend of hydrogen in our infrastructure could offset the heating emissions of half of the homes in the state.

Nicole Nascenzi, Communications Specialist Staff, and Nathan Carlson, WORK Experience Product Owner at Transco Station 240 in Carlstadt, New Jersey.



Northwest Pipeline in Hood River, Oregon.

Renewable Natural Gas Projects

Williams is making progress in advancing renewable natural gas (RNG), a low-carbon or carbon-negative substitute for fossil-derived natural gas that is typically captured and transported from landfill waste, municipal water treatment, livestock farm or food waste facilities. As part of our RNG efforts, we construct new interconnects and pipeline extensions and invest in RNG production. These investments will generate environmental attributes, such as California Low Carbon Fuel Standards credits, EPA Cellulosic Biofuel Renewable Identification Numbers, Renewable Thermal Credits, or Voluntary Carbon Offsets, which can be sold to the market or retired to offset our emissions.

Williams delivers RNG by partnering with renewable energy developers across the U.S. to transport captured methane emissions from landfills or dairy farms, where it is a byproduct of the waste decomposition process. Williams' pipeline systems are interconnected with seven RNG facilities as of May 2023.

Williams continues to work with our customers to identify opportunities to bring RNG on our pipeline system. Williams' expertise in gathering, treating and transporting natural gas, combined with its irreplaceable infrastructure, creates a unique opportunity to connect RNG supplies to

growing demand for low carbon fuels. Williams has connected over 15 million cubic feet per day to our system, which diverts for beneficial use this volume of natural gas that would have otherwise been emitted or combusted as waste onsite. This is equivalent to removing 2,335,568^[1] gasoline-powered passenger cars from the road for one year. Williams continues its efforts to connect to our pipeline network and partner in the development of RNG to provide direct pathways to additional low-carbon supplies that help provide our customers options for meeting their emission reduction goals.

Williams also continues to evaluate partnerships to generate renewable gas and provide the needed infrastructure to gather those resources cost-effectively.

We engage the public on RNG through our work with the Leadership Advisory Board on the Coalition for Renewable Natural Gas, a public policy advocacy and education platform for the North American RNG industry. The coalition advocates for sustainable development, deployment and use of RNG to ensure access to domestic, renewable, clean fuel and energy for present and future generations.

[1] According to the April 2023 United States Environmental Agency Greenhouse Gas Equivalencies Calculator.

Solar & Battery Storage Program

Williams' solar and battery storage program provides an opportunity to offset electricity usage at existing facilities with renewable energy by building photovoltaic solar and battery systems behind the meter. In 2022, after assessing the feasibility of battery applications across our operations, Williams advanced two solar and battery storage projects at Transco compressor stations to the permitting phase. These projects received board sanctioning in April 2023 and are targeted to be commercially operational by the summer of 2024. We expect the two projects to have a combined solar power production of 27,500 megawatt-hours annually, equivalent to emissions savings of 13,000 tons CO₂e per year if renewable energy credits are claimed and retired. This is equivalent to removing 2,893 gasoline-powered passenger vehicles from the road.^[1]

In similar fashion, other opportunities exist across our land portfolio for us to utilize our footprint to build utility-scale solar and battery storage facilities to supply and meet third-party energy demand. Across our land portfolio, our solar team is developing 21 projects totaling approximately 360 megawatts of solar capacity and 300 megawatts of battery capacity. These facilities, targeted to be in service in 2024 and subsequent years, will generate renewable energy credits that can be sold to the market or retired to offset our Scope 2 emissions.



Michael Post, Operations Technician at 72nd Street Metering Station in North Bergen, New Jersey.

Energy Access, Affordability & Reliability

GRI 3-3, 203-1, 203-2, SDG 7, 9

Why This Matters to Williams

Williams safely and reliably handles approximately one third of the country’s natural gas, and we are proud that our infrastructure is part of the solution to ensure the availability of natural gas to the 77 million homes and businesses utilizing natural gas in the continental U.S. The U.S. Energy Information Administration (EIA) reports that 61% of U.S. households use natural gas for at least one energy end use.^[1] Our ability to provide affordable and reliable energy to our customers results in economic growth, higher quality of life and improved standards of living, which can help alleviate poverty. Access to affordable and reliable energy is crucial as the U.S. economy transitions to low carbon. As the world deploys more renewable energy sources,

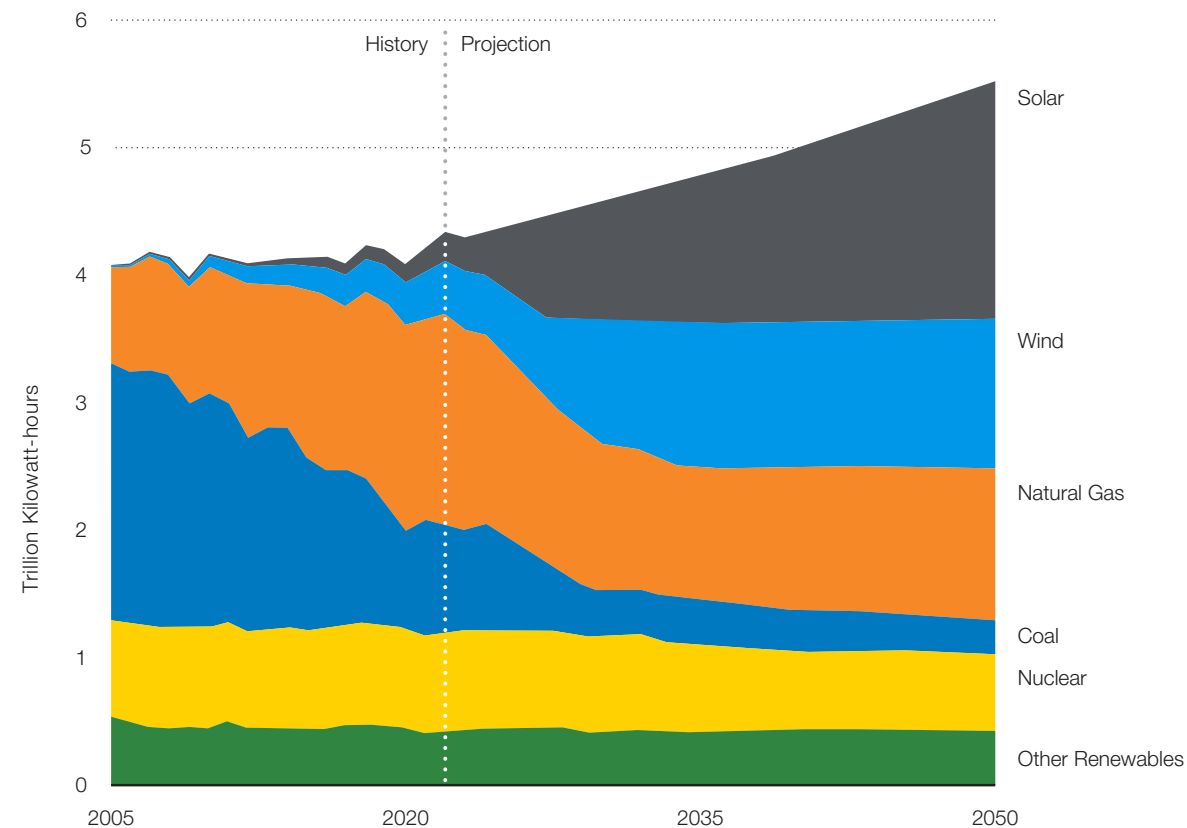
[1] U.S. Energy Information Administration, [2020 Residential Energy Consumption Survey](#).

especially in power generation, natural gas is the optimal backup source to maintain grid reliability and energy affordability. The recent Winter Storm Elliott is one of numerous instances in which natural gas has been called upon as a back up energy source when renewable electric power generation was inadequate or not readily dispatchable. Access to reliable power is increasingly critical as climate change-related weather events grow more frequent and unpredictable. Additionally, Williams can enhance energy security globally by deploying affordable, U.S.-sourced LNG to alleviate geopolitical gas supply shortages and providing access to reliable energy across the world. Williams’ operational discipline and reliable service allows it to be a preferred midstream partner for global energy security and affordability.

Meeting the Demand for Reliable Energy

Natural gas is a vital resource in meeting the country’s goals of energy security, energy affordability and emissions reductions. Continued investment in natural gas infrastructure will be needed to reliably and affordably meet the increasing energy demands brought on by electrification. As one of the U.S.’s largest interstate pipeline transmission providers, Williams provides the infrastructure to ensure equitable distribution and access to affordable and reliable energy. We are dedicated to maximizing the value of our existing infrastructure to bring cleaner, cost-effective fuels across our operational footprint. We do this by connecting the best supplies of natural gas with our country’s largest demand centers while also working to support the reliability of renewable energy. By boosting operational efficiencies and expanding our safe transmission network, we can achieve our business objectives while reducing costs, expanding access in underserved areas and easing supply constraints affecting our customers.

2005–2050 U.S. Electricity Generation^[2]



[2] Source: U.S. Energy Information Administration, Annual Energy Outlook 2023 (AEO2023).

Williams is consistently developing opportunities to ensure access to affordable and reliable energy. Our slate of current natural gas transmission projects seeks to grow our infrastructure to expand energy access to meet increasing demand and provide our customers with reliable supply. We examine the best means of designing and executing proposed projects that minimize environmental and community impacts while delivering enhanced customer service. Specifically, we use socioeconomic demographic assessments to evaluate the effects on overburdened communities and emissions reduction efforts to mitigate environmental impacts. These efforts aid our ability to meet our social and environmental commitments while allowing Williams to continue providing access to affordable energy to our customers and their end users.

Williams' executives play a vital role in articulating the market need to expand natural gas as an immediate cleaner energy solution while pursuing emerging energy sources. Our executive-level oversight for energy access includes advocacy for expanding our services, especially in our existing operating areas. Throughout 2022, Williams' leadership participated in and, in some cases, led engagement efforts to promote the benefit of natural gas as a cleaner energy source that can positively impact local economies and improve living standards.

Williams received stakeholder interest on various aspects of energy access, affordability and reliability in 2022. For example, we received a greater number of questions regarding the purpose and need for expanded natural gas facilities. In response, we continued to inform and engage the public regarding the prevailing market conditions, showing the need for additional gas supply to ensure reliable access and affordable energy. We also experienced additional

input related to the need to inform and engage communities near existing natural gas facilities, particularly communities who have historically faced environmental justice challenges. As part of our community stakeholder engagement efforts, we enhanced our approach to environmental justice outreach and implemented specific actions that aided our response time and follow-up actions. For more information regarding our engagement efforts, please refer to the [Stakeholder Relations](#), [Economic Impacts](#) and [Environmental Justice](#) sections.

In 2022, Williams continued to press forward with multiple expansion projects seeking to expand pipeline infrastructure to bring additional volumes of natural gas to areas of growing domestic demand. For example, our Regional Energy Access Expansion project reached agreements with all landowners, obtained all required permits, and secured a final environmental impact statement from FERC. The project has successfully broken ground after receiving authorization to begin construction. The Regional Energy Access Expansion will add up to 829,000 dekatherms per day of supply in Pennsylvania, New Jersey and Maryland, helping to ease supply constraints in this high-demand region, which keeps end-consumer gas accessible and consistently priced. We are also executing our Southeast Energy Connector, Commonwealth Energy Connector and Louisiana Energy Gateway projects.

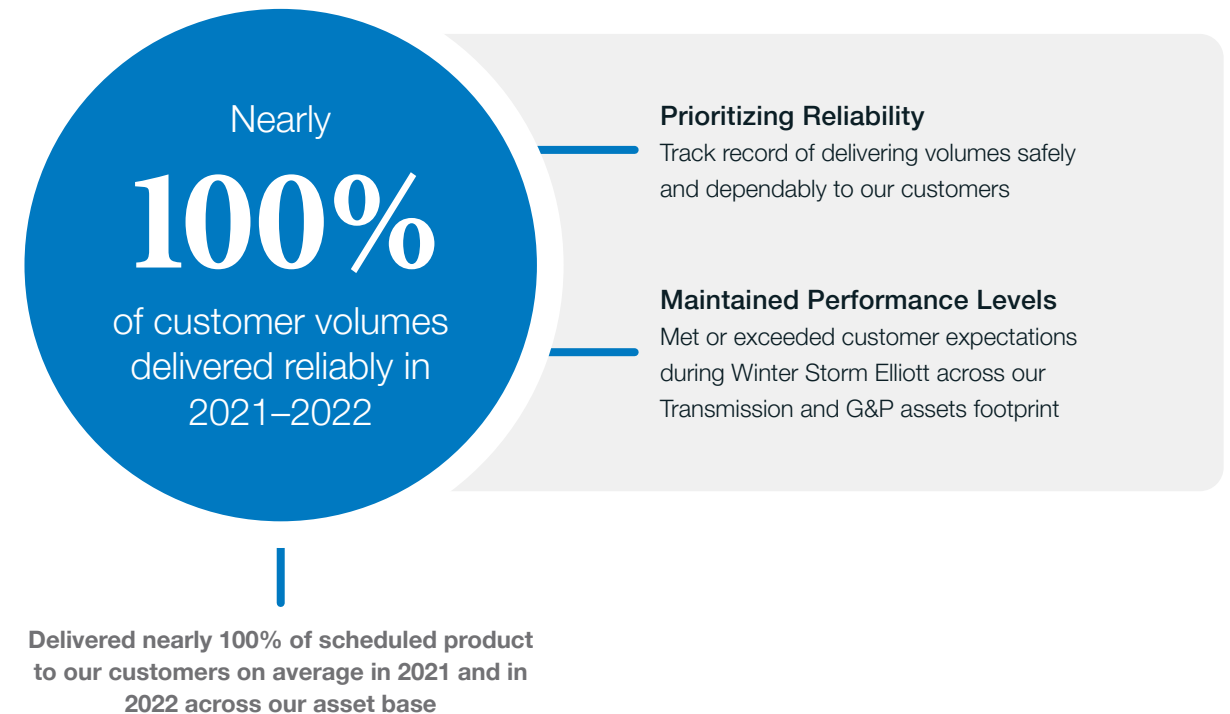
Our newly proposed projects also continued to make progress in the past year. In 2022, Williams filed an application with FERC for the Southside Reliability Enhancement, a proposed project to expand and modernize the existing Transco pipeline to add natural gas capacity to North Carolina.

We also proposed increasing energy capacity in Texas and Louisiana by growing the current transmission pipeline capacity through Texas to Louisiana Energy Pathway. These projects will increase natural gas delivery to meet these regions' growing demand for affordable energy.

We also made strides to expand our LNG footprint, which enables us to enhance energy accessibility, affordability and reliability globally. Williams is evaluating partnership opportunities to connect low-emission natural gas supply basins to LNG export facilities along the Gulf Coast. If successful, we anticipate these partnerships will expand transmission services to domestic producer customers and amplify our ability to ease supply constraints overseas.

Reliability refers to our ability to continue to transfer our product throughout disruptions to operational conditions, including necessary maintenance. Williams completes monthly evaluations across our gathering and transmissions systems to identify operational conditions or maintenance activities which may have resulted in an impact to customer receipts or deliveries. These evaluations are enumerated into the Customer Impacted Volume (CIV) percentage, which is shown in the Williams' Reliability chart on this page. In 2022, we achieved a CIV rate of 99.65%, demonstrating the continued excellence of our operations and maintenance teams to minimize customer impacts while meeting demand.

Williams Reliability



Public Policy

GRI 2-28, 3-3, 415-1; SDG 12

Why This Matters to Williams

Growing our domestic and global reach to provide cleaner and reliable energy depends, in part, on our ability to garner support for energy infrastructure expansion. Federal, state and local legislative and regulatory developments affect our ability to maximize our existing operations and expand pipeline infrastructure. For example, barriers in the permitting process make obtaining permits to construct new pipelines increasingly difficult. This limits our ability to meet customer demand for affordable, reliable energy and prolongs the use of higher-emissions fuels. To serve our customers and drive a successful clean energy transition, Williams actively participates in the development of energy infrastructure policy by engaging with public officials and collaborating with industry partners.

Our Approach

Williams' state government and regulatory affairs team engages with policymakers and other government stakeholders at the state and local levels to determine actions relative to our policy and regulatory agenda. We continue to take a bipartisan approach in our public policy outreach. In 2022, Williams presented on energy issues at both Democratic and Republican Governors Association meetings. Additionally, we continued using our comprehensive stakeholder management system to enhance our bipartisan engagement through newsletters

Promoting sound energy policy also involves public education, since public policy is increasingly influenced by public perception. We encountered challenges at the local level in 2022, including policies banning natural gas. Such opposition heightens the need for Williams to continue educating our stakeholders on the importance and benefits of natural gas, particularly in relation to the low-carbon economy transition. For more information regarding our public perception efforts, please refer to the [Stakeholder Engagement](#) section.

and other corporate communications. This system allows us to better track support for the company initiatives that we implement.

We recognize that ESG issues are increasingly significant for federal legislators and regulators. In 2022, we engaged on various ESG issues, including energy reliability, environmental justice, cybersecurity preparedness and GHG emissions reductions. For example, Williams collaborated directly with FERC,

Congress and industry associations to convey industry feedback to FERC's proposed updates to its 1999 Policy Statement on the Certification of New Interstate Natural Gas Facilities. Through this engagement, we conveyed our concerns that the proposed policy introduces uncertainty and new challenges related to building natural gas infrastructure. As a result of our efforts, along with concerns raised by industry peers and a bipartisan group of elected officials, in March 2022 FERC shifted these policies to "draft" status and reinstated the 1999 policy.^[1]

In 2022, we saw significant action related to energy policy. The Inflation Reduction Act (IRA) of 2022, signed into law by President Biden in August 2022, took an approach to energy that included industry-supported provisions on oil and gas leasing, Carbon Capture Storage (CCS) and hydrogen. Additionally, Williams

[1] FERC, <https://ferc.gov/news-events/news/ferc-seeks-comment-draft-policy-statements-pipeline-certification-ghg-emissions>.

engaged Congress in 2022 on the industry's permitting reform priorities, but no legislation moved forward. These efforts will continue in 2023.

Williams also witnessed an increased federal focus on energy access, affordability and reliability for the industry, a direct result of Russia's invasion of Ukraine. This conflict emphasizes the importance of domestic natural gas resources and LNG exports to meet the needs of our global allies. For example, in March 2022, the Biden Administration announced that the U.S. would collaborate with international partners to ensure sufficient LNG volumes for the European market, with expected increases moving forward.^[2] For more information regarding how Williams is contributing to this effort, please refer to the [Energy Access, Affordability and Reliability](#) section.

[2] [WhiteHouse.gov](https://www.whitehouse.gov), Fact Sheet: United States and European Commission Announce Task Force to Reduce Europe's Dependence on Russian Fossil Fuels.



“ The crisis in Ukraine highlights the importance of reinforcing our nation's natural gas energy infrastructure as a matter of national security. In support of democracy and climate goals around the world, the situation in Europe also highlights the need for greater U.S. liquefied natural gas (LNG) exports. To deliver these benefits, efficient federal permitting for pipeline and LNG export infrastructure is essential. ”

ALAN ARMSTRONG, PRESIDENT & CEO

Through our CEO's leadership role on the National Petroleum Council (NPC), Williams was a contributing author to a [report](#) submitted by the NPC to the Secretary of Energy in December 2022. One focus of the report was to specifically address the role the Russian invasion of Ukraine has on the petroleum, natural gas, LNG and NGL markets. The report was one of two approved at the NPC's December meeting.

Political Contributions

Williams takes a bipartisan approach to our political contributions to support advancing our business and industry interests, including topics related to energy infrastructure modernization and permitting, hydrogen policy and hydrogen tax incentives. Before Williams contributes to candidate campaigns, our legal department reviews proposed contributions to confirm legal and regulatory compliance. Our governance and sustainability committee reviews our political contributions at least annually.

Williams' nonprofit political action committee, WILLCO PAC, is registered with the Federal Election Commission. WILLCO PAC is an independent, nonpartisan entity that raises contributions from



Tulsa Employees Brian Hlavinka, Vice President of New Energy Ventures, and Jaclyn Presnal, Strategic Development Director.

Additionally, in 2022, our CEO was appointed to the President's National Infrastructure Advisory Council which advises the White House on how to improve the security and resilience of the nation's critical infrastructure sectors through the reduction of physical and cyber risks.

eligible Williams employees to support candidates for congressional and state offices, where permitted by law. Through contributions to WILLCO PAC, our employees support policies that enable the delivery of all forms of clean energy. Employee participation in WILLCO PAC is strictly voluntary. In addition to WILLCO PAC giving, in 2022, Williams made corporate political contributions to members of both political parties totaling \$207,500.00.

We ensure our political actions and contract lobbyists comply with all applicable lobbying registration requirements. The Center for Political Accountability's CPA-Zicklin Index measures political disclosure and accountability policies and practices for election-related spending by S&P 500 companies. In 2022, Williams was recognized as a "Trendsetter Company," scoring over 90% on this comprehensive rating index for the fourth consecutive year.

We provide a link on our [website](#) to the Office of the Clerk for the U.S. House of Representatives, where our federal disclosures for lobbying activities are available, including our aggregate spending for lobbying and payments to lobbying service providers. Also included on our website are yearly political corporate contribution reports and reports of corporate fund expenditures to trade associations.

Industry Associations

Williams engages with a wide range of trade associations at the national, state and local levels. We find value in engaging with trade associations that share our positions on critical public policy issues but also engage with those that do not align with our public policy positions. The following are examples of trade associations and industry coalitions we engaged with in 2022:

- American Petroleum Institute
- American Society of Mechanical Engineers
- American Society of Safety Professionals
- The Business Roundtable
- Clean Hydrogen Future Coalition
- Coalition for Renewable Natural Gas
- Common Ground Alliance
- Differentiated Gas Coordinating Council
- Energy Infrastructure Council
- Global Carbon Capture and Storage Institute
- GPA Midstream Association
- Interstate Natural Gas Association of America
- Liquid Energy Pipeline Association
- Marcellus Shale Coalition
- National Society of Professional Engineers
- Northwest Gas Association
- Southern Gas Association
- Virginia Chamber of Commerce
- Virginia Manufacturers Association
- Virginia Oil & Gas Association
- Young Pipeline Professionals USA

Continued active membership and leadership roles in trade associations and industry coalitions help us amplify the industry voice and collectively work on public policy priorities. For example, Williams' Vice President of New Energy Ventures is a founding board member of the Clean Hydrogen Future Coalition, which supports the adoption of hydrogen in the U.S.

Williams is a member of the Energy Infrastructure Council (EIC), and our Chief Financial Officer serves as co-chair of the board-level ESG Working Group. The member ESG Working Group meets regularly to discuss various ESG topics, trends, goal-setting and operationalization practices. Williams helped the EIC ESG Working Group launch the first-ever midstream ESG reporting template in December 2020, and in April 2022, the joint EIC and GPA Midstream ESG Working Group released version 2.0 of the template. This updated template is the product of an extensive review of best-practice ESG reporting among EIC member companies and the ESG reporting requirements from numerous critical stakeholders. It provides best-practice guidance to assist energy companies in their ESG journeys. Adoption of the template by midstream companies continues to grow as investors have expressed their support and demonstrate use of the ESG data provided in the template. For more information, see our environmental, social and governance [website](#).

Williams discloses all expenditures of corporate funds used for nondeductible lobbying and political spending on our [website](#).

Climate Adaptation & Resilience

SDG 7; TCFD Strategy, Risk Management, Metrics and Targets

Williams' mission, to be the leader in providing infrastructure that safely delivers natural gas products to reliably fuel the clean energy economy, supports a strategic approach to evaluating climate related risks. As a part of the annual strategy process, Williams develops a variety of scenarios consisting of various market fundamentals including assumptions on political and social interventions to test plausible future outcomes for Williams. We compare our internally developed scenarios to third-party consultants' energy transition scenarios. Results of the scenarios are provided to the board as a part of the annual strategy meeting. Strategic risks and opportunities, which could include climate-related risks, regarding the scenarios are included in the strategic discussions. In 2022, the strategy discussion with the board also included progress on emissions reduction in our core business and positive movement towards our climate commitment.

We understand that external stakeholders are interested in our climate-related practices and performance. To that end, Williams continues to align our climate change reporting with the recommendations established by the Financial Stability Board's Task Force on Climate-related Financial

Disclosures (TCFD). In 2021, we developed a TCFD index that maps our disclosures against the four TCFD thematic areas to increase transparency and help stakeholders easily identify relevant information.

CDP, another widely recognized disclosure and scoring process, issued Williams a 'B' score in 2022 for its commitment to transparency around climate change. This ranking exceeds the oil and gas storage and transportation activity group average of 'C' and the North American regional average of 'C.' Our score signifies that we incorporate effective governance practices and are taking coordinated action on climate change. 2023 will be our fourth consecutive year participating in CDP's full disclosure and scoring process. For additional information on how Williams manages the risks and opportunities of climate change, see our response to the [CDP climate change questionnaire](#).

Our commitment to mitigating climate change risk is reinforced by our public climate commitment, which was supported by our board of directors. For information regarding how our board of directors oversees ESG, please refer to the [Sustainability Governance](#) section.

Physical Risks

We recognize that our business is subject to numerous types of physical risks. Our assets and operations, as well as our customers' assets and operations, can be adversely affected by acute weather hazards such as flooding, hurricanes, wildfires and landslides, and chronic weather hazards such as extreme temperatures and drought. The magnitude of these physical risks may increase with the realization of worsening levels of warming. Extreme weather conditions may result in facility, pipeline or equipment damage or require more system backup, adding costs and increasing system stresses, including service interruptions.

The Williams Integrated Management System is one of the primary controls we have to mitigate physical risk. Through the platform, we are able to adhere to asset design standards that prioritize safety and operational reliability, mature integrity programs that maintain asset health and functionality, and safety procedures that keep people and equipment safe in the event of severe weather. Additionally, Williams' business continuity planning and training include potential impacts from future acute and chronic weather hazards and help our employees appropriately respond when such challenges arise. As part of our operational process, we incorporate sufficient resiliency into our operations and systems based on historical weather patterns in our regions.



Rod Strother, Senior Operations Technician and Doug Schloegel, Maintenance Coordinator at Station 610 in Millerville, Pennsylvania.



Grays Harbor Metering Station in Aberdeen, Washington.

Transition Risks

Williams' physical assets transport and process products that are critical inputs for electricity generation, heating and cooking in homes and businesses. In general, we view our assets as irreplaceable and vital to maintaining and improving quality of life by ensuring affordability and reliability of a low-carbon future. To that end, we integrate climate-related considerations into key capital expenditure planning, our annual strategy sessions and our strategic risk assessment processes.

Our operations are increasingly subject to environmental laws and regulations, many of which relate to climate change and GHG emissions. In addition to environmental laws and regulations, in 2022, several states adopted new net zero GHG emissions goals with interim targets, including those associated with Louisiana's net zero by 2050 goal, Maryland's net zero by 2040 goal and North Carolina's net zero by 2050 goal. Similarly, states announced new regulations regarding climate and environmental justice considerations for permitting, including New York's CP 49 and DAR 21 and Maryland's HB 1200.

In 2022, the EPA published a [proposed rule](#) to reduce methane and other pollutants from oil and natural gas operations. The proposed rule, which is designed to mitigate GHG and volatile organic compound emissions from existing sources in the oil and natural gas industry, including transmission and storage facilities, could create a significant impact on how we operate. Additionally, the U.S. Securities and Exchange Commission has proposed a draft rule requiring the disclosure of climate-related information in broad alignment with the recommendations established by TCFD, with a final rule expected in 2023. We recognize that these new regulations and others may expose us to high costs, liabilities and expenditures above our expectations if we do not factor them into our current operational risk management strategy.

Williams uses a case-by-case analysis to determine option-specific costs to reduce our operational GHG emissions. Currently, we are operationalizing an internal cost of carbon on particularly scalable and actionable emissions sources and work practices with an eye towards external carbon market values. Operationalization of a cost of carbon method will be aligned with company objectives and will aim to progress Williams toward our climate commitment before a potential regulatory risk is actualized. Detailed studies are very important regarding actually reducing GHG emissions around our assets. As an example, this past year we studied the growing risk of our interdependence with the electrical power grid.

We determined that in certain areas, utilizing electric driven compression equipment could reduce grid reliability and natural gas pipeline reliability while actually increasing our combined Scope 1 and Scope 2 emissions.

We continue to monitor legislative and regulatory developments related to climate change and voluntarily pursue efforts to reduce GHG emissions from our facilities. Using the Regional Greenhouse Gas Initiative's actual weighted average price of \$13.46 per metric ton of CO₂e in 2022, the gross expense to offset Williams' 2022 Scope 1 emissions would be \$179.4 million, which could be partially mitigated through customer agreements.^[1] This mindset of mitigating risks in a way that delivers long-term value to shareholders also drives our integration of cleaner energies and technologies, which will help mitigate climate change regulation risk.

We have also faced opposition regarding the risks associated with operating and expanding our pipelines and facilities from some elected officials, environmental groups, landowners, tribal groups, local groups and others. While natural gas is critical to the clean energy economy, we recognize that stakeholder opposition may affect our ability to maintain and expand our operations. For more information, see [Stakeholder Relations](#).

For a complete list of Williams' risk factors, including both physical and transition climate change-related risks, see our [2022 Annual Report](#).

[1] Clearing prices used to calculate weighted average price per metric ton of CO₂e sourced from The Regional Greenhouse Gas Initiative's [website](#).

Briana Schulze, Director of Operations at Pine Needle in Stokesdale, North Carolina.

WILLIAMS WILL BE THERE

Minimizing Our Footprint

To effectively reduce impacts on our environment, Williams strives to incorporate and implement environmental considerations into our decision-making processes at all stages of our operations. These controls and initiatives help us to understand, minimize and mitigate our GHG emissions, non-GHG air emissions, land use, water use and waste generation impacts.





Discovery assets in the Gulf of Mexico.

Operational GHG Emissions

GRI 3-3, 305-1, 305-5; SASB EM-MD-110a.1, EM-MD-110a.2; TCFD: Metrics and Targets

Why This Matters to Williams

Williams takes pride in supporting the delivery of clean, reliable energy to thousands of communities across the U.S., helping to improve quality of life by providing products and services that enable homes and businesses to obtain heat and power. We recognize that the assets we operate and the products we transport generate greenhouse gas (GHG) emissions directly from our operations and indirectly from our electricity consumption. As one of the largest

midstream operators in the country, we must effectively monitor, report and reduce our Scope 1 and 2 emissions to minimize the climate impacts of our operations while continuing to meet the growing demand for safe, dependable energy. Williams is continuing our efforts to reduce GHG emissions through operating efficiencies, investing in upgrading and modernizing equipment and leveraging clean energy technologies.

GHG Quantification, Monitoring & Transparent Reporting

Transparent communication about our GHG performance remains an important expectation of our stakeholders. We prioritize accurately tracking and reporting our GHG emissions using robust data collection methods. The Williams Integrated Management System (WIMS) houses our protocols for monitoring GHG emissions and complying with federal and state reporting requirements. Williams continues to refine our GHG emissions detection and quantification through advanced measurement technologies and enhanced calculation practices.

We monitor emissions down to the facility level using a robust GHG emissions dashboard. The dashboard tracks emissions for each Williams compressor station, processing plant and fractionator, regardless of whether it meets reporting thresholds required by regulation. Our subject matter experts, engineering groups, environmental specialists and operations personnel use GHG emissions data to develop emissions reduction strategies. Thus, Williams aims to report GHG data in a timely and actionable manner so that these parties may effectively drive down emissions, create operational efficiencies and reduce costs. In 2022, we successfully expanded the use of operational data from fuel meters at some of our processing plants to more accurately calculate emissions at these plants. We introduced these more accurate calculation procedures at some of our gathering compressor stations last year and in 2022, we expanded them to our processing plants, which further reduced reported emissions by an estimated 107,151 metric tons of CO₂e.

In 2022, we updated our GHG quantification, monitoring, reporting, and verification (QMRV) programs with advanced emissions detection paired with operational based data. These updates will help us more accurately understand methane emissions sources from our assets and provide our operations with effective and efficient methane emission reduction opportunities. Through this effort, Williams collaborated with multiple stakeholders to implement and test a variety of state-of-the-art emissions monitoring technologies to evaluate use cases within the midstream space. The updated program and testing resulted in Williams partnering with Coterra Energy and Dominion Energy to create the first full value chain program to accurately provide methane intensity of delivered gas volumes to customers through our NextGen Gas certification process. For more information on Williams' NextGen Gas, see GHG Reduction Initiatives & Opportunities.

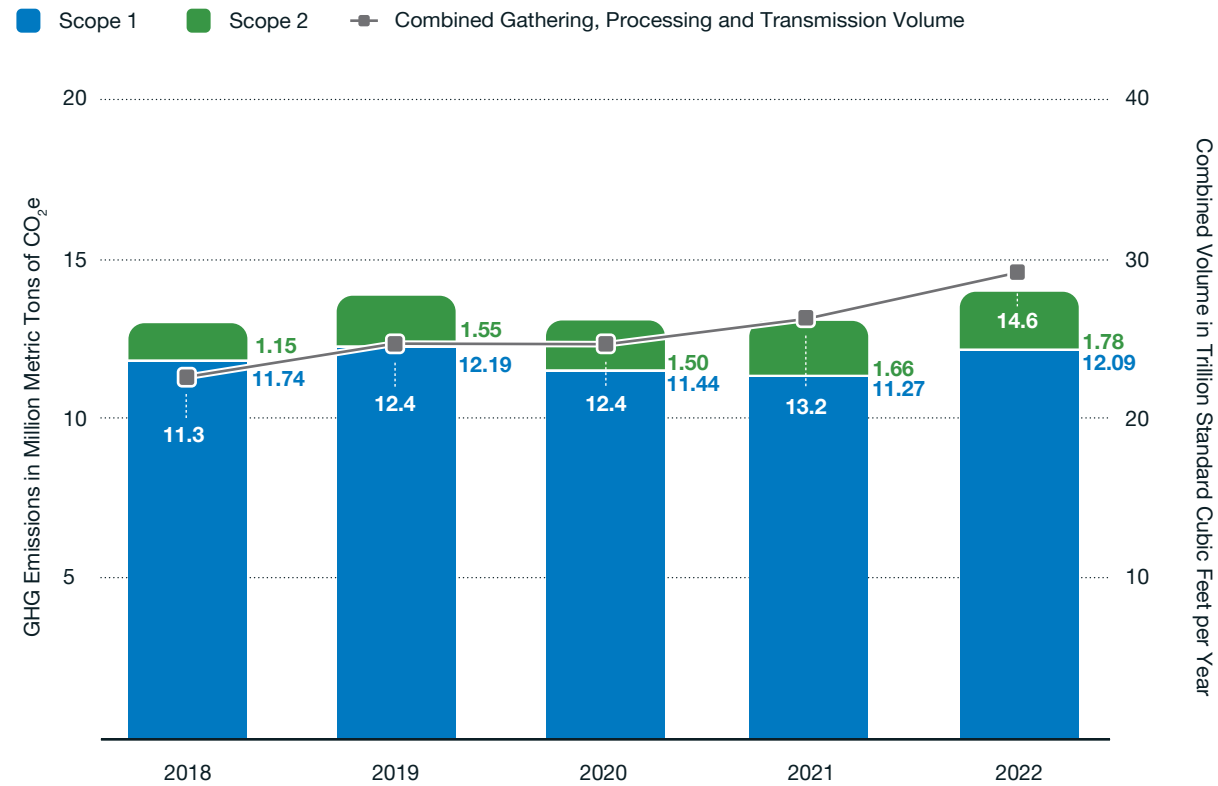


Josh Moore, Operations Technician at Transco Station 185 in Manassas, Virginia.

Each year, we prepare and submit a GHG emissions inventory to the U.S. Environmental Protection Agency (EPA) for our midstream gathering, processing and interstate transmission and storage operations. We also collect, quantify, and disclose Scope 1 and 2 emissions data in accordance with ONE Future and CDP technical guidance.

Since 2019, Williams has engaged ERM Certification and Verification Services (ERM CVS) to provide third-party verification of the following GHG emissions data: total absolute Scope 1 GHG emissions, total location-based Scope 2 GHG emissions and total Scope 1 and 2 GHG emissions. Since 2021, ERM CVS has also provided verification of Williams' methane emissions data. ERM CVS provided assurance that the GHG data reported in the graph below were fairly presented in all material respects. Please see [Assurance Statement](#) to read our full Assurance Letter.

Scope 1 & Scope 2 Greenhouse Gas Emissions^[1]



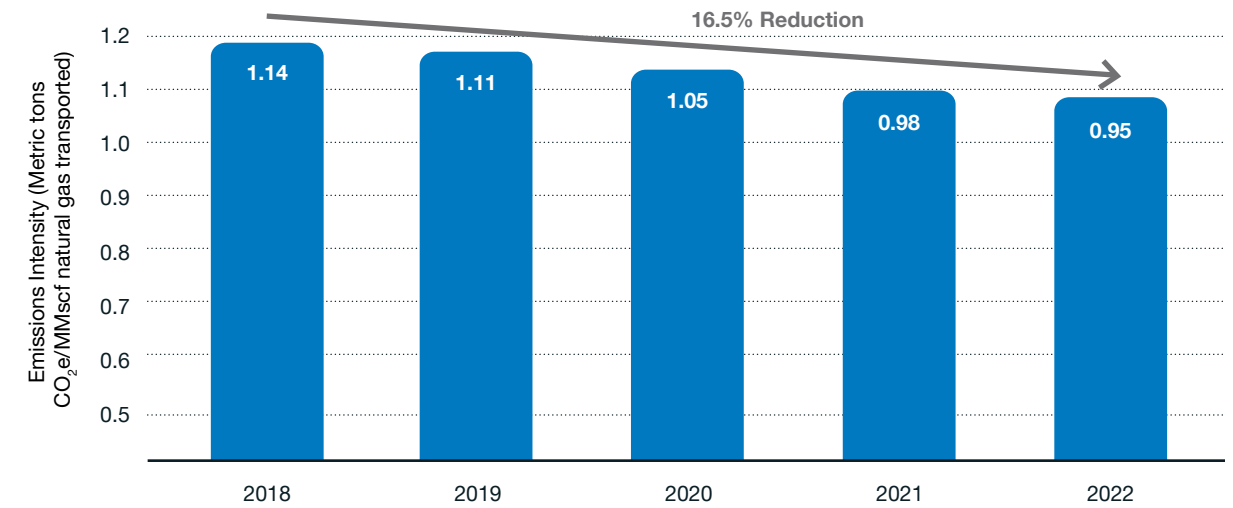
[1] Includes 100% of volumes from operated assets as of December 31, 2022.

GHG Emissions Reduction Targets & Progress

Williams' 2030 target of a 56% reduction in Scope 1 and 2 emissions from a 2005 baseline reflects our commitment to reducing GHG emissions in a time frame that holds our leadership accountable. We set this target in recognition of the progress we have already made and the reduction opportunities we see ahead. Our 2005 baseline aligns with the baseline of the U.S. climate goal established under the Paris Agreement. We consider this reduction target in our decision-making around capital and resource allocation, and we have made significant progress toward this target even as our gathering, processing, and transmission throughputs have risen. Additionally,

the acquisition of Trace Midstream and NorTex Midstream in 2022 bolsters the company's ability to connect low-emissions natural gas supplies to areas of expanding demand. The acquisition of these assets, along with transmission operational enhancements, resulted in Williams' experiencing a slight absolute operational emissions increase in 2022. We are excited to bring Williams' leading emissions reduction practices, technology investments, and commitments to both new and existing assets. Since 2005, we have reduced our operational emissions by 43% and remain on track to meet our 2030 goal.

2018–2022 CO₂e Intensity Changes^[2]



[2] Total company Scope 1 and 2 emissions in metric tons of CO₂e from gathering, processing and transmission segments divided by the sum of natural gas (in MMscf) transported in all three segments.

In addition to pursuing reductions in absolute GHG emissions, Williams continues to decrease our emissions intensity, which measures GHG emissions per unit of natural gas throughput. Even though we continue to expand our footprint, targeted improvements in practices and technology have enabled us to decrease our emissions intensity by 16.5% since 2018. This achievement highlights Williams' role as a responsible energy operator that is best equipped to deliver clean, affordable and reliable energy.

We continuously work to reduce our operational GHG emissions, especially methane emissions, by operating our assets as efficiently as possible. Our assets primarily include gathering systems, intrastate and interstate transmission pipelines, compressor stations, natural gas processing plants and liquefied natural gas (LNG) and underground storage facilities. We reduce emissions from these assets through preventive maintenance, installing emissions reduction equipment such as compressor vent gas reduction systems and emission control devices, conducting leak detection and repair (LDAR) events, implementing recompression measures and installing or replacing gas drivers with electric motors where practical.

Leak Detection & Repair

Williams continuously strives to minimize methane leaks from our natural gas gathering and processing and transmission operations.

To identify and repair leaking equipment, we conduct quarterly, semiannual or annual LDAR surveys on Williams' compressor stations and facilities using an optical gas imaging (OGI) camera. Surveys conducted

through Williams' Leak Detection and Repair Program (WillDAR) are an effective work practice to significantly reduce fugitive methane emissions to the environment. In 2022, through the WillDAR program, we performed leak surveys using OGI at 43 Transco and Northwest Pipeline compressor stations that did not previously have LDAR required by state or federal regulations. By implementing WillDAR and achieving quicker recognition of repaired leaks using quarterly surveys, reported equipment component emissions at transmission compressor stations decreased by an estimated 25% from 2021 to 2022.

Williams has developed separate LDAR Standards for our gathering, boosting and transmission segments and is developing a comprehensive requirement within our integrated management system that outlines roles and responsibilities for LDAR. Once completed, we will use these documents to communicate the roles and responsibilities of Williams employees for promoting an improved, efficient and effective LDAR program across the enterprise.

Williams also uses a single software platform, Leak Tracker Pro™ (LTP), to maintain leak records from OGI surveys conducted in the Williams gathering, boosting and transmission sectors. LTP accurately identifies leaking equipment components such as valves, connectors, flanges, pumps and open-ended lines, enabling operators to make the necessary repairs. Williams analyzes LTP results to identify recurring failing equipment to guide maintenance practices and equipment purchases in an effort to reduce future leaks at our facilities, helping to achieve our emissions reduction targets. By reducing equipment failure and leaks, Williams further enhances operational reliability and reduces maintenance costs.



72nd Street Valve Site in North Bergen, New Jersey.

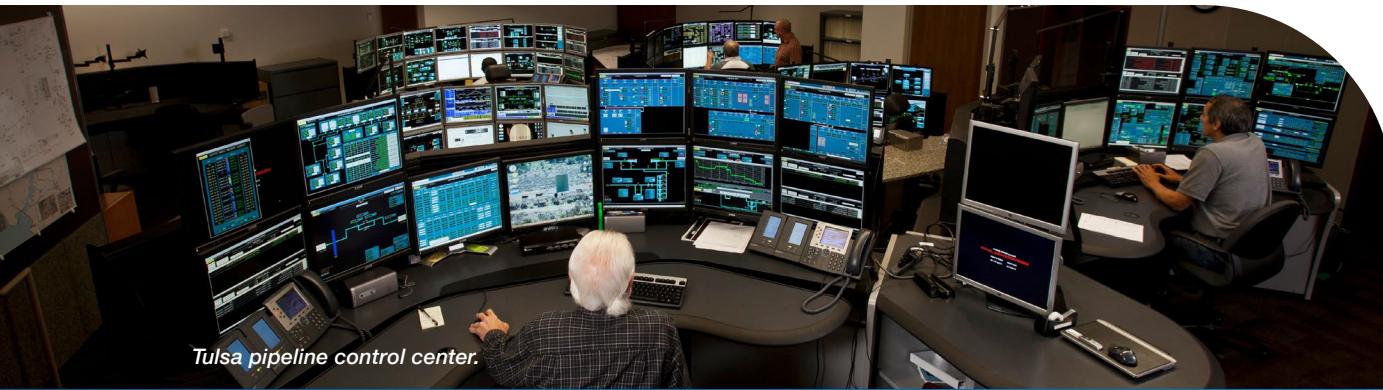
GHG Reduction Initiatives & Opportunities

Williams continues to invest in GHG reduction initiatives across our operations. To inform our emission reduction investments and maximize impact in 2022, Williams subscribed to new technologies, including Context Labs, Orbital Sidekick, Encino Environmental and LongPath Technologies, to help identify sources of emissions in real-time. Context Labs Decarbonization as a Service (DaaS™) platform collects data from operations, satellite emissions monitoring, continuous emissions monitoring and ongoing leak detection activity to identify and prioritize operational response and emission reduction opportunities.

In 2022, our emission reduction efforts included upgrading compressor stations, testing hydrogen fuel blends in reciprocating compressor engines, evaluating increased and indefinite pressurized hold during compressor downtime, replacing high-bleed pneumatic devices with low- or no-bleed devices and installing dry seal gas capture systems at some

compressor stations. Williams also piloted our PAGER system (patent pending), designed to recover and combust pigging emissions via catalytic heater, within our Wetzell Gas Gathering System and Ohio River Supply Hub.

Also in 2022, Williams developed new guidance on reducing emissions during pipeline purging activities and implemented the guidance into our existing operating procedures. For example, when purging pipelines that are being returned to service, we began targeting reduced purge pressures and reduced extended purge hold times. Our senior leaders shared guidance with operations and project execution to reinforce the importance of responsibly managing pipeline purging activities.



Tulsa pipeline control center.

WILLIAMS WILL BE THERE

Advancing NextGen Gas

Williams is excited to have established the first low-emissions, NextGen Gas certification process that can cover the entire natural gas value chain from production through gathering and transmission. To make this possible, Williams entered into an agreement with upstream producer Coterra Energy and downstream utility Dominion Energy Virginia to provide a full value chain, low emission solution. The agreement with Coterra Energy and Dominion Energy builds on Williams’ strategy to provide a path-specific methane intensity certification that meets or exceeds industry leading measurement protocols and provides customers with clean, certified, low-emission optionality for supply.

To make the certification process possible, Williams is leveraging block-chain secured technology via Context Labs’ Decarbonization as a Service (DaaS™) platform to track and measure emissions across the value chain. These enhancements offer the added benefit of helping Williams better understand our value chain emissions and provide a clearer path to achieving our reduction targets.

Williams’ strong emissions performance has created new commercial opportunities for NextGen Gas, which serves as a full value chain tool for Williams’ producer and transmission customers to help meet end-user emission reduction goals. Through our Sequent business, we are building a marketing portfolio to sell low-carbon NextGen Gas to utilities, LNG export facilities and other cleaner energy users.



“ Our partnership with Williams and Coterra is another important step in reducing emissions across the entire natural gas value chain. Certified, low-emissions natural gas is a vital part of achieving our goal of net zero greenhouse gas emissions by 2050. We look forward to continuing this and other innovative partnerships to deliver affordable, reliable and clean energy to the customers we serve. ”

CEDRIC GREEN, SENIOR VICE PRESIDENT OF POWER GENERATION FOR DOMINION ENERGY VIRGINIA

Williams continues to proactively reduce emissions from transmission pipeline blowdowns. In 2022, our employees formed a pipeline maintenance emissions reduction work group, supported by senior leadership, focused on improving large pipeline blowdowns and providing resources to project managers to streamline the emissions reduction planning process. The work group creates blowdown optimization tools, develops work practices and onboards new mobile compression and flaring vendors.

We follow operating procedures that use pressure draw down and recompression measures to lower gas line pressure before pipeline maintenance. In 2022, Williams reported 48 separate blowdown events in which natural gas was rerouted or captured and recompressed instead of being vented. In doing so, Williams saved 0.9 billion cubic feet of gas, the equivalent of heating more than 21,692 homes for a year.

Maintaining strong customer relationships is essential to reducing emissions from maintenance events that may prompt a pipeline blowdown. Therefore, we work alongside our customers to determine mutually beneficial solutions to minimize emissions, enhance reliability and

strengthen collaboration. In 2022, our efforts to improve pipeline blowdown procedures prevented an estimated 347,136 metric tons of CO₂e emissions.

We plan to continue to expand our carbon reduction opportunities while looking to invest in future clean energy projects and carbon abatement instruments. By cost-effectively reducing GHG emissions, we are contributing to the total reductions necessary to achieve our 2030 target. For more information on our climate commitment, see our [website](#).

The path to achieving our long-term aspiration of being net zero by 2050 focuses on leveraging current and emerging technologies to reduce emissions and provide necessary reliability for scaling renewable energy to help fuel the clean energy economy, all while prioritizing our natural gas-focused business strategy. We are proactively advancing this strategy with the expertise of Williams’ New Energy Ventures group. The group focuses on commercializing innovative technologies and markets that will ultimately contribute to attainment of our climate commitments. For more information on our New Energy Ventures group, please refer to the [Energy Transition & Low-Carbon Economy](#) section.

Rooftop Solar Energy

Williams' Rooftop Solar initiative includes investments in intermittent solar power through combined cycle back up on the grid and tax credits. As part of this initiative, our Princeton Division office began producing electricity from solar energy in 2021. By the end of 2022, the solar panels produced 67 megawatt-hours of electricity, saving approximately \$8,725 in electricity from the grid. We expect solar power production to



Princeton, New Jersey office.

rise over the spring and summer months, with an anticipated renewable energy credit (REC) production of \$10,170. Annually, the rooftop solar initiative saves approximately \$19,000 worth of energy that we previously purchased from the grid. For information on how Williams is scaling solar energy across our footprint, please refer to the Energy Transition and Low-Carbon Economy section.

Targeting Methane Reductions

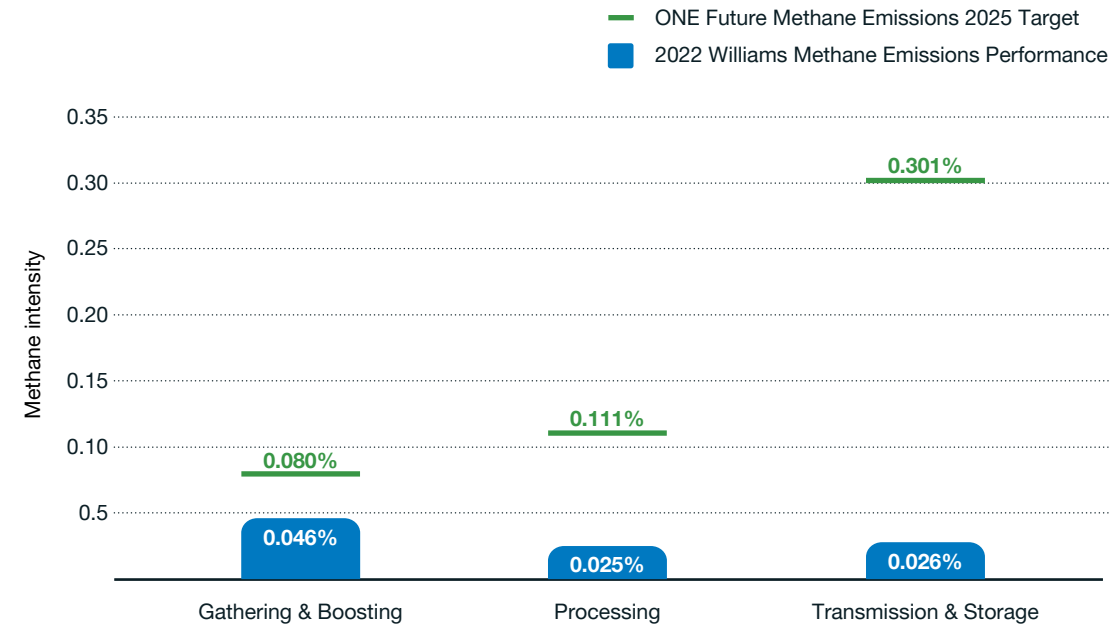
Williams has a long history of pursuing opportunities to reduce methane emissions, which make up an estimated 16% of our assets' Scope 1 and 2 GHG emissions profile. We track methane emissions as part of our comprehensive GHG emissions dashboard. In 2022, we successfully hit our target of reducing total methane emissions by 5% from a three-year average, which was a part of our 2022 Annual Incentive Program. Throughout the year, our Methane Reduction Focus Teams used the metric to help drive improved performance. This accomplishment is a testament to our employees' commitment and dedication to minimizing our operations' environmental impact.

Since 2018, methane emissions from our natural gas processing plants and transmission compressor stations have increased by 4%. Over the same period, the natural gas throughput at these facilities increased by 24%. This managed increase is due to a combination of having fewer and smaller pipeline blowdowns, installing emissions control technologies and making more frequent upgrades to our system.

Williams is a member of Our Nation's Energy Future Coalition, Inc. (ONE Future), a group of energy companies voluntarily working to reduce methane emissions by finding policy and technical solutions that better manage emissions associated with production, processing, transmission and distribution. Williams' employees actively serve on the ONE Future technical, communications and steering committees to advance its mission.

As a member, Williams has committed to several methane intensity goals established by One Future to be achieved by 2025, corresponding with unique segments of Williams' value chain. By segment, the methane intensity targets for 2025 are 0.080% for gathering and boosting, 0.111% for processing and 0.301% for transmission and storage. In 2022, for the fifth consecutive year, Williams' methane performance outperformed these intensity goals, as illustrated by the charts on this page.

ONE Future Membership



For the first time, along with other ONE Future members, Williams more accurately reported methane slip emissions using higher emission factors for engines used to drive our reciprocating compressors.

In addition, all ONE Future members set a goal to collectively reduce methane emissions to less than 1% across the natural gas value chain by 2025. In its 2022 Annual Report on 2021 emissions, ONE Future's 50+ member companies reported achieving a methane intensity of 0.462%, outperforming the ONE Future goal by 54%. Williams continues to do our part to exceed progress toward the ONE Future methane reduction goal.

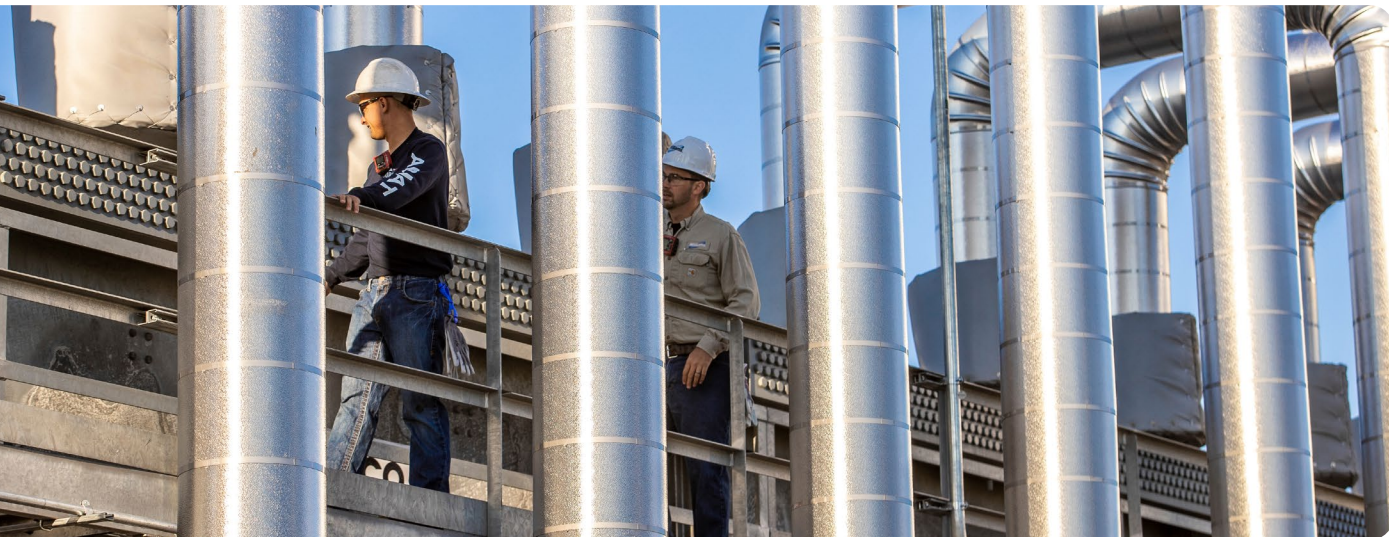
At our current performance, Williams will not be subject to the Inflation Reduction Act's (IRA) methane fee, as our operational emissions are below the threshold for each industrial segment. Williams worked with legislators and industry associations on proposed improvements to the methane fee provision in the IRA.

We advocated for technical corrections to an earlier methane fee provision introduced in the U.S. House of Representative's Build Back Better legislation, and these concerns were ultimately reflected in the final legislation.

In early 2023, Williams became the first U.S. large-scale integrated midstream company to join [OGMP 2.0](#), a multi-stakeholder, measurement-based reporting initiative that improves the accuracy and transparency of methane emissions reporting in the oil and gas sector. OGMP 2.0 membership will require Williams to establish a methane intensity goal by May 2024 while also demonstrating a plan to achieve Gold Standard within three years. Through our technology investments and industry leading QMRV program, Williams is well prepared to demonstrate OGMP 2.0 level 5 Gold Standard practices across our infrastructure network. Our early membership shows our commitment to trustworthy and accurate methane emissions monitoring and continuing to reduce emissions from the energy value chain.



Terrell Brown, Operations and Maintenance Optimizer and Caleb Minton, Senior Operations Manager in Moundsville, West Virginia.



Nate Krebs, Operations Technician and Doug Schloegel, Coordinator Maintenance at Station 610 in Millerville, Pennsylvania.

WILLIAMS WILL BE THERE

Collaborating With GTI Project Veritas

In 2022, Williams participated in the completion of the GTI Differentiated Gas Protocols through involvement in GTI Project Veritas. This collaborative effort brought together dozens of industry, research and environmental stakeholders to engage in an open and transparent development process with diverse viewpoints and perspectives to enhance credibility. More than 35 companies partnered with Veritas to shape the protocols' development. The technical protocols calculate methane emissions for natural gas systems by six segments and offer a consistent approach to show emissions reductions in a credible and transparent way. Williams performed demonstrations to prove the applicability of the protocols for the gathering, processing and transmission segments.

Partnerships, Research & Collaboration

We work with external organizations through active participation, funding and program leadership to support efforts that help reduce GHG emissions from our industry. Joining these initiatives allows us to engage in growing conversations around the quantification and reduction of GHG emissions as well as evaluate the latest technologies. Our government and regulatory affairs team oversees Williams' external partnerships and participation.

American Petroleum Institute Environmental Partnership: This Partnership provides a forum for participants to share information and analyze best practices and technological breakthroughs to develop natural gas and oil resources responsibly. The Partnership represents a growing coalition of U.S.-based production, processing and transmission companies responsible for meeting the nation's growing demand for low-cost energy. As a member of the Partnership, Williams is committed to improving environmental performance by accelerating methane emissions reductions from key emissions sources.

Collaboratory for Advancing Methane Science (CAMS): CAMS is an industry-led research consortium that works to better characterize and understand methane emissions. CAMS members work collaboratively to provide actionable, transparent methane science to contribute to understanding methane emissions across the oil and gas value chain and inform mitigation strategies. Williams, along with partner companies and academia, completed seven research papers through CAMS in 2022, all relating to better understanding and measuring methane emissions within the natural gas value chain.

Colorado State University's Methane Emissions Technology Evaluation Center (METEC): METEC is a platform for researchers to test and develop new, innovative technology to measure methane emissions. The Center also connects researchers with industry partners to help develop energy technology and prepare students for energy and technology careers. Williams helped establish METEC in 2017 providing equipment donations and technical guidance and continues to support the Center as a company member on the METEC Industry Advisory Board.

Differentiated Gas Coordinating Council (DGCC): DGCC is a coalition of stakeholders across the natural gas supply chain dedicated to facilitating a pathway for policymakers, regulators, utilities and gas consumers to use differentiated gas, including NextGen Gas, as a means for meeting climate goals. The DGCC believes that differentiated gas can be an important tool for reducing methane emissions and demonstrating emissions reduction in the oil and gas sector.

Energy Emissions Modeling and Data Lab (EEMDL): EEMDL is an initiative launched by the University of Texas at Austin and Colorado State University with the mission to provide reliable, transparent, science-based and measurement-based GHG assessments of global oil and gas supply chains. The initiative aims to achieve this through three key approaches: developing community models and tools for GHG emissions assessments; making publicly available timely, high-resolution emissions datasets; and creating educational and training materials to enable widespread use of EEMDL's models and data. Williams became a founding sponsor of the [EEMDL](#) in 2022.



Zach Keith, Director of ESG.

Gas Machinery Research Council (GMRC): GMRC is an industry initiative to support the continual improvement of technological advancements through research initiatives and collaborations. Williams is a member company of the GMRC and sits on the GMRC board. As part of our membership, Williams participates in the GMRC project supervisory committee that leads research projects aimed at cutting GHG emissions, improving compression efficiency and reducing lube oil consumption at member facilities.

Interstate Natural Gas Association of America's (INGAA) Methane Emissions Commitment: Williams is a signatory of INGAA's Methane Emissions Commitment to implement methane reduction activities and perform leak surveys at all transmission and storage compressor stations by 2022. Williams met this commitment by surveying all our transmission and storage compressor stations and continues to pursue

opportunities to reduce our methane emissions. In 2022, INGAA appointed Chad Zamarin, Executive Vice President corporate strategic development, to serve as chair of the organization for a one-year term. Seven of Williams leaders were also selected to serve as chairs of INGAA's board committees during his term.

National Petroleum Council (NPC): Williams partners with the NPC to facilitate studies on hydrogen technology and GHG emissions reduction. The goal of the GHG study is to produce policy recommendations for government and industry recommendations to drive GHG emissions reductions across the natural gas value chain, in support of U.S. commitments to the Paris Agreement and the Global Methane Pledge. The GHG study also seeks to identify means to improve the measurement and monitoring of emissions across the country.



Transco Station 175 in Scottsville, Virginia.

Oil & Gas Methane Partnership 2.0 (OGMP 2.0):

OGMP 2.0 is the United Nations Environment Programme's (UNEP) flagship oil and gas reporting and mitigation program. It is a multi-stakeholder partnership developed by the United Nations, the European Commission, the Environmental Defense Fund and the Climate and Clean Air Coalition to improve the accuracy and transparency of methane emissions reporting with a goal of reducing emissions. OGMP 2.0 commits member companies to report methane emissions in accordance with what are widely recognized as the highest established standards, as well as to set industry-leading methane reduction targets. It is the only comprehensive, measurement-based international reporting framework for the sector. Participation supports Williams' full-value chain NextGen Gas program to provide path-specific methane intensity certifications to utilities, LNG export facilities and other cleaner energy users. Williams was the first U.S. large-scale integrated midstream organization to join OGMP 2.0.

Partnership to Address Global Emissions (PAGE):

PAGE is a nonpartisan coalition of like-minded organizations that advocates for policies, such as permitting reform, that will enable the development of infrastructure needed to increase production and export of U.S. LNG to replace foreign coal and lower GHG emissions. PAGE members include energy companies, NGOs, trade unions and climate advocates.

Pipeline Research Council International (PRCI):

PRCI is a program focused on technology development to reduce GHG emissions in all aspects of our industry — from combustion emissions to fugitives. Williams drives industry research through our membership in the PRCI compressor and pump station technical committee, and Williams' Vice President, Environmental and Permitting resides as the chair of PRCI. PRCI's Emerging Fuels Institute (EFI), established in 2021, continues to spearhead research on next-generation energy transportation and storage. EFI will research energy sources such as hydrogen, renewable natural gas and other potential gas and liquid fuel sources to find solutions that safely meet global energy needs. EFI currently has 23 active projects aimed at closing the gap to safely develop the hydrogen economy and infrastructure. Williams was among the founding members of EFI's CO₂ transport team, and our Director of Engineering — Plants and Facilities is currently the chair of the institute.

Texas Methane and Flaring Coalition:

This Coalition is focused on identifying and promoting best practices for reducing flaring and methane emissions in Texas. Williams is a Coalition member, along with all of Texas' oil and gas trade associations and over 40 oil and gas companies.

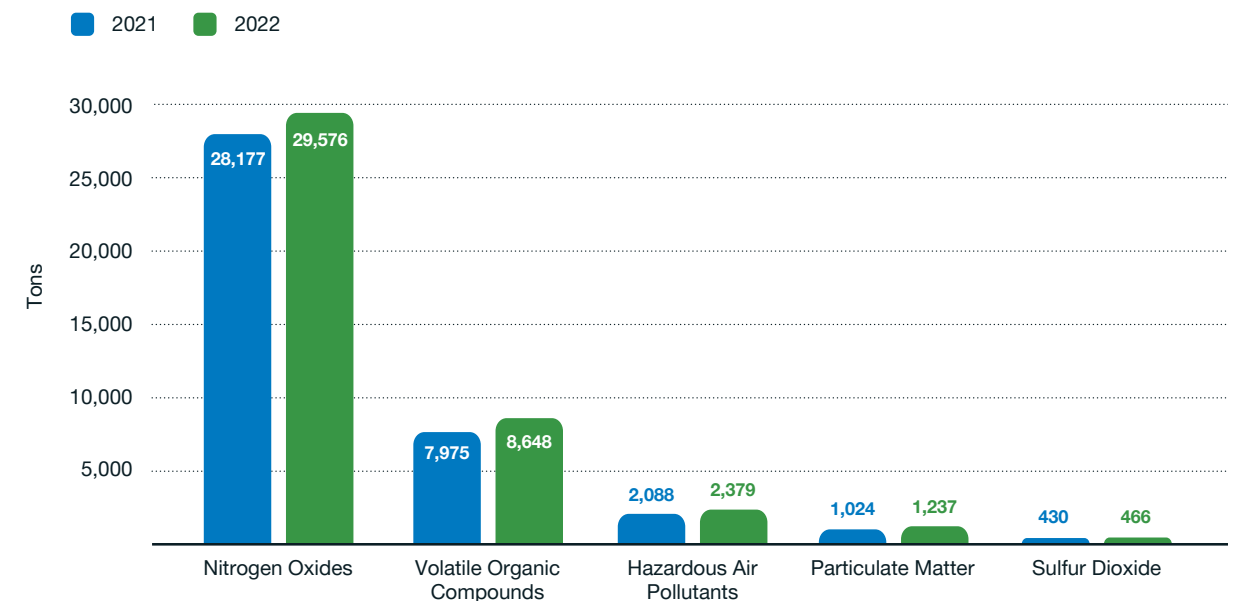
Non-GHG Air Emissions

SASB EM-MD-120a.1

Williams closely monitors the air emissions associated with our operations to meet increasing energy demand while mitigating potential air emissions impacts on people and the environment. Our actions to address operational GHG emissions overlap with how we minimize our non-GHG air emissions. Air emissions from our facilities include, but are not limited to, nitrogen oxides (NO_x), volatile organic compounds (VOCs), hazardous air pollutants (HAPs), carbon monoxide (CO), sulfur oxides (SO_x) and particulate matter (PM).

Increased criteria pollutant emissions in 2022 are due to increased fuel combustion by our compressor drivers that transport growing volumes of natural gas to our transmission segment customers. Criteria pollutant emissions are anticipated to decrease with continued investment in our Emissions Reduction Program for equivalent volumes of gas, pressure and transport distance. We also follow a standardized approach for asset construction, operation and maintenance to minimize air emissions.

Non-GHG Air Emissions



Williams tracks and collates air quality-related data across our enterprise through a robust GHG and criteria air pollutant dashboard, and we utilize PowerBI and Maximo to monitor progress. We calculate and report annual emissions data from our facilities to the applicable regulatory agencies following permit requirements. In addition, the Williams Environmental Assessment Program, a set of protocols and tools we use to evaluate environmental compliance at our operations and throughout the lifecycle of construction projects, establishes a process for conducting internal audits of air emissions compliance. We also provide air quality permit training for employees who maintain our facilities and support capital projects.

Tracking air emissions from our operations allows us to evaluate our performance and identify opportunities for improvement. Our methods for mitigating air emissions include retiring and replacing legacy equipment, maximizing operational efficiency, following operational and maintenance best practices and controls, implementing new technologies and monitoring compliance with local, state, regional and federal laws and regulations. For example, in 2022, all applicable Williams turbines complied with new formaldehyde emissions limits that went into effect in March 2022.

Williams works to reduce air emissions through modernization programs focused on retiring and replacing legacy equipment. Our Emissions Reduction Program (ERP) is a multi-year investment project that aims to considerably reduce NO_x and methane emissions from Transco and Northwest Pipeline (NWP) compressor stations. The ERP replaces legacy compression equipment with a combination of modern, NO_x-limiting natural gas-fired turbines and electric motor drive (EMD) compressors equipped with vent gas reduction systems, also resulting in an anticipated reduction in equipment downtime and improving reliability for customers.

The projects incorporate gas recovery technology to reduce vented methane, and the turbine compressors transport natural gas using combustion technologies that are lower emitting than required by current air quality regulations. We project that the ERP will reduce Transco and NWP system-wide transmission sector NO_x emissions by over 75% and compressor methane emissions by approximately 50% from recent levels.

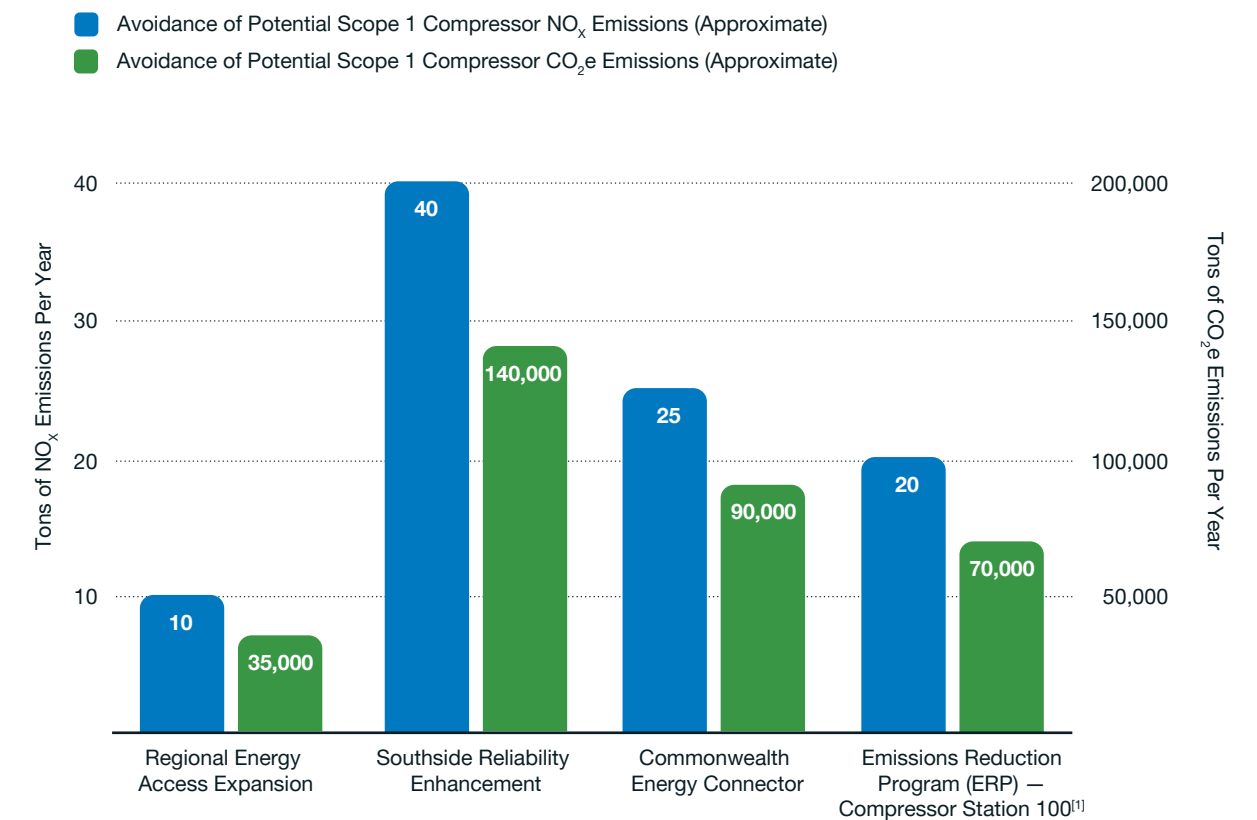
In 2022, under the NWP ERP we installed one low NO_x gas-fired turbine to replace four legacy reciprocating engines at our Rangely Compressor Station and made low NO_x emissions upgrades to two existing turbine engines at our Boise Compressor Station. As a result, we expect to see significant reductions of averaged annual emissions by approximately 740 tons of NO_x per year for the full calendar year beginning in 2023. Under the Transco ERP, Station 180 will go into service in 2023. Stations 80, 100, 150 and 160 ERPs will go into service in 2024, with significant permitted emissions reductions. For 2023 Station 180 ERP, Transco will retire and replace 14 legacy natural gas combustion reciprocating compressor engines with two new natural gas combustion turbine compressors, which are expected to result in a reduction of permitted emissions by approximately 2,600 tons of NO_x, 1,200 tons of carbon monoxide, 240 tons of volatile organic compounds and 60 tons of formaldehyde per year, along with an estimated reduction in compressor methane potential to emit of 2,000 tons per year.

In addition, Williams updated our process for evaluating alternatives for compressor horsepower expansion and replacement projects within the Transco system. This process update enhances the decision-making matrices that govern the installation of EMD compression over natural-gas fired compression for the purposes of

mitigating GHG and criteria pollutant emissions at compressor stations through the analysis of local grid resource mix, reliability and security, better positioning the company to reduce our Scope 1 and 2 GHG emissions. For more information on reducing GHG emissions, see [Operational Greenhouse Gas Emissions](#).

Examples of ongoing compressor station projects that have approved an EMD compression alternative include those in the chart below. These avoidance projects are expected to go into service in 2024 and 2025.

Avoidance of NO_x and CO₂e Emissions for Williams Compressor Station Projects



[1] Plus an approximate reduction of 350 tons/year NO_x and 145,000 tons/year CO₂e from the replacement of three legacy natural gas-fired turbine compressors.



Northwest Pipeline in Hood River, Oregon.

Biodiversity & Land Use

SASB EM-MD-160a.1, EM-MD-160a.2

Environmental stewardship is core to Williams’ operations. We are increasing our focus on safeguarding biodiversity and using land responsibly while advancing the clean energy economy. Williams strives to preserve the environment for future generations by avoiding, minimizing and mitigating potential impacts on biodiversity and land during the routing, siting, construction, remediation, and retirement of pipelines and facilities. During

construction activities, Williams goes beyond regulatory requirements and employs an Environmental Inspector or designated Environmental Responsible Person to oversee environmental compliance of project plans and permits. Williams began implementing this standard across all Williams operating areas in late 2022 and anticipates the integration of this standard into the Williams Integrated Management System for full execution in 2023. Additional information can be found in our [Biodiversity Statement](#).

Biodiversity Management

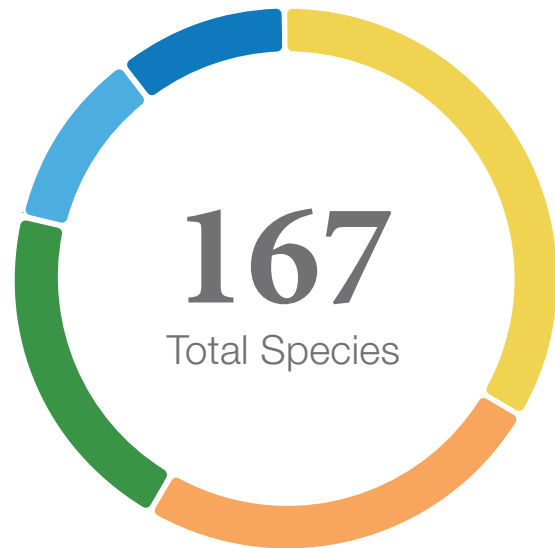
Williams’ biodiversity practices are governed by company-driven policies and local, state and federal regulations. Our approach to protecting the health of our local ecosystems reflects the key principles of the International Finance Corporation’s environmental and social sustainability performance standards. For both onshore and offshore operations, we apply an adaptive mitigation hierarchy to “avoid, minimize, restore, and offset” potential impacts on sensitive land and aquatic ecosystems during project development and execution.

Williams’ potential to affect biodiversity mainly occurs during the construction of our pipelines. In the early stages of project development, we conduct geographic information system (GIS) analyses, computer-based reviews and site-specific surveys to pinpoint sensitive environmental, cultural and historic areas. Our preliminary project analysis seeks to identify and protect areas of High Conservation Value (HCV) from the impacts of construction and prevent land use changes within natural habitats. We pay special attention to streams and wetlands; rare, threatened or endangered species; historic properties; and culturally important sites, including those important to indigenous peoples.

We also seek to understand interconnections (or interdependencies) between natural resources and local communities. This contextual information is valuable for decision making and long-term success of restoration and stewardship efforts. We use the outputs of the GIS analyses, combined with stakeholder feedback, to proactively develop natural resource management strategies that address any potential adverse effects from construction and operations.

Sustainable development of new projects involves responsibly managing natural resources and preserving ecosystem services in the process. When feasible, we design projects that use or run parallel to existing

rights-of-way to minimize habitat fragmentation and avoid areas with high biodiversity. We develop and execute new projects in compliance with all applicable regulations, including those issued or enforced by the U.S. Fish and Wildlife Service, Bureau of Land Management, National Oceanic and Atmospheric Administration Fisheries, U.S. Army Corps of Engineers and the Federal Energy Regulatory Commission. Our stakeholder engagement and actions related to biodiversity help us maintain collaborative relationships with landowners, communities and regulators. This supports our ability to manage our assets effectively and develop new projects responsibly.



2022 International Union for Conservation of Nature Red List Species in Williams' Areas of Operation

- 56 Endangered
- 42 Vulnerable
- 34 Critically Endangered
- 18 Least Concern
- 17 Near Threatened

In 2022, 12% of land owned, leased and operated by Williams was within or near areas of protected conservation status or endangered species habitat, as determined by the International Union for Conservation of Nature (IUCN); Ramsar Wetlands of International Importance; United Nations Educational, Scientific and Cultural Organization World Heritage Sites; and U.S. Fish and Wildlife Service. The chart to the left shows the number of IUCN red-listed species in 2022 within the counties where Williams operates.

Williams works closely with state and federal agencies to minimize impacts if we cannot avoid sensitive biodiversity areas by rerouting projects during the design phase. We evaluate projects early in the development stages to identify potential resource impacts and permitting feasibility before further considering executing on a proposed project. In addition to working with permitting agencies, Williams also collaborates with interest groups, biodiversity and land mapping experts, community organizations and land management agencies to develop appropriate impact minimization, restoration and offset plans. Standard minimization measures include following seasonal land clearing restrictions, reducing construction footprints and implementing specialized construction methods. In 2022, we continued our engagement with companies that provide GIS data services to ensure we have the most accurately available public land use data in our Environment, Health and Safety Master Asset Viewer system. This data allows our team to properly minimize adverse effects on biodiversity. Williams recognizes that right-of-way clearing and maintenance can have a long-term impact on trees since they cannot be replaced over the pipeline post construction due to pipeline integrity and monitoring reasons. We value forests for their important contribution to ecological biodiversity and climate by serving as nature's carbon

sinks. Our commitment to climate action extends to responsible management of this valuable resource. Whenever feasible, our project routing aims to avoid construction through forested areas and reduce the number of trees removed during clearing. Williams also supports reforestation and habitat restoration through corporate giving and partnerships with NGOs, such as the Arbor Day Foundation. In honor of the 50th Anniversary of the Arbor Day Foundation in 2022, Williams supported the Foundation to replant 50,000 longleaf pine trees in North Carolina, South Carolina and Louisiana. The longleaf pine tree currently covers a small fraction of its original range, and the loss of its ecosystem has been detrimental to the nearly 600 animal and plant species that depend on it. Reviving the species will help reduce forest fragmentation and give a home to endangered wildlife like the red-cockaded woodpecker, indigo snake and gopher tortoise. It will also reduce erosion due to the species' ability to grow in sandy and mountainous areas. Since 2020, Williams has supported eight Arbor Day Foundation projects that planted 135,290 trees across 268 acres in six states.



Transco right of way in Scottsville, Virginia.

Land Use

Williams is committed to responsibly installing pipelines during construction and, when assets are retired, restoring the land used for our facilities and pipeline infrastructure projects. We have a long-standing goal to return the land to its original state and create opportunities for beneficial reuse.

As part of our land use strategy, we work to mitigate the risk of landslides, which can affect pipeline integrity and disrupt the environment. In the Northeast, where the terrain is extremely sloped and susceptible to landslides, Williams assesses landslide potential during route development on proposed pipelines following The Nature Conservancy (TNC) and other industry guidelines. We route pipelines to circumvent potential problem areas to the most reasonable extent possible. When applicable, we use mitigation measures to reduce the risk of landslides, slips and erosion caused by tree-clearing and earthwork during construction and pipeline installation. Our internal landslide team evaluates existing sites that predate TNC guidelines and develops site-specific remediation plans to prevent landslides as necessary. Additionally, we continue to execute our landslide avoidance and mitigation efforts by monitoring susceptible sites using field and aerial patrols coupled with annual light detection and ranging (LiDAR) surveys. For more information on landslide risk mitigation efforts, see Aerial Monitoring Technologies within the Pipeline & Asset Integrity section.

Williams' asset retirement and removal obligation review process is a planning mechanism that allows us to identify the potential environmental impacts and associated costs of retiring an asset. We initiate a property assessment and subsurface investigation before any demolition or abandonment activity as part

of the process. The assessment's findings help determine an appropriate approach for restoring land no longer used as part of our operations. In addition, we have integrated additional monitoring and restoration activities into our permit-tracking tool to better understand the performance of our post-construction restoration efforts.

As part of our construction projects, Williams disturbed 2,395 acres of land across all owned, leased and operated land in 2022. However, we restored 1,092 acres during the same reporting period, the rest of which will be restored in future years, unless part of permanent above-ground facility footprint. We seek to temporarily stabilize disturbed soils immediately following completion of construction, and, for permanent restoration, we aim to successfully restore vegetative cover and stabilize disturbed soils within two growing seasons. When restoring land, we use native plants and seed mixes that support a diversity of pollinator species. Our restoration plans meet state and local regulatory standards and often include practices that exceed regulatory minimum requirements.

This year, Williams worked with restoration specialists at the Natural Resources Conservation Service (NRCS), land managing agencies, private consultants and seed suppliers to develop site-specific seed mixes that promote diversity and wildlife foraging across our West operating area. As part of this effort, the team coordinated to organize seed mixes by county, region and pipeline milepost, and we plan to evaluate the success of these seed mixes for the continued evolution of this initiative. We voluntarily implement restoration seed mixes at all new Northeast gathering locations and expansion projects companywide.



Lynda Schubring, Manager of Permitting, with stakeholders at Trolley Trail in Pennsylvania.

Additionally, Williams permitting team supported wet meadow project work funded by the Wyoming Game and Fish Department's Southwest Wyoming Local Sage-Grouse Working Group and the Wyoming Wildlife Federation. Structures built by volunteers will aid in the restoration of wet meadows by reducing erosion, retaining surface water runoff and enhancing habitat to support both local and migrating wildlife. Williams captured aerial photographs using a drone and generated an orthomosaic, or high-resolution composite image, of the project area. Comparing this orthomosaic to future aerial photography of the area will allow us to evaluate the effectiveness of restoration efforts.

Funding provided by Williams helped The Conservation Fund and Countryside Conservancy buy an 18-acre property in Dalton, Pennsylvania.

This land is one of the final remaining sections needed to connect and close the recreational trail gap between Dalton and La Plume, Pennsylvania. The property will be used to expand the existing Trolley Trail, a potential 14-mile path for non-motorized recreation along the Northern Electric Trolley corridor. In addition to this 18-acre tract, The Conservation Fund, through contributions provided in part by Williams, allocated funds to the transfer of 426 acres of property in Lackawanna County, Pennsylvania, to the Pennsylvania Department of Conservation and Natural Resources (DCNR), which will provide protection for intact habitat that benefits migratory birds, bats and other wildlife.

Water

TCFD: Metrics and Targets

Water stewardship is important for several of our stakeholders, including local communities and non-governmental organizations. Williams understands water is a precious resource, and we work to protect it during asset construction, operation and retirement through our environmental inspection and compliance programs. We adhere to all applicable environmental laws, regulations and permit conditions related to water. Williams developed the internal Environmental Assessment Program (EAP) to identify corrective actions to maintain compliance. Risks and opportunities related to water were also considered as part of the TCFD-aligned physical and transition risk scenario analyses.

Williams recognizes the importance of effectively mitigating our water impacts when developing an asset or planning a new pipeline right-of-way. As part of our detailed routing and construction process, we thoughtfully review routing options to minimize environmental impacts, including water resources. Throughout this process, we try to avoid construction through forested wetlands and sensitive streams. We also aim to reduce disturbances by reducing workspaces in or near water features, using specialized construction techniques (e.g., horizontal directional drilling) where feasible and implementing soil erosion and sediment controls.

We also continue to improve our systems for monitoring operational water use. Williams operates a small number of water-intensive sites at which water is integral for operations and consumed in a significant amount. In 2022, we consulted with environmental specialists and our operations team to better understand water's role in our operations. As a result, we created a quarterly tracking form to record operational water use at these water-intensive sites, which improves resource awareness and helps us understand our risk exposure. We also implemented a water stress GIS layer that pulls directly from the World Resources Institute Aqueduct tool, which will allow us to continuously monitor the impact of our operations on water-stressed regions. Williams has identified approximately 300,000 gallons of water consumed from water stressed areas.^[1] Going forward, we plan to evaluate the impacts of our water use in these areas.

[1] This number is isolated to Williams' gas processing operations.



Northwest Pipeline in Hood River, Oregon.

Water Use & Effluents

While water consumption is not a large part of pipeline operations, we most commonly use it for hydrostatic testing during pipeline commissioning. In 2022, we withdrew approximately 9.78 million gallons of water for hydrostatic testing, most of which we reused or returned to the same basin from which it originated. We test hydrostatic water to verify that it meets permit condition standards, and we release it in an environmentally sensitive way in vegetated areas to avoid erosion. Williams used about 24% more water in 2022 than in 2021 due to an increase in pipeline projects, although this water use was not consumptive. By responsibly measuring and maintaining the water quality of effluents, Williams promotes strong community relationships and ensures regulatory compliance.

We strive to recycle the water we use wherever possible to improve our resource efficiency. For example, “regen” water — water removed from natural gas through dehydration — is captured from dehydrated beds and recycled for use in the amine system at our Echo Springs facility. We also recycle drilling fluid to minimize additional water intake during drilling activities. Additionally, salt-impacted groundwater pumped from remediation projects at our Conway, Kansas area facilities is recycled for use in facility brine operations, diverting the water from disposal. Occasionally, freshwater is pumped into the brine ponds to maintain proper salinity levels.

We focus on reducing the wastewater produced by cooling towers designed to cool the circulating water used in our processing plants. For example, Williams' investment in a process modernization project at Station 240 in Carlstadt, New Jersey, led to 2022 being the second consecutive year of zero industrial wastewater discharge from the station.

For water we must discharge, we adhere to stringent water quality standards and permitting requirements established by federal and state regulatory agencies. All water we use must meet acceptable standards before returning to the ground or surface. At our Dille Amine facility, Williams uses a 0.86-acre farm for the land application of reverse osmosis reject water, which is wastewater produced during the reverse osmosis process. This approach eliminates transportation and disposal needs while reducing costs and associated environmental hazards.

As Williams increasingly evaluates green hydrogen products, we understand that water may become a critical resource and are proactively developing responsible water resource management practices. Carbon-free hydrogen generation consumes water during electrolysis, which uses electricity to split water compounds into hydrogen and oxygen.



McPherson Valley Wetlands in Kansas.

Partnership & Initiatives

Williams supports broad-based research and initiatives on water-related topics. Throughout 2022, Williams continued to follow the work of the Arbuckle Study Group, formed at the direction of the Kansas governor, in response to increased injection zone pressures on the Arbuckle formation. Williams is monitoring how the group's findings may shape future injection practices.

We are also a member of the Consortium to Study Trends in Seismicity (CSTS), a public-private project to study seismicity trends in Kansas. Information obtained through the CSTS project helps improve our understanding of the increases in seismicity in Kansas and Oklahoma observed since 2013. As a member of the CSTS, Williams provides funding for the project and reviews data reports prior to publication. In 2022, we hosted the Consortium's annual meeting at our Conway facility.

To promote healthy aquatic habitats, Williams supports the Shamokin Creek Restoration Alliance in Pennsylvania and the South Santiam Watershed Council in Oregon. In 2022, we supported the South Santiam Watershed Council's Hamilton Creek Riparian Enhancement project, which benefits watershed health and drinking water for downstream communities. The creek also provides rearing habitat for two federally listed fish species.

Waste

Williams generates waste during the transportation, gathering, processing and treating processes. Common types of waste generated at our facilities and pipeline systems include used oil, pipeline liquids, pipeline/vessel sludge, used filters, pipeline coating, scrap metal and contaminated soils. While waste represents a relatively small portion of our overall environmental impact,

Williams focuses on proactively reducing our operational waste and effectively managing the waste we generate. We design our approach to managing nonhazardous and hazardous waste from our operations to mitigate environmental impacts, promote safe operations, protect human health and reduce cost.

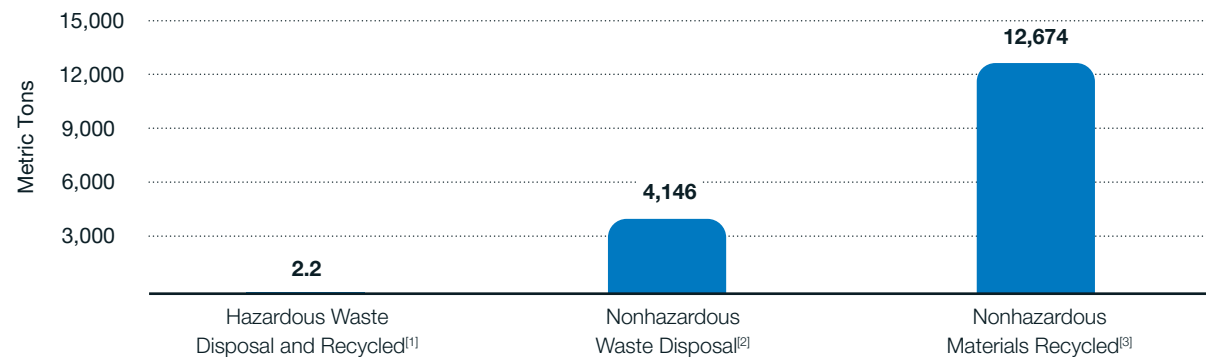
Waste Management

The Williams Integrated Management System (WIMS) establishes a standardized process for managing hazardous and non-hazardous waste at company sites, including characterization, storage, handling, packaging, transportation and disposal. We manage operational waste through prescriptive measures, including placing waste in designated, labeled containers, maintaining waste storage areas, conducting inspections and disposing of waste based on all applicable regulations. Our environmental specialists assist operations with waste characterization, disposal and reporting. Additionally, we evaluate waste management practices and performance as a part of our Environmental Assessment Program (EAP) for enhanced compliance assurance. Combined with training and compliance audits, these measures form the basis of our waste management approach.

In 2022, Williams established a Waste Handling Optimization goal for 2023 in our Transmission and Gulf of Mexico operating area. Our goal has three objectives: evaluate waste tracking platforms to establish a consistent, area-wide format for tracking all waste streams; develop a preferred list of well-performing waste vendors to handle our waste; and develop resources to aid with proper waste management activities, such as drum labeling, storage area requirements and other topics as needed.

Williams reviewed 2022 data for waste generation and disposal at 14 gas processing plants and three fractionation facilities. The waste data was categorized as hazardous or nonhazardous waste, as defined by federal regulations. It was then further categorized into waste sent off-site for disposal or recycling. Produced water was excluded from 2022 waste data. Going forward, we plan to expand the review of our waste impacts as we work to develop more robust tools to gather and report waste data. The 2022 data can be seen in the chart on the next page.

2022 Waste Generation & Disposal from Gas Processing Plants & Fractionation Facilities



[1] Hazardous waste shipped from Williams Gas Processing Plants and Fractionation Facilities. Includes waste managed as hazardous waste based on federal regulations and shipped to third party for disposal or potential use for a beneficial purpose such as energy recovery or fuels blending. Hazardous waste totals vary year over year depending on episodic events and maintenance activities.

[2] Non-Hazardous waste shipped from Williams Gas Processing Plants and Fractionation Facilities for disposal.

[3] Materials recycled includes nonhazardous materials shipped from Williams Gas Processing Plants and Fractionation Facilities. Includes used oil.

We provide guidelines and protocols for managing specific operational waste streams through the Williams Integrated Management System. For example, our Operating Guideline for aerosol cans lays out clear steps to characterize, manage and dispose of waste aerosol cans. The guideline includes the proper labeling, storage and disposal requirements to meet state and federal regulations. Our Operating Guideline for hydrovac slurry, a construction byproduct composed of soil and water, allows for the reuse of the slurry when following specific protocols. Before initiating construction, we require construction projects that will engage in significant excavation to develop a Hydrovac Slurry and Excess Fill Materials Management Plan. Additionally, in 2022, we upgraded our Operating Procedures to prescribe a more consistent approach for managing polychlorinated biphenyl (PCB) waste.

As part of our commitment to conduct business in a safe and reliable manner, we manage chemical inventory reporting through our internal operating requirement for Tier II reporting and hazard communication. Environmental specialists prepare and submit annual Tier II chemical inventory reports to the appropriate regulatory agencies. Additionally, beginning in 2022, Williams prepared for Toxic Release Inventory (TRI) reporting requirements for gas processing plants under NAICS code 211130 established for the 2023 reporting deadline. Williams' Safety Data Sheets are publicly available to provide interested stakeholders with detailed information that meets local, state and federal requirements. For more information about Williams' Safety Data Sheets, visit our [website](#).

Mercury contaminants can potentially accumulate in the piping and vessels of our operating assets, generating hazardous waste. In 2022, we completed a large scale mercury evaluation across the Transco system to identify receipt points that are sources of elevated mercury concentrations in gas and gas condensate. As a result, we plan to continue to perform smaller site-specific evaluations at points that present the most risk. We also continue to perform mercury-in-gas sampling at our key receipt points, storage facilities and mainline compressor stations. In addition, we perform X-ray fluorescence surveys for wall-bound mercury in piping and vessels removed from service or in need of repair. Through these efforts, we safely and appropriately manage mercury exposure risks.

Radioactive waste is not a significant concern in our operations. However, we monitor evolving regulations around Technologically Enhanced Naturally Occurring Radioactive Materials (TENORM) and continue to analyze our waste streams for specific radionuclides generally found in the oil and gas industry where applicable. As regulations develop, we will follow management and disposal requirements that may affect our waste streams.

In addition to our waste management and minimization efforts, we also discuss our approach to managing spills and releases and tracking our Loss of Primary Containment performance in the [Pipeline & Asset Integrity](#) section of this report.

Minimizing Waste

We seek waste minimization opportunities while ensuring natural gas reliability. For example, our underground hydrocarbon storage facilities in Conway, Kansas, operate caverns developed in natural salt formations to store millions of barrels of natural gas liquids. The Kansas Department of Health and Environment authorized a waste minimization process as an alternative to landfill disposal of salt-impacted earthen materials. Williams practices this emplacement process of returning natural materials to the subsurface. As a result, Williams has diverted approximately 31,000 tons of salt-impacted soil from landfill disposal since January 2017. In addition, the emplacement of these solids provides stabilization of caverns that are no longer in service for natural gas liquid storage.

In our corporate offices, we work with third-party waste handlers to recycle paper, plastic and cardboard. In 2022, our Tulsa headquarters building collected and recycled approximately 40.44 tons of these materials, which includes materials recycled on all tenant-occupied floors. To promote sustainable practices in our corporate offices, we encourage employees to avoid printing documents when possible. In 2022, we decreased the number of printed pages by 14% compared to 2021, which is equivalent to saving 66 trees and 153,214 gallons of water. In addition, Williams recycles and donates electronic hardware, such as computers and electronic accessories.

We take more waste reduction actions by assessing and identifying facilities with the greatest opportunity to switch from existing lighting technology to more efficient LED technology. In 2022, we continued replacing existing light bulbs with LED lighting helping to improve our waste management and energy efficiency.

Williams Tower in Houston.

WILLIAMS WILL BE THERE

Striving for LEED Certification

In 2022, Williams' Facilities and Construction team advanced an ongoing initiative to modernize and remodel 10 floors of our Houston office building. The Modernization Program aims to achieve LEED gold certification by:

- Reducing volatile organic compounds and other toxic materials during construction
- Recycling, donating and selling old furniture
- Increasing use of natural light
- Integrating mechanical, electrical and plumbing controls to reduce electricity and water use
- Installing EnergyStar® rated appliances

As part of this initiative, Williams is making significant efforts to divert waste from landfills and improve resource efficiency. During renovations of three floors in 2022, Williams accumulated 3,690 cubic yards of waste, including trash, concrete, sheetrock, metal, wood, plastic and cardboard. Williams recycled 86%, or 3,189 cubic yards, of the waste produced. We plan to continue renovating floors until the program is complete, at which point we will submit for LEED certification.

Site Closure & Rehabilitation

Williams is committed to responsible environmental management throughout our site closure and rehabilitation processes. We plan for asset retirement and land restoration well in advance of a site closure date and set aside appropriate funding. As Williams retires operations, we consciously consider how we will dismantle the facilities, explore potential future uses of the land and assets, and remediate the sites in accordance with regulatory agencies.

In cases where we are responsible for an environmental impact, Williams will often retain responsibility for, and control of, the closed property site until clean-up is complete. We work through state voluntary clean-up programs, and in some cases consent agreements, to restore these sites until we have met all regulatory requirements. Our goal for legacy sites is to remediate soil and groundwater in the area to ultimately restore the land for company, public, third-party reuse and/or habitat creation.

In 2022, Williams' environmental services team managed 94 active remediation sites, for a total environmental accrual for remediation of \$41 million. Williams' remediation projects have earned recognition for excellence in Site Reuse Award from the U.S. Environmental Protection Agency. We work with multiple state and federal regulatory agencies to update and complete site closure plans, allowing for land rehabilitation, repurposing and/or re-use. We also align this work with our biodiversity practices to ensure we are protecting habitats for native plants and wildlife. When necessary, throughout the site closure process, Williams engages with multiple stakeholders, including local community members and leaders to minimize disruption. Williams is responsible for remediation projects throughout our nationwide footprint, with the goal to ultimately return the remediated landscape to a beneficial use.



Briana Schulze, Director of Operations and Cherice Corley, Communications Specialist Staff at Pine Needle in Stokesdale, North Carolina.

WILLIAMS WILL BE THERE

Protecting People & Strengthening Infrastructure

Maintaining the safety and integrity of our assets and operations is central to Williams' business. Aligned with our Core Values, we operate in a safety-driven manner that protects our employees and contractors, safeguards the public and secures our infrastructure.



Pablo Hidalgo, Operations Technician Lead at a Transco meter station at Floyd Bennett Field in Princeton Division.

Pipeline & Asset Integrity

GRI 3-3, 306-3; SASB EM-MD-160a.4, EM-MD-520a.1, EM-MD-540a.1; SDG 8; TCFD: Metrics and Targets

Why This Matters to Williams

Our pipelines span more than 33,000 miles across the country and traverse thousands of communities. It is imperative that we preserve the integrity of our assets to protect the communities and ecosystems surrounding our operations. Maintaining safe, secure operations is fundamental to upholding our commitment to delivering clean, reliable energy,

servicing our customers and generating value for our shareholders. Williams follows robust operating practices and uses the Williams Integrated Management System (WIMS) operating requirements and Integrity Management Plans to prevent leaks, ruptures and releases to the environment. We also have clear processes and procedures to effectively respond in the event of a rupture or release.



Jeff King, Senior Operations Manager, and Michael Watkins, Training Specialist at the Transco Pipeline Station 145 in North Carolina.

Governance & Oversight

Williams has developed a comprehensive Pipeline Safety Management System (PSMS) in alignment with the industry and American Petroleum Institute (API) Recommended Practice (RP) 1173. Our PSMS applies the Plan-Do-Check-Act philosophy of continuous improvement and provides a framework that enhances pipeline safety performance through standardization of key program elements. This continuous growth model reinforces Williams' commitment to zero incidents by identifying and prioritizing risk reduction opportunities.

The PSMS governance structure features a core team of subject leads to mirror the structure of the WIMS, our standard operating requirements and project standards management system developed to mitigate all operational, EHS and compliance risk. This structure allows Williams to integrate API RP 1173 criteria into our internal functions and creates opportunities for collaboration between different teams and functional areas. We performed baseline scoring against API RP 1173 in 2022 to measure the maturity of our PSMS and to identify improvement opportunities.

Risk management is a key element within our PSMS. Our Integrity Management Plans (IMP) present a structured approach for evaluating safety threats and implementing controls to prevent or mitigate the effects of potential incidents. Our approach includes deploying of pipeline integrity assessments and subsequently repairing identified defects. We set and achieved an annual performance measure to complete 100% of required integrity assessments. In 2022, Williams completed integrity assessments on 132 pipeline segments. 14 of those segments did not require inspection per regulatory code. In total, we performed 3,200 miles of integrity assessments in 2022. We also follow Mechanical Integrity Quality Assurance Programs for facilities that follow OSHA Process Safety

Management (PSM) regulations. All facilities, despite regulatory authority, use an operational risk management approach to prioritize and mitigate integrity risks. This approach allows us to evaluate risks from both a severity and probability perspective and apply appropriate preventive and mitigative measures.

Williams conducts annual performance evaluations to assess all elements of our integrity programs, pinpoint improvement opportunities and develop action items to track completion of recommended improvements. The asset integrity team presents an annual performance summary of our Integrity Management Plans to executive leaders, as required by our Gas, Liquid and Facility Integrity Management Plans. Our executive leaders, primarily our Chief Operating Officer executive team, oversee our system integrity by reviewing risk results and approving preventive and mitigative measures to be executed in the field. They then engage in annual planning and budgeting for all integrity activities.

Williams maintains a Control Room Management Plan (CRMP) to ensure safe operations and mitigate human factor risks. We also utilize a SCADA (supervisory control and data acquisition) system to promote more effective remote control and pipeline monitoring. Controllers are responsible for monitoring and evaluating pipeline facilities and taking appropriate actions to ensure that system Maximum Allowable Operating Pressure (MAOP)/Maximum Operating Pressure (MOP) is not exceeded. They must proactively monitor their areas of responsibility and identify any signs or development of abnormal or emergency conditions. They respond to pipeline and compressor/pump station pressure alarms 24 hours a day, seven days a week.

To promote the safe operation of assets and the health and safety of the controllers, our CRMP contains standard methods for assessing and managing controller workload, as well as identifying, mitigating and managing fatigue. The CRMP also includes measures that provide for effective controller response to alarms and establish controller understanding of the system they operate. Additionally, the CRMP provides a framework for training controllers and the teams they work closely with in operating the pipeline, and for identifying backup locations and systems in the unlikely event of an emergency where the primary control rooms and systems are not accessible.

In 2022, we underwent a third-party assessment of our PSMS implementation approach. This assessment affirmed our PSMS direction and provided valuable input to help drive our strategic planning and governance documentation processes. In addition, Williams' employees conduct performance reviews and record audits of our integrity programs annually with external, third-party audits, conducted at least every three years. We also recently completed a third-party review of our in-line inspection (ILI) validation process and responded to recommended changes with updates to the associated procedures and forms. Updates included integrating all ILI validation requirements following the most recent API 1163 ILI standard.

Monitoring Regulatory Compliance

Williams takes action to comply with all applicable laws and regulations related to our pipelines. We continually monitor regulatory changes and industry events to keep our IMPs and WIMS up to date. In 2022, Williams experienced no monetary losses as a result of fines or penalties due to enforcement associated with federal pipeline and storage safety regulations. In 2022, PHMSA issued a rule to mitigate risk to the environment

and public safety through the installation of rupture-mitigation valves in populated areas and setting minimum performance standards for those valves. Pipeline operators must be able to respond, shutoff and isolate the ruptured segment in less than 30 minutes. The rule also mandates new minimum valve spacing. In response, Williams is developing procedures to achieve full compliance with the ruling.

Williams also made updates to our IMPs following the implementation of Rule 3 of the PHMSA "Mega Rule," which was published at the end of 2021 and implemented in May 2022. Rule 3, known as the Gas Gathering Rule, expanded federal pipeline safety oversight to more than 400,000 miles of pipeline across all operators. The rule established federal pipeline safety oversight on some previously unregulated gas gathering pipelines. New regulations in Rule 3 include requirements for public awareness, emergency response, damage prevention, incident notification and annual reporting. As a result of the rule, we revised numerous procedures and are now reporting based on the expanded scope as required. For more information on how we have updated our procedures to comply with the Mega Rule, including Rules 1 and 2, see our [2022 Form 10-K](#).

Williams regularly engages with industry trade associations, including the Interstate Natural Gas Association of America (INGAA), American Petroleum Institute (API), Southern Gas Association (SGA), Liquids Energy Pipeline Association (formerly AOPL) and GPA Midstream (GPA), to evaluate new proposals for rules, regulations and standards and provide valuable feedback prior to implementation. We also engage directly with PHMSA leadership throughout the year, as well as the Pipeline Safety Trust, an independent nonprofit organization representing public interest.

WILLIAMS WILL BE THERE

Promoting Pipeline Safety Through Industry Collaboration

Williams continues to invest resources into cross-industry collaboration to improve pipeline integrity. Williams is a member of the Pipeline Research Council International's (PRCI) Emerging Fuels Institute (EFI). EFI works to resolve the technical gaps that exist as the industry transitions to low-carbon energy solutions, while using existing pipeline asset infrastructure. Additionally, Williams is actively involved in PRCI's Crack Management Strategic Research Program, which drives work related to crack susceptibility, inspection, assessment and remediation. We use this work to continuously improve Williams' Crack Management Program and improve our safety performance.

Also, Chad Zamarin, Williams' Executive Vice President, Corporate Strategic Development, is an appointed member of the PHMSA Gas Pipeline Advisory Committee (GPAC), which is comprised of federal and state government members, industry experts and the public. GPAC reviews PHMSA's proposed regulatory initiatives to assure the technical feasibility, reasonableness, cost-effectiveness and practicability of each proposal. The committee also evaluates the cost-benefit analysis and risk assessment information of the proposals.

Additionally, Williams participates in opportunities for industry pipeline safety collaboration, including Interstate Natural Gas Association of America, PRCI and applicable joint industry projects. Williams' asset integrity team is regularly involved in the API working groups and standards development/revision teams. In 2022, Williams joined PSMS API Joint Industry team to improve joint industry learning and industry commitment to zero incidents.

Finally, through the Quantitative Risk Assessment Joint Industry Project, Williams is working with multiple other midstream operators to compare best practices for risk modeling. Project members will collaborate with PHMSA to communicate shared principles and build consensus around common practices and criteria.

Incident Notification & Reporting

Williams maintains incident notification and concern reporting procedures in the Williams Integrated Management System (WIMS) requirements. These procedures guide our notification and recordkeeping activities during potential or actual incidents. Williams manages all environmental and safety-related incidents through the Incident Management module within

Maximo, our Enterprise Asset Management system. Maximo is used to collect incident response data for nonevents, such as hazard identification; events with no negative consequences, such as near misses; and events with negative consequences, such as incidents. In early 2022, we refreshed our data collection procedures and risk severity criteria to better align with our industry and create a more robust incident database to drive learning and continuous improvement.



Chris Fedor, Operations Technician at the MacNew Compressor Station in Hop Bottom, Pennsylvania.

Spill & Release Performance

Williams implements rigorous operational requirements to uphold strong spill and release performance and remains committed to preventing spills and releases throughout our operations. In cases where we do not meet our commitments, we focus on reporting our data transparently. We prioritize the health of the environment and the safety of the communities we serve by continually improving our systems and procedures for spill and release management.

Williams has spill prevention and response plan operating requirements, for both onshore and offshore assets, in our WIMS procedures. These operating requirements include company-wide procedures for preventing spills and minimizing impacts to communities and ecosystems in the event of an incident. The requirements help determine when we use spill plans and how we continuously develop, implement and maintain effective plans. Our plans also address compliance with regulatory requirements for pollutant prevention at our owned and operated assets. If a spill occurs, we have processes and tools in place to control the spill and reduce its impact. We report spills to regulatory and community stakeholders, remediate resulting impacts, investigate root causes and subsequently improve program management and other controls to reduce the risk of future events.

Williams tests our spill response preparedness and capabilities through a comprehensive drill program that assesses Williams' response to our designated "worst-case" discharges using real-time weather and conditions. We use a pre-determined scenario without

informing the operations teams that engage in the drill. Our plans and drills facilitate Williams' ability to protect sensitive local and coastal ecosystems and recover and properly manage discharged products.

Our preventive maintenance procedures are an integral component of our spill and release reduction efforts by keeping assets operating as intended. In addition, we use a safety and environmentally critical equipment checklist to designate critical equipment and prioritize preventive maintenance activities accordingly. We took this voluntary step in response to incidents experienced by other companies in the midstream sector. We work to implement best practices based on our own experiences, as well as those of our industry peers.

In addition to establishing preventive controls and mitigation practices for spills and releases in our management systems, we focus on improving spill and release performance within our operations. We have data collection initiatives in place to increase transparency of spill and release incidents from operations and project sites. This allows us to investigate more events and share lessons learned, resulting in improved procedures and reducing the likelihood of additional spills or releases. Williams set a goal in 2022 to reduce company-wide reportable spills and releases by 10% from the previous year and we will continue this goal in 2023. We also established a second goal in 2023 within the Project Execution group to reduce construction-related reportable spills and releases by 10% from 2022 performance.

In 2022, Williams recorded 90 total agency reportable spills and releases, experiencing a 12.5% increase from 2021, not meeting our goal of a 10% reduction in reportable spills and releases from 2021 performance. This increase was due to increased activity in states with low reporting thresholds. Our total spills included five agency reportable hydrocarbon spills over one barrel to soil and water, equaling 25 barrels of hydrocarbons in total. Williams had zero reportable hydrocarbon spills in unusually sensitive areas in 2022. Williams experienced 18 pipeline incidents reportable to PHMSA in 2022, 10 of which were significant as defined by the agency.

When constructing pipelines, Williams occasionally uses horizontal directional drilling (HDD), a trenchless construction method, to cross environmentally sensitive areas. To evaluate HDD feasibility and implement best practices, Williams employs HDD



Metering station in New York City.

subject matter experts to oversee all aspects of the HDD project lifecycle. We also use industry best practices and standards when evaluating, designing and constructing HDDs on pipeline infrastructure projects. In 2022, Williams experienced only one reportable inadvertent drilling fluid release to environmentally sensitive areas during projects where we used the HDD construction method.

Loss of Primary Containment

Williams continues to place a high emphasis on Loss of Primary Containment (LOPC), which describes an unplanned or uncontrolled release of any material from primary containment. We have made LOPC performance a company-wide priority by including our LOPC reduction goal in our Annual Incentive Program. In 2022, the company experienced a 4% reduction in total LOPC events, which fell short of our target to reduce LOPC events by 10% by year end. To uphold our LOPC performance focus, we have renewed our Annual Incentive Program goal to reduce LOPC events by an additional 10% in 2023.

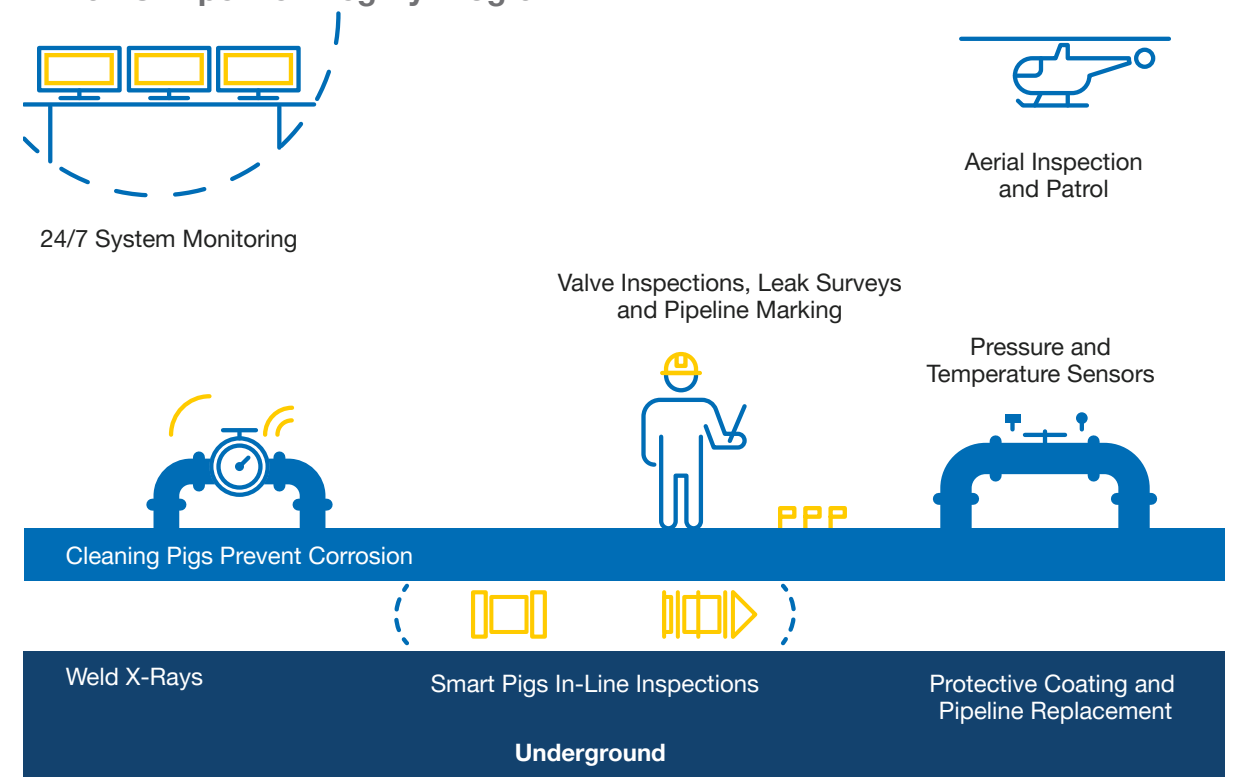
Our enterprise and franchise LOPC focus teams meet regularly to discuss LOPC performance, review incidents and investigations, and share lessons learned and successful strategies company-wide to reduce both total and high-severity LOPC events. We implemented work practices such as voluntary LDAR and regular maintenance of identified components, producing a direct line of site into equipment reliability and LOPC reductions. Additionally, Williams also implemented cost-effective projects to minimize vibration and fatigue on rotating equipment. For more information on reducing emissions, please see [Operational GHG Emissions](#) and [Non-GHG Air Emissions](#).

Programs & Initiatives

Williams' Integrity Management Programs allow us to monitor, inspect and maintain our pipeline and facility systems using advanced risk modeling and analytics. Williams continually monitors pipelines for flow, pressure, temperature and other factors through our dedicated control centers, which include automated system response to potential leak conditions. Our Pipeline and Facility Risk Models include probability-based corrosion modeling, excavation damage trend data and pipeline control data, all providing leading indicators of pipeline safety events. These programs initiate mitigation methods including non-destructive inspections using technologies such as magnetic flux, ultrasonic and acoustic to monitor, measure and mitigate anomalies. We continuously improve on our Pipeline and Facility Risk Models to advance our understanding of threats. In 2022, we initiated a process to utilize field data on depth of cover in the Pipeline Risk Model to better assess risks of excavation damage. The use of all data within the Pipeline and Facility Risk Models allow for more meaningful discussions of risk mitigation options moving forward.

See a detailed visualization of Williams' Pipeline Integrity Program below.

Williams' Pipeline Integrity Program



Aerial Monitoring Technologies

Williams uses unmanned aerial systems (UAS) for surveying and 3D modeling, facility and equipment inspections, construction monitoring and environmental compliance. Environmental compliance includes right-of-way inspections, vegetation growth and thermal imaging for leaks. As an added security measure, Williams also deploys UAS to monitor activities in our pipeline rights-of-way that may need investigation or response. Williams now employs 19 registered Federal Aviation Administration (FAA) Part 107 Remote Pilots and owns and operates more than 12 different UAS with sensors capable of photography, video, photogrammetry and thermal imaging.

We use LiDAR technology to monitor and respond to changing conditions in areas subject to landslides that could adversely affect pipelines. For example, in 2022, we used LiDAR to identify and restore landslide sites in southeastern Ohio and northern West Virginia. We remediated landslide sites to mitigate risks to pipeline integrity and to avoid long-term impacts to local streams and habitats. We also performed pipeline strain relief excavations and installed strain gauges on the exposed pipelines to monitor future pipeline movement. We plan to continue subsurface monitoring to detect future ground movement.

In 2022, we delineated 186 landslides near operational pipelines and remediated 23 landslide sites in southeastern Ohio and northern West Virginia (i.e., the Ohio River Supply Hub). Our technical services group allocated \$3.8 million to complete 10 landslide remediation projects to prevent pipeline integrity issues and avoid long-term impacts on local streams and habitats.

Landslides are also remediated on newly installed pipelines by our Ohio River Supply Hub E&C group in order to satisfactorily close out construction permits.

In 2022, we remediated 13 landslides on new pipeline rights-of-way as part of restoration. Lastly, we used the 2022 LiDAR to prepare a preliminary landslide remediation list for 2023. We anticipate approximately 20 landslides will be remediated in 2023 for pipeline integrity, environmental preservation and landowner appeasement.

In 2022, Williams implemented new solutions to improve our aerial leak detection, which were initially identified during a series of pilot projects conducted in 2021. The solutions will provide more accurate identification of leaks, improve the efficiency of detection activities, elevate the effectiveness of leak mitigation techniques, and more effectively share results. Throughout our regulated pipeline systems, we complete aerial patrols more frequently than PHMSA's minimum requirements as an added damage and leak prevention measure. For example, in 2022, Williams voluntarily performed a methane detection aerial survey in Southwest Wyoming. Through this survey, Williams identified a pipeline leak that was immediately addressed by the operations teams. Through this implementation, the team was able to see true value in performing aerial flyovers and, as a result, will be implementing them more often in the future. We also continue to evaluate drone technology for aerial leak surveys, including more continuous data gathering and migration into GIS for field follow-up.

Williams also performed top-down aerial flyovers of selected assets as part of our QMRV and NextGen Gas program to verify the completeness and accuracy of previous measurement programs, pursuant to OGMP 2.0 standards. Additionally, Williams announced a partnership and subscription to Orbital Sidekick, a satellite-based emissions monitoring service which will offer complete and frequent coverage of Williams' assets with one of the highest resolution methane emissions satellite providers.



Transco Pipeline in Virginia.



Northwest Pipeline located in Sumas, Washington.

Pipeline Inspections & Corrosion Prevention

Williams adheres to integrity requirements and guidelines included in the Williams Integrated Management System (WIMS). WIMS outlines the company's expectations for managing pipeline integrity quality assurance, data management and inspections.

To prevent corrosion, Williams runs cleaning pigs and uses in-line inspection tools for flow assurance and threat management, including threats such as internal and external corrosion. We coat all new pipelines with modern coating systems that act as the primary barrier to corrosion. We also use cathodic protection as a second line of defense to prevent corrosion.

In 2022, our utilization of in-line inspection crawler technologies increased in lieu of hydrotesting to generate detailed data sets for segments that cannot support traditional pigging activities. Additionally, we increased our use of smart tools and cleaning instruments that can regulate their travel speed, which improves data gathering capabilities and reduces impacts to customers. In addition, we expanded our

use of new high-definition "ultra" tools that can identify smaller, pinhole-like corrosion and inspect for corrosion within the long seam weld of a pipeline.

In response to new regulations in U.S. 49 Code of Federal Regulations Part 192, which require operators to reconfirm their Maximum Allowable Operating Pressure (MAOP) when material and pressure test records are not available, Williams piloted our first Engineering Critical Assessment (ECA) project. The ECA project required the use of an ILI tool to establish populations of pipe with similar characteristics. After establishing populations of pipe, we compared them to Williams' available material records. These records received previous evaluation to meet regulatory requirements known as "traceable, verifiable and complete" (TVC). Reconfirmation of MAOP is required in certain areas where records are not TVC. Use of an ECA method is beneficial in that it reduces the number of blowdowns required through hydrotesting and/or pipe replacement, which are other available methods. Williams is on track to complete work on all pipe segments subject to MAOP reconfirmation by the regulatory-required due dates.

Hard Spot Integrity Management

Hard spots, a known industry threat, were created by unintentional, localized quenching during the manufacturing process of older pipeline steel. Pipe containing hard spots can be susceptible to hydrogen induced cracking. The potential for hydrogen to exploit a hard spot and result in a crack is increased by damaged or degraded pipe coating and higher levels of cathodic protection. Williams will continue to investigate the potential existence of hard spots and management methods as we evaluate the potential to transport hydrogen in our pipeline system.

Williams has joined several industry initiatives, including through PRCI, to better understand the threat of hard spots, including the structural, environmental and operational conditions that can increase risk. The goal is to better understand the threat in the hopes of reducing the risk of future hard spot-related events. Specifically, Williams has updated our Pipeline Risk Model to include more thorough identification of pipeline sections with hard spot susceptibility, which has resulted in many new in-line inspections targeted at hard spot management. Williams has also initiated a cathodic protection review with the goal of reducing risks for hard spot-susceptible assets.

Facility Mechanical Integrity

Williams conducts assessments and visual inspections of facilities on a condition-based schedule using a corrosion-based analytical process, including special emphasis assessments at higher-risk areas. When we install new equipment, we perform inspections prior to startup or asset commissioning to create a mechanical integrity assessment baseline. We compile all historical design, inspection and testing information into a condition-monitoring database for accurate inspection and data analysis. Through this process, Williams identifies assets that require comprehensive engineering assessments for continued safe operations.

We continue to look for ways to strengthen our strategy around operational risk management. We follow an API-recommended approach to Corrosion Control Documentation (CCD), which identifies damage modes and profiles associated with design and operational conditions that pose various levels of operational risk. The CCD complements our use of Integrity Operating Windows to establish inspection plans for assets within processing facilities. We have also implemented a Risk Based Inspection (RBI) module in the Plant Condition Monitoring System to complement the CCD program. The RBI Program Charter is complete and under review, with implementation expected to begin in 2023.



Doug Schloegel, Maintenance Coordinator at the Transco Pipeline Station 610 in Millerville, Pennsylvania.

Preventive Maintenance

Our preventive maintenance plan is an integral part of our integrity efforts. We voluntarily use an equipment checklist to designate safety- and environmentally-critical equipment and prioritize preventive maintenance activities around these designations. In 2022, we performed risk assessments and prevention mitigation reviews on all our assets, regardless of regulatory requirement. We continuously work to implement best practices based on our own experiences, as well as those of our industry peers.

In 2022, Williams partnered with a joint industry team to complete research on composite repair applications, which expanded our ability to use these applications on seam weld anomalies and crack-like defects. This allows us to reduce the number of cutouts when repairing anomalies, reducing the cost of repairs and the frequency of service outages to keep our assets operating as intended to safely and reliably deliver natural gas to our customers.

Hydrogen & Pipeline Integrity

Williams is taking part in many research projects studying the effects of hydrogen blending on the integrity of pipeline infrastructure. Williams is part of PRCI Emerging Fuels Initiative (EFI), a collaborative industry research project supporting future special projects such as the DNV joint industry project on measuring the effect of hydrogen and natural gas blending on the fracture toughness of vintage pipelines. Williams also is participating in a collaborative government and industry initiative called Hyblend-Pipeline Blending Cooperative Research and Development Agreement. This is a multi-year effort to study hydrogen's effects on pipeline materials and existing infrastructure.

Public Safety

GRI 3-3; SASB EM-MD-540a.4; SDG 8

Why This Matters to Williams

Alongside the nearly 33,000 miles of pipeline Williams operates reside communities who rely on us to deliver natural gas affordability, dependably and with the highest safety standards to protect their families and livelihoods. Public safety is integral to everything we do, particularly when operating in densely populated areas. This includes promoting awareness and education,

collaborating with local emergency response teams to build community resilience to potentially critical pipeline incidents and, finally, mitigating accidental damage caused by excavation, construction, farming and home maintenance. Our commitment is to be there to mitigate, prepare for and respond to public safety concerns across our national operations.

Emergency Preparedness & Damage Prevention

We are accountable to our stakeholders to prevent public safety events, prepare for various emergency scenarios and prevent harm and damage should a public safety risk manifest. The Williams Integrated Management System (WIMS) is how we communicate company-wide requirements for implementing required and supplemental pipeline and asset emergency response procedures. We annually review and update WIMS documents to remain abreast of evolving regulatory requirements and identify opportunities for continuous improvement. In addition, we align our Pipeline Safety Management System with API Recommended Practice 1173 and conduct periodic gap assessments and procedural enhancements.

Operating managers are responsible for establishing site-specific emergency plans at our facilities and pipeline areas, which contain public notification lists, evacuation procedures and operating requirements. We evaluate emergency plans at least annually. WIMS operationalizes our required safety processes and procedures throughout a project lifecycle, from land acquisition to decommissioning.

Additionally, our organizational public safety guidelines direct local efforts, while our emergency management program leverages site-level takeaways from across our footprint to continuously improve upon our policies and procedures.

Williams also implemented SMARTPLAN™ in 2022. SMARTPLAN™ is a third-party platform that houses all Williams' site-specific emergency plans, more than 100 Spill Prevention, Control and Countermeasure (SPCC) plans and multiple Oil Spill Response Plans (OSRPs). Now, all site-specific plans are electronic and follow the same template, making updating plans and cross-referencing across sites easier. SMARTPLAN™ integrates with our Human Resources management platform and updates internal contacts weekly, minimizing the possibility of outdated contact information being listed on an emergency plan. Additionally, employees can now use a mobile application to access emergency plans, contact key personnel and view site maps.

Employees at our sites across the United States complete annual safety drills and training exercises to prepare for a diverse set of emergency scenarios, such as accidental releases and security incidents. All incident support managers must undergo Incident Command System (ICS) training, and operations teams complete ICS tabletop simulations. In total, Williams conducted 11 full-scale drills, 11 functional tabletop drills and 11 tabletop drills in 2022, each including multiple external agencies. Repeatedly, we see sites going beyond minimum compliance expectations to train employees on safety procedures. For example, the Cypress Division of our Eastern Interstates pipeline set a 2022 goal to train all their employees in basic ICS practices through in-person training events, which they achieved in July 2022.

To help integrate preparedness and response, Williams requires sites to conduct exercises with local emergency response agencies at least every three years. Therefore, it is crucial that all parties understand their role in the response. In addition to drills and tabletop exercises, our online portal hosts web-based training courses for emergency responders. In 2022,

we incentivized participation in this free program by distributing three \$1,000 donations to agencies drawn at random that completed the course. We also conduct first-responder outreach efforts that include in-person meetings, facility tours and informational mailers. In 2022, Williams sent more than 21,000 mailers to emergency response agencies.

Additionally, in 2022, Williams implemented changes in response to the new DOT Pipeline and Hazardous Material Safety Administration (PHMSA) Potential Valve Rupture Notification Rule, which requires pipeline operators to inform local emergency dispatch centers immediately anytime a sudden and unexplained loss of pressure is identified, regardless of whether a rupture or emergency has been confirmed. As part of our efforts, we mailed an informational letter to every dispatch center in our footprint and to the National Emergency Number Association (NENA) to inform their members if desired, which also invited discussion on how to adapt to the new rule. According to NENA and multiple dispatch centers, Williams was the only company to engage with them on the rule at the time. Similarly, we are evaluating process and data management modifications in anticipation of regulators' potential adoption of the proposed API Recommended Practice 1185, intended to enable two-way stakeholder communication.

If an emergency incident does occur, our operations managers are prepared to arrive at the incident site, notify appropriate emergency response officials and resolve the incident as soon as possible. Williams has implemented an operating requirement outlining the incident notification and reporting process. This process requires immediate telephonic notification to the Williams Security Operations Center and facilitates required notifications, documentation of incident details and process improvement review. We maintain updated notification lists and coordinate with local

emergency response organizations to effectively communicate information to local communities. Following an incident, we conduct a full investigation to uncover the cause and prevent future occurrences. In addition, we employ a standard method for managing post-emergency response and remediation efforts at company sites.

In 2022, Williams donated \$666,618 to support 285 first-responder organizations throughout our footprint. Additionally, we provide aid to employees and communities affected by natural disasters. For more information, please refer to the [Community Investment](#) section.



Rod Strother, Operations Technician at the Transco Pipeline Station 610 in Millerville, Pennsylvania.



Michael Post and Michael Pyskaty, New Jersey Operations Technicians marking pipelines.

Public Awareness

We engage community stakeholders in awareness and education efforts to effectively protect public safety and prevent damage. We enhance public awareness and knowledge of Williams’ assets through vigorous stakeholder engagement with landowners, occupants, farmers, businesses, schools, emergency officials, public officials, excavators and other interested parties. With oversight from Williams’ Public Awareness and Damage Prevention steering committee, our efforts integrate best practices from Common Ground Alliance, a member-driven association committed to preventing damage to underground infrastructure through initiatives like the national 811 “Call Before You Dig” number.

In alignment with API Recommended Practice 1162, Williams evaluates the effectiveness of our Public Awareness Program using the API Public Awareness Program Effectiveness Research Survey (PAPERS) program, which delivered our most recent four-year effectiveness measurement in 2022. PAPERS allows us to benchmark the performance of our practices against like-sized peers to drive continuous improvement.

Third-party damage resulting from digging near pipelines without proper notification to Williams or an 811 One-Call Center continues to pose a significant threat to our pipeline safety.

By law, excavators are required to call 811 at least 48–72 hours before digging (varies by state) before starting any digging project, which gives underground utilities enough time to mark their lines with temporary flags or spray paint. Our mitigating excavation-related safety measures, which align with or exceed industry best practices, enhance public safety and asset integrity. Williams sends an annual public awareness mailer to farming and ranching stakeholders located within 10 miles of our pipelines. We also use mailers to answer questions and provide important safety information to emergency response personnel in communities surrounding Williams’ three LNG storage facilities. We maintain a 24-hour control center, which uses one phone number nationwide, and always encourage individuals to call to report any abnormal conditions, suspicious activities or emergencies at Williams’ pipelines and facilities.

Each year, we adjust our public awareness practices in response to stakeholder engagement and actions. For example, in response to an increase in unauthorized encroachments by logging operations in 2022, we developed a supplemental logging-specific brochure. We also added language to our mailers that addresses logging operations and the traversing of heavy equipment across pipeline easements and rights-of-way, which will be implemented throughout 2023. Similarly, when our teams detected an increase in encroachments by new excavating companies — those that began operating after our annual excavator-specific mailers were sent — we established a biannual cadence for our stakeholder identification process for excavators and sent supplemental mailers. This halves the maximum time an excavating company can exist before receiving an educational mailer.

In addition to our standardized and supplemental mailer efforts, our teams conduct supplemental outreach activities with landowners, farmers, professional excavators and other stakeholders. In 2022, we recorded a 37% increase in documented supplemental outreach activities compared to 2021, demonstrating enhanced outreach efforts by our teams. Employees document these interactions using Williams’ electronic form via a mobile application or web browser.

Our online damage prevention toolkit provides field personnel with tools, resources and technologies to identify and prevent line strikes. We regularly update the toolkit with new best practices, lessons learned and improved tools and technologies. Williams uses a dashboard that internally communicates trends in near-miss and line-strike data across the company and helps drive reporting consistency.

We comply with all relevant DOT requirements, including an annual manual assessment of the alignment of our operating requirements with regulatory, technical or industry standard developments. Williams experienced one DOT reportable line strike caused by a third party in 2022. The incident occurred when a farmer struck a line while deep plowing without first calling 811. In response, we initiated a process to better assess risks of excavation damage by utilizing field data on depth of cover. The use of this data allows for more useful discussions of risk mitigation options moving forward. Additionally, we recorded another third-party incident where a truck crashed into a meter station. No injuries occurred as a result of either incident.



WILLIAMS WILL BE THERE

Innovating for Public Safety & Awareness

Accidental pipeline strikes during excavation can pose danger to public safety and our assets. Thankfully, these strikes are preventable through proper notification by the excavating parties and enhanced public awareness of these procedures. In 2022, Williams undertook two pilot programs to prevent unauthorized encroachments and protect public safety and our assets.

Program #1

In response to an increase in encroachments by parties who notified us properly but failed to have us be present during excavations, we implemented new, custom pipeline markers. These one square foot yellow vinyl flags sit atop brightly colored fiberglass stakes and are labeled with a warning and phone number for excavators to call to have a Williams representative join the job site. Piloted in four operational areas in Texas and North Carolina, these markers are unique in the industry today.

Program #2

Our four-year Public Awareness Program effectiveness evaluation uncovered a correlation between lower stakeholder awareness scores and high incidents of unauthorized encroachments resulting in line strikes and near misses. To concentrate our supplemental efforts on the most impactful areas, Williams is piloting a targeted advertising campaign that utilizes geofencing technology. Geofencing marks a virtual boundary around a geographic area and triggers an alert to internet-connected devices within the area. We plan to operationalize this project in four states in April 2023.

Brian Halchak, Manager, Environmental Services and Nathan Weimer, Engineer along pipeline right of way in Pennsylvania.



Katie Durcik, Maintenance Coordinator at the Transco Pipeline Station 610 in Millerville, Pennsylvania.

Workforce Safety

GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-7, 403-8, 403-9; SDG 8

Why This Matters to Williams

Our employees are the foundation of our company and the reason we continue to transport clean, affordable and reliable energy to millions of people across the country. Williams has a duty to our employees and contractors to establish the governance, practices and training necessary to protect personal safety. Proper workforce safety management is integral to business continuity, regulatory compliance and our reputation — but, above all, it aligns with our ethical standards of conduct.

With oversight from the environmental, health and safety committee of the board of directors, as well as endorsement by our executive management, our Environmental, Health and Safety Policy describes our commitment to integrate workforce safety into our

operations, promote awareness among our stakeholders and evaluate our performance for continuous improvement. This policy, our Safety Commitment and Pillars are the foundation of our safety culture and expectations for employees to keep themselves and others safe.

We implement our Environmental, Health and Safety Policy using the Williams Integrated Management System and manage safety risks company-wide through appropriate operating requirements, project standards and site-specific procedures. Our procedures align with Occupational Safety and Health Administration (OSHA) and PHMSA standards.

Our Safety Commitment

At Williams, safety is our highest priority. We are committed to Zero Incidents because we care about each other, our families and the communities where we live, work and serve our customers. We are committed to a safety culture that delivers top-tier safety performance through individual ownership, operational discipline, shared learning and prompt action.

Our Safety Pillars



Care for Self and Others



Be Accountable



Execute With Purpose



Build Our Learning Culture



Individual Commitment

Any employee or contractor who suspects a hazard, regardless of position or level of responsibility, has Stop Work Authority. At Williams, we champion proactive hazard identification and view Stop Work Authority as an obligation personnel must exercise to protect themselves, the people working beside them and the public. Williams prohibits reprisal against employees and contractors who exercise Stop Work Authority.

We evaluate the effectiveness of our workforce safety management and the strength of our culture using multiple industry-standard metrics. As a result, employee recordable injuries have declined by 31% since 2018. Our safety performance goal for 2023 is to achieve a 10% reduction in the employee recordable incident rate compared to 2022.

Our ultimate objective will always be to eliminate incidents entirely. To achieve this goal, we must continue shifting our safety culture from reactive to proactive. In 2022, we began using the leading indicator of Behavioral Near Miss to Incident Ratio to supplement the traditional lagging indicator metrics used industry-wide. This metric captures at-risk behaviors, which allows us to detect and mitigate hazardous scenarios before they manifest into incidents. We set a target of 9:1, or nine at-risk behaviors identified for every one incident with an associated at-risk behavior, and we ended 2022 well above our target at 16.2 behavioral near misses per behavioral incident.



WILLIAMS WILL BE THERE

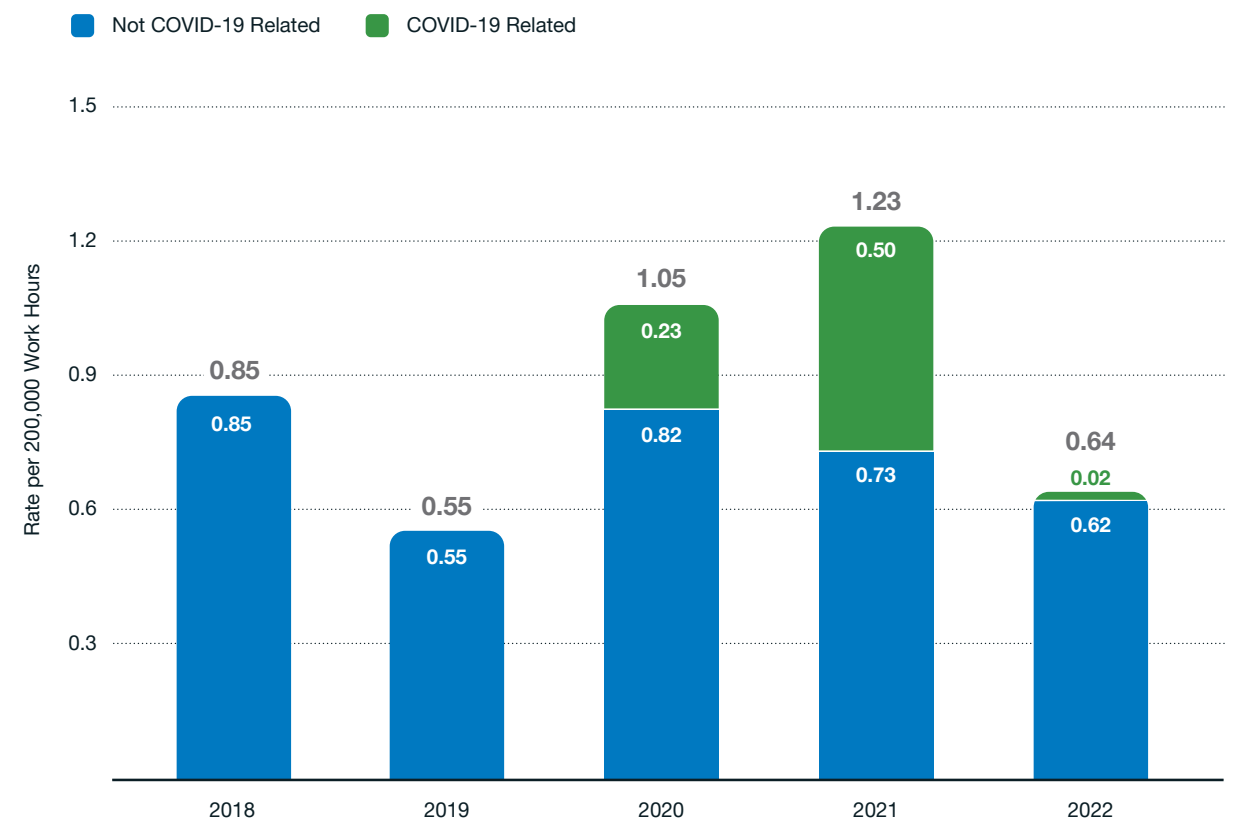
Promoting Hazard Recognition

Our Safe Work Management operating requirement and accompanying mobile application help field employees practice operational discipline and hazard recognition when completing work permitting, work plans and job safety analyses. The industry-leading Safe Work application prompts a series of detailed questions that account for the steps needed to complete safe fieldwork planning, integrates safety plans related to the questions and electronically documents the process to streamline recordkeeping. In 2022, Williams completed more than 267,000 work permits through the Safe Work application, and we project that we will complete our one millionth total permit on the app in 2023. We integrate new capabilities and improvements as we receive employee feedback. In 2022, we integrated 52 changes into the program to reflect updates to our operating requirements, which include task-specific questions and training enhancements for electric work and gas detection processes.

Williams expects every employee and contractor to report all hazards, incidents and near-misses related to personnel and process safety. In 2022, we refreshed our incident severity determination and investigation operating requirements to emphasize the importance of rigorously evaluating and communicating hazards, even those that do not escalate into safety events. Additionally, revisions now clearly delineate incident investigation requirements, which vary based on incident severity.

Williams compiles and regularly shares lessons learned from across the company to accelerate continuous improvement. We distribute all preliminary incident communications for high-potential-severity and high-actual-severity incidents to all employees within one week of the incident. Our health and safety focus team meets monthly to review and approve operating requirements or standard changes that could affect workforce safety. This cross-functional committee includes managers, directors and three individual contributors.

Employee Total Recordable Incident Rate



Process Safety

Process safety refers to the systems of management Williams undertakes to prevent uncontrolled, hazardous releases that threaten workforce safety, public safety, our assets, product delivery and the environment. We integrate layers of process safety controls and guidance throughout our operations, from setting our business strategy to operating our facilities so that we can continue to deliver safe and reliable energy. Williams manages our comprehensive set of process safety policies and standards through the Williams Integrated Management System (WIMS). Key policies include pre-startup safety reviews and hazard analysis requirements.

Various regulatory requirements and industry standards set the baseline for our process safety goals. Our uniform approach to process safety reviews uses standardized management of change (MOC) and pre-startup review software, which thoroughly evaluates and tracks modifications to our assets. Additionally, we use a third party to conduct required Process Safety Management (PSM) and Risk Management Plan (RMP) audits across our PSM and RMP-regulated facilities. Although regulations do not require the use of a third party, this gives us an outside perspective on our performance so we can continue to keep our people safe and maintain regulatory compliance.

Williams' process safety structure includes procedures and equipment to prevent the uncontrolled release of hydrocarbons and hazardous substances. In 2022, Tier 1 and Tier 2 process safety incidents increased by 45%, with 45 events compared to 31 in 2021.^[1]

[1] After further review of 2021 process safety incidents, one incident was miscalculated and misclassified as Tier 3. This incident was elevated to a Tier 2, based on release quantity, causing the total incidents to increase to 31 for 2021.

Although Williams has reduced process safety incidents by 40% since 2018, we did not meet our goal to reduce annual process safety incidents by 10% in 2022. To address this performance, Williams chartered a Process Safety Task Force, comprised of process safety, environmental, health and safety, technical services and asset reliability representatives, to drive improvements in our process safety culture and lower the frequency and severity of process safety incidents. Initiatives launched include procedural and tracking improvements to the Safety System Activation program and the creation of franchise-level Loss of Primary Containment (LOPC) review committees. The committees are tasked with reviewing historical enterprise LOPC events to identify potential hazards in their area and share lessons learned. For information about Williams' LOPC performance and additional asset-specific process safety controls, please refer to the [Pipeline and Asset Integrity](#) section.

Robust data collection, performance evaluation and continuous improvement are vital to maintain effective process safety and pursue future improvement. Williams' process safety group meets quarterly with operations and environmental, health and safety representatives to discuss successes and opportunities for improving our controls. These meetings also drive consistency in implementation across our organization and collaboration with internal and external stakeholder experts. Our senior leaders also regularly review the live performance data dashboard, which tracks process safety incidents and allows us to identify specific issues with equipment types and root causes from an enterprisewide level to individual assets. Additionally, we evaluate our management using an assurance process. Our teams often meet with a safety assurance group to identify, review and discuss solutions to remedy common gaps.

Williams employees undertake Process Safety Management Overview training, which reviews the 14 elements of process safety, such as management of change (MOC), pre-startup safety review, operating procedures and mechanical integrity. Additionally, we distribute quick reference guides to help field staff

more easily identify and accurately report accidental ignitions, safety system activations and high-potential process safety near-misses. As with all our workforce safety efforts, we emphasize proactive hazard and near-miss identification and reporting to mitigate incidents before they occur.

The 14 Elements of Process Safety Management

- | | | | |
|---|-----------------------------------|----|--|
| 1 | Employee Participation | 8 | Mechanical Integrity |
| 2 | Process Safety Information | 9 | Hot Work Permit |
| 3 | Process Hazard Analysis | 10 | Management of Change |
| 4 | Operating Procedures | 11 | Incident Investigation |
| 5 | Employee Training | 12 | Emergency Planning and Response |
| 6 | Contractor Training | 13 | Compliance Audits |
| 7 | Pre-Startup Safety Review | 14 | Trade Secrets |

Contractor Safety

Williams engages with a diverse group of contractors, subcontractors and suppliers to support our pipelines and assets. We have a responsibility to foster a safe work environment for contractors. We also hold contractors accountable for meeting safety, performance and competency requirements, satisfying contractual requirements and following all applicable laws, regulations and industry standards. To facilitate this, we maintain close communication with contractor groups and support them with safety orientations describing our requirements and potential facility hazards.

Our contractor safety management plan helps us pre-screen contractors, confirm compliance with safety guidelines and monitor performance. Our safety-grading process assesses contractors based on key performance indicators such as total recordable incident rate (TRIR), fatalities, citations, drug and alcohol program compliance and safety management system robustness. Contractors who do not meet our requirements must submit a Contractor Improvement Plan (CIP) detailing their path to compliance. Our environmental, health and safety specialists review CIPs, assign corrective actions and evaluate whether contractors demonstrate improvement against their CIP, which is required to continue business with us. In 2022 we improved our CIP process by creating an electronic portal where plans can be created, reviewed and approved by personnel and leaders. The new process also allows

Williams personnel access to view plans created for contractors across the enterprise, which allows for more transparency regarding why contractors are selected. Additionally, we use third-party safety audits to confirm that contractors meet regulatory and contractual requirements. We closely monitor any identified action items and suspend relationships with contractors who fail to close all actions by a set due date, which we sustain until corrective actions are implemented.

To support compliance with our strict safety standards, we work collaboratively with contractors to advance safe practices and integrate contractors into our safety culture. We start each project with a site- and project-specific orientation for all contractors, where we review health and safety management plans. In addition, Williams uses a visitor log system to manage on-site registration and check the status of all contractors entering the site. In 2022, we hosted our contractor safety symposium in Houston with the theme of “Leadership Accountability and Quality of Safety in the Field.”

To promote contractor and process safety, we collect and evaluate contractor safety metrics. We expect contractors to report all incidents and share lessons learned by completing incident investigations. In 2022, our contractor lost-time incident rate (LTIR) was 0.18, and the total recordable incident rate (TRIR) was 0.53.

Safety Training Programs

Comprehensive and relevant safety training is critical to enable employees with the skills and mindset to protect themselves and others. Therefore, we require every employee to complete safety training, with a 2022 completion rate of 98%. We develop unique training plans tailored to individual employees based on tasks they are expected to complete in their roles, as selected by their managers. After completing training, employees must complete written knowledge checks or performance evaluations to demonstrate proficiency.

Reinforcing our company-wide focus on proactive safety, our Hazard Recognition Focus program trains personnel to recognize and act upon workplace hazards before an incident occurs. In 2022, we supplemented this program with a journey of training events where employees can hone their hazard identification and awareness skills. We also developed improvements to our Shifting Gears awards program in 2022, which recognizes and celebrates eleven employees each month who display leadership in identifying and mitigating workplace hazards. These changes will be implemented in 2023.



Kevin Yuill, Supervisor of Operations in Brooklyn, New York.

Life Critical Safety

Williams' safety culture permeates into every decision our field employees make, including how we evaluate hazards, approach new situations, report concerns and view our role within the organization. Therefore, we must understand and regularly reassess the robustness of our safety culture. The Life Critical Field Improvement program is how Williams engages with field employees to survey, train and implement procedures.



Damon Filer, Operations Technician at the Cotton Belt Compressor Station in Fort Worth, Texas.

A key part of the program is Life Critical Safety Culture Assessments which we perform at each of our 18 regional franchises across our two operating areas. These assessments cover two primary components: 1.) procedure operational discipline reviews, which evaluate how well a franchise is performing in measures like lockout/tagout, and 2.) employee conversations, which are conducted by a third party. Through the employee conversations, the third-party evaluates the franchise safety culture across 25 factors within three drivers: leadership, behavior and competency. Following each baseline assessment, a reassessment is performed within 18 months to track our safety culture evolution and address any regional variation.

Our employee participation across franchises is high, with approximately 80% of employees taking part in conversations with the third-party provider. Since the program launch in 2019, we have completed 18 baseline assessments and eight reassessments. We finalized all baseline assessments in 2022 except for one, which was postponed to effectively account for leadership changes, and we plan to conduct reassessments in 2023 and 2024.

Williams focuses on improving hazard recognition in the field through our Life Critical Safety program. We continue to expand the on-the-job training and feedback portion of this program, allowing leaders to discuss life-critical processes with employees while they perform the task in real-time. This enables employees to raise questions or express concerns immediately. We developed a Life Critical Field Engagement Operating Guideline to integrate this effort across the company, which includes a mobile application, currently in development, where leaders can use prepared questions for on-the-job conversations on various life-critical processes.



Williams vehicle near Fort Worth, Texas.

Motor Vehicle Safety

Williams field personnel routinely operate motor vehicles when visiting sites and inspecting pipelines. Therefore, we have a responsibility to keep our workforce and the public safe by preventing motor vehicle accidents through robust training, reporting and monitoring. We evaluate and require personnel to report all major and minor incidents.

Our goal is to achieve zero motor vehicle accidents annually. To achieve this, we maintain a driver safety training program and install telematics units in all vehicles to collect metrics on acceleration, cornering, speeding and braking. We share this data with employee leaders and work collaboratively with employees to improve their driving safety behaviors.

We aim to protect employees from potential accidents by performing regular equipment updates and engineering controls. While the total rate of motor vehicle incidents increased in 2022, we achieved a 35% reduction in total vehicle claims costs, indicating

that the overall severity of incidents continues to improve. In 2022, our preventable motor vehicle accident rate was 1.89, a 13% increase from 2021.

We have found the greatest opportunity for improvement is reducing low-severity vehicle incidents, such as hitting stationary objects at low speeds. These incidents pose a lesser risk to workforce safety but can cause damage to our assets and vehicles. We continue to advance administrative controls such as training and monitoring. Still, we have shifted our focus to engineering controls such as using smaller vehicles when possible, redesigning parking lots and improving lighting. In 2022, we designed a preventable motor vehicle accident reduction program to evaluate a variety of administrative and engineering controls, including parking lot design, vehicle selection processes, curbing, speed bumps, driving plans and signage, bollard extenders and a 360-degree walk-around program. The Cypress Division of our Eastern Interstates pipeline will pilot this program in 2023.

Workforce Health & Well-Being

GRI 403-3, 403-6; SDG 3

At Williams, we are dedicated to promoting employee mental, physical and emotional well-being. Our employees are the reason that we can be there to provide safe, affordable and reliable natural gas every day, so it is critical that they feel supported and healthy in and outside of work. We offer comprehensive medical plans, disease management programs and wellness coaching to all full-time and most part-time employees across our footprint. We also offer special leave and flexible work arrangements to encourage a healthy work-life balance for many employee groups. We are committed to improving our practices and benefits to support our world-class workforce.

Our Total Rewards benefits package offers multiple programs that promote workforce health and well-being. The Williams Way to Wellness program rewards employees and their eligible spouses or domestic partners for participating in holistic wellness-focused activities, from physical activity to mental health awareness and financial planning. A highlight of our offering is the Real Appeal weight-loss program, which fosters science-based healthy habits and is available at no extra cost to employees and their families through their health insurance plans. Our programs are activity-based; employees do not have to achieve any specific outcome to earn incentives. Rather, we encourage employees to try a variety of wellness activities, physical and non-physical, in pursuit of long-term positive behavioral changes.

In 2022, 21% of our employees took part in annual biometric screenings and wellness assessments. Williams offers these services at many facilities to help employees check their physical health and identify potential medical risks early. For those who cannot participate on-site, our health insurance plan generally includes preventive screenings at no cost to plan participants. We offer incentives to encourage participation in these screenings that empower employees to address their wellness. To preserve the confidentiality of personal health information gathered during wellness screenings, any employee who works with personal health information is required to complete HIPAA training upon hire and periodic refresher training.

Williams takes care to listen to and understand employee health and well-being priorities by evaluating program participation and feedback. In recent years, we enhanced our mental health support by increasing the availability of contracted mental health services for our employees. We also offer therapy benefits that include telehealth and office-based options.

We provide six weeks of paid parental leave for both birth and non-birth parents. In 2023, enhancements to flexibility include allowing employees to take leave in one-week increments over a 12-month period to provide our employees the ability to choose how best to participate in this benefit. Also in 2023, we will add foster care placement as an eligible event for which employees can use parental leave.



Pennsylvania employees Barry Mahar, Environmental Specialist, Sue Connor, Inventory Coordinator and Mark Machalek, Liaison Project Manager.

Additionally, we offer access to designated lactation facilities. For more information on our benefits, please refer to the [Employee Attraction, Retention and Development](#) section.

The workforce health impacts of the COVID-19 pandemic decreased in 2022, allowing Williams to return to the in-person connection that drives our operations and culture. Still, we continue to monitor ongoing threats to public health and implement lessons-learned regarding administrative, engineering

and substitution controls that safeguard employee health. Our central emergency response team, corporate support team and Emergency Operations Center coordinated our response to workplace COVID-19 exposures, symptoms and cases using CDC guidance. Even as reported cases of COVID-19 diminish, we continue to practice our successful workforce business continuity procedures to build system resiliency against future disruptions.

Cybersecurity

GRI 3-3

Why This Matters to Williams

As an energy infrastructure provider that supplies natural gas to some of the largest population and economic centers in the U.S., it is critical for us to protect our operations against cyberattacks and loss of business-critical information. Cybersecurity threats pose physical, financial and reputational risks to our business and to national security.

Governance

Each member of our organization, from facility operators to board members, has a responsibility to safeguard Williams' cybersecurity. We present a quarterly cybersecurity report to the entire board, which retains responsibility for overall cybersecurity policy and strategy oversight. Made official through the 2022 committee charter revisions, the audit committee has oversight responsibility for cybersecurity risk management protocol implementation, effectiveness evaluation and response to breaches or cyberattacks. Our Chief Information Security Officer is responsible for our cybersecurity strategy and execution, while our executive-level steering committee provides additional oversight for Williams' cybersecurity initiatives, such as improving cybersecurity reporting metrics and driving implementation across the business.

At the management level, our cyber-risk and cyber-operations teams oversee cybersecurity issues. The cyber-risk team specializes in establishing strong

governance practices, conducting risk assessments and facilitating regulatory compliance. The cyber-operations team puts our policies into practice, with responsibilities such as access fulfillment, technical security control management, security event monitoring, security standards development and incident response.

Our teams coordinate their actions in alignment with our three-year cybersecurity roadmap, refreshed in 2021, and track their effectiveness using our internal security operations reporting matrix. In 2022, we refreshed our cybersecurity roadmap to incorporate our approach to the updated Transportation Security Administration (TSA) Directive requirements. In 2023, we plan to conduct an in-depth roadmap review to account for ever-evolving benchmarks. During this process, we will revisit our IT and cybersecurity maturity metrics to evaluate metric selection and communication.



Michael Mullin, Operations Technician at the Transco Pipeline Station 240 in Carlstadt, New Jersey.

WILLIAMS WILL BE THERE

Leading the Way in Cybersecurity

Williams is at the forefront of public-private efforts to enhance the cybersecurity of our nation's pipelines and other critical infrastructure. In 2022, our President and CEO, Alan Armstrong, met with President Biden to discuss energy cybersecurity and served as chair of a CEO task force for the National Security Council's Industrial Control Systems 100-Day Action Plan for natural gas pipelines. Williams engages with government stakeholders on infrastructure and national security via the Oil and Natural Gas Subsector Coordinating Council, of which our Chief Information Security Officer is the current chair. Through this role, Williams facilitates conversations relating to intelligence sharing, national critical infrastructure cybersecurity goals and strategy, identifying future opportunities for collaboration and advising on potential regulations and policies. He also chairs INGAA's Security subcommittee.



“ The amount of collaboration across the industry responding to the challenges of cybersecurity has never been stronger. The same can be said when it comes to Williams' engagement with government agencies, law enforcement and legislators at the local, state and national levels as we work together toward the common goal of protecting our nation's critical infrastructure. ”

JARED DESHIELDS, CHIEF INFORMATION SECURITY OFFICER

Monitoring & Mitigation

Williams uses a strategic, risk-based approach including constant monitoring and threat detection to protect our facilities and technologies. In 2022, our cybersecurity teams focused on aligning with the TSA Security Directive reissuance for oil and natural gas pipeline cybersecurity. The directive requires companies to establish Cybersecurity Implementation Plans (CIPs) and focuses on evaluating companies using performance-based measures. Williams completed our CIP on time and received TSA approval. Additionally, throughout 2022, we implemented smaller enhancement and maintenance initiatives needed to uphold system-wide resilience. Many efforts concentrated on mitigating additional risks introduced through remote and hybrid working arrangements.

After implementing our industrial control systems cybersecurity program in 2021, we shifted into a phase of security monitoring and continuous improvement during 2022. This program, built from an innovative executive-level steering committee vision, secures our

technology-based operational assets to prevent transmission disruptions due to cybersecurity threats. Implementing and enhancing this program is a company-wide effort that requires cross-functional coordination, upskilling to apply best practices and accountability through regular reports to leadership.

Our cybersecurity hardening team is responsible for identifying and remediating system vulnerabilities. In 2022, we implemented several measures to heighten overall security. For example, we enhanced our listing capabilities, deployed additional firewalls, enhanced our Identity and Access Management system, established an Insider Threat program and rolled out multi-factor authentication to all systems. Additionally, artificial intelligence (AI) is a rapidly growing area of opportunity for cybersecurity. Over the last few years, Williams incorporated AI threat hunting tools, which continue to improve as we learn about the environment and evolving cyber threats.



Fort Lupton Cryogenic Facility near Fort Lupton, Colorado.



Performance

Keeping detailed cybersecurity metrics, setting performance targets and evaluating performance over time are vital to identifying areas for improvement and communicating progress to our stakeholders. In 2022, we enhanced our log management solution and improved the data collection and reporting processes used to maintain Sarbanes-Oxley Act certification. Our executive-level steering committee oversees our cybersecurity metrics, and we plan to reevaluate our use of metrics during our 2023 cybersecurity roadmap reevaluation.

We conduct regular internal audits and IT risk strategy sessions to assess cybersecurity threats and respond accordingly. To complement this effort, Williams contracts with a third party to evaluate risks within our corporate and operations networks. In 2022, we simulated an Operational Readiness Drill to evaluate

Williams' ability to continue transporting products in the event of a cybersecurity attack. The drill was executed successfully, and we are pleased with our employees' ability to effectively activate site-specific operating procedures and facilitate open communication lines during the event.

In 2022, Williams engaged two independent assessors to validate our internal cybersecurity controls and incident response program. We received positive feedback on the integrity of our cybersecurity framework; however, we recognize there is always work to do to maintain resilience against the ever-evolving landscape of online threats. Therefore, we implement enhancement measures identified during these assessments on an ongoing basis and incorporate learning into our cybersecurity roadmap.

Cybersecurity Training

All Williams employees, contractors and vendors complete baseline cybersecurity and data privacy training. Additionally, we deploy simulated phishing emails regularly for employees to practice identifying and responding to email attacks. We diligently train employees since attackers often use phishing attacks to target organizations, and employees who repeatedly fail phishing simulations receive supplementary training.

Williams supplements training programs with awareness initiatives such as posters, presentations, newsletters and events. In 2022, 97% of employees completed cybersecurity training. Each October, Williams hosts a company-wide cyber awareness event to recognize National Cybersecurity Awareness



Poster to educate employees on cybersecurity.

Month. Internally, we use this time for engaging in-person events that inform employees about the different types of cybersecurity risks, including an escape room that simulated a social attack. In 2022, we launched our Operation Secure campaign through a series of articles and informational posters, which focused on heightening awareness of TSA cybersecurity compliance and other cybersecurity-related issues.

Samantha Knash, Engineer in Tunkhannock, Pennsylvania.

WILLIAMS WILL BE THERE

Building an Empowered Workforce

For more than a century, we have built a reputation as a responsible and dependable business that looks out for our employees. Williams is committed to uplifting our workforce and promoting diversity and inclusion — within our organization and beyond.



Employee Attraction, Retention & Development

GRI 3-3, 401-2, 401-3, 404-1, 404-2, 404-3; SDG 10

Why This Matters to Williams

Our business relies on skilled, dedicated and innovative talent in field operations and support functions to deliver natural gas and harness the opportunities for business transformation and growth in a dynamic industry. To that end, effective employee attraction, retention and development are essential to staying competitive. We must demonstrate to current

and prospective employees that Williams presents a unique opportunity to shape the trajectory of the global energy economy. Additionally, developing our talent through impactful training and a strong company culture attracts new employees and helps our people feel fulfilled, which enables them to achieve their goals both personally and professionally.

Employee Attraction

Williams uses various recruiting strategies and platforms to attract the industry's brightest minds. In addition to our [Careers site](#) and other digital platforms, we leverage external job boards and community events to target candidates with specific skill sets and backgrounds. Additionally, we attend career fairs and university programs to reach early career candidates. We also offer a Talent Scout incentive program to broaden Williams' candidate pool through employee referrals. These strategies enable us to attract top talent, at both early- and mid-career levels, to advance goals that include fueling a cleaner energy future.

Williams uses a masked candidate screening process in our human resources system to ensure an inclusive hiring process. This process encourages reviewers to

focus only on job-relevant attributes by masking potentially biasing information, such as name and graduation year, to minimize unconscious bias in candidate assessment. Additionally, we include diversity and inclusion-focused questions in our interview guides, provide our hiring managers with inclusivity training and utilize Textio, a writing augmentation platform, to help identify hidden biases in job descriptions and communications. In 2022, we completed our multi-year process of rewriting over 500 historic job descriptions using Textio. These inclusive processes help remove potential biases and enhance our ability to hire the best talent across the company.

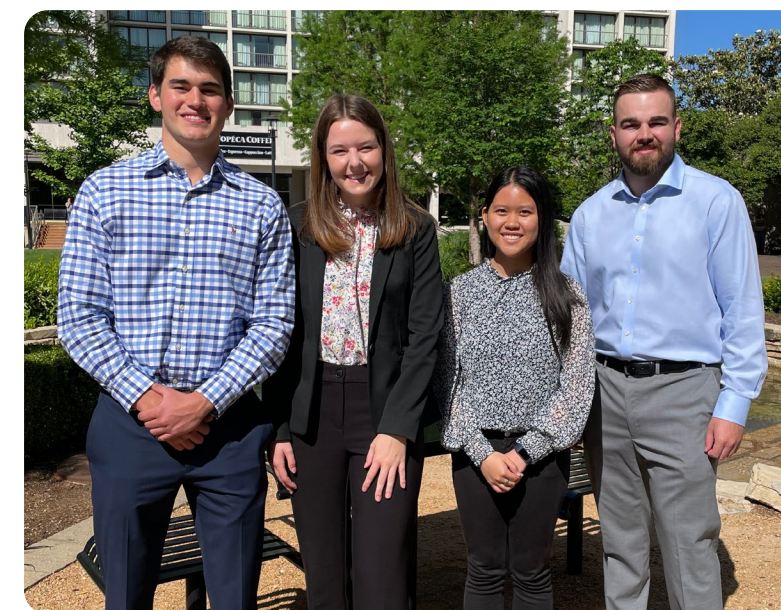
Williams partners with universities and technical schools in the U.S. to recruit for entry-level opportunities and paid internships. In 2022, we developed and implemented an early career technical school recruiting program and strategy, establishing formal partnerships with 18 technical schools and community colleges across our footprint. This program creates more strategic and consistent relationships with our school partners to attract talented students with desired skill sets, with a focus on reaching underrepresented populations. As part of the program, we plan to award scholarships to high school students dual-enrolled in a technical school, recent high school graduates entering a partner school and current technical school students in specific in-demand disciplines.

In 2022, we established a strong relationship at North Carolina A&T State, a Historical Black College and University (HBCU), and continue with our recruiting efforts. By partnering with their career services program and the College of Engineering, we recruited one full-time engineering rotational hire and one engineering summer intern. In total, we welcomed 44 summer interns from schools across the country in 2022. This effort aligns with our university recruiting program, which ensures we build a strategic and diverse talent pipeline based on the needs of our business. Through this program, we now have student campus champions from our intern pool to help with recruiting on campus.

We continue to partner with Genesys Works, an organization that provides career pathways for high school students in underserved communities. These students gain tools for success as they develop meaningful relationships with Williams mentors and learn professional skills to work in a corporate

environment. Since 2011, 101 high school students have interned at Williams through this program, with 99% receiving college acceptance and approximately 92% attending post-secondary education.

Veterans gain exceptional experience and rigorous technical training through the military, making them ideal candidates for positions at Williams. These skills align with our need for adaptability, quick learning, accountability and effective project execution. We recruit military veterans for all positions at all career levels through virtual career fairs, targeted social media campaigns, virtual information sessions and direct partnerships. In 2022, more than 8% of Williams employees were veterans. Williams' Military Leave program offers paid leave which offsets the difference between their Williams base pay and their military pay for up to 2,080 hours, as well as continuous benefits coverage for up to 12 months of military leave.



Summer interns in Tulsa, Oklahoma.



Perrin Boone, Director, Commercial Development and Paulina Hoyos, Senior Project Manager in the Pittsburgh, Pennsylvania office.

Employee Retention

Retaining talent has never been more critical as our industry evolves and requires new skills and knowledge, and the U.S. workforce continues through a tumultuous period overall. We take pride in our culture of high-performance and low turnover rate, highlighting the importance of investing in our people to reach their full potential. We employ approximately 5,000 people across the U.S. and strive to create a safe, inclusive workplace where every employee feels valued, heard and engaged. We support our employees in their professional and personal lives, finding that the support for our employees is reflected in their contributions toward our business success.

Additionally, Williams' strategic transactions often result in new employees being welcomed into the company through acquisitions. For example, in early 2023, more than 250 new employees joined Williams through our acquisition of MountainWest Pipeline. Successfully integrating new employees supports their personal success and helps maximize the benefits of our strategic growth efforts.

In 2022, Williams had an overall voluntary turnover rate of 7.8% and a 98% retention rate for employees who took paid parental leave. These numbers result from our retention efforts, including professional

development opportunities and a leading benefits package. Additionally, in recognition of our employees' need for improved work-life flexibility, our benefits include hybrid-remote work arrangements.

To evaluate and continuously improve our approach to employee engagement, we conduct regular employee surveys to understand their perception of Williams' strengths and opportunities. Our enterprise survey, Voice of Williams, collects employee feedback on various topics, such as trust, career development, leadership quality, D&I and team dynamics. In 2022, we focused on implementing action plans to address feedback gathered during the 2021 survey cycle. Our enterprisewide efforts concentrated on organizational decision making, career opportunities, diversity and inclusion and organizational effectiveness. We continue to enhance our employee listening strategy, and in 2023 we are piloting an enhanced engagement survey approach that includes not only Voice of Williams but also more frequent smaller pulse surveys.

We encourage employees to engage in open professional development dialogue through regular one-on-one meetings with supervisors and formal performance reviews. We measure performance by attaining annual business goals, operational and functional area strategies and personal development plans. Additionally, we evaluate observable skills and behaviors based on our defined competencies that contribute to workplace effectiveness and career success. In 2022, 100% of employees went through a performance assessment and 14.9% of employees received a promotion. We filled 38% of all open positions from within, including 89% of leadership positions. Our human resources system supports internal promotion by allowing employees to view and apply to all currently posted requisitions.

Williams provides eligible employees with a comprehensive Total Rewards program to protect current and future physical, emotional and financial health. In addition to a base salary, our program includes an Annual Incentive Program (AIP), multiple discipline-specific awards and bonuses and a range of retirement, medical, wellness and other benefits. To demonstrate our long-term commitment to our employees, we continue improving our benefits program, which has been assessed by a third party and proven to exceed our industry segment and entire industry benchmarks. More than 97% of Williams employees saved for retirement through our 401(k) plan. Whether or not they contribute to the Williams 401(k) plan, all employees receive company-paid retirement benefits. For information regarding our health and well-being benefits, please refer to the [Workforce Health and Well-Being](#) section. For details regarding our AIP, please refer to the [Sustainability Governance](#) section.

In 2022, Williams began allowing employees to carry over 80 hours of accrued paid time off into the new year, twice the previous limit of 40 hours. We also benchmarked current pay practices, focusing on our non-exempt employees, to keep Williams aligned with industry standards. As a result of this assessment, we increased the pay differential for night shift employees by 50% and increased holiday pay from 1.5x to 2x base pay for non-exempt employees who work on holidays.

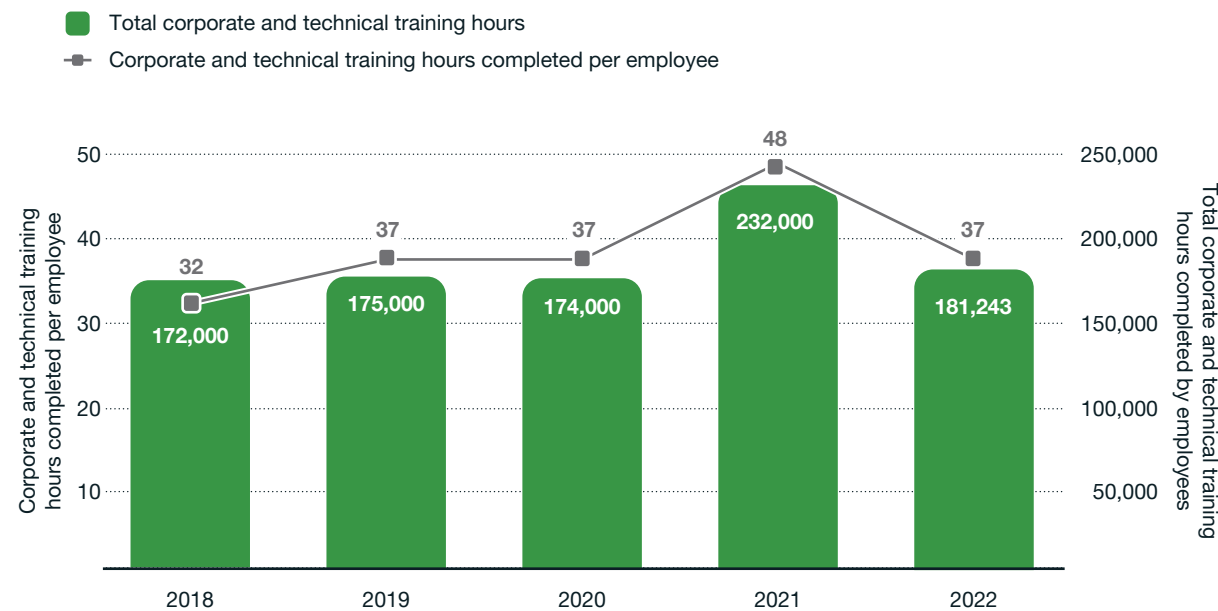
We believe that giving our employees a stake in our company motivates them to take ownership of our success and seek opportunities to strengthen our business. Therefore, we provide an employee stock purchase plan for non-executive employees to purchase company stock at a 15% discount. In 2022, 42% of eligible employees chose to participate in the program.

Employee Development

Williams offers robust corporate and technical training programs to support our employees' professional development and our long-term business value. Our Employee Development Council, a cross-functional and multi-career level advisory board, advocates for employee development initiatives. This council partners with human resources to understand the needs of our business and champion the following learning culture statement: At Williams, our ability to continuously learn, and transform that learning into action, drives results that give us the ultimate competitive advantage. Our learning culture encourages self-development to drive growth and employee engagement by leveraging internal and external expertise.

We offer training, professional development and upskilling opportunities that reflect an employee's position, specific responsibilities and the local regulatory environment. In 2022, we began implementing career development programs designed specifically for various operations technicians career paths and out of the 80 learning programs we designed in 2021, we published 30 and look forward to continuing this implementation effort in 2023. Due to this effort, 99% of area technical paths now have career development content available.

2022 Employee Training



Our four established development programs enable employees to achieve success in current and future roles by providing tools and resources to enhance their skillset. New Employee Experience is a self-led learning program launched to new hires upon their first day of employment, focusing on the tactical knowledge of the company and general skills needed to succeed within their first 90 days in role. Employee Essentials is a self-led learning program available to all employees, expanding the foundational knowledge and skills learned in New Employee Experience in our business & general career development. In addition, Exploring Leadership is a learning opportunity for individual contributors to assess and develop their own formal and informal leadership capability. In 2022, we reformatted this program to focus more on assessment of capabilities, expanded the scope to include formal and informal leadership development and improved learning application of content. Lastly, Leader Essentials is a formal development program focused on baseline leadership fundamentals, required of all new formal leaders at Williams, enrolled as they transition to their new role. This past year, we redesigned this program to include live content offerings and allowed formal leaders more flexibility while still providing them the content needed to be successful.

In 2022, we implemented two new competencies into our annual performance reviews for all leaders: Builds Effective Teams and Values Differences. By formally evaluating performance regarding these key skills, we seek to inspire leadership accountability for creating an inclusive team culture and harnessing development opportunities. Ratings on these new competencies are included in annual bonus payout calculations. To enhance these competencies, we hosted leader development panel discussions, applied activities and formal trainings.

Williams implemented several additional improvements to our employee development programs based on feedback gathered from our employee engagement survey. For example, we introduced a gigs program through our human capital management system, where managers can publicize resourcing requests enterprisewide to source support outside of previously-known talent. This opens up development opportunities for employees who want to find new ways to contribute. Our gig adoption has outpaced projections based on usage in other organizations, with 154 participants in 2022, and we look forward to the expanded use of this capability in 2023. We also created Learning Launchpads, resources that provide focused, practical guidance on development topics, such as the value of diversity and inclusion.



Mia Parker, HR Systems Consultant at the Community Food Bank during the Williams Volunteer Week.

We formally enhanced our Talent Review strategy in 2022, alternating between assessing talent and applying that assessment data to aid employee development. Using the data, we implemented a new Guiding Talent Development leader training as part of our ongoing strategy to expand leader capabilities and support the meaningful, targeted development of our key talent throughout the enterprise. In its first year, 77% of leaders participated in the live, facilitated training and learned about the fundamentals of supporting career development for their teams. Williams also introduced a new “Building our Bench” internal information series that provides information about current development opportunities to help highlight internal mobility. In 2023, we plan to develop talent analytics dashboards to further assist in career development.

Beyond implementing new career development programs, we have continued several cornerstone offerings, such as our early career development program. This program enables post-undergraduate employees to participate in an intensive, three-year rotational or non-rotational program to build technical expertise at Williams. Over the past five years, 31% of our early career program participants were from underrepresented races and ethnicities, and 37% were female, helping us build a diverse pipeline of future talent. Our early career program is just one avenue to help us increase the representation of diverse employees.

We also offer a Safety Leadership training program to bring our safety commitment to life. This interactive and personalized course, offered to Williams leadership, demonstrates the importance of leading by example and modeling safety behaviors and practices. Specifically, the program provides executive leaders and directors an opportunity to gain the knowledge and skills necessary to create and effectively deliver a safety leadership message and incorporate meaningful safety conversations in all daily tasks. The course helps operations managers and supervisors effectively engage and influence employees and contractors in difficult safety conversations and creates an environment that enables employees and contractors to advance the safety culture. In 2022, we successfully trained more than 50 leaders. For more information on safety at Williams, see [Workforce Safety](#).

Williams helps employees develop by engaging in talent reviews and succession planning. We understand the importance of succession planning in assessing our organizational capability and guaranteeing ongoing talent capacity. Our talent review process enables us to evaluate talent across the company, think strategically about Williams’ broader development needs and calibrate accordingly. Aligning these themes to our organization’s strategic priorities promotes succession and development plans that support the growth of individuals and our business. As part of our succession analysis, we also review the diversity demographics of our potential successor pool.



JP Gonzales, Director of Land volunteering at annual Day of Caring in Tulsa, Oklahoma.

Diversity & Inclusion

GRI 3-3, 405-1; SDG 5, 10

Why This Matters to Williams

To enhance competitiveness and harness our infrastructure to support a more sustainable energy future, we must ensure we are tapping and engaging the brightest and broadest talent pool that also reflects the diversity of the communities in which we work. We believe that attracting an employee base with a diversity of thought, experiences, skills and identities drives innovation and collaboration, fuels employee

engagement and enhances our ability to solve unique problems. In alignment with our Core Values, our employees, community members and other stakeholders deserve to be treated with fairness, mutual respect, honesty and transparency. Furthermore, Williams must also be transparent regarding our D&I approach to meeting employee and external stakeholder expectations for employer conduct.

Programs & Initiatives

Williams' commitment to D&I begins at the top of our company with our CEO. His pledge of support for the CEO Action for Diversity and Inclusion Coalition outlines a specific set of actions that he will take to cultivate a trusting environment in which our employees feel comfortable and empowered to have conversations about D&I. These actions include implementing and encouraging ongoing dialogue and sharing strategic inclusion and diversity plans with our board of directors.

Our Senior Vice President and Chief Human Resources Officer (CHRO) is responsible for executing D&I efforts at Williams, reporting on D&I efforts directly to our CEO regularly and board annually. In 2022, our CEO and CHRO sat on our Diversity & Inclusion Council, which guides our company-wide diversity and inclusion opportunities. In 2022, the council was chaired by Williams CEO, included our CHRO and all other executive officers who report to our CEO, organizational and operational leaders from across the business and individual employees from diverse geographic regions and backgrounds. Members are selected based on role or through a self-nomination process, and membership terms alternate to ensure continuity while encouraging new, diverse perspectives. The council works to create a comprehensive view of our current workforce and develops internal metrics to help identify gaps, track progress and prioritize improvements in hiring and retention.

In 2022, to energize our workforce and create more focus on D&I, we established a formal organizational goal to: Cultivate an environment of employee inclusion, innovation and passion for Williams' Vision to be part of the clean energy solution while maintaining and further developing our high-performance culture.

We continue to publish an annual [Diversity & Inclusion Report](#) to provide visibility and promote awareness of our diversity data, areas of focus and strategy. Williams also publishes our EEO-1 Survey Data, which provides a transparent breakdown of our workforce data into job categories, gender, race and ethnicity. This data and our 2023 Diversity & Inclusion Report, our third annual publication, can be found on our [website](#).

Williams further fosters an authentic workplace through our policies reinforcing D&I. Our [Code of Business Conduct](#) includes expectations for creating a positive work environment. Williams' [Equal Employment Opportunity Policy](#) outlines our approach to providing equal employment and advancement opportunities for all. Our [Prohibition of Workplace Discrimination and Harassment Policy](#) defines our commitment to preventing workplace discrimination and harassment. We require our employees to demonstrate their continued understanding of these policies through our annual Code of Business Conduct and Harassment training. Williams communicates diversity-related policies to employees through our intranet, emails and face-to-face or virtual team meetings.

Resources & Training

Williams believes creating an inclusive culture helps spark innovation and collaboration, bringing out the best in our people and driving business success. Through resources and training, we demonstrate this commitment toward creating a high-performing workforce where all individuals feel respected and valued for their contributions. We believe that educating and empowering employees, a strong leadership commitment and measurable goals are critical to accomplishing change within our company.

We provide tools and resources to help employees and leaders promote a diverse and inclusive culture. For example, our employees have access to the Williams D&I resource library to help facilitate difficult conversations at work and at home. Employees can also use our Leader Inclusion Playbook, containing readings and topical webinars to help navigate conversations about inclusion with their teams. Catalyst, our education platform, gives our employees access to more tools and resources free of charge, including research, webinars and exercises. Each tool contributes to our employees' ability and willingness to hold meaningful conversations, drive social awareness and promote allyship across the company. We also offer optional enterprisewide training on inclusive communication and management of diverse teams through LinkedIn Learning. Williams believes that a culture that values and invests in diversity and inclusion will attract and retain the best talent.



Kenneth Philhower, Supervisor of Operations in Brooklyn, New York.



Thuy-Ai Ngo, Network Analyst and Andrea Gilpin, Sr. Business Process Analyst in the Tulsa office.

We continue to host Candid Conversations, enterprisewide panel events designed to encourage dialogue by removing barriers and allowing employees to develop a deeper understanding of our diverse backgrounds. In 2022, we held three Candid Conversations events, followed by small group discussions. These events centered around Women's History Month discussions, providing insights into women in leadership roles within our industry; Pride Month, inspiring employees to become advocates and allies of LGBTQ+ colleagues; and Hispanic Heritage Month, helping employees gain a greater appreciation for Hispanic culture.

Williams realized several other notable D&I-related accomplishments in 2022. We formalized action plans and shared them company-wide to address employee responses to our 2021 engagement survey questions about diversity and inclusion. We implemented a name pronunciation feature in Workday, allowing all employees to add an optional phonetic spelling of their name to their profile. Our monthly human resources electronic newsletter provided all formal leaders with

employee demographic data and diversity and inclusion-focused resources. As a corporate sponsor for The Women's Energy Network, we provided memberships to our employees free of charge and sent a number of employees to the 2022 "Power On" conference in Fort Worth, Texas.

Despite progress made towards our D&I goal, we know more work needs to be done. In 2023, we will continue building our foundation by monitoring, measuring and adjusting our effort as required across the areas we have identified as fundamental to our D&I efforts. We have set several goals for 2023 to help continue our journey of focused improvement, including recognizing diverse employees and those who promote diversity, increasing representation in leadership and advancing organizational understanding of D&I metrics and longer-term strategies.

For more about our current and future planned D&I resources, initiatives and training programs, see our 2023 Diversity & Inclusion Report on our [website](#).

WILLIAMS WILL BE THERE

Showing Up Through Our ERGs

Our employee-led Employee Resource Groups (ERGs) provide formal and grassroots opportunities for our workers to come together to lend professional and personal support to one another, participate in community and volunteer events and promote inclusion across the company to create a more robust culture of belonging.

At the end of 2022, Williams had 10 ERGs with membership exceeding 1,100 employees; nearly 23% of our employee base. These ERGs were:

- Asian Pacific Islander
- Black
- Latin
- LGBTQ+
- Men Advocating Real Change
- Native
- Women of Williams
- Working Parents
- Veterans
- Young Professionals

ERGs and other employee committees help plan new initiatives, support growth opportunities and host a number of enterprisewide and local events in recognition of heritage months and other holidays, such as our enterprisewide Black History Month program planned by an employee-led Black History Month committee.

Employee Representation

Williams strives for diverse employee representation throughout the organization, which is driven by our talent management practices and employee development programs. We are committed to creating an inclusive culture and environment where all employees have an equal opportunity to advance into leadership positions. Our measurement of race and gender data allows us to assess trends, acknowledge gaps and focus our hiring, development and inclusion efforts in ways that help us attract and retain the best talent. Our Diversity & Inclusion Council formally reviews gender and underrepresented race and ethnicity data quarterly to identify trends and opportunities for improvements.

In 2022, we maintained an 89% internal fill rate for all leadership positions, focusing on internal talent mobility, promotion and diversity. In 2022, female representation in leadership was 22%, with no change from 2021, while leaders with underrepresented ethnic/racial identities comprised 15% of our leadership, an increase from 14% in 2021. Additionally, in 2022, we added one new female director to our board, continuing our long-standing practice of maintaining gender diversity in our leadership. Since 2004, our board has maintained at least two female directors. See [Corporate Governance](#) for more information about the diversity of our board of directors and senior leadership.



Phillip Harris, Communications Specialist Staff and Austin Welch, Business Analyst volunteering at Williams Day of Caring in Tulsa, Oklahoma.

Williams' 2022 D&I Metrics

Metric	Female	Male	Underrepresented Ethnicity and Race	White
Point-in-Time Metrics				
Head Count	1,105	3,910	839	4,119
	↑ 6%	↑ 4%	↑ 8%	↑ 4%
% of Total	22%	78%	17%	82%
	→ 0%	→ 0%	↑ 1%	↓ -1%
Representation in Leadership	21%	79%	15%	84%
	→ 0%	→ 0%	↑ 1%	↓ -1%
Rolling 12-Month Metrics				
Representation in New Hires	25%	75%	24%	75%
	↓ -4%	↑ 4%	↓ -3%	↑ 4%
% of Population Promoted	14%	15%	12%	15%
	↑ 2%	↑ 5%	↑ 2%	↑ 5%
Voluntary Turnover	8.1%	7.6%	9.9%	7.3%
	↑ 1.5%	↑ 1.6%	↑ 3.4%	↑ 1.3%



Josh Moore, Eric Gallihugh, and Sean Lindenfelser, Operations Technicians at the Transco Pipeline Station 185 in Dale City, Virginia.

Metric	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	2 + Races	White
Point-in-Time Metrics						
Head Count	90	149	194	324	80	4,119
Representation in Leadership	2.1%	2.6%	3.6%	4.4%	1.6%	84.3%
Rolling 12-Month Metrics						
Representation in New Hires	2.5%	4.2%	5.7%	9.9%	1.7%	74.9%
% of Population Promoted	16.6%	9.8%	10.8%	11.5%	17.8%	15.1%
Voluntary Turnover	5.9%	11.9%	9.8%	8.8%	14.0%	7.3%

Employment Practices

GRI 2-30; SDG 8

Establishing fair approaches to job creation, terms of employment, compensation and working conditions are essential for Williams. As such, Williams is committed to fostering a workplace where business is conducted consistent with our Core Values, Code of Business Conduct and company policies. We also provide tools to our leaders to better equip them to create transparency around our compensation programs. This engagement helps employees understand the link between their pay and the value they bring to Williams in a fair and unbiased atmosphere. Additionally, we complete an annual pay equity review process to promote Williams' equal employment opportunity policy. We do not include salary history questions in our application process. We promote, and in some cases require, trainings that influence inclusive hiring and mitigate bias in the hiring process; for more information, please refer to the [Employee Attraction, Retention & Development](#) section.

Organized labor is an important voice for expanding domestic energy infrastructure, and we have strong relationships with unions in many areas throughout our pipeline footprint. Williams recognizes the right of employees under the National Labor Relations Act to organize, form, join or assist unions and engage in protected, concerted activities. However, because we encourage a direct partnership with our employees, we do not believe in the need for an outside group to speak on our workers' behalf. In 2022, zero Williams employees were represented under collective bargaining agreements.

In 2022, Williams worked with six trade unions, including members of the IBEW, Iron Workers, Teamsters, Pipeliners Local 798, International Union of Operating Engineers and LIUNA organizations. Also, our Regional Energy Access Expansion project was awarded to contractors using organized labor. In total, 34 miles of Williams' pipelines were constructed and 20% of contracts executed by companies using organized labor in 2022.



Zac Compton, Operations Technician, at the Transco Pipeline Station 165 in Virginia.

WILLIAMS WILL BE THERE

Strengthening Communities

With a footprint that spans 25 states, Williams has an incredible opportunity to positively impact the communities in which we live and work. At Williams, we value honest and transparent dialogue with our stakeholders. We work hard to understand unique local challenges, provide support through investing in communities and responsibly manage our supply chain impacts.



George Loomis, Operations Supervisor participating in Williams Volunteer Week in Pennsylvania.



Stakeholder Relations

GRI 2-25, 2-29, 3-3, 413-1, 413-2

Why This Matters to Williams

Williams’ business depends on our ability to maintain trusting and collaborative relationships with our stakeholders. Retaining the confidence and approval of community members, public leaders, non-governmental organizations and government officials allows us to continue our operations and expand our infrastructure. In addition, engaging with the public strengthens our understanding of how new and existing projects will impact the health, safety and economic development of our communities. Ultimately, we use the feedback received from stakeholders to improve our strategy and operations. Williams strives to serve as a good neighbor, retain support for our operations and promote the success of our expansion projects. We actively engage with communities, customers, suppliers, non-governmental organizations, industry associations and government officials to understand different perspectives and explore collaborative outcomes built on open communication.

Williams defines stakeholder engagement as activities specifically conducted to inform and gain input from parties about Williams’ expansion projects, operational activities or other notable business activities. We work to identify the best engagement approach for each unique stakeholder group. As part of our materiality assessment and report preparation process, we identify our primary stakeholder groups and directly engage with external stakeholders to understand their primary topics of interest. In addition to engaging stakeholders as part of our materiality assessment, we promote consistent stakeholder engagement on ESG topics. For a detailed list of stakeholder engagement activities conducted in 2022, see [2022 Stakeholder Engagements](#).

Community Engagement

Williams focuses on open dialogue and proactive partnerships with community members. In 2022, we participated in more than 200 unique engagements with local community stakeholders, including three community events, four open houses, 38 meetings with business organizations and chambers of commerce, nine environmental justice meetings and 10 meetings with non-profit organizations.



Executive oversight of community engagement is the responsibility of our Vice President of Communications and Corporate Social Responsibility, and our Vice President of Government Affairs and Public Outreach. In the communities where Williams has expansion projects, we employ specialized consulting services to develop distinct outreach and stakeholder engagement plans to help us better engage with distinct community members and groups.

Williams’ community and project outreach team is the central contact point for stakeholder engagement related to pipeline infrastructure projects. The team develops a public participation plan for each of our major projects. When implementing these plans, we use a Public Outreach Strategy Guide that formally outlines Williams’ approach to community engagement and consultation. The guide emphasizes the importance of early contact, continual communication and flexibility throughout the lifecycle of our projects.

Williams uses a stakeholder management database to identify relevant stakeholders in communities associated with proposed and active expansion projects. We use this database to develop stakeholder lists required by FERC and as a resource to locate stakeholders in areas of existing operations. In 2022, Williams deployed the stakeholder database for our Southeast Energy Connector project, sending letters to stakeholders informing them about the project and community open houses.

We actively identify and engage with marginalized communities that may be affected by our operations. As part of this approach, in 2022, we further refined our methodology to evaluate the social demographics and the presence of overburdened populations in our operational footprint. This has improved our efforts to

Upholding Regulatory Requirements

Williams continues to follow regulatory requirements for notifying and managing interactions with stakeholders using our stakeholder management systems. Williams employs the Federal Energy Regulatory Commission's (FERC) voluntary pre-filing process to engage affected stakeholders before the submittal of a formal project certificate application. Our activities include public meetings and consultations with elected officials, community leaders and affected landowners.

assess potential environmental justice risks and has become an important factor in project execution decisions. For more information on these efforts, see [Environmental Justice](#).

To receive concerns related to our operations, we provide a dedicated email address and a toll-free stakeholder hotline as methods of contact on project materials, company handouts, letters to stakeholders and project-specific web pages. We assess the effectiveness of our engagement by monitoring the number of complaints, concerns and issues raised by community members, elected officials and regulating agencies. We work diligently to assess and respond to all community concerns.

Following the FERC pre-filing process, Williams holds a series of open houses to inform landowners and other stakeholders about the scope and need for the proposed project. When hosting open houses, the company seeks ways to meet public preferences and not discourage any community members from participating in the process. As an example, Williams held one in-person and one virtual open house in 2022 for the Southeast Energy Connector project. We scheduled virtual open houses to align with the dates of in-person events. During the open houses, Williams provided a project overview and online, interactive maps, which allowed attendees the opportunity to submit comments regarding the project directly onto the maps.

Landowner Relations

As natural gas demand grows, we must periodically expand existing facilities or build new assets across our energy infrastructure systems that span 25 states. Our ability to reliably supply energy is, in part, due to the strong, long-term collaborations we have with more than 115,000 landowners. We strive to foster successful relationships with landowners who grant us the privilege of establishing permanent easements across private land.

1,676

In 2022, through our successful negotiations and relationships with landowners, we reached mutually agreeable terms that resulted in the execution of 1,676 new land agreements.

For proposed pipeline infrastructure projects, we apply a standardized approach to engaging affected landowners. We focus on early engagement to allow us time to explain the project, obtain permission to survey the land and conduct a formal negotiation process. We encourage landowners to ask questions, voice concerns and communicate their preferences so we can create mutually beneficial solutions.

Throughout the project planning process, Williams proactively circulates relevant project information to landowners, including company policies, frequently asked questions and steps for acquiring a right-of-way. For projects certified by the FERC, Williams must notify landowners up to half a mile from new compression facilities and all landowners affected by the proposed pipeline route. We distribute a brochure developed by the FERC that describes what to expect if a proposed project runs through a landowner's property. In 2022, we distributed 104 mailers to landowners for the FERC pre-filing process.

We treat landowners fairly by providing them with reasonable financial compensation, protecting and restoring their land and respectfully operating on their property. Williams directly and regularly engages with our landowner partners through email, phone calls, mailings, open houses, in-person meetings and other forms of communication.

We provide training to our land agents to abide by INGAA's Commitment to Landowners, a set of recommended behaviors that member companies agree to follow when engaging landowners. We also adhere to applicable state regulations such as the Texas Landowner Bill of Rights.

Williams aims to reduce the impacts our infrastructure has on communities by attempting to site the pipeline routes along existing rights-of-way, roadways or other utility corridors. We try to reroute, when possible, to avoid property owners who do not want to work with us. For existing partnerships, we conduct an annual checkup of our assets on landowner properties to confirm that our infrastructure is operating safely and unobtrusively. We have ongoing communications with landowners to resolve concerns and complaints.

For projects certified by the FERC, we make every reasonable effort to avoid the use of eminent domain. Our corporate philosophy is to introduce eminent domain only as a last resort. For example, we have obtained 100% of the land rights on our Regional Energy Access, Texas to Louisiana Energy Pathway and Southside Reliability Enhancement projects without using eminent domain. To support this

Public Perception & Education

Williams is committed to informing stakeholders of our role in leading the push towards a clean energy future. Helping stakeholders better understand our products is an enterprisewide endeavor that cascades directly down from our executive officer team to our field team.



Tina Taylor, Supply Chain Specialist in Virginia.

process, Williams follows a formal landowner complaint resolution procedure to identify concerns and determine an appropriate resolution in a timely manner. Our goal is to reach mutual agreements with all new landowners. Williams has been able to adequately compensate landowners while having fewer condemnations, and since 2018, we have met our goal of zero condemnations.

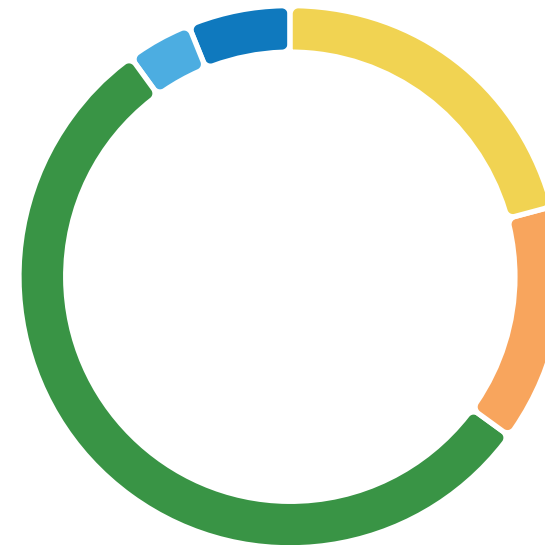
Williams executives actively engage in meetings with stakeholder organizations and elected officials and participate in community events that enhance public knowledge of our projects and perception of Williams. We developed the Williams Ambassador program to support employees in their endeavors to educate friends, family and colleagues about Williams' role in a clean energy future. The program provides tools for employees to have quality, fact-based conversations about Williams and the natural gas industry. Enhancing the perception of the role of Williams and natural gas in a clean energy future encourages support for our operations and new infrastructure projects.

Williams relies on a wide range of public education efforts, initiatives and partnerships to manage our public perception. Williams is a founding member of Natural Allies for a Clean Energy Future, a coalition of industry leaders, labor partners and other allies of the natural gas industry. The coalition runs multi-channel campaigns to educate and engage stakeholders through television and digital advertising, press outreach and social media. Through Natural Allies, Williams is committed to proactively educating stakeholders about the role of natural gas in reducing emissions and more quickly reaching climate goals.

We have adapted our use of social media to educate the public on the value of natural gas and Williams' commitment to a clean energy future, focusing our engagement on the local communities where we have proposed expansion projects. We also host town halls and community meetings to gain feedback and discuss the benefits of our projects to local communities, the environment and the economy. In 2022, we continued polling and research efforts to understand how the public views our brand, operations and proposed projects. In addition, we used a local municipal tracking service to monitor instances where local meetings reference Williams.



Theeban Thavanandam, Corporate Development Analyst in the Tulsa office.



Public Perception Statistics

When asked, "Do you agree or disagree that Williams supports a clean energy future/makes clean energy happen?" 2022 survey respondents said:

- **21%** Strongly Agree
- **14%** Somewhat Agree
- **55%** Neutral
- **4%** Somewhat Disagree
- **6%** Strongly Disagree



Marie Tucker, Information Technology Executive Assistant participating in the Williams Day of Caring in Tulsa, Oklahoma.

Community Investment

GRI 413-1

Williams prioritizes involvement in the communities where our employees live and work. We believe in strategically investing both our time and our resources to maximize impact for the causes most central to our company. We focus our giving on initiatives that help energize employees, strengthen communities and enhance business execution. In 2022, we contributed over \$14 million to 2,091 organizations across 49 states and Washington, D.C. through our community giving channels, which include cash contributions,

in-kind donations and matching programs. Williams employees, retirees and board members also support through personal contributions in addition to Williams' corporate support. Williams also invests in our communities using our time, including through our inaugural Williams Volunteer Week in April 2022. Volunteering together strengthens connections to local organizations and unites our employees in the spirit of giving.

Corporate Giving

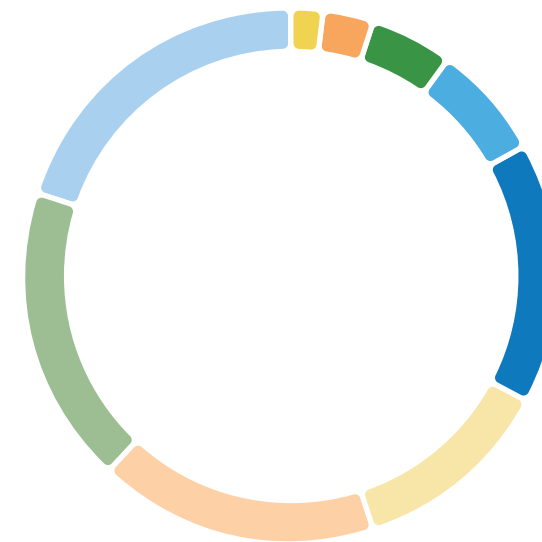
Over the past five years, Williams has contributed more than \$57 million to support local communities. We focus our giving on science, technology, engineering and math (STEM) education, environmental stewardship, civic betterment, public safety, D&I and other initiatives that our communities value. Williams accepts external grant applications throughout the year on the company website and awards grants on a quarterly basis.

Our Core Values direct us to be responsible stewards and reliable partners across our footprint. Williams' operating area leaders and corporate social responsibility team help identify organizations and initiatives that meet the unique needs of the diverse communities in which we operate.

The Williams Foundation, a nonprofit 501(c)(3), guides our community investments. The Foundation's thoughtful and engaged board of directors advises charitable giving across the states where we operate. The Williams Foundation board includes members of our executive leadership team, meets semi-annually and collaborates with our corporate social responsibility team to approve a comprehensive budget that supports high-impact programs in the communities where our employees live and work. The Foundation Bylaws and our corporate Charitable Giving Policy outline our giving process to promote the integrity of our contributions.

Investments in local emergency response agencies help often under-resourced organizations purchase equipment necessary to protect our local communities. In 2022, we donated \$666,618 to 285 first responder groups throughout our operating areas, including departments where our employees volunteer as firefighters. For more information on our support for emergency responders, please refer to the [Public Safety](#) section.

For more information about the Foundation's investments and achievements, please see our [2022 Community Investments Report](#).



2022 Community Giving by Program Area

- 2% Other
- 3% In-Kind
- 5% Safety
- 7% Arts, Culture and Humanities
- 16% Environmental Quality, Protection and Beautification
- 12% Health and Human Services
- 17% United Way
- 18% Education
- 20% Civic Betterment



Kelly Adams, Director of State Government and Regulatory Affairs, at The University of South Carolina's Center for Civil Rights History and Research.

WILLIAMS WILL BE THERE

Preserving History & Supporting Employee Passions

In addition to building our charitable giving strategy around key focus areas, Williams is always receptive to employee suggestions and projects that advance diversity and inclusion. In 2022, employee Kelly Adams, Director of State Government and Regulatory Affairs, nominated the University of South Carolina's Center for Civil Rights History and Research as a potential recipient for Williams funding. The Center preserves and shares civil rights history through oral histories and educational programs. In 2022, Williams committed \$1.5 million to fund the Center's preservation of stories, along with various efforts, including a traveling exhibit and permanent collection. With Williams' donation, stories of our country's civil rights history can be gathered and archived so that they are not only used for educational purposes, but never forgotten. Please visit [our website](#) to watch Kelly Adams speak about her passion for this project and Williams' donation.

Investing in Education

Williams wants to prepare the next generation for careers in STEM. In 2022, Williams invested \$1,037,750 to support STEM education in elementary, middle and high schools, technical schools and universities. Our investment in STEM education helps build a diverse talent pipeline to meet our company's workforce needs as we support a sustainable energy future.

In 2022, Williams employees advanced this effort by volunteering to work with students at Sterling Aviation High School, a 3DE school in Houston, on a case study. 3DE was developed through a shared vision from leaders in education, business and Junior Achievement to systemically re-engineer education to better reflect the real world and prepare students for life beyond the classroom walls. The Williams case study involved decisions we make when implementing solar panel

projects to power our assets. Our CEO, Alan Armstrong, is a long-time supporter of Junior Achievement, currently serving on the 3DE board and as the board chairman of Junior Achievement USA.

We also know that investing in social, emotional and physical health and well-being is critical to supporting children and families. In 2022, we supported Susquehanna County, Pennsylvania, by committing \$1.5 million over five years to construct a large fieldhouse at the county's planned indoor recreation center. The fieldhouse will have 40,000 square feet of artificial turf and a 17,600 square foot gymnasium and provide a gathering space for the community to participate in fitness activities while supporting overall well-being.



“ We are honored and excited to continue our community partnership with Williams. Williams is not a company that just says they want to make an impact in the communities they operate in, they roll up their sleeves and take action. ”

ASHLEY KILMER, SUSQUEHANNA COUNTY RECREATION CENTER BOARD PRESIDENT



Enola Low Grade Trail Trestle Bridge in Pennsylvania.

Protecting Our Environment & Invigorating Our Communities

Williams develops private-public partnerships to help improve or preserve our resources and promote responsible land use. We continue to support habitat conservation organizations such as Ducks Unlimited, which conserves, restores and manages wetlands and other waterfowl habitats. In 2022, our support helped Ducks Unlimited add 1,250 acres to the Cavalier Wildlife Management Area in Virginia, located adjacent to the Great Dismal Swamp National Wildlife Refuge, a critical Mid-Atlantic ecosystem. We also supported the Arbor Day Foundation; for more information, please refer to the [Biodiversity & Land Use](#) section.

Williams' support for responsible land use projects extends into the urban environments where our employees live and work. In Houston, Texas, for example, we are a key sponsor of the Commons, a 26-acre multi-use greenspace development at Hermann Park Conservancy. Once completed, the Commons will feature a variety of natural and recreational areas that transform this previously underutilized area into a lively community gathering space. Ecological initiatives include an experimental urban wetland garden, extensive native planting and environmental education activity areas.

We advance sustainable urban design and outdoor recreation with projects like our work with the River Parks Authority in Tulsa. This project replaces a railroad bridge spanning the river with a modern pedestrian bridge. The City of Tulsa even named the bridge "Williams Crossing" to recognize our contribution. Williams Crossing is expected to open in early 2024 and will provide Tulsa residents with a zero-carbon transportation and recreation option. Williams also supported environmental recreation along the historic Safe Harbor Trestle Bridge in Manor Township, Pennsylvania, through a donation to help restore the bridge. In 2022, our investment came to fruition when the bridge opened to hikers, bikers and other outdoor enthusiasts. Williams also partnered with Jenkins Township, Pennsylvania, to fund a new pavilion for recreation and community events at Spadi Park. We are proud to continue a strong partnership with Jenkins Township officials and look forward to seeing the social and environmental benefits of this pavilion come to life.



“ We see Williams being here for the long haul. With this project, we know that Williams is invested here for the long term. We certainly welcome Williams and Manor Township working together for the next 100 years. ”

RYAN STROHECKER, MANOR TOWNSHIP MANAGER

Williams is a longtime supporter of United Way and its mission to bring people and organizations together to drive lasting change around the country and the world. In 2022, Williams and our employees, retirees and board members supported more than 141 local area United Way agencies, totaling over \$4,637,616 in donations. The total funds include pledges, fundraisers and the company's matching funds.

Being a recognized partner in support of issues that communities care about establishes mutually beneficial relationships and strengthens the perception of Williams.

Williams also makes substantial investments to educational and research institutions in support of energy solutions. For more information, please refer to the Energy Transition and Low Carbon Economy section.

Employee Giving & Volunteering

Williams' commitment to supporting the communities our employees call home extends beyond financial support. With supervisor approval, during work hours employees may volunteer with charitable organizations that address critical needs and fuel their passions. In total, Williams employees contributed 20,999 total volunteer hours in 2022, representing \$628,920 in value based on an estimated value of \$29.95 per volunteer hour.^[1] Williams' employees are proactive in helping their communities and each other in times of need. Across the country, our employees serve on non-profit boards and as mentors, coaches, committee members and volunteer firefighters.

We also fund employee-driven charitable giving programs, including our Homegrown Giving and Matching Gifts programs. Our Homegrown Giving program enables employees to support the unique needs of their local communities through grants designed to support eligible, non-profit organizations. Additionally, our Matching Gifts program annually matches contributions to eligible organizations up to \$10,000 per employee or board member and up to \$5,000 per retiree.

[1] Independent Sector, Value of Volunteer Time.



Williams Volunteer Week project with Green Country Habitat for Humanity in Tulsa, Oklahoma.

WILLIAMS WILL BE THERE

Showing Up in Our Communities

In April 2022, hundreds of Williams employees in 18 states volunteered at 88 non-profit organizations as part of our inaugural Williams Volunteer Week, to help with projects such as beautifying outdoor spaces, tutoring in elementary school classrooms and sorting donations at food banks. Our inaugural Volunteer Week harnessed the collective power of Williams employees to complete large projects for vital community organizations. Our community partners shared that our employees have positive attitudes, are industrious and have fun making a difference. Throughout the week, teams volunteered at organizations including Green Country Habitat for Humanity in Tulsa, Oklahoma, Urban Harvest community garden in Houston, Texas, the YWCA of Salt Lake City, Utah, Child Hunger Outreach Partners in Pennsylvania and many more organizations throughout the country. Our inaugural Volunteer Week proves that Williams employees will truly be there for our communities.

Economic Impacts

SDG 9

When Williams expands our major pipelines or facilities, we support economic development through state and local tax revenues, labor compensation, income tax revenue and local spending by our workers. In 2022, we paid \$215 million in property taxes across our locations. Over the past five years, we have also paid more than \$231 million in total Employer Federal Insurance Contribution Act taxes. Our investments also contribute to state and local sales tax revenues when we procure project materials, and our workers patronize local businesses.

It is important to understand the potential economic impact of a project before initiation so that we can strategically target investments to maximize benefit and disperse positive impact equitably. Williams assesses anticipated economic impact of our operations and expansion projects at the local community and regional level. We engage an expert third party, typically a research university or institute, to conduct economic impact assessments for large expansion projects. Involving experts heightens research quality, impartiality and accuracy, which is important for communicating results to local stakeholders. Following the analysis, we share information about anticipated benefits with local policymakers, advocacy organizations, chambers of commerce and other community stakeholders. Once projects begin, we promote the use of local businesses, such as patronizing locally owned hotels, restaurants, fuel stations, construction suppliers and other local services. For more information, please refer to the Environmental Justice section of this report.

Our proposed Southeast Energy Connector in Alabama expands our Transco pipeline, which extends from Texas to New York City, and will support the transition of Alabama's electric power generation from coal to natural gas. We have a proven record of reliably servicing this region; Transco has transported approximately 25% of the natural gas that has entered Alabama since 1990. In 2022, we commissioned an economic impact assessment for the Southeast Energy Connector project from the University of Alabama. The study determined that the construction phase alone will generate \$97.5 million in gross business activity. The project is expected to generate nearly 300 total jobs and \$2.3 million in state and local tax revenues. At the county level, the Southeast Energy Connector is projected to generate \$12.4 million in GDP contributions for Chilton County and \$22.7 million for Coosa County. Ultimately, the Southeast Energy Connector will drive Alabama's transition away from coal-fired power generation, which will also benefit communities by reducing air pollution and GHG emissions.

Williams also commissioned studies from Wilkes University and Rutgers University to assess Pennsylvania- and New Jersey-specific economic impact, respectively, for our Regional Energy Access Expansion project. For details regarding the outcomes of these studies, please refer to [Williams' 2021 Sustainability Report](#).



Ribbon-cutting event for Tulsa Innovation Labs and the Rose Rock Bridge program.

WILLIAMS WILL BE THERE

Investing in Innovation

In addition to driving positive economic impact through our operations and expansion activities, we fuel local economic growth through community investment and innovative industry partnerships. In 2022, Williams, Devon Energy, ONEOK, venture capital firm Energy Innovation Capital (EIC) and tech-focused nonprofit Tulsa Innovation Labs (TIL) joined together in a first-of-its-kind initiative to attract energy technology startups to the Tulsa region.

A key program in this initiative is Rose Rock Bridge, a startup incubator program that gives burgeoning energy technology organizations the tools they need to succeed and grow in the Tulsa area. Startups accepted to the program are awarded \$100,000 in non-dilutive funding to experiment and grow their ideas. Williams also participates in mentorships, networking events, pitch days and administrative support activities.

For Williams, one advantage of this program is the opportunity to collaborate with startups to develop energy technology solutions in line with our decarbonization goals. Additionally, this program will support Tulsa's entrepreneurs and bring talented innovators to the area, ultimately enhancing the city's energy technology economy.

Supply Chain & Responsible Procurement

GRI 2-6, 2-24

Williams' interstate gas pipeline and gathering and processing operations span across the U.S., supplying natural gas and natural gas products nationwide. Our daily operations use materials, goods and services from more than 3,979 suppliers across the country. We value building relationships with suppliers that

uphold our commitment to operational excellence, honor our Core Values and support our vision for sustainability. Williams strives to continue to mature our procurement and supply chain management strategy to build a more resilient, diverse and sustainable supplier base.



Williams employees visit diverse supplier Steel Forgings Inc. in Louisiana.

Supply Chain Management

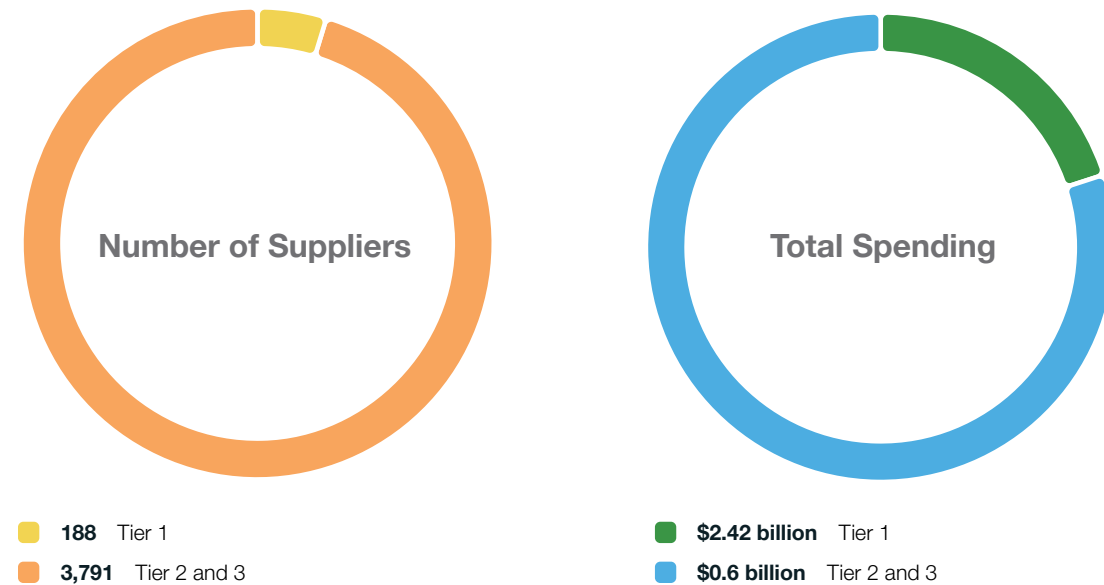
Our suppliers and contractors are essential to helping us deliver safe, reliable natural gas products that help fuel the clean energy economy. Williams uses a tiered supplier relationship management process to segment suppliers into categories and help direct our spending. We determine our Tier 1 suppliers based upon the highest spend, strategic value and potential risks. On average, Tier 1 suppliers account for the top 80% of total annual spend. Williams implements well-researched category strategies to drive procurement decisions on major projects and high-spend categories.

We value authenticity and integrity throughout our business, which includes work done in partnership with our suppliers and contractors. Our [Code of Conduct for Suppliers and Contractors](#) sets expectations for our business partners to uphold our commitment to environmental, social and economic impact and maintain our compliance with all applicable laws and regulations. The Code covers ESG standards including the prohibition of discrimination, support for freedom of association and collective bargaining and promotion of effective environmental management. We require acknowledgment of our Code from all our suppliers and contractors when signing procurement contracts and new purchase orders. Additionally, we conduct training with our procurement team to best execute the Code and our supplier ESG program. Our Code is available on our external vendor terms and conditions [website](#).

Williams' supplier assessment program requires new suppliers and existing suppliers under re-evaluation to complete a self-assessment ESG questionnaire. The questionnaire assesses social and environmental criteria, such as diversity, human rights policies, environmental performance and code of conduct for business partners. This approach allows Williams to conduct business with suppliers that align with Williams' ESG expectations, specifically policies focused on environmental sustainability, diversity, pay equality, workplace harassment and data privacy. In 2022, 270 suppliers, including all new suppliers, responded to questions covering ESG criteria. We continue to work with our suppliers to help them improve and align with our ESG expectations and plan to use this supplier response data to further understand Williams' supplier base.

Williams holds suppliers to high standards on both product quality and services. Williams expects Tier 1 and other critical suppliers to comply with our company policies, performance expectations and regulatory requirements, which we monitor through desktop and onsite assessments conducted by members of our procurement team. Suppliers that do not meet our expectations may be subject to contractual remedies, up to and including termination of contract and removal from active supplier list. For our critical suppliers, we establish performance metrics regarding safety, on-time delivery, quality service and cost efficiency. We conduct business reviews with internal stakeholders throughout the year to verify that suppliers are hitting their performance goals. To identify potential country-specific supply chain risks, including human rights risks, we screen suppliers using U.S. Secretary of State databases and the FBI Terrorist Screening Database.

2022 Supplier Spending



Transco Pipeline in Stokesdale, North Carolina.

Responsible Procurement

Williams is committed to procuring goods and services from qualified suppliers that meet our safety, compliance and credit requirements. We prioritize working with suppliers committed to advancing our sustainability goals through the inclusion of ESG-based criteria in our supplier evaluation and qualification process. We continue to identify opportunities to standardize and embed ESG criteria into our procurement process.

Our Williams Procurement Policy establishes requirements for purchasing goods and services from suppliers and includes language about our improved purchasing processes and sourcing strategies. We strive to select suppliers that use transparent, objective, timely and cost-effective decision-making and risk management. We continue to work with local

suppliers — defined as being in the same state or region as our field offices or large stations — to promote economic development in our areas of operation. Our ability to hire locally depends on the availability of appropriately qualified individuals. For additional information on local economic development, see [Economic Impacts](#).

Williams' dedication to diversity goes beyond our commitment to an inclusive workplace for employees. Williams has strengthened our efforts to support diverse suppliers and suppliers from historically underrepresented groups. In 2022, we implemented a supplier diversity program. The program's vision statement reflects input and signoff by our Diversity and Inclusion Council, of which executive leaders are members.

Through this program, we have partnered with Tealbook, a third-party supplier data provider, to help us understand metrics and track the diversity classifications of our current supplier base and future suppliers. These business classifications include small businesses and companies owned by women, minorities, military veterans and businesses in the Historically Underutilized Business Zones program. The Historically Underutilized Business Zones program helps small businesses in urban and rural communities gain preferential access to federal procurement opportunities. Currently, about 15% of Williams suppliers are diverse and certified as such.

As an example of our efforts to promote diversity in our supply chain, Williams has partnered with the Tulsa Chamber of Commerce's Mosaic, a coalition of local organizations dedicated to enhancing the area's D&I climate by sharing best practices and developing relationships. Mosaic helps us connect to Tulsa-area businesses owned by people with diverse backgrounds. Our goal for 2023 is to implement "supplier spotlights," which will highlight a current diverse supplier of Williams to drive both internal and external awareness of supplier's capabilities.



“ Growing investment in supplier diversity is a focus area of the Tulsa Regional Chamber. Having a company like Williams align with us and demonstrate what it looks like to intentionally engage in this effort is a game changer for minority entrepreneurship and economic equity. ”

JONATHAN LONG, VICE PRESIDENT OF DIVERSITY, EQUITY AND INCLUSION FOR TULSA REGIONAL CHAMBER



Harrison Hub Fractionation Plant in Scio, Ohio.



Transco Pipeline right of way.

Environmental Justice

GRI 2-25, 413-1, 413-2

Williams supports environmental justice and seeks to involve residents and leaders from all socioeconomic backgrounds in our engagement activities. We actively pursue opportunities to conduct dialogue with overburdened communities, which may include people of color, low income, rural, tribal, indigenous and homeless populations around our projects and in our operating areas to gain a meaningful understanding of the critical issues they face. Williams also views environmental justice as a framework that we can harness to promote the equitable distribution of benefits from our operations, such as direct and indirect economic impacts. To promote environmental justice, we pursue partnerships with community-based organizations that serve distinct needs in local communities. These partnerships provide direct channels to further engage community members who use the services provided by these organizations. For more information on our community partnerships, please refer to the [Community Investment section](#).

To monitor the policy landscape around environmental justice, Williams developed a state-by-state summary of existing and proposed environmental justice regulations. This tool has enabled us to understand the impacts of environmental and energy policy on the communities we serve. We expect our approach to environmental justice will mature as we learn from and grow with the communities where we operate and respond to new government policies.

Williams identifies overburdened communities using the guidance and methodologies determined by the EPA's Federal Interagency Working Group on Environmental Justice and the National Environmental Policy Act (NEPA) committee. In addition, Williams follows state guidance when identifying overburdened communities. To learn more about our approach to identifying these population groups, see the methodology outlined in the publication, [Promising Practices for EJ Methodologies in NEPA Reviews](#).

To assess the demographics of communities near our assets, Williams conducts Environmental Justice Assessments that evaluate characteristics such as income, race, ethnicity, age and spoken languages. In 2022, we continued to improve this approach by assessing additional features that help characterize these communities, including community assets, gathering places, non-profit organizations and community-based activities. This process helps us identify overburdened communities in the vicinity of planned projects, understand potential social risks and develop outreach strategies tailored to specific population groups. For example, we translate project information into multiple languages and host additional stakeholder meetings during the daytime and evening hours. Through this process, Williams increases stakeholder participation and maximizes engagement with overburdened community groups, helping us to assess, avoid and mitigate potential environmental justice concerns.

In 2022, Williams' environmental justice workgroup finalized an Environmental Justice Project Charter Statement to include in permitting applications and FERC Resource Reports. This statement describes how Williams actively engages with communities to understand their perspectives and potential concerns. It also discusses how Williams seeks to minimize and manage potential negative impacts and create relationships with communities for their net benefit. Through frequent direct dialogue, we share company-related information and project updates, hear residents' concerns and address their questions. We also use referrals from our current stakeholders to grow our outreach network and pursue new engagement opportunities.

Williams' attention to environmental justice concerns and community outreach efforts is already yielding results in our development projects. For example, due in part to the community outreach efforts and adjustments made in response to community feedback, the final Environmental Impact Statement for our Regional Energy Access Expansion project concluded that the project would not have adverse impacts to communities prone to environmental justice risks.



“ Williams embraces the value of understanding the communities around our assets. By proactively engaging and collaborating with local communities and technical experts, we strive to be cognizant of the potential burdens and benefits of our activities in overburdened communities and develop sustained partnerships that promote a healthy and safe environment. ”

MARK GEBBIA, VICE PRESIDENT ENVIRONMENTAL AND PERMITTING

Williams' community outreach efforts seek to go beyond informing and engaging residents by also identifying ways for communities to realize real value from the benefits our projects bring. At the early stages of project development, Williams assesses the potential economic benefits of our proposed projects, identifying local, county and regional benefits. In project areas in which the demographics indicate the presence of an overburdened community, we work to specifically engage community, civic and business leaders to ensure there is broad awareness of the anticipated economic benefits of our proposed projects. We will also work to encourage our contractors to hire local employees and to use local businesses for their needs. The effort seeks to ensure the equitable distribution of benefits in our project areas. For more information regarding the direct and indirect benefits of our operations, please refer to the Economic Impacts section.

Noise Management

Williams is committed to serving as a respectful neighbor in the communities where we operate. It is our responsibility to manage noise from our operations and mitigate elevated sound levels that can negatively affect human health and the environment. We work with communities to foster a safe environment and comply with federal, state and local regulations.

Effective sound control begins with the permitting and design of any noise-generating facility. We incorporate equipment and architectural acoustics to limit sound levels below the maximum decibel levels established by federal, state and local noise regulations. We use a variety of technologies, including exhaust silencers, mufflers, low-speed fans and centrifugal compressor units.

Williams is involved in several external initiatives aimed at advancing environmental justice. In 2022, Williams participated in an industry panel at the Interstate Pipeline Regulatory Committee annual meeting that discussed approaches and best practices for environmental justice engagement. Williams has been a resource for the FERC Office of Public Participation by sharing our public outreach and stakeholder engagement practices. In addition, Williams is a member of the Interstate Natural Gas Association of America (INGAA) Environmental Justice Task Force. We also seek opportunities to share our practices and learn from other top environmental justice programs by participating in industry association events focused on environmental justice.

For example, we use mufflers when conducting blowdowns and purges on pipelines to minimize the venting noise.

We complement technology measures with building and landscaping designs, such as trees and noise walls that absorb and deflect sound. We voluntarily implement these alternative noise controls in projects where our overall noise impact is below the U.S. decibel threshold that requires technology interventions. As our operations expand, technologies advance and the local landscape evolves, we adapt to remain in compliance with noise regulations. We are dedicated to responsibly controlling and minimizing noise impacts for our neighbors' health and well-being.



Nathan Carlson, WORK Experience Product Owner at the Transco Pipeline Station 240 in Carlstadt, New Jersey.



Northwest Pipeline in Spokane, Washington.

Human Rights

GRI 2-23

Williams is committed to fostering a business culture that respects internationally recognized human rights and prevents human rights infringements throughout our business actions. Our [Human Rights Policy and Statement](#) outlines our commitment to respect human rights and avoid complicity in human rights abuses. The statement includes our expectations related to workplace discrimination, D&I, workplace conditions and freedom of association. Our commitment applies to everyone involved in Williams' operations, including employees, officers, contractors, leased workers, suppliers, vendors and customers. In situations where Williams does not control operations, we collect relevant data and report all noncompliance issues to our ethics and compliance team to confirm that involved parties align with our human rights standards.

Our human rights commitment extends to our supply chain, whereby we expect our suppliers to honor our Core Values related to freely chosen employment, working hours, respect in the workplace, wages and

benefits, and health and safety. Williams has embedded the expectation of compliance with all human rights and labor laws in our standalone [Code of Business Conduct for Suppliers and Contractors](#), which we require all business partners to sign. We also review our suppliers' culture, policies, practices and ask whether they have a Code of Conduct during the supplier qualification process. We see supplier relationships as an opportunity to share best practices with respect to human rights and promote continual learning and improvement.

Since 1992, Williams has offered the Action Line, a 24/7 toll-free number that empowers employees and other stakeholders to report concerns including those related to human rights. Internal procedures are in place to handle all concerns submitted via the Williams Action Line. For more information on the Action Line, please refer to the [Corporate Behavior & Ethics](#) section.

Indigenous Peoples

Developing trusting relationships with Native American tribes has never been more important for our nation's energy industry, particularly for those sectors in which Williams operates. Our [Human Rights Policy and Statement](#) outlines our commitment to respect human rights and avoid complicity in human rights abuses, including those of Indigenous Peoples. In 2022, Williams had no incidents of violations involving the rights of Indigenous Peoples. Additionally, we continue to use an internal guide covering best practices and recommended processes for successfully engaging this key stakeholder group. Please refer to the Human Rights section for more information regarding how Williams protects human rights.

In the preliminary stages of project development, we conduct geographic information system (GIS) analyses, computer-based reviews and site-specific surveys to locate sensitive environmental, cultural and historic areas, including cultural resources that are of importance to indigenous peoples. As a company with interstate pipelines regulated by FERC, we adhere to Section 106 of the National Historic Preservation Act, which requires consultation on all activities that may affect property of cultural or religious significance to tribes. As part of Section 106, tribes must have a reasonable opportunity to identify concerns about affected properties and advise

Williams on the identification and evaluation of these properties. Williams' public outreach and environmental permitting teams have primary responsibilities for tribal outreach efforts.

To improve our understanding of Indigenous relations, we created an Indigenous Peoples Council that consists of Native American employees and allies, including representation from diverse stakeholder groups across Williams' departments. The Council continued meeting regularly in 2022 and is exploring the development of a formal company policy relating to Indigenous Peoples. It is also working to formalize a tribal relations guide, recommend training and learning opportunities and discuss ways of improving how Williams considers Indigenous Peoples in supply chain diversity and talent development.

In addition, Williams is enhancing internal conversations around Indigenous issues through our new Native Employee Resource Group (ERG). In 2022, more than 100 Williams employees attended a virtual event hosted by the Native ERG that featured a conversation led by David Grann, author of the novel *Killers of the Flower Moon*.

Tribal Consultation & Engagement

We work to create constructive dialogues with Native American tribes with mutually beneficial results. As part of that effort, we regularly identify opportunities to incorporate feedback from tribes into our project planning, even when there is no federal mandate to do so.

In 2022, Williams performed a hydrotest on a small segment of the Northwest pipeline mainline in Klickitat County, Washington. Part of the project occurred within a recorded archaeological site that has significant cultural meaning to the Yakama Nation. Although the site was entirely within the pipeline's existing, previously disturbed right-of-way, Northwest Pipeline notified the tribe about this activity and reiterated its proximity to the archaeological site. Williams consulted with the tribe's Cultural Resources Program staff and Tribal Historic Preservation Officers (THPO) for several months to develop a project-specific Monitoring and Inadvertent Discovery Plan and provided the tribe with a post-construction monitoring report. The tribe indicated no issues or concerns upon completion of the project.

Other notable engagements in 2022 included consultation with the Muckleshoot tribe to prepare a stream restoration design that met criteria defined by Muckleshoot fishery experts, as well as contracting with the Confederated Tribes of the Umatilla Reservation to monitor a local fish passage in accordance with permit conditions. We also participate on INGAA's Tribal working group, where we continue to build understanding related to our engagement with Indigenous Peoples. Although the working group did not meet in 2022, we remain in communication with INGAA leaders on the development of future working groups.

As part of our commitment to building positive relationships with Indigenous Peoples, we provide meaningful charitable contributions to tribal initiatives. For the fourth consecutive year, Williams sponsored the Native American Youth Summit and was the presenting sponsor of the Dance of the Two Moons event, benefiting the Indian Health Care Resource Center in Tulsa, Oklahoma. Each year, hundreds of families participate in the Youth Summit, designed to help strengthen the physical, mental, social and cultural well-being of Native American youth.

We pursue opportunities to engage with and celebrate our local Native American communities. Williams sponsored and contributed to the planning of Tulsa's Native American Day, with the 2022 theme of "Our Journey Continues." The event included a full day of tribal leader speakers, arts, crafts and food, and concluded with a concert. Several Williams employees volunteered at the event and participated in the event's parade. In addition, Williams' Environmental Permitting department began a new partnership with the Euchee Butterfly Farm's Natives Raising Natives program in 2022. Through this partnership, Williams has participated in events with tribal members and has awarded grant money to the program for the preservation of native seed species that are critical for food and pollination.

Williams also funded a multi-year grant for IllumiNative, a Native woman-led social progress organization, and sponsored the American Indian Science and Engineering Society (AISES) annual conference. The AISES conference is a virtual networking event aimed at increasing the representation of Indigenous Peoples of North America in STEM studies and careers. For more information on community giving at Williams, see [Community Investment](#).



Raven Girty, Business Analyst, at the Tulsa Native American Day Parade.



“ It is so important for Corporations like Williams to partner with the Greater Tulsa Area Indian Affairs to help put on Tulsa Native American Day. Without corporate America, the City of Tulsa could not put on this day to celebrate our culture and heritage. We appreciate our corporate partners so much! ”

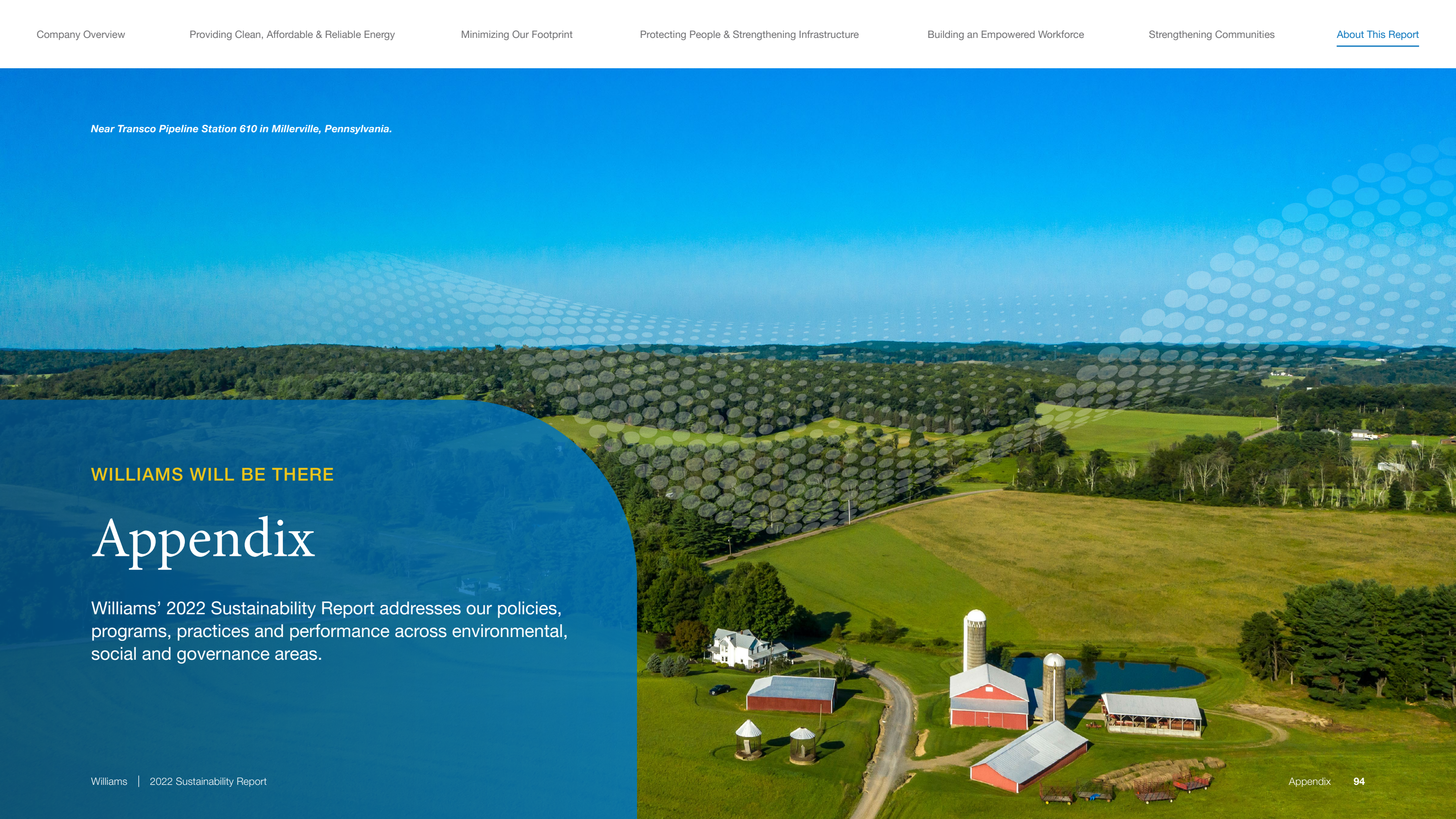
CHERYL COHENOUR, GREATER TULSA AREA INDIAN AFFAIRS COMMISSIONER

Near Transco Pipeline Station 610 in Millerville, Pennsylvania.

WILLIAMS WILL BE THERE

Appendix

Williams' 2022 Sustainability Report addresses our policies, programs, practices and performance across environmental, social and governance areas.



About This Report

GRI 2-1, 2-2, 2-3, 2-4, 2-5, 3-1, 3-2

Materiality Assessment

Williams determined the ESG topics discussed in this report through a materiality assessment completed in March 2023. Please note that materiality, as discussed in this section, is used for the purposes of this report and is not synonymous with the definition of materiality applied by the U.S. Securities and Exchange Commission (SEC). Our reports and other documents filed with the SEC adhere to the SEC's rules and standards, which differ from the standards, goals, and disclosures discussed in this sustainability report.

We engaged internal and external stakeholders as part of an analysis of ESG impacts along with risks and opportunities for Williams. This process applied the GRI stakeholder inclusiveness and materiality principles, including GRI's definition of "material." GRI defines material topics as those "that reflect the organization's most significant impacts on the economy, environment, and people, including impacts on human rights."

Our process began with identifying an initial list of potential topics, developed with reference to Williams' previously materiality assessments, desktop research and benchmarking. This process included an external landscape trends analysis to identify relevant industry and global economic sustainability trends. We then conducted interviews and analyzed supplemental written sources to gather the perspectives of internal leadership, board members, customers, investors, regulators, industry associations and community organizations. This allowed us to prioritize topics based on relative impact, risk and opportunity as perceived by Williams' stakeholders. Williams' board participated in this materiality assessment, and Williams senior management participated in the validation of the materiality assessment results.

In this report, we refer to "material topics" as the 11 topics ranked highest during our materiality assessment; we also discuss a variety of additional topics that are also important to Williams and our stakeholders.

Material Topic	Description	Key Stakeholder
Energy Transition & Low Carbon Economy	Contributing to a low-carbon economy by deploying new technologies and decarbonizing energy sources, including but not limited to carbon capture, utilization and storage (CCUS), renewable natural gas, hydrogen, and biofuel. This topic covers Williams' strategy in relation to the transition to a low-carbon economy and the impacts of that transition. Understanding the impacts that alternative fuel sources, technological advances, and renewable sources of energy could have in reducing demand for natural gas in Williams' markets. Supporting the reduction of Scope 3 greenhouse gas emissions in Williams' value chain, including emissions associated with consumer use of products and procurement of materials and services. Utilization of carbon prices to forecast the effects of possible future government emission restrictions (such as mandatory carbon pricing) or levels of demand scenarios can help inform companies' investment decision-making, risk assessment and adaptation processes.	Company leaders; Board of directors; Customers; Industry associations; Regulators; Communities; Investors
Stakeholder Relations	Managing public perception, education, and stakeholder relationships in a manner that recognizes stakeholder expectations, reinforces Williams' social license to operate, communicates the importance of natural gas in the low carbon economy, and fosters transparent and informed dialogue. Representing Williams' operations and activities fairly by avoiding greenwashing and disingenuous shows of environmental concern to evade public criticism. Managing customer experience and satisfaction. Maintaining successful partnerships with landowners that grant Williams permanent easements by engaging in proactive communication, providing reasonable financial compensation, and respectfully operating on private property. Cultivating and maintaining positive relations with local communities where Williams operates through town halls, language interpretation, key partnerships, grievance mechanisms, and transparent communications.	Regulators; Customers; Company leaders; Board of directors; Industry associations; Communities
Operational Greenhouse Gas Emissions	Reducing Scope 1 and Scope 2 greenhouse gas emissions from Williams' own operations by enhancing operational efficiency, reducing energy use, and increasing renewable energy use to power operations. Includes a focus on reducing fugitive methane emissions associated with natural gas transport.	Regulators; Industry associations; Investors; Board of Directors; Company leaders; Customers

Material Topic	Description	Key Stakeholder
Energy Access, Affordability & Reliability	Providing access to affordable natural gas, which can positively impact local economies and improve living standards by providing a clean and reliable source of energy for residential, commercial and power generating uses and provide reliability as a backup energy source as the world shifts to more renewable energy. Monitoring and adapting to geopolitical issues, such as armed conflict, that impact the broader energy market and could impact Williams' ability to ensure energy affordability and reliability.	Company leaders; Regulators; Customers; Board of Directors; Industry associations
Public Policy	Changes in the political and regulatory environments and their impact on Williams' current and future business. Williams' participation in the development of sound local, state and federal energy policy through industry groups and direct engagement with relevant public officials. The topic includes participation and representation in industry associations to share best practices, develop industry standards, and expand our public and political advocacy. Efficient management of payments to governments and political contributions, including Williams' practices related to payments to governments and approach to transparency of such payments.	Board of directors; Company leaders; Customers; Regulators; Communities; Investors
Employee Attraction, Retention & Development	Attracting and retaining employees by offering competitive compensation and benefits, developing a robust talent pipeline, and promoting employee engagement through initiatives such as remote working policies, flexible work hours, etc. Providing training, growth opportunities, including regular performance reviews, leadership development programs, and employee resource groups. Strengthening Williams' talent management strategy to maintain a best-in-class workforce. Committing to employment security and responsible workforce restructuring.	Board of directors; Company leaders; Investors; Communities; Industry associations
Pipeline & Asset Integrity	Upholding the integrity of pipeline systems through effective controls and digital monitoring systems such as LiDAR, and aerial inspections to the uncontrolled release of hydrocarbons and hazardous substances at Williams' facilities. Preventing spills to water and soil, and releases from Williams' operations through strong operating practices and compliance with applicable regulations. Implementing processes and procedures to effectively respond to a spill event, reporting instances of non-compliance, and maintaining up-to-date spill prevention plans.	Customers; Board of directors; Company leaders; Investors; Industry associations; Communities

Material Topic	Description	Key Stakeholder
Workforce Safety	Designing and operating Williams' facilities and systems to proactively manage process safety risks while complying with all applicable regulations industry standards, and operating principles. Providing employees and contractors with health and safety education, training and the tools needed to do their job safely. Prioritizing and promoting a robust safety culture. Utilizing automation and AI to aid workers with identifying hazards and to aid leaders in interpreting risk areas and supporting the safety of their teams.	Board of directors; Company leaders; Investors; Customers
Public Safety	Social impacts caused by asset failure, including explosions near high consequence areas, accidents resulting in loss of life, and the personal safety of people in communities located near Williams' pipelines. Providing public awareness initiatives to prevent unintended or unsafe contact with natural gas or other product lines and equipment associated with Williams' facilities and operations. Mitigating accidental damage caused by Williams' activities, such as vehicle use, construction and maintenance, through collaboration with local groups and government. Educating the public on steps to prevent and respond safely to a pipeline emergency or critical incident. Implementing efforts to protect workers and community members against infectious and non-communicable diseases.	Board of directors; Investors; Communities; Company leaders; Industry associations; Customers
Cybersecurity	Managing the evolving risks of cyberattacks on Williams' assets and business-critical information and protecting data privacy through policies, training programs, audits and risk assessments. Safeguarding technology is critical to providing services for Williams' customers and protecting business-sensitive and personal information that is entrusted to the company.	Board of directors; Company leaders; Regulators; Industry associations
Diversity & Inclusion	Promoting diversity, equity and inclusion across Williams' operations at all levels of the organization, including at the Board of Directors and management level, through direct hiring practices and initiatives to develop a diverse talent pipeline. Providing equal opportunity in development and supporting diverse business resource groups.	Communities; Industry associations; Investors; Company leaders; Board of directors

Report Details

Williams develops an annual sustainability report using both qualitative descriptions and quantitative metrics to describe our policies, programs, practices and performance in environmental, social and governance (ESG) areas. This 2022 Sustainability Report covers Williams' operations from January 1 through December 31, 2022, unless otherwise noted. The report reflects the most accurate information available at the time of publishing. In this report, Williams (which includes The Williams Companies, Inc., and our subsidiaries) is at times referred to in the first person as “we,” “our” or “the company.”

In 2023, we conducted independent third-party limited assurance for select 2022 greenhouse gas emissions, pipeline integrity and safety data. Our internal audit team also reviewed the supporting documentation for the data and verified the evidence. See our ERM CVS Assurance Statement in the Independent Assurance Statement section for more information.

Williams referenced the Sustainability Accounting Standards Board (SASB), Task Force on Climate-related Financial Disclosures (TCFD), Global Reporting Initiative (GRI) Standards and the United Nations Sustainable Development Goals (SDGs) to guide the

development of our 2022 Sustainability Report. This report has been prepared in accordance with the GRI Standards 2021, including GRI 11: Oil and Gas Sector Standard.

We considered key reporting principles at each stage in the report development process, including the GRI 1 principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability. The report content reflects our most important sustainability topics prioritized through our materiality assessment, updated in March 2023. Additionally, the report addresses numerous other topics of interest to a broad range of our stakeholders. We welcome your questions, comments and feedback on this report by contacting WilliamsCompanies@williams.com.

We continue to publish the online version of this report using digital accessibility best practices by adjusting the reading order to better serve screen readers, adding alternative text for images and checking for adequate color contrast. These additions serve to increase the accessibility of our report for blind and color-blind individuals, helping to demonstrate our commitment to improving our D&I practices.

Performance Data Table

Note: Metrics included in the Performance Data Table do not include MountainWest assets.

*Denotes data assured by ERM CVS

†Denotes restated methane-related data assured by ERM CVS

Metric	Unit	2018	2019	2020	2021	2022
Environmental Metrics						
Greenhouse Gas Emissions & Energy Use						
Scope 1 greenhouse gas emissions ^[1]	million metric tons CO ₂ e	11.74	12.19†	11.44†	11.27†	12.09*
Carbon dioxide, CO ₂ (excluding emissions from exported power and heat)	million metric tons CO ₂ e	9.10	9.46	9.14	9.14	9.85
Methane, CH ₄	million metric tons CO ₂ e	2.64	2.73	2.30	2.13	2.23
Nitrous oxide, N ₂ O	million metric tons CO ₂ e	0.0047	0.0048	0.0047	0.0047	0.0051
Scope 1 greenhouse gas emissions, percent methane ^[1]	percent	22%	22%	20%	19%†	18%*
Scope 1 carbon emissions intensity ^[2]	CO ₂ e/million USD revenue	1,352	1,487	1,482	1,060	1,103
Scope 1 methane (CH ₄) emissions	metric tons	105,354	109,023	91,849	85,047	89,395

[1] Gross direct (Scope 1) greenhouse gas emissions in millions of metric tons of CO₂-equivalent (CO₂e). The consolidation approach is operational control and includes CO₂, CH₄ and N₂O. Emissions are based on calendar years. Emissions from facilities that are applicable under the U.S. EPA Greenhouse Gas Reporting Program (GHGRP) are calculated using the GHGRP methodology. Emissions from facilities that are not applicable to the GHGRP due to reporting thresholds are calculated referencing GHGRP and ONE Future protocols. In accordance with ONE Future's updated (2022) protocol, Scope 1 emissions for 2022 incorporate AP-42 methane slip emission factors for reciprocating engines. Scope 1 emissions for 2022 include two additional new sources: offshore blowdowns and other large release events. Scope 1 emissions for 2018–2021 have been restated to include AP-42 methane slip emission factors, offshore blowdowns, and other large release events for comparison. Methane emissions that aren't applicable under GHGRP or ONE Future protocol (offshore blowdowns and other large release events for 2018–2022) are calculated using GHGRP protocols or best engineering practice. Data excludes emissions from company vehicles. Global Potential Warming rates are 25 for CH₄ and 298 for N₂O. Williams does not produce biogenic gases from its direct operations. Williams does not produce hydrochlorofluorocarbons, perfluorocarbons, sulfur hexafluoride or nitrogen trifluoride emissions.

[2] Gross direct (Scope 1) greenhouse gas emissions in metric tons of CO₂-equivalent (CO₂e), divided by total revenue in million USD. Greenhouse gas emissions include CO₂, CH₄ and N₂O. Revenue is based off Total Revenues as reported in the 2022 10-K Filing. In 2022, Williams acquired Trace Midstream (April) and NorTex Midstream (August). Although we did not own these assets the full year, Williams included the entire RY2022 GHG emissions from these assets in our GHG reporting. Williams did not have revenue generated from these assets until after their respective acquisitions were closed. This increase in emissions per revenue is skewed by the accounting of emissions and revenues for different time scales, as required by reporting convention. It is anticipated that the emissions per revenue metric of these assets to be lower in subsequent years. In 2022, Williams updated our Scope 1 emissions calculation methodology to incorporate AP-42 methane slip emission factors for reciprocating engines, as well as including emissions from two new sources: offshore blowdowns and other large release events. Carbon emissions intensity metrics for 2018–2021 have been restated to include AP-42 methane slip emission factors, offshore blowdowns, and other large release events.

Metric	Unit	2018	2019	2020	2021	2022
ONE Future methane intensity, percent gathering and boosting ^[3]	percent	0.078%	0.071%	0.064%	0.051%	0.046%
ONE Future methane intensity, percent processing ^[3]	percent	0.030%	0.025%	0.025%	0.025%	0.025%
ONE Future methane intensity, percent transmission and underground storage ^[3]	percent	0.037%	0.038%	0.027%	0.026%	0.026%
GHG (CO ₂ e) intensity per natural gas throughput ^[4]	million metric tons CO ₂ e/MMscf	1.14	1.11	1.05	0.98	0.95
Scope 2 greenhouse gas emissions ^[5]	million metric tons CO ₂ e	1.15	1.55*	1.50*	1.66*	1.78*
Sum of Scope 1 and Scope 2 greenhouse gas emissions ^{[5], [6]}	million metric tons CO ₂ e	12.89	13.74†	12.93†	12.93†	13.87*
Sum of Scope 1 and Scope 2 methane emissions ^{[5], [6]}	million metric tons CO ₂ e	2.6400	2.7300	2.3000	2.1300†	2.2382*
Consumption of purchased or acquired electricity ^[7]	billion kilowatt-hours	2.204	3.234	3.421	4.077	4.176
Total renewable energy consumption (electricity plus fuel)	MWh	N/A	405,081	410,628	505,958	538,434
Percent electricity used that is renewable power ^[8]	percent	N/A	12.5%	12.0%	12.4%	12.9%
Total non-renewable energy consumption (electricity plus fuel)	MWh	N/A	47,223,518	45,501,964	46,889,218	50,331,087
Total energy consumption (Renewable and Non-Renewable; electricity plus fuel)	MWh	N/A	47,628,600	45,912,593	47,395,176	50,869,520

[3] ONE Future methane intensities are expressed as a percent to align with ONE Future's goal to achieve an average rate of methane emissions across the entire natural gas value chain that is 1% or less of total (gross) natural gas production. ONE Future has also broken down this 1% goal into sub-goals for each sector of the oil and gas industry. Williams has committed to the ONE Future 2025 methane intensity goals for industry sectors of 0.080% for gathering and boosting, 0.111% for processing and 0.301% for transmission and storage. ONE Future methane intensity metrics in this data table are by Williams' segment, and are calculated in accordance with the ONE Future methodology, including methane slip for reciprocating engines. 2018–2021 metrics were restated in 2022 to include methane slip for reciprocating engines. Units are mass of methane emitted per mass of methane throughput. Intensity is based on company-specific methane throughput and is not adjusted to gross production.

[4] Total company Scope 1 and Scope 2 emissions in metric tons of CO₂e from gathering, processing, and transmission segments divided by the sum of natural gas (in MMscf) transported in all three segments.

[5] Gross location-based energy indirect (Scope 2) greenhouse gas emissions in millions of metric tons of CO₂-equivalent (CO₂e). The consolidation approach is operational control. 2022 emissions were calculated using U.S. EPA Power Profiler Emissions Tool 2021, using emission factors from U.S. EPA eGRID2021 multiplied by kWh energy use for all assets that Williams operates. 2021 emissions were calculated using eGRID 2020, 2020 emissions using eGRID2019, 2019 emissions using eGRID2018, and 2018 emissions using eGRID2016, which was the tool available at time of calculation. In 2022, Williams began including corporate office buildings in its scope 2 emissions reporting.

[6] Gross direct (Scope 1) greenhouse gas emissions in millions of metric tons of CO₂-equivalent (CO₂e). The consolidation approach is operational control and includes CO₂, CH₄, and N₂O. Emissions are based on calendar years. Emissions from facilities that are applicable under the U.S. EPA Greenhouse Gas Reporting Program (GHGRP) are calculated using the GHGRP methodology. Emissions from facilities that are not applicable to the GHGRP due to reporting thresholds are calculated referencing GHGRP and ONE Future protocols. In accordance with ONE Future's updated (2022) protocol, Scope 1 emissions for 2022 incorporate AP-42 methane slip emission factors for reciprocating engines. Scope 1 emissions for 2022 include two additional new sources: offshore blowdowns and other large release events. Scope 1 emissions for 2018–2021 have been restated to include AP-42 methane slip emission factors, offshore blowdowns, and other large release events for comparison. Methane emissions that aren't applicable under GHGRP or ONE Future protocol (offshore blowdowns and other large release events for 2018–2022) are calculated using GHGRP protocols or best engineering practice. Data excludes emissions from company vehicles. Global Potential Warming rates are 25 for CH₄ and 298 for N₂O. Williams does not produce biogenic gases from its direct operations. Williams does not produce hydrochlorofluorocarbons, perfluorocarbons, sulfur hexafluoride or nitrogen trifluoride emissions.

[7] Figure represents Williams owned and operated assets, and as of 2022 includes Williams corporate offices.

[8] In 2022, percent of purchased electricity that was renewable power was calculated using percent renewables factors from U.S. EPA eGRID2021 multiplied by kWh energy use for all assets in each subregion. The renewable energy usage in all regions was summed and divided by the total kWh energy use for all assets that Williams owns and operates, including corporate office buildings, to get a company-wide percent of renewable power.

Metric	Unit	2018	2019	2020	2021	2022
Energy consumption intensity (electricity plus fuel) ^[9]	MWh/million USD revenue	N/A	N/A	N/A	N/A	4,639
Gas flaring ^[10]	thousands of metric tons	N/A	130.60	134.47	168.95	156.75
Air Emissions						
Sulfur dioxide (SO ₂) emitted ^[11]	tons	488	394	421	430	466
Nitrogen oxides (NO _x) emitted ^[11]	tons	29,697	32,196	27,809	28,177	29,576
Volatile organic compounds (VOCs) emitted ^[11]	tons	9,353	9,208	8,757	7,975	8,648
Persistent organic pollutants emitted ^[11]	tons	0	0	0	0	0
Hazardous air pollutants ^[11]	tons	N/A	2,655	2,444	2,088	2,379
Particulate matter emitted ^[11]	tons	N/A	1,156	1,057	1,024	1,237
Sulfur dioxides emission intensity ^[12]	kg/million USD revenue	51	47	49	37	39
Nitrogen oxides emission intensity ^[12]	kg/million USD revenue	3,102	3,561	3,548	2,405	2,447
Volatile organic compounds emission intensity ^[12]	kg/million USD revenue	977	1,019	1,029	681	715
Hydrocarbon Spills						
Number of reportable spills and releases ^[13]	number	102	83	56	80	90
Volume of reportable spills to soil or water ^[13]	thousands of barrels	1.118	0.598	0.382	0.740	0.666
Number of reportable spills to soil or water ^[13]	number	53	54	36	37	47

[9] Total energy consumption within the organization (renewable and non-renewable) in MWh. Revenue is based off Total Revenues as reported in the 2022 10-K Filing.

[10] Data represents metric tons of waste gas and pilot gas routed to a flare. 2021 restatement of gas flaring reflects correction of flared emissions for a processing facility.

[11] Emissions are calculated according to permit requirements. If no annual emissions inventory or rolling 12-month emissions recordkeeping is required, the facilities' permitted potential to emit was used in its place. These emissions are from operations we own and operate and exclude office buildings, fleets and offshore assets. Particulate matter data represents the total of PM2.5 + PM10. Williams does not report data aligned with IPIECA's Oil and Gas Industry Guidance on Voluntary Sustainability Reporting. In 2022, Williams restated 2019 SO₂ and 2020 NO_x emissions to reflect emissions reported to regulatory agency after original CSR publication date.

[12] Emissions are calculated according to permit requirements, normalized by dollars of revenue. If no annual emissions inventory or rolling 12-month emissions recordkeeping is required, the facilities' permitted potential to emit was used in its place. These emissions are from operations we own and operate and exclude office buildings, fleets and offshore assets. Revenue is based off Total Revenues as reported in the 2022 10-K Filing.

[13] Agency reportable is defined as requiring reporting to federal, state or local agency. In 2020, we restated 2018 and 2019 number of reportable spills and releases, volume of reportable spills to soil or water, and number of reportable spills to soil or water in this report. This was to include spills that had been reported to the appropriate agencies, but not included in internal reporting.

Metric	Unit	2018	2019	2020	2021	2022
Number of reportable hydrocarbon spills > 1 bbl ^[14]	number	9	8	4	2	5
Volume of reportable hydrocarbon spills > 1 bbl ^[14]	thousands of barrels	0.512	0.068	0.031	0.046	0.025
Number of hydrocarbon spills > 1 bbl ^[15]	number	11	11	9	8	7
Volume of hydrocarbon spills > 1 bbl ^[15]	thousands of barrels	0.595	0.075	0.058	0.064	0.028
Volume of hydrocarbon spills > 1 bbl recovered ^[15]	thousands of barrels	0.290	0.061	0.050	0.059	0.021
Environmental Compliance & Biodiversity						
Number of environmental-related notices of noncompliance ^[16]	number	26	18	21	22	19
Spending on environmental penalties and fines ^[17]	dollars (USD)	351,150	98,639	836,544	29,528	27,893
Environmental accrual for remediation ^[18]	million USD	36.7	33.5	33.9	31.0	41.3
Number of active remediation sites managed by Williams	number	75	110	106	93	94
Total terrestrial acreage disturbed ^[19]	acres	N/A	24,132	7,851	602	2,395
Total terrestrial acreage restored ^[20]	acres	N/A	N/A	2,739	2,625	1,092
Percent of land owned, leased or operated within areas of protected conservation status or endangered species habitat ^[21]	percent	N/A	12.1%	12.3%	12.2%	12.0 %

[14] Spills include reportable spills only, greater than 1 barrel, containing hydrocarbons. Williams has no operations in the Arctic. In 2020, we restated 2018 and 2019 numbers and volumes of reportable hydrocarbon spills, which resulted in decreases in our number and volume of reportable hydrocarbon spills.

[15] Spills include all spills greater than 1 barrel containing hydrocarbons that impacted the environment. Williams has no operations in the Arctic. Williams had no hydrocarbon spills greater than 1 bbl in Unusually Sensitive Areas in 2022. Williams did not experience any accident releases or non-accident releases from rail transportation in 2022.

[16] Williams' Environmental Notice of Violation Process WIMS Operating Requirement defines an Notice of Violation as "a written notice of a regulatory violation or non-compliance issue received from an appropriate Regulatory Authority. An NOV may or may not include the assessment of an associated penalty." In 2022, we restated the number of environmental-related notices of non-compliance for 2021. This was to include a notice of noncompliance that was recorded in Maximo after the 2021 Sustainability Report was finalized.

[17] Dollar amount paid in the reporting year including penalties and fines for notices of non-compliance that may have occurred in previous years.

[18] Accrued liabilities related to environmental clean-up, remediation and monitoring activities.

[19] Land disturbed total is calculated using total owned acreage for aboveground facilities. Rights-of-way are assumed to be restored according to federal, state and other agency requirements post-construction.

[20] Land restored total is calculated using total project area acreage that is tracked by each permit specialist in the environmental permit tracking tool. Rights-of-way are assumed to be restored according to federal, state and other agency requirements post-construction.

[21] Percentage includes aboveground facilities and pipeline rights-of-way assumed to be 100 ft wide within 5 km of an area that is protected conservation or endangered species habitat. GIS layers used include U.S. Fish & Wildlife Service (FWS) Threatened & Endangered Species Critical Habitat, National Marine Fisheries Service (NMFS) Threatened & Endangered Species Critical Habitat, FWS National Wilderness boundaries and Williams asset data. In 2021, Williams restated this percentage for years 2019 and 2020 due to errors in previous year's calculations of Williams' total footprint.

Metric	Unit	2018	2019	2020	2021	2022
Number of International Union for Conservation of Nature (IUCN) Red List Species in Williams' areas of operation ^[22]	number	140	155	132	129	167
Critically endangered	number	26	28	26	26	34
Endangered	number	42	47	40	43	56
Vulnerable	number	30	34	28	30	42
Near threatened	number	12	16	17	14	17
Least concern	number	30	30	16	16	18
Other						
Materials recycled at Tulsa headquarters ^[23]	tons	N/A	23	45	34	40
Metric ton-kilometers of natural gas transported by pipeline ^[24]	billion metric ton-kilometers	N/A	N/A	4,550	5,092	5,545

Social Metrics

Communities

Community investments	million USD	10.2	9.7	10.8	12.1	14.2
Total cash donations	million USD	10.0	9.6	10.7	11.7	13.8
Value of in-kind donations	million USD	0.17	0.12	0.10	0.46	0.43
Value of time contributed by employees ^[25]	million USD	0.66	0.84	0.52	0.66	0.63
Number of incidents of violations involving the rights of Indigenous Peoples ^[26]	number	0	0	0	0	0

[22] Data collected using the U.S. FWS's Information for Planning and Consultation online tool.

[23] Recycled materials include paper, plastic and cardboard recycling collected at the One Williams Center headquarters.

[24] Sum of the product of billion metric tons of natural gas transported through gathering pipelines times kilometers of gathering pipelines, and product of billion metric tons of natural gas transported through transmission pipelines times kilometers of transmission pipelines. Years prior to 2022 have been restated to meet this convention. Crude oil and refined petroleum products are excluded as they are de minimis. Pipeline transportation represents the predominant mode of transport and the vast majority of all products transported by Williams.

[25] Volunteer hours are calculated using a rate of \$29.95 x 20,999 hours (Independent Sector, April 2022).

[26] Number is based on number of violations of rights of Indigenous People in calendar year.

Metric	Unit	2018	2019	2020	2021	2022
Health & Safety						
Lost-time incident rate (LTIR) — employees ^[27]	rate per 200,000 work hours	0.25	0.06*	0.48*	0.67*	0.16*
Lost-time incident rate (LTIR) — contractors ^[28]	rate per 200,000 work hours	N/A	0.09	0.11	0.03	0.18
Total recordable incident rate (TRIR) — employees ^[29]	rate per 200,000 work hours	0.85	0.55*	1.05*	1.23*	0.64*
Total recordable incident rate (TRIR) — contractors ^[30]	rate per 200,000 work hours	N/A	0.83	0.54	0.31	0.53
Number of contractor recordable accidents ^[30]	number	N/A	46	19	9	15
Number of days away, restricted or transferred (DART) ^[31]	number	985	488	1,108	960	670
Rate of days away, restricted or transferred (DART) ^[32]	rate per 200,000 work hours	0.35	0.18	0.50	0.82	0.31
Number of high-consequence work-related injuries — employees ^[33]	number	3	0	0	1	0
Rate of high-consequence work-related injuries — employees ^[34]	rate per 200,000 work hours	0.06	0.00	0.00	0.02	0.00
Number of recordable work-related injuries — employees ^[34]	number	45	29	50	59	31
Rate of recordable work-related injuries — employees ^[34]	rate per 200,000 work hours	0.87	0.57	1.08	1.26	0.65

[27] Incidents include both injuries and illnesses. Company employees and non-employee hours and injuries/illnesses are included. Non-employee workers are supplied by a third party that are intended to supplement or temporarily replace existing workforce and are given direction directly from a Williams employee. Data calculated based on 200,000 hours worked. Includes fatalities.

[28] Contractors are employed by a third-party company that provides specific services to Williams pursuant to an agreement under which the third-party company retains the right to control the means and manner of achieving the contracted-for services. Data calculated based on 200,000 hours worked. Excludes fatalities.

[29] Incidents include both injuries and illnesses. Company employees and non-employee hours and injuries/illnesses are included. Non-employee workers are supplied by a third party that are intended to supplement or temporarily replace existing workforce and are given direction directly from a Williams employee. Data calculated based on 200,000 hours worked. Includes fatalities. The 2018 TRIR — employees metric was restated due to a prior mathematical error.

[30] Contractors are employed by a third-party company that provides specific services to Williams pursuant to an agreement under which the third-party company retains the right to control the means and manner of achieving the contracted-for services.

[31] DART numbers listed include employee and non-employee days away, restricted or transferred. Data calculated based on 200,000 hours worked. Includes fatalities.

[32] DART rate includes employee and non-employee days away, restricted or transferred. Data calculated based on 200,000 hours worked. Includes fatalities.

[33] Incidents include both injuries and illnesses. Company employees injuries/illnesses are included.

[34] Incidents include both injuries and illnesses. Company employee hours and injuries/illnesses are included. Data calculated based on 200,000 hours worked. Includes fatalities.

Metric	Unit	2018	2019	2020	2021	2022
Number of high-consequence work-related injuries — non-employee workers ^[35]	number	0	0	0	0	0
Rate of high-consequence work-related injuries — non-employee workers ^[36]	rate per 200,000 work hours	0.00	0.00	0.00	0.00	0.00
Number of recordable work-related injuries — non-employee workers ^[35]	number	0	0	0	0	0
Rate of recordable work-related injuries — non-employee workers ^[36]	rate per 200,000 work hours	0.00	0.00	0.00	0.00	0.00
Number of fatalities — employees ^[37]	number	0	0*	0*	0*	0*
Employee fatality rate per 1,000 employees ^[37]	rate per 1,000 employees	0.00	0.00	0.00*	0.00*	0.00*
Employee fatality rate per 200,000 work hours ^[37]	rate per 200,000 work hours	0.00	0.00*	0.00*	0.00*	0.00*
Number of fatalities — contractors ^[38]	number	0	0	1	0	0
Non-employee worker fatality rate ^[36]	rate per 200,000 work hours	0.00	0.00	0.00	0.00	0.00
Number of fatalities — third-party ^[39]	number	0	0	0	0	0
Number of fatalities — non-employee workers ^[40]	number	0	0*	0*	0*	0*
The number of fatalities as a result of work-related ill health: employees ^[41]	number	N/A	N/A	N/A	N/A	0
The number of cases of recordable work-related ill health: employees ^[42]	number	N/A	N/A	N/A	N/A	1
The number of fatalities as a result of work-related ill health: workers who are not employees but whose work and/or workplace is controlled by the organization ^[43]	number	N/A	N/A	N/A	N/A	0

[35] Incidents include both injuries and illnesses. Non-employee injuries/illnesses are included. Non-employee workers are supplied by a third party that are intended to supplement or temporarily replace existing workforce and are given direction directly from a Williams employee.

[36] Incidents include both injuries and illnesses. Non-employee hours and injuries/illnesses are included. Non-employee workers are supplied by a third party that are intended to supplement or temporarily replace existing workforce and are given direction directly from a Williams employee. Data calculated based on 200,000 hours worked. Includes fatalities.

[37] Incidents include both injuries and illnesses. Non-employee workers are supplied by a third party that are intended to supplement or temporarily replace existing workforce and are given direction directly from a Williams employee.

[38] Contractors are employed by a third-party company that provides specific services to Williams pursuant to an agreement under which the third-party company retains the right to control the means and manner of achieving the contracted-for services.

[39] Third-party fatalities are those that are not employees, contractors or non-employee workers who have died on a company site or on a company facility or as a result of company operations.

[40] Incidents include both injuries and illnesses. Company employees and non-employee hours and injuries/illnesses are included. Non-employee workers are supplied by a third party that are intended to supplement or temporarily replace existing workforce and are given direction directly from a Williams employee.

[41] Incidents include work-related, fatality illnesses for employees only. 2022 is the first year reporting this metric for ESG.

[42] Incidents include recordable illnesses for employees only. 2022 is the first year reporting this metric for ESG.

[43] Incidents include work-related, fatality illnesses for non-employees only. Non-employee workers are supplied by a third party that are intended to supplement or temporarily replace existing workforce and are given direction directly from a Williams employee. 2022 is the first year reporting this metric for ESG.

Metric	Unit	2018	2019	2020	2021	2022
The number of cases of recordable work-related ill health: workers who are not employees but whose work and/or workplace is controlled by the organization ^[44]	number	N/A	N/A	N/A	N/A	0
Number of hours worked — employees ^[45]	number	10,307,130	10,243,612*	9,254,759*	9,345,181*	9,512,397*
Number of hours worked — non-employee workers ^[46]	number	327,882	306,112	231,468	225,370	238,161
Preventable motor vehicle accident rate — employees ^[47]	rate per 1,000,000 miles	1.9	2.27	1.83	1.67	1.89
Pipeline Performance						
Number of Tier 1 process safety events ^[48]	number	29	16	13	9	15
Total number of Tier 2 process safety events ^[49]	number	N/A	N/A	N/A	N/A	30
Tier 1 process safety events by business activity: Gathering & Processing ^[50]	number	N/A	N/A	N/A	N/A	10
Tier 2 process safety events by business activity: Gathering & Processing ^[49]	number	N/A	N/A	N/A	N/A	24
Tier 1 process safety events by business activity: Transmission & Gulf of Mexico ^[50]	number	N/A	N/A	N/A	N/A	5
Tier 2 process safety events by business activity: Transmission & Gulf of Mexico ^[49]	number	N/A	N/A	N/A	N/A	6
Total loss of primary containment events ^[51]	number	N/A	N/A	2,223	1,945*	1,870*
Loss of primary containment year-to-year change ^[51]	percent	N/A	N/A	N/A	-13%	-4%
Number of Department of Transportation reportable releases as a result of third-party damages	number	0	0	0	0	2

[44] Incidents include recordable illnesses for non-employees only. Non-employee workers are supplied by a third party that are intended to supplement or temporarily replace existing workforce and are given direction directly from a Williams employee. 2022 is the first year reporting this metric for ESG.

[45] Company employees hours.

[46] Non-employee workers. Non-employee workers are supplied by a third party that are intended to supplement or temporarily replace existing workforce and are given direction directly from a Williams employee.

[47] Company employees and non-employee PMVAs and mileage are included. Non-employee workers are supplied by a third party that are intended to supplement or temporarily replace existing workforce and are given direction directly from a Williams employee. A preventable incident is one in which the driver failed to do everything reasonable to avoid the incident and could include: backing, hitting a fixed object, rear-ending a vehicle, striking a pedestrian, misjudging available clearance and not driving at a speed consistent with the existing conditions of the road, weather, traffic or sight distance.

[48] Process Safety Tier 1 Data based on American Petroleum Institute (API) Recommended Practice 754 guidance.

[49] Process Safety Tier 2 Data based on American Petroleum Institute (API) Recommended Practice 754 guidance. 2022 is the first year reporting this metric for ESG.

[50] Process Safety Tier 1 Data based on American Petroleum Institute (API) Recommended Practice 754 guidance. 2022 is the first year reporting this metric for ESG.

[51] In 2020, Williams began tracking Loss of Primary Containment data aligning with American Petroleum Institute (API) Recommended Practice 754 guidance.

Metric	Unit	2018	2019	2020	2021	2022
Number of reportable pipeline incidents ^[52]	number	4	10	9*	11*	18*
Percent of reportable pipeline incidents considered significant ^[53]	percent	50%	50%	44%*	64%*	56%*
Miles of natural gas and hazardous liquid pipelines inspected ^[54]	miles	4,374.8	3,872.4	2,360.4	3,016.7	3,199.6
Percent of natural gas pipelines inspected ^[55]	percent	28.4%	23.1%	13.2%*	21.2%*	9.4%*
Percent of hazardous liquid pipelines inspected ^[56]	percent	13.3 %	26.2 %	22.2%*	4.6%*	21.3%*
Number of pipeline assessments that required no remediation in High Consequence Areas ^[57]						
Gas	number	42	51	52	30	87
Liquid	number	7	11	7	1	23
Employment & Diversity						
Number of new-hire employees	number	583	389	279	471	637
Percent of new-hires from the Atlantic-Gulf region	percentage	N/A	N/A	N/A	N/A	40%
Percent of new-hires from the Northeast region	percentage	N/A	N/A	N/A	N/A	18%

[52] Natural Gas Incidents and Hazardous Liquid accidents (as defined in U.S. 49 Code of Federal Regulations (CFR) Part 191.3 and U.S. 49 CFR Part 195.50 respectively) must be reported to the National Response Center, followed later by subsequent incident/accident report forms to Pipeline and Hazardous Materials Safety Administration (PHMSA).

[53] PHMSA defines "Significant Incidents" as those including any of the following conditions: (1) Fatality or injury requiring in-patient hospitalization; (2) \$50,000 or more in total costs, measured in 1984 dollars; (3) Highly volatile liquid releases of 5 barrels or more or other liquid releases of 50 barrels or more; and (4) Liquid releases resulting in an unintentional fire or explosion.

[54] The assessment data for the Sustainability Report was pulled from the company's Baseline Assessment Plan (BAP). The BAP fulfills an Integrity Management requirement of both U.S. 49 CFR 192 and 195 and it is used to track Integrity Assessment(s). Miles of pipeline inspected include inspections done through all techniques, including direct assessments. Direct Assessments are done based on testing in certain sites that are deemed to be highest risk or highest potential for integrity concerns and the miles from the whole segment are assumed inspected.

[55] Natural gas pipeline is defined according to U.S. 49 CFR 192 as all parts of those physical facilities through which gas moves in transportation, including pipe, valves and other appurtenance attached to pipe, compressor units, metering stations, regulator stations, delivery stations, holders and fabricated assemblies. While PHMSA broadly defines natural gas and hazardous liquid pipelines above, this metric specifically reflects the subset of pipelines that are included in the company's Baseline Assessment Plan. This includes pipelines that are subject to Integrity Management regulations, in addition to other pipelines that the company has chosen to assess. The types of assessments performed include: Internal inspection tools capable of detecting corrosion, and any other threats to which a pipeline segment is susceptible; Pressure tests; Direct assessment to address threats of external corrosion, internal corrosion or stress corrosion cracking; Other technology that the company demonstrates can provide an equivalent understanding of the condition of the pipeline.

[56] Hazardous liquid pipeline is defined per U.S. 49 CFR 195 as all parts of a pipeline facility through which a hazardous liquid or carbon dioxide moves in transportation, including, but not limited to, line pipe, valves and other appurtenances connected to line pipe, pumping units, fabricated assemblies associated with pumping units, metering and delivery stations and fabricated assemblies therein, and breakout tanks. While PHMSA broadly defines natural gas and hazardous liquid pipelines above, this metric specifically reflects the subset of pipelines that are included in the company's Baseline Assessment Plan. This includes pipelines that are subject to Integrity Management regulations, in addition to other pipelines that the company has chosen to assess. The types of assessments performed include: Internal inspection tools capable of detecting corrosion, and any other threats to which a pipeline segment is susceptible; Pressure tests; Direct assessment to address threats of external corrosion, internal corrosion or stress corrosion cracking; Other technology that the company demonstrates can provide an equivalent understanding of the condition of the pipeline.

[57] High Consequence Areas (HCAs) are populated areas, navigable waterways or environmentally sensitive areas that are adjacent to a pipeline and are at risk of damage in the event of a pipeline incident/accident. PHMSA defines natural gas HCAs in 49 CFR Part 192.903 and hazardous liquid HCAs in 49 CFR Part 195.450.

Metric	Unit	2018	2019	2020	2021	2022
Percent of new-hires from the West region	percentage	N/A	N/A	N/A	N/A	17%
Percent of new-hires from the Tulsa Headquarters	percentage	N/A	N/A	N/A	N/A	25%
Percent of new-hires by gender: women	percentage	N/A	N/A	N/A	N/A	25%
Percent of new-hires by gender: men	percentage	N/A	N/A	N/A	N/A	75%
Percent of new-hires under 30 years old	percentage	N/A	N/A	N/A	N/A	30%
Percent of new-hires between 30–50 years old	percentage	N/A	N/A	N/A	N/A	59%
Percent of new-hires over 50 years old	percentage	N/A	N/A	N/A	N/A	11%
Voluntary turnover rate ^[58]	rate	6.1	6.1	4.6	6.0	7.8
Employees that left the company involuntarily in 2022, expressed as a percentage of total employees	percentage	N/A	N/A	N/A	N/A	1%
Voluntary employee turnover rate in the Atlantic-Gulf region	percentage	N/A	N/A	N/A	N/A	9%
Voluntary employee turnover rate in the Northeast region	percentage	N/A	N/A	N/A	N/A	7%
Voluntary employee turnover rate in the West region	percentage	N/A	N/A	N/A	N/A	9%
Voluntary employee turnover rate in the Tulsa Headquarters	percentage	N/A	N/A	N/A	N/A	6%
Voluntary employee turnover rate, by gender: women	percentage	N/A	N/A	N/A	N/A	8%
Voluntary employee turnover rate, by gender: men	percentage	N/A	N/A	N/A	N/A	8%
Voluntary employee turnover rate, by age group: under 30 years old	percentage	N/A	N/A	N/A	N/A	10%
Voluntary employee turnover rate, by age group: between 30–50 years old	percentage	N/A	N/A	N/A	N/A	7%

[58] Data includes employees voluntarily terminating from Williams, excluding any impacts from non-recurring programs or offerings.

Metric	Unit	2018	2019	2020	2021	2022
Voluntary employee turnover rate, by age group: over 50 years old	percentage	N/A	N/A	N/A	N/A	9%
Total number of temporary employees	number	0	0	0	5	12
Percent of employees under collective bargaining agreements at year end	percent	0%	0%	0%	0%	0%
Number of permanent employees at year end ^[59]	number	5,337	4,793	4,729	4,814	5,023
Percent men	percent	79%	80%	79%	78%	78%
Percent women	percent	21%	20%	21%	22%	22%
Percent underrepresented ethnicity and race ^[60]	percent	15%	14%	15%	16%	17%
Percent of technical and support roles held by men ^[61]	percent	86%	88%	88%	88%	89%
Percent of professional and managerial roles held by men ^[62]	percent	73%	72%	72%	71%	69%
Percent of technical and support roles held by women	percent	14%	12%	12%	12%*	11%*
Percent of professional and managerial roles held by women	percent	27%	28%	28%	29%*	31%*
Percent of technical and support roles held by underrepresented employees	percent	13%	12%	12%	13%*	13%*
Percent of professional and managerial roles held by underrepresented employees	percent	16%	16%	17%	19%*	20%*
Percent of professional roles held by underrepresented employees	percent	18%	18%	18%	21%	22%
Percent of managerial roles held by underrepresented employees	percent	12%	10%	10%	14%	15%

[59] The difference in total full-time employees and full-time employees broken down by gender is due to employees that have elected to not specify or disclose gender.

[60] Underrepresented ethnicity and race, and Underrepresented throughout this table, refers to employees of the following race/ethnicity: American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, or Two or More Races.

[61] Technical roles achieve results through individual and team-based contributions. They use operational and technical skills to support work done typically in a non-office setting, such as a pipeline station or processing facility. Support roles achieve results through individual and team-based contributions. They use technical and operations skills to support office-related or administrative work.

[62] Professional roles primarily achieve results through individual contributions, internal consulting and project management. These roles typically require a relevant undergraduate degree and practical experience in a related field. Managerial roles primarily achieve results through others. These roles require skills in management and/or business knowledge. These roles are accountable for functional and/or program management and typically manage the work of two or more individuals. Managerial roles, unless otherwise specified, reflect all levels of management (junior, middle and senior).

Metric	Unit	2018	2019	2020	2021	2022
Percent of senior managerial roles held by underrepresented employees ^[63]	percent	4%	9%	12%	12%	11%
Percent of managerial roles held by women or underrepresented employees	percent	24%	23%	26%	30%	31%
Percent of managerial roles held by underrepresented women	percent	3%	3%	3%	5%	5%
Percent of managerial roles held by underrepresented men	percent	9%	7%	7%	9%	10%
Number of permanent employees by region ^[64]						
Atlantic-Gulf	number	1,586	1,408	1,438	1,562	1,652
Northeast	number	1,366	1,287	1,250	1,224	1,234
West	number	1,192	1,007	928	912	931
Tulsa Headquarters	number	1,193	1,091	1,113	1,116	1,206
Number of full-time employees by gender						
Women	number	1,107	979	958	1,024	1,083
Men	number	4,176	3,813	3,747	3,757	3,905
Number of part-time employees by gender						
Women	number	30	26	22	19	22
Men	number	3	3	0	3	5

[63] Senior managerial roles reflect executive positions at and above the Vice President level.

[64] In 2021, Williams updated its methodology for counting permanent employees by region to better account for remote employees as well as geographic and organizational alignment. Historic data from 2018, 2019 and 2020 were restated accordingly in 2021. Remote employees are included in the region that best describes the Williams' location(s) they support.

Metric	Unit	2018	2019	2020	2021	2022
Percent of employees under 30 years old	percent	11%	11%	10%	9%	10%
Percent of employees between 30–50 years old	percent	53%	57%	60%	60%	59%
Percent of employees over 50 years old	percent	36%	32%	30%	31%	30%
Corporate and technical training hours completed by employees	thousands of hours	172	175	174	232	181
Corporate and technical training hours completed per employee	hours	32	37	37	48	37
Corporate and technical training hours completed per employee, by gender: women	hours	N/A	N/A	N/A	N/A	14
Corporate and technical training hours completed per employee, by gender: men ^[65]	hours	N/A	N/A	N/A	N/A	43
Corporate and technical training hours completed per employee, by employee category: part-time	hours	N/A	N/A	N/A	N/A	10
Corporate and technical training hours completed per employee, by employee category: full-time	hours	N/A	N/A	N/A	N/A	37
Corporate and technical training expenditures	million USD	3.54	3.77	1.69	2.14	3.13
Average amount spent per FTE on training and development	dollars (USD)	N/A	N/A	360.00	444.54	638.00
Percent of employees who received a performance review ^[66]	percent	100%	100%	100%	100%	100%
Total number of employees who took parental leave in 2022, by gender: women ^[67]	number	N/A	N/A	N/A	N/A	35
Total number of employees who took parental leave in 2022, by gender: men ^[67]	number	N/A	N/A	N/A	N/A	150

[65] Training hours are higher for male employees due to required annual training programs required of operational employees, and the higher proportion of male employees to females in operational roles.

[66] Data represents eligible employees. Ineligible employees include interns, employees on long-term disability leave and external new hires joining the organization on or after August 1 and thus deemed too new to assess.

[67] Includes employees that initiated paid parental leave in 2022— even if they have not yet returned from leave.

Metric	Unit	2018	2019	2020	2021	2022
Total number of employees that returned to work in 2022 after parental leave ended, by gender: women ^[68]	number	N/A	N/A	N/A	N/A	34
Total number of employees that returned to work in 2022 after parental leave ended, by gender: men ^[68]	number	N/A	N/A	N/A	N/A	147
Retention rate (still employed 12 months after leave) of employees who took parental leave, by gender: women ^[69]	percent	N/A	N/A	N/A	N/A	97%
Retention rate (still employed 12 months after leave) of employees who took parental leave, by gender: men ^[69]	percent	N/A	N/A	N/A	N/A	98%

Governance Metrics

Spending on taxes ^[70]	million USD	261.2	263.8	266.0	266.8	333.7
Percent votes for the company's executive compensation program ^[71]	percent	97%	97%	77%	94%	96%
Percent of employees that completed compliance and ethics training	percent	100%	100%	100%	100%	100%
Number of inquiries received through ethics reporting channels	number	203	210	186	164	172
Number of inquiries received through ethics reporting channels by Code of Business Conduct category						
Work environment	number	134	134	92	91	121
Health, safety and the environment	number	31	45	62	41	22
Conflicts of interest	number	19	10	15	8	8
Protecting company assets	number	19	21	17	24	21

[68] Includes all employees who returned to work in 2022, regardless of when parental leave was initiated.

[69] Includes employees who initiated parental leave in 2021 and returned to work on or before 12/31/2021.

[70] Includes Social Security, Medicare, state franchise, property, state income, foreign income (new in 2022), federal income and state/federal/foreign transaction taxes. Property tax numbers reflect assets owned and operated by Williams and does not reflect JV ownership interest. Property taxes for 2022 calculated based on taxes paid in calendar year, whereas previous years reported property taxes paid on tax year basis. Federal transaction taxes: The Federal portion is primarily Federal Excise Tax and Federal PERC Fees. State transaction taxes: The State portion is primarily Sales/Use, OH CAT Tax, TX Utility Tax, and WV Motor Fuel Tax.

[71] Percentage is calculated based on votes reported in the applicable Form 8-K and is defined as votes "for" divided by the sum of votes "for" plus votes "against." Percentage is from the Annual Meeting that occurred the year of the report (i.e., for the 2022 Sustainability Report, it includes the results from the 2022 annual meeting of stockholders) not the most recent annual meeting of stockholders.

Metric	Unit	2018	2019	2020	2021	2022
Number of inquiries received through ethics reporting channels by reporting channel ^[72]						
Human resources	number	74	58	55	55	72
Action line	number	51	32	15	17	14
Management	number	40	70	74	50	46
Business ethics resources center	number	5	6	4	1	4
Other reporting channels	number	33	44	38	41	36
Percent of board members between 30–50 years old ^[73]						
Percent of board members over 50 years old ^[73]	percent	92%	92%	92%	92%	92%
Female board members ^[73]	percent	25%	25%	25%	25%	25%
Ethnically diverse board members ^[73]	percent	8%	8%	8%	0%	8%
Percent of employees that completed cybersecurity training	percent	99%	99%	100%	99%	97%
Monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations	dollars (USD)	0	1,944,700	209,002	41,050	0
Legal and regulatory fines and settlements associated with violations of bribery, corruption or anti-competitive standards	dollars (USD)	0	0	0	0	0

[72] Other reporting channels include the Williams call center, social media and enterprise security.

[73] Unless otherwise stated, percentages are determined as of December 31, 2022. Richard Muncrief and Jesse Tyson were appointed to the board effective March 1, 2022. Charles Cogut and Stephen Chazen retired from the board effective April 26, 2022. Effective February 10, 2023, Nancy Buese resigned from the board and the board appointed an additional female director, Carri Lockhart. As of the date of this report, female directors make up 25% of our board. Also, as of the date of this report, the Company has one ethnically diverse director, Mr. Tyson (African American), out of a total of 12, which equates to the board being comprised of approximately 8% ethnically diverse directors. Ages are based on the director responses to the Company's D&O Questionnaire at the end of 2022, which is completed annually by directors. Note that the information reported here differs from that reported in the Company's proxy statement. For the proxy statement, age is determined as of the date of the annual meeting of stockholders and includes the directors appointed in March of 2023, and excludes the directors who retired after the April 25, 2023 annual meeting of stockholders.

2022 Stakeholder Engagements

We value listening to stakeholder feedback and use it to improve our strategy and operations. In 2022, Williams engaged a diverse group of stakeholders, including employees, landowners, customers, industry and research associations, local communities, Native American tribes, investors and suppliers to understand different perspectives regarding our industry, business, operations and projects. Our objective is to maintain and strengthen relationships by understanding local needs, listening to stakeholder priorities and identifying opportunities to collaborate. We prioritize engagements with stakeholder groups that our operations directly affect. Williams regularly interacts with stakeholders using a variety of mechanisms, including in-person and virtual meetings, social media, open houses and community events.

BOARD OF DIRECTORS

Engagements in 2022

- Annual strategy process
- Regular management reports to board of directors
- Quarterly board and committee meetings

EMPLOYEES

Engagements in 2022

- Daily online forums (Microsoft Teams channels, intranet)
- Training programs
- Town hall meetings with leadership
- Annual performance reviews

INVESTORS

Engagements in 2022

- Weekly investor calls and meetings
- Annual Meeting of Stockholders
- Ad hoc perception studies
- Institutional investor updates such as quarterly earning calls and an annual analyst day
- Eight in-person and three virtual investor conferences
- 16 ESG-focused investor conference calls
- Ongoing media campaigns

CUSTOMERS

Engagements in 2022

- Annual digital brand survey
- Ongoing media campaigns
- Customer satisfaction survey
- Regular one-on-one meetings
- Conferences and industry events

COMMUNITY GROUPS, LANDOWNERS, INDIGENOUS POPULATIONS & NON-GOVERNMENTAL ORGANIZATIONS

Engagements in 2022

- Ongoing public awareness programs
- Four in-person or virtual project open houses and 222 meetings with stakeholders
- Monthly newsletters
- Weekly social media
- Ongoing media campaigns
- 901,702 total mailers sent
- 24-hour control centers

REGULATORS

Engagements in 2022

- Regular corporate communications
- Recurring meetings with regulators at the state and federal levels
- 21,173 public awareness mailers to emergency response agencies
- Monthly newsletters
- Ongoing communications through our government affairs and outreach team

SUPPLIERS

Engagements in 2022

- 270 supplier self-assessments
- Regular supplier training programs
- Onboarding and capturing diversity data through BlueSkies supplier portal
- Ongoing supplier qualification process

INDUSTRY ASSOCIATIONS

Engagements in 2022

- Board and/or committee leadership roles at 31 industry associations
- Regular workshops and meetings

Content Index

GRI Index

GRI Standard/Other Source	Disclosures	Location/Response	Requirement(s) Omitted	Reason for Omission	Explanation for Omission	GRI Sector Standard Ref. No.
General Disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	<ul style="list-style-type: none"> a. The Williams Companies, Inc. b. Delaware corporation c. Headquarters: Tulsa, Oklahoma d. Countries of operation: United States 				
	2-2 Entities included in the organization's sustainability reporting	<ul style="list-style-type: none"> a. Williams 2022 Form 10-K, p. 9–17 b. The information reported in our 2022 Sustainability Report covers the same group of entities as covered in our 2022 Form 10-K c. Williams 2022 Form 10-K, p. 81; The approach to consolidating information used in our financial statements is the same as in our sustainability disclosures, unless where otherwise indicated. 				
	2-3 Reporting period, frequency, and contact point	<ul style="list-style-type: none"> a. This 2022 Sustainability Report covers Williams' operations from January 1, 2022, through December 31, 2022, unless where otherwise indicated. Williams' sustainability reporting occurs on an annual basis. b. The reporting periods for Williams sustainability reporting and financial reporting are the same. c. Williams' 2022 Sustainability Report published on July 27, 2023. d. Questions about this report can be directed to williamscompanies@williams.com. 				

GRI Standard/Other Source	Disclosures	Location/Response	Requirement(s) Omitted	Reason for Omission	Explanation for Omission	GRI Sector Standard Ref. No.
	2-4 Restatements of information	<p>Restated Metrics located in the Performance Data Table. Metrics restated:</p> <ul style="list-style-type: none"> a. 2018–2021 Scope 1 greenhouse gas emissions data restated due to change in calculation methodology and addition of new emissions sources. b. 2018–2021 Scope 1 greenhouse gas emissions, percent methane restated due to change in calculation methodology and addition of new emissions sources. c. 2018–2021 Scope 1 methane (CH₄) emissions restated due to change in calculation methodology and addition of new emissions sources. d. 2018–2021 Scope 1 carbon intensity restated due to change in calculation methodology and addition of new emissions sources. e. 2018–2021 ONE Future Methane Intensities restated due to change in calculation methodology. f. 2018–2021 Sum of Scope 1 and Scope 2 greenhouse gas emissions restated due to change in calculation methodology and addition of new emission sources. g. 2018–2021 Sum of Scope 1 and Scope 2 methane emissions restated due to change in calculation methodology and addition of new sources. h. 2021 Gas flaring restated to reflect correction of flared emissions for a processing facility. i. 2019 SO₂ emissions restated to reflect emissions reported to regulatory agency after 2021 Sustainability Report publication date. j. 2020 NO_x restated to reflect emissions reported to regulatory agency after original CSR publication date. k. 2021 Number of environmental-related notices of noncompliance restated to include a notice of noncompliance entered into our system of record after the 2021 Sustainability Report was finalized. l. 2020–2021 Metric ton-kilometers of natural gas transported by pipeline restated due to updated calculation methodology. m. 2018 Total recordable incident rate (TRIR) — employees restated due to previous mathematical error. 				

GRI Standard/Other Source	Disclosures	Location/Response	Requirement(s) Omitted	Reason for Omission	Explanation for Omission	GRI Sector Standard Ref. No.
	2-5 External Assurance	<ul style="list-style-type: none"> a. At the request of the Board of Directors Audit Committee, independent assurance is obtained on select ESG metrics within the Sustainability Report. ERM CVS provided Limited Independent Assurance as described in the Assurance Letter section of this report. b. Independent Assurance Statement 				
	2-6 Activities, value chain, and other business relationships	<ul style="list-style-type: none"> a. Sector: Energy (Global Industry Classification Sector) b. About Williams, Supply Chain & Responsible Procurement, Williams 2022 Form 10-K, p. 5–9 c. Williams 2022 Form 10-K, p. 18 d. Williams 2022 Form 10-K, p. 94–97 				
	2-7 Employees	<ul style="list-style-type: none"> a. About Williams b. About Williams c. Performance Data Table d. About Williams e. Williams did not experience a significant fluctuation in our employee head count during FY 2022 or from FY 2021, defined as anything greater than or equal to 5% of our total head count. 				
	2-8 Workers who are not employees		2-8	Information unavailable/incomplete	Williams cannot reasonably ascertain metrics on contractors and 'non-employees' due to lacking a defined topic boundary and a developed process for collecting this type of data.	
	2-9 Governance structure and composition	<ul style="list-style-type: none"> a. Corporate Governance a. Corporate Governance b. Corporate Governance; Performance Data Table; 2023 Proxy Statement, p. 12–20 				

GRI Standard/Other Source	Disclosures	Location/Response	Requirement(s) Omitted	Reason for Omission	Explanation for Omission	GRI Sector Standard Ref. No.
	2-10 Nomination and selection of the highest governance body	a. Corporate Governance; 2023 Proxy Statement , p. 8–11 b. 2023 Proxy Statement , p. 8–12				
	2-11 Chair of the highest governance body	a. Corporate Governance				
	2-12 Role of the highest governance body in overseeing the management of impacts	a. Corporate Governance; 2023 Proxy Statement , p. 22–25 b. Sustainability Governance; 2023 Proxy Statement , p. 25 c. Sustainability Governance; 2023 Proxy Statement , p. 25				
	2-13 Delegation of Responsibility for managing impacts	a. Sustainability Governance; 2023 Proxy Statement , p. 25 b. Sustainability Governance; 2023 Proxy Statement , p. 25				
	2-14 Role of the highest governance body in sustainability reporting	a. Sustainability Governance; 2023 Proxy Statement , p. 25 Williams' full Board is asked to review the Sustainability Report before publishing. The Director, ESG and VP, IR & ESG reviewed the results of the Materiality Assessment with the Governance and Sustainability Committee.	2-14 (b)	Not applicable	Williams' Board of Directors reviews our annual sustainability report prior to publication.	
	2-15 Conflicts of interest	a. Corporate Governance; Corporate Governance Guidelines b. 2023 Proxy Statement , p. 5, Corporate Governance Guidelines				
	2-16 Communication of critical concerns	a. Sustainability Governance; 2023 Proxy Statement , p. 22 & 25 b. None				

GRI Standard/Other Source	Disclosures	Location/Response	Requirement(s) Omitted	Reason for Omission	Explanation for Omission	GRI Sector Standard Ref. No.
	2-17 Collective knowledge of the highest governance body	a. At each regularly scheduled committee meeting, the Governance and Sustainability Committee, who has strategic oversight of ESG matters, in consultation and coordination with the Board and other Board committees, receives information and updates related to ESG. Additionally, we share various continuous learning opportunities with our Governance and Sustainability Committee at each regularly scheduled committee meeting. In addition, our Board of Directors periodically receives presentations from both investors who hold Williams stock and investors who do not hold Williams stock to gain their perspectives on the energy industry and Williams.				
	2-18 Evaluation of the performance of the highest governance body	a. Corporate Governance; 2023 Proxy Statement , p. 43 b. Each Board Committee annually completes an evaluation, which includes a review of the committee's effectiveness regarding the duties delegated to the committee by the committee's charter, which includes the Governance and Sustainability Committee's oversight of ESG. For more information, see Williams' 2023 Proxy Statement , p. 43. c. 2023 Proxy Statement , p. 43				
	2-19 Remuneration policies	a. 2023 Proxy Statement , p. 6, 44, 50–75 b. 2023 Proxy Statement , p. 63–66				
	2-20 Process to determine remuneration	a. 2023 Proxy Statement , p. 6, 44, 50–75 b. 8-K Report				
	2-21 Annual total compensation ratio	a. 2023 Proxy Statement , p. 86 b. –0.04:1 c. 2023 Proxy Statement , p. 86				

GRI Standard/Other Source	Disclosures	Location/Response	Requirement(s) Omitted	Reason for Omission	Explanation for Omission	GRI Sector Standard Ref. No.
	2-22 Statement on sustainable development strategy	a. CEO Letter				
	2-23 Policy Commitments	<p>a. 2023 Proxy Statement, p. 26–27; Williams does not formally follow the precautionary principle.</p> <p>b. Human Rights; Human Rights Policy and Statement</p> <p>c. Human Rights Policy and Statement</p> <p>d. Our Code of Business Conduct specifically references and summarizes our Human Rights Policy and Statement. The Code of Business Conduct is reviewed and approved annually by Williams Board of Directors.</p> <p>e. Human Rights Policy and Statement</p> <p>f. Corporate Behavior & Ethics; Human Rights Policy and Statement; All employees receive Code of Business Conduct training which is completed within the first 30 days of employment and thereafter annually where they are required to acknowledge that they have read, understand, and agree to the Code of Business Conduct and again to the Company's policies and any procedures specific to their department. Our Code of Conduct for Suppliers and Contractors also specifically addresses Human Rights. Requirements of expectations of compliance with our Code of Conduct for Suppliers and Contractors policy is also part of every RFP, PO and contract signed in our supply chain processes.</p>				
	2-24 Embedding policy commitments	a. Corporate Behavior & Ethics ; Supply Chain & Responsible Procurement				
	2-25 Processes to remediate negative impacts	<p>a. Stakeholder Relations; Environmental Justice</p> <p>b. Stakeholder Relations; Environmental Justice</p> <p>c. Stakeholder Relations; Environmental Justice</p> <p>d. Stakeholder Relations; Environmental Justice</p> <p>e. Stakeholder Relations; Environmental Justice</p>				

GRI Standard/Other Source	Disclosures	Location/Response	Requirement(s) Omitted	Reason for Omission	Explanation for Omission	GRI Sector Standard Ref. No.
	2-26 Mechanisms for seeking advice and raising concerns	a. Corporate Behavior & Ethics — Reporting Concerns				
	2-27 Compliance with laws and regulations	a. Performance Data Table — Environmental Compliance & Biodiversity b. Performance Data Table — Environmental Compliance & Biodiversity; Williams 2022 Form 10-K , p. 129–130 c. Williams 2022 Form 10-K , p. 129–130	2-27 (d)	Information unavailable/incomplete	Williams is working to determine its definition of significant instances of non-compliance as there is not definitive guidance from GRI for this term in GRI 2-27. We provide information regarding our instances of non-compliance in our Performance Data Table and 10-K Filing. Both documents are referenced in 2-27a and 2-27c.	
	2-28 Membership associations	a. Public Policy — Industry Associations				
	2-29 Approach to stakeholder engagement	a. Stakeholder Relations				
	2-30 Collective bargaining agreements	a. Employment Practices; Performance Data Table b. No, work conditions and terms of employment at Williams are not influenced or determined based on other collective bargaining agreements.				
Material Topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics					
	3-2 List of material topics					

GRI Standard/Other Source	Disclosures	Location/Response	Requirement(s) Omitted	Reason for Omission	Explanation for Omission	GRI Sector Standard Ref. No.
Providing Clean, Affordable & Reliable Energy						
Energy Transition & Low Carbon Economy						11.2 Climate adaptation, resilience, and transition
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy Transition & Low Carbon Economy				11.2.1
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Climate Adaptation & Resilience TCFD Index				11.2.2
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	Operational GHG Emissions Performance Data Table				11.2.3
11.2 Climate adaptation, resilience, and transition	Additional sector disclosures	Public Policy				11.2.4
Energy Access, Affordability & Reliability						
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy Access, Affordability & Reliability				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Energy Access, Affordability & Reliability Economic Impacts Williams' infrastructure investments are commercial and in-kind engagements. Williams' attorneys participate in pro bono legal work through legal aid organizations in their communities.				11.14.4
	203-2 Significant indirect economic impacts	Economic Impacts				11.14.5

GRI Standard/Other Source	Disclosures	Location/Response	Requirement(s) Omitted	Reason for Omission	Explanation for Omission	GRI Sector Standard Ref. No.
Public Policy						11.22 Public Policy
GRI 3: Material Topics 2021	3-3 Management of material topics	Public Policy				11.22.1
GRI 415: Public Policy 2016	415-1 Political contributions	a. Public Policy — Political Contributions	415-1 (b)	Not Applicable	Williams did not make any in-kind political contributions.	11.22.2
Minimizing Our Footprint						
Operational GHG Emissions						11.1 GHG emissions
GRI 3: Material Topics 2021	3-3 Management of material topics	Operational GHG Emissions Performance Data Table				11.1.1
GRI 302: Energy 2016	302-1 Energy consumption within the organization	CDP Climate Change Questionnaire 2023 , C8. Energy Performance Data Table	302-1 (d)	Not applicable	Williams does not sell electricity, heating, cooling or steam energy.	11.1.2
	302-2 Energy consumption outside of the organization		302-2	Information unavailable / incomplete	Williams does not collect or estimate data for this type of energy consumption at this time.	11.1.3
	302-3 Energy intensity	Performance Data Table				11.1.4
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Operational GHG Emissions Performance Data Table Williams does not produce biogenic gasses.				11.1.5

GRI Standard/Other Source	Disclosures	Location/Response	Requirement(s) Omitted	Reason for Omission	Explanation for Omission	GRI Sector Standard Ref. No.
	305-2 Energy indirect (Scope 2) GHG emissions	Performance Data Table Williams does not report market-based Scope 2 emissions. Williams does not include multiple gasses in the calculation since it is based on kWh energy use. Williams uses the location-based method. The consolidation approach is operational control.				11.1.6
	305-3 Other indirect (Scope 3) GHG emissions	CDP Climate Change Questionnaire 2023 , C6. Emissions data				11.1.7
	305-4 GHG emissions intensity	Performance Data Table				11.1.8
	305-5 Reduction of GHG emissions	Operational GHG Emissions Performance Data Table				11.2.3
Protecting People & Strengthening Infrastructure						
	Pipeline & Asset Integrity					11.8 Asset integrity and critical incident management
GRI 3: Material Topics 2021	3-3 Management of material topics	Pipeline & Asset Integrity				11.8.1

GRI Standard/Other Source	Disclosures	Location/Response	Requirement(s) Omitted	Reason for Omission	Explanation for Omission	GRI Sector Standard Ref. No.
GRI 306: Effluents and Waste 2016	306-3 (c) Significant spills	a. Pipeline & Asset Integrity; Performance Data Table b. In 2022, Williams did not report any spills in financial statements.	306-3 (c)	Information unavailable/incomplete	Williams is subject to various regulatory authorities with particular requirements and definitions around spill reporting and what is considered 'significant' or causes an 'impact' to the environment. We report spills based on these various regulatory definitions. Without working to determine its definition of impact, as there is not definitive guidance from GRI on its definition of impact, Williams is not in a position to provide information for this specific request. We include metrics for reportable spills and releases (including PHMSA reportable pipeline incidents and spills to soil and water) in the Performance Data Table and Pipeline & Asset Integrity topic.	11.8.2
11.8 Asset integrity and critical incident management	Additional sector disclosures	Performance Data Table				11.8.3
	Additional sector disclosures		Additional sector disclosure 11.8.4	Not applicable	Williams does not own or operate oil sands mining operations.	11.8.4
Public Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	Public Safety				

GRI Standard/Other Source	Disclosures	Location/Response	Requirement(s) Omitted	Reason for Omission	Explanation for Omission	GRI Sector Standard Ref. No.
Self-Selected Metrics	Pipeline Performance metrics	Performance Data Table				
Workforce Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	Workforce Safety				11.9.1
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Workforce Safety				11.9.2
	403-2 Hazard identification, risk assessment, and incident investigation	Workforce Safety				11.9.3
	403-3 Occupational health services	Workforce Safety Workforce Health & Well-Being				11.9.4
	403-4 Worker participation, consultation, and communication on occupational health and safety	Workforce Safety Workforce Health & Well-Being				11.9.5
	403-5 Worker training on occupational health and safety	Workforce Safety				11.9.6
	403-6 Promotion of worker health	Workforce Health & Well-Being				11.9.7
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Workforce Safety				11.9.8

GRI Standard/Other Source	Disclosures	Location/Response	Requirement(s) Omitted	Reason for Omission	Explanation for Omission	GRI Sector Standard Ref. No.
	403-8 Workers covered by an occupational health and safety management system	Workforce Safety				11.9.9
	403-9 Work-related injuries	Workforce Safety Performance Data Table				11.9.10
	403-10 Work-related ill health	Performance Data Table				11.9.11
Cybersecurity						
GRI 3: Material Topics 2021	3-3 Management of material topics	Cybersecurity				
Self Selected Metrics	Percent of employees that completed cybersecurity training	Performance Data Table				
Building an Empowered Workforce						
Employee Attraction, Retention & Development						
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Attraction, Retention & Development				

GRI Standard/Other Source	Disclosures	Location/Response	Requirement(s) Omitted	Reason for Omission	Explanation for Omission	GRI Sector Standard Ref. No.
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Performance Data Table				11.10.2
	401-2 Benefits provided to full time employees that are not provided to temporary or part-time employees	Employee Attraction, Retention & Development				11.10.3
	401-3 Parental leave	Employee Attraction, Retention & Development Performance Data Table Parental Leave Retention Rates are derived using GRI calculation methodology: Numerator — The total number of employees who returned to work after parental leave in 2022 Denominator — Number of employees expected to return to work after taking parental leave				11.10.4
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Attraction, Retention & Development Performance Data Table				11.10.6
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Attraction, Retention & Development Williams appreciates our company's most valuable asset, our employees. However, employment changes can occur through retirement, resignation, reduction in force, or through movement from full-time to part-time status or vice versa. Williams has developed benefit aids to help employees understand their benefits and options during employment changes. Our HR employee resource hub offers 'Planning for retirement' tools and resources to facilitate transitioning from active employee to retiree and prepare individuals mentally and financially for their next chapter of life.				11.10.7
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Attraction, Retention & Development				

GRI Standard/Other Source	Disclosures	Location/Response	Requirement(s) Omitted	Reason for Omission	Explanation for Omission	GRI Sector Standard Ref. No.
Diversity, Equity & Inclusion						11.11 Non-discrimination and equal opportunity
GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity, Equity & Inclusion				11.11.1
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community		202-2	Information unavailable/incomplete	Williams does not have a defined process of tracking this information.	11.11.2
GRI 401: Employment 2016	401-3 Parental leave	Employee Attraction, Retention & Development Performance Data Table				11.11.3
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Attraction, Retention & Development Performance Data Table				11.11.4
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Corporate Governance Diversity, Equity & Inclusion Performance Data Table				11.11.5
	405-2 Ratio of basic salary and remuneration of women to men		405-2	Confidentiality constraints	Due to confidentiality and privilege concerns, Williams does not disclose this information.	11.11.6
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken		406-1	Confidentiality constraints	Williams does not publicly disclose this data.	11.11.7

GRI Standard/Other Source	Disclosures	Location/Response	Requirement(s) Omitted	Reason for Omission	Explanation for Omission	GRI Sector Standard Ref. No.
Strengthening Communities						
	Stakeholder Relations					11.15 Local Communities; 11.16 Land and Resource Rights
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Relations				11.15.1; 11.16.1
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Stakeholder Relations Community Investment Environmental Justice				11.15.2
	413-2 Operations with significant actual and potential negative impacts on local communities	Stakeholder Relations Environmental Justice <p>Williams' Community and Project Outreach team handles complaints and/or concerns expressed by stakeholders, including neighbors, community members and/or local elected officials. These complaints and/or issues are typically localized to areas of active pipeline or facility construction and/or active pipeline operations. Inbound complaints that cannot be immediately addressed by the Community and Project Outreach team will be forwarded to the appropriate internal individuals, or departments, with expertise related to the area of the complaint or issue. A member of the Community and Project Outreach team will serve as the point of contact for the stakeholder. When the situation or matter causing the complaint or concern is resolved, the Community and Project Outreach team member will communicate the resolution to the stakeholder. Williams works to resolve complaints and/or concerns in as timely a manner as possible. If the situation or matter involves a lengthy timeline for resolution, this will also be communicated to the stakeholder. The Community and Project Outreach team member will maintain ongoing communications with the stakeholder throughout the process.</p>				11.15.3

GRI Standard/Other Source	Disclosures	Location/Response	Requirement(s) Omitted	Reason for Omission	Explanation for Omission	GRI Sector Standard Ref. No.
11.15 Local communities	Additional sector disclosures	Stakeholder Relations				11.15.4
11.16 Land and resource rights	Additional sector disclosures	In 2022, we did not have any operations that caused or contributed to involuntary resettlement or where such resettlement is ongoing.				11.16.2

Topics in GRI Sector Standard 11: Oil & Gas determined as not material

Topic	Explanation for being not material
11.3 Air emissions	11.3 Air Emissions was considered as part of the topic “Non-GHG Air Emissions” in Williams’ 2022 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Non-GHG Air Emissions. For more information on how we conducted our 2022 Materiality Assessment, see Materiality Assessment.
11.4 Biodiversity	11.4 Biodiversity was considered as part of the topic “Biodiversity & Land Use” in Williams’ 2022 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Biodiversity & Land Use. For more information on how we conducted our 2022 Materiality Assessment, see Materiality Assessment.
11.5 Waste	11.5 Waste was considered as part of the topic “Waste” in Williams’ 2022 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Waste. For more information on how we conducted our 2022 Materiality Assessment, see Materiality Assessment.
11.6 Water and effluents	11.6 Water and Effluents was considered as part of the topic “Water” in Williams’ 2022 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Water. For more information on how we conducted our 2022 Materiality Assessment, see Materiality Assessment.
11.7 Closure and rehabilitation	11.7 Closure and Rehabilitation was considered as part of the topic “Site Closure and Rehabilitation” in Williams’ 2022 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Site Closure and Rehabilitation. For more information on how we conducted our 2022 Materiality Assessment, see Materiality Assessment.
11.10 Employment practices	11.10 Employment Practices was considered as part of the topic “Employment Practices” in Williams’ 2022 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Employment Practices. For more information on how we conducted our 2022 Materiality Assessment, see Materiality Assessment.
11.12 Forced labor and modern slavery	11.10 Forced Labor and Modern Slavery was considered as part of the topic “Human Rights” in Williams’ 2022 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Human Rights. For more information on how we conducted our 2022 Materiality Assessment, see Materiality Assessment.

Topic	Explanation for being not material
11.13 Freedom of association and collective bargaining	11.13 Freedom of Association and Collective Bargaining was considered as part of the topic "Employment Practices" in Williams' 2022 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Employment Practices. For more information on how we conducted our 2022 Materiality Assessment, see Materiality Assessment.
11.14 Economic impacts	11.14 Economic Impacts was considered as part of the topic "Economic Impacts" in Williams' 2022 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Economic Impacts. For more information on how we conducted our 2022 Materiality Assessment, see Materiality Assessment.
11.17 Rights of indigenous peoples	11.17 Rights of Indigenous Peoples was considered as part of the topic "Indigenous Peoples" in Williams' 2022 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Indigenous Peoples. For more information on how we conducted our 2022 Materiality Assessment, see Materiality Assessment.
11.18 Conflict and security	11.18 Conflict and Security was considered as part of the topic "Human Rights" in Williams' 2022 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. For more information on how we conducted our 2022 Materiality Assessment, see Materiality Assessment.
11.19 Anti-competitive behavior	11.19 Anti-competitive Behavior was considered as part of the topic "Corporate Behavior & Ethics" in Williams' 2022 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Corporate Behavior & Ethics. For more information on how we conducted our 2022 Materiality Assessment, see Materiality Assessment.
11.20 Anti-corruption	11.20 Anti-corruption was considered as part of the topic "Corporate Behavior & Ethics" in Williams' 2022 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Corporate Behavior & Ethics. For more information on how we conducted our 2022 Materiality Assessment, see Materiality Assessment.
11.21 Payments to governments	11.21 Payments to Governments was considered as part of the topic "Corporate Behavior & Ethics" in Williams' 2022 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. For more information on how we conducted our 2022 Materiality Assessment, see Materiality Assessment.

SASB Index: Oil & Gas — Midstream

SASB Disclosure	Report Section or Direct Response
Greenhouse Gas Emissions	
EM-MD-110a.1: Gross global Scope 1 emissions, percentage methane, percentage covered under emissions-limiting regulations	Operational GHG Emissions ; Performance Data Table ^[1]
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	Operational GHG Emissions
Air Quality	
EM-MD-120a.1: Air emissions of the following pollutants: NO _x (excluding N ₂ O), SO _x , volatile organic compounds and particulate matter (PM10)	Non-GHG Air Emissions ; Performance Data Table ^[2]
Ecological Impacts	
EM-MD-160a.1: Description of environmental management policies and practices for active operations	Biodiversity & Land Use ^[3]
EM-MD-160a.2: Percentage of land owned, leased, and/or operated within areas of protected conservation status or endangered species habitat	Biodiversity & Land Use ; Performance Data Table
EM-MD-160a.3: Terrestrial acreage disturbed, percentage of impacted area restored	Biodiversity & Land Use ; Performance Data Table
EM-MD-160a.4: Number and aggregate volume of hydrocarbon spills, volume in Arctic, volume in Unusually Sensitive Areas and volume recovered	Spill & Release Performance ; Performance Data Table

[1] Data excludes offshore assets, corporate office buildings and company vehicles. Data excludes emissions associated with the 2021 acquisition of Sequent Energy Management.

[2] Williams is unable to separately disclose its emissions of particulate matter 10 micrometers or less in diameter (PM10). Data represents total PM2.5 and PM10.

[3] Williams does not disclose the degree to which our policies and practices are aligned with the International Finance Corporation's Performance Standards on Environmental and Social Sustainability.

SASB Disclosure	Report Section or Direct Response
Competitive Behavior	
EM-MD-520a.1: Total amount of monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations	Pipeline & Asset Integrity ; Performance Data Table
Operational Safety, Emergency Preparedness and Response	
EM-MD-540a.1: Number of reportable pipeline incidents, percentage significant	Spill & Release Performance ; Performance Data Table
EM-MD-540a.2: Percentage of natural gas pipelines inspected and hazardous liquid pipelines inspected	Performance Data Table
EM-MD-540a.3: Number of accident releases and nonaccident releases from rail transportation	Performance Data Table
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	Public Safety
Activity Metric	
EM-MD-000.A: Total metric ton-kilometers of: natural gas, crude oil and refined petroleum products transported, by mode of transport	Performance Data Table

TCFD Index

TCFD Recommendations

Williams Companies Reporting

Governance

Disclose the organization's governance around climate-related risks and opportunities.

Describe the board's oversight of climate-related risks and opportunities.

[CDP Climate Change Questionnaire 2023](#), C1.1–C1.1b, C2.2
2022 Sustainability Report: Board of Directors Oversight
[2023 Proxy Statement](#), page 25
Governance and Sustainability Committee Charter, pages 2–3

Describe management's role in assessing and managing climate-related risks and opportunities.

[CDP Climate Change Questionnaire 2023](#), C1.2–C1.2a
[2023 Proxy Statement](#), page 25

Strategy

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.

[CDP Climate Change Questionnaire 2023](#), C2.1a–C2.4a
2023 Annual Report, page 33

Describe the impact of climate-related risks and opportunities in the organization's businesses, strategy and financial planning.

[CDP Climate Change Questionnaire 2023](#), C2.3a–C3.4, C4.1–C4.3b
2023 Annual Report, page 33

Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

[CDP Climate Change Questionnaire 2023](#), C3.1–C3.2b, C3.5–C3.5a
2022 Sustainability Report: Climate Adaptation & Resilience

Risk Management

Disclose how the organization identifies, assesses, and manages climate-related risks.

Describe the organization's processes for identifying and assessing climate-related risks.

[CDP Climate Change Questionnaire 2023](#), C2.1, C2.2–C2.2a

2022 Sustainability Report: Climate Adaptation & Resilience; Risk Assessment

Describe the organization's processes for managing climate-related risks.

[CDP Climate Change Questionnaire 2023](#), C2.1–C2.2a

2022 Sustainability Report, Climate Adaptation & Resilience

Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.

[CDP Climate Change Questionnaire 2023](#), C2.1b–C2.2a

2022 Sustainability Report, Climate Adaptation & Resilience; Risk Assessment

Metrics and Targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

[CDP Climate Change Questionnaire 2023](#), C1.3a, C4.2–C4.2c, C9.1, C11.

2022 Sustainability Report: Annual Incentive Program; Energy Transition & Low-Carbon Economy — Our Management Approach; Transition Risks; Operational GHG Emissions; Water; Land Use; Loss of Primary Containment; Performance Data Table

Disclose Scope 1, Scope 2, and if appropriate, Scope 3 GHG emissions and the related risks.

[CDP Climate Change Questionnaire 2023](#), C6.

2022 Sustainability Report: GHG Quantification, Monitoring & Transparent Reporting, Performance Data Table

Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

[CDP Climate Change Questionnaire 2023](#), C4.1–C4.2c, C-OG4.2d

2022 Sustainability Report: GHG Emissions Reduction Targets & Progress

Independent Limited Assurance Report to The Williams Companies, Inc.

ERM Certification & Verification Services Incorporated (“ERM CVS”) was engaged by The Williams Companies, Inc. (“Williams”) to provide limited assurance in relation to the selected information set out below and presented in the Williams 2022 Sustainability Report (the “Report”).

Engagement Summary

Scope of Our Assurance Engagement

Whether the 2022 information and data for the specified indicators listed below are fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

GHG Emissions:

- Scope 1 GHG emissions (absolute) ‘facility-direct emissions’ using an operational control boundary and excludes Corporate office buildings and company vehicles [million metric tons CO₂e]
- Scope 2 GHG emissions (location-based method) [million metric tons CO₂e]
- Total GHG emissions (Scope 1 & 2) [million metric tons CO₂e]
- Total Methane emissions [million metric tons CO₂e]
- Scope 1 greenhouse gas emissions CO₂e, percent methane [%]

Health & Safety:

- Lost-time incident rate, LTIR [per 200,000 work hours] — employees
- Total recordable incident rate, TRIR [per 200,000 work hours] — employees
- Number of fatalities: employees [number]
- Employee fatality rate [per 1,000 employees]
- Employee fatality rate [per 200,000 work hours]

- Number of fatalities: non-employee workers [number]
- Number of hours worked — employees [number]
- Total Loss of Primary Containment (LOPC) Incidents [number]
- Behavioral Near-Miss-to-Incident Ratio [number]

Pipeline Performance:

- Reportable pipeline incidents [number]
- Reportable pipeline incidents considered significant [% of total]
- Natural gas pipelines inspected [% of total]
- Hazardous liquid pipelines inspected [% of total]

Employment and Diversity:

- Technical and support roles held by women [%]
- Professional and managerial roles held by women [%]
- Technical and support roles held by underrepresented employees [%]
- Professional and managerial roles held by underrepresented employees [%]

Restatement of prior GHG emissions data

Whether the restated 2019, 2020, and 2021 information and data for the specified indicators listed below are fairly presented in the Report and in accordance with the reporting criteria:

- Scope 1 GHG emissions using an operational control boundary and excludes Corporate office buildings and company vehicles [million metric tons CO₂e]
- Total Methane emissions [million metric tons CO₂e]
- Scope 1 greenhouse gas emissions CO₂e, percent methane [%]

Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.

Reporting Period

1 January–31 December 2022

Reporting Criteria

- WBCSD/WRI Greenhouse Gas Protocol
- EPA GHG Reporting Requirements under 40 CFR 98 Subpart C and Subpart W
- OSHA definitions for safety indicators (as appropriate based on selected scope)
- U.S. Equal Employment Opportunity Commission Standards for Maintaining, Collecting, and Presenting Federal Data on Race and Ethnicity for diversity categories
- DOT/PHMSA Guidelines
- The Williams Companies, Inc. internal reporting criteria and definitions (where relevant) as described in the accompanying footnotes in the Report

Assurance Standard and Level of Assurance

We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) ‘Assurance Engagements other than Audits or Reviews of Historical Financial Information’ issued by the International Auditing and Standards Board.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Respective Responsibilities

Williams is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Report.

ERM CVS’ responsibility is to provide conclusions to Williams on the agreed scope based on our engagement terms with Williams, the assurance activities performed and exercising our professional judgement. We accept no responsibility, and deny any liability, to any party other than Williams for the conclusions we have reached.

Our Conclusion

Based on our activities, as described below, nothing has come to our attention to indicate that the 2022 data and restated GHG emissions data for 2019, 2020 and 2021 and information for the disclosures listed under 'Scope' above are not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

Our Assurance Activities

Considering the level of assurance and our assessment of the risk of material misstatement of the Report a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Assessing the appropriateness of the reporting criteria for the Report
- Interviews with relevant staff to understand and evaluate the relevant management systems and processes (including internal review and control processes) used for collecting and reporting the selected disclosures.
- A review at corporate level of a sample of qualitative and quantitative evidence supporting the reported information.

- An analytical review of the year-end data submitted by all locations included in the consolidated 2022 group data for the selected disclosures which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary.
- In-person visit to Williams HQ in Tulsa, OK to review source data and corporate reporting systems and controls with Corporate data owners and subject matter experts.
- Examination of a sample of incidents reported internally and to external regulatory bodies and governmental agencies (such as the Occupational Safety & Health Administration, Department of Transportation, Pipeline and Hazardous Materials Safety Administration)
- Review of a sample of third-party and state and federal reports (i.e. leak data, pipeline inspections) where applicable, to validate source of data.
- Assessment of system outputs for alignment with consolidated data workbooks used to calculate final indicators.
- In-Person visits to Williams facilities/production sites in DeSoto, LA (USA) and Susquehanna, PA (USA) to review source data and local reporting systems and controls with field operation specialists and data reporters.
- Confirming conversion and emission factors and assumptions used.
- Review of the updated boundary and methodology applied to restatement of prior year emissions.
- Reviewing the presentation of information relevant to the scope of our work in the Report to ensure consistency with our findings.

The Limitations of Our Engagement

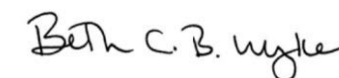
The reliability of the assured information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

Our Independence, Integrity and Quality Control

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

The team that has undertaken this assurance engagement has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to Williams in any respect.



Beth Wyke

Head of Corporate Assurance Services

Malvern, PA

July, 24 2023

ERM Certification & Verification Services Incorporated

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