

WE MAKE CLEAN ENERGY HAPPEN®



2020

Sustainability Report



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*Cover Photo: Right-of-way near
Moundsville, West Virginia.*

*Interior Photo: Operations Technician
Neil N. at a right-of-way near DeSoto
Parish, Louisiana.*



Alan S. Armstrong, President and Chief Executive Officer

CEO Letter

GRI 102-14

Essential. Leadership. Right Here, Right Now.

Essential

The global pandemic we faced in 2020–2021 exposed the true character of many unsung heroes. I'm extremely grateful to the essential workers who kept the Williams network of clean energy infrastructure running smoothly to reliably deliver the natural gas needed to generate electricity, warm homes and businesses, and make home-cooked meals. I'm thankful for our company's Information Technology teams that adeptly shifted thousands of our employees to remote working to ensure business continuity while protecting our vital systems from the constant barrage of cybersecurity threats. I commend our Emergency Operations Center that pivoted to develop and execute response plans in accordance with company requirements and CDC guidelines to ensure that our employees could get their essential work done in a safe and healthy manner.

Besides protecting the health of our employees, we remained committed to the communities where our employees live and work. Early in the pandemic, Williams pledged an extra \$1 million to support nonprofits struggling to meet the basic needs of families, schools pivoting to remote learning and first responders serving on the front lines. In total, Williams contributed \$10.8 million in 2020 to more than 2,200 organizations and, while in-person opportunities were limited, our employees volunteered more than 18,000 hours.

In addition to the pandemic, we witnessed local and global protests related to racial injustice and, in our headquarters city in 2021, we recently commemorated the 100th anniversary of the 1921 Tulsa Race Massacre. These events are somber reminders that we must continue as a company to reinforce a culture based on our Core Values, rooted in authenticity.

Diversity is important at Williams because we intend to be the very best. To do this, we must attract, retain and gain the extra passion and energy from the very best talent. In 2020, I pledged my support for the CEO Action for Diversity and Inclusion Coalition, which outlines a specific set of actions to cultivate a trusting environment where all ideas are welcomed and employees feel comfortable and empowered to have discussions about diversity and inclusion.

Our Diversity & Inclusion Council is driving progress toward diversifying our workforce and leadership team. The Council is charged with identifying opportunities to ensure we are attracting those who are underrepresented in our workforce and ensuring that our leadership development programs shine a light on and develop hidden leadership traits that have long been overlooked.

Looking ahead, we also want to ready the next generation of employees for careers in science, technology, engineering and math. In 2020, Williams provided more than \$900,000 to support efforts to bring STEM education to those who might not be exposed to high-quality STEM learning opportunities, which lead to careers in well-paying STEM fields. For over 15 years, we have funded programs at technical schools and universities to ensure we are building a diverse talent pipeline to meet our company's workforce needs as we drive toward a clean energy future.

Leadership

We've been on a progressive journey over the past several years as it relates to environmental, social and governance performance. Initially, our ESG efforts centered on documenting and communicating what we were already doing to be sustainable. In August 2020, I'm proud to say we became the first North American midstream company to announce a comprehensive climate commitment ([see page 24](#)) that includes real goals with clear expectations for our organization. At the same time, we realized there was both the need and the opportunity to set our sights even higher and to help lead the midstream industry.

Last year, we provided leadership and guidance on ESG performance metrics, leading an effort with the Energy Infrastructure Council to produce a midstream industry-wide reporting template for ESG measures. This allows midstream companies to present the sustainability metrics that matter most to shareholders in a transparent and comparable way. We look forward to widespread adoption of these metrics by both the midstream industry and investment community.

We're also taking a leading stance on critical topics within our industry. As a member of the Interstate Natural Gas Association of America board, we helped outline the organization's initial climate commitment. We also led the formation of an industry group called Natural Allies to promote the benefits of clean and affordable natural gas.

Right here, right now

Post pandemic, world leaders will turn their attention to rebuilding economies and showing progress on emissions reduction. Natural gas offers a practical and affordable solution that is available right here, right now, for reducing emissions both domestically and internationally. We have a huge opportunity to leverage our natural gas-focused business as the world moves to a low-carbon future, while also helping our customers and stakeholders meet their climate goals.

Natural gas has been—and continues to be—the most significant contributor to reducing carbon emissions in the U.S., driven in large part by a conversion from coal to natural gas power generation. But there is still more that we can do. The U.S. continues to burn coal, fuel oil, kerosene and diesel in applications that are ripe for displacement today with cleaner natural gas. Beyond the immediate benefits of reducing emissions, natural gas-powered generation of electricity brings reliability to the U.S. electric power grid and allows for growth in renewable forms of energy. And our footprint allows for low-cost expansions with the lowest environmental impact that can provide the supply to meet these near-term emissions reduction opportunities.

At the same time, natural gas and natural gas infrastructure have set the stage for enabling the next generation of clean energy solutions. No energy infrastructure system integrates a reliable delivery network with a massive storage solution on the scale that natural gas infrastructure does. Williams' nationwide footprint is adaptable to future renewable energy sources like clean hydrogen and RNG blending, thereby providing the necessary and critical infrastructure needed to meet clean energy demand for generations to come.

This ability to efficiently manage the delivery of clean energy supply through the peaks and valleys of energy demand is exactly what we need for renewable and emerging technologies to be successful and to reach full potential. And we believe our infrastructure is a critical part of both the near- and long-term solutions.

For more than a century, Williams has built a reputation as a responsible and dependable business that delivers on its promises. As we look ahead, we are leading with our vision for a clean energy future that is rooted in our natural gas-focused strategy and commitment to sustainable operations.



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

About Williams

GRI 102-1; 102-2; 102-3; 102-4; 102-5; 102-6; 102-7; 102-8

The Williams Companies, Inc. (Williams) is a publicly traded Fortune 500 company with nearly 5,000 employees around the country. Based in Tulsa, Oklahoma, our operations span 26 U.S. states, including in the Gulf of Mexico, Rockies, Pacific Northwest and Eastern Seaboard regions. We own and operate more than 30,000 miles of pipelines across our system and handle approximately 30% of the natural gas in the United States.

In addition, we own an interest in and operate 34 natural gas processing facilities, nine natural gas liquid (NGL) fractionation facilities and approximately 23 million barrels of NGL storage capacity. Through our large-scale infrastructure, Williams connects the best supplies with the world's growing demand for clean energy. Our transmission, gas gathering and liquids pipelines serve a variety of customers such as utilities, power generators and liquefied natural gas facilities.

At Williams, we understand the direct link between sustainable business operations, corporate stewardship and long-term financial success.

Williams is committed to being the leader in providing infrastructure that safely delivers products to reliably fuel the clean energy economy.

The products we transport are used every day for clean power generation, heating and industrial use. By developing energy infrastructure responsibly, we position our company to create long-term value. Despite a challenging year for the industry, in 2020 Williams achieved record gathering volumes and earnings. See our [2020 10-K Annual Report](#) for our financial data.

As a predominantly natural gas-focused energy infrastructure company, Williams plays a critical role as the world moves to a low-carbon future. We provide essential infrastructure to safely deliver energy that helps improve quality of life in important ways.

We focus on improving our operational efficiencies and helping advance the next generation of clean energy solutions. Natural gas is instrumental in fueling the clean energy economy, particularly when it comes to displacing and providing alternatives to more carbon-intensive fossil fuels. According to the U.S. Energy Information Administration, increased natural gas production, coupled with a growing renewable energy market, have helped the United States continue to reduce overall carbon emissions growth. Natural gas is indispensable to supporting society's ability to add more renewable energy to the power grid while ensuring power reliability when intermittent wind and solar resources are not available.

Our operations rely on the hard work and integrity of our nearly 5,000 employees around the country. Nearly 60% of our employees—the dedicated individuals who manage our control rooms and operate, maintain and support our field assets 24 hours a day—are unable to work from home. Their essential efforts during the COVID-19 pandemic facilitated the safe delivery of gas to power America's communities.



“As one of the nation's largest clean energy infrastructure providers, we have a tremendous opportunity to leverage our natural gas-focused business as the world moves to a low-carbon future, while helping customers and the United States meet climate goals. We believe clean, affordable and reliable natural gas is an important component of today's fuel mix and should be prioritized as one of the most important tools to aggressively displace more carbon-intensive fuels around the world.”

ALAN S. ARMSTRONG, WILLIAMS PRESIDENT AND CHIEF EXECUTIVE OFFICER



Precinct junction in Fort Worth, Texas.

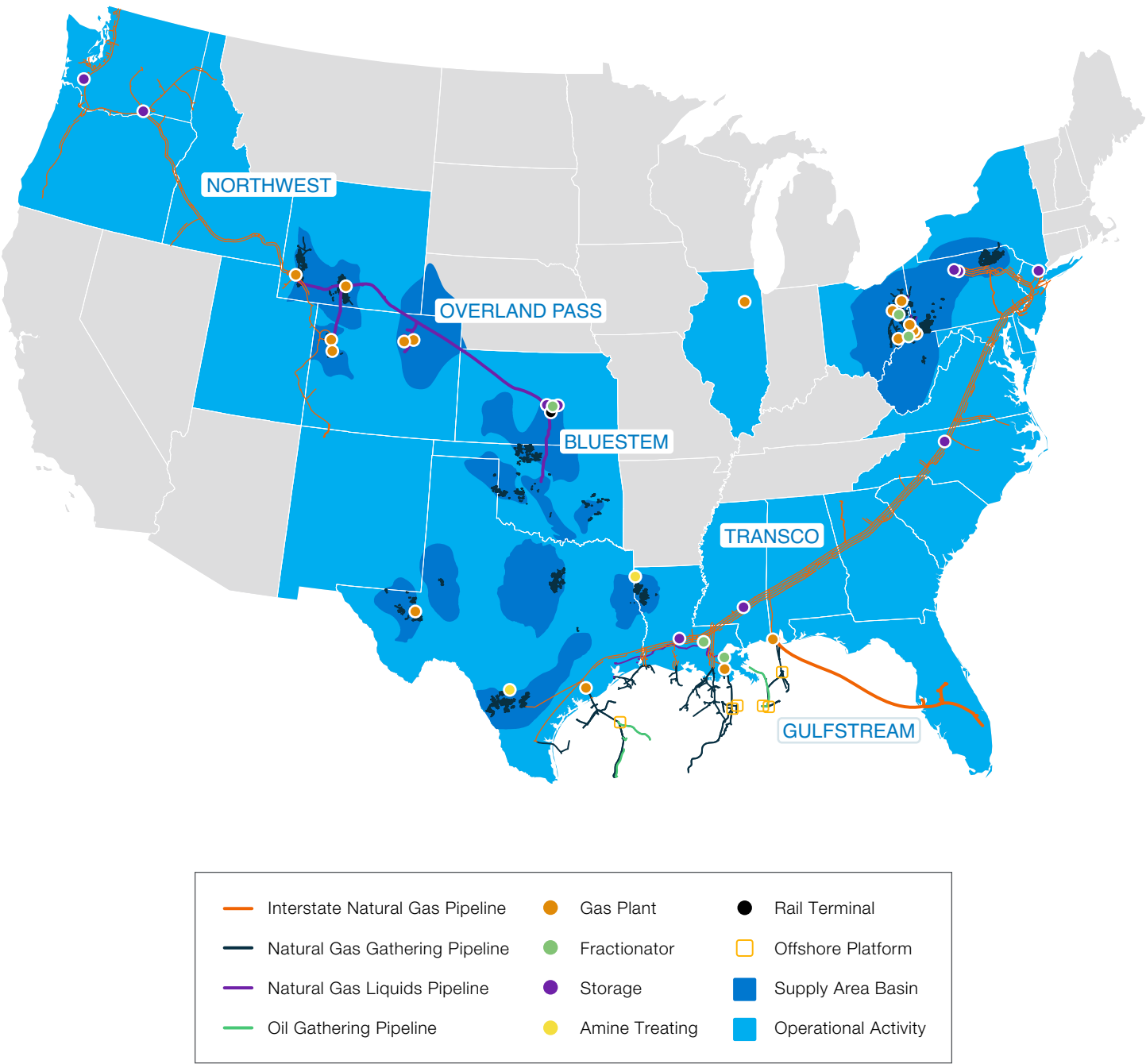
2020 Williams by the Numbers

Metric	Permanent Employees
Total Number of Full-Time Employees by Gender	
Female	958
Male	3,747
Total Number of Permanent Employees by Region*	
Atlantic-Gulf	1,206
Northeast	1,445
West	909
Tulsa Headquarters	1,169
Total Number of Permanent Employees by Employment Type	
Full-Time	4,707
Part-Time	22

*Region data presented is based on primary work location. Williams does not have temporary employees. This table excludes third-party workers. The difference of counts in 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' Operations

At Williams, we understand the direct link between sustainable business operations, corporate stewardship and long-term financial success. By developing natural gas infrastructure responsibly, we can position our company to create long-term value.



Stakeholder Engagement

GRI 102-40; 102-42; 102-43

Listening to stakeholder feedback is critical to building and maintaining collaborative relationships. In 2020, Williams engaged a diverse group of stakeholders, including employees, landowners, customers, industry associations, local communities, Native American tribes, investors and suppliers to understand different perspectives regarding the industry, our 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.

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.

Stakeholder Group	Engagements in 2020	Environmental, Social and Governance Topics of Interest
Board of Directors	<ul style="list-style-type: none"> » Annual strategy process » Regular management reports to board of directors » Quarterly board and committee meetings 	Corporate Governance; Climate Change; Cybersecurity; Diversity and Inclusion; Public Perception; Pipeline Safety; Process Safety
Employees	<ul style="list-style-type: none"> » Daily online forums (Microsoft Teams Channels, Intranet) » Training programs » Town hall meetings with leadership » Annual performance reviews 	Diversity and Inclusion; Employee Attraction, Retention and Development; Workforce Health and Safety
Investors	<ul style="list-style-type: none"> » Weekly investor calls and meetings » Annual Meeting of Stockholders » Biennial perception study » Biannual institutional investor update » 14 virtual investor conferences » 17 ESG-focused investor conference calls » Ongoing media campaigns 	Biodiversity and Land Use; Climate Change; Corporate Governance; Diversity and Inclusion; Operational Greenhouse Gas Emissions

Stakeholder Group	Engagements in 2020	Environmental, Social and Governance Topics of Interest
Customers	<ul style="list-style-type: none"> » Annual digital brand survey » Ongoing media campaigns » Annual satisfaction survey » Regular one-on-one meetings » Conferences and industry events 	Climate Change; Diversity and Inclusion; Energy Affordability and Access; Operational Greenhouse Gas Emissions; Workforce Health and Safety
Community, Landowners, Indigenous Populations, Nongovernmental Organizations	<ul style="list-style-type: none"> » Ongoing public awareness programs » Three virtual open houses and 18 virtual meetings with stakeholders » Monthly newsletters » Weekly social media » Ongoing media campaigns » 434,851 mailers to landowners » 24-Hour control centers » 70 phone interactions with tribes 	Climate Change; Community Engagement; Diversity and Inclusion; Economic Development; Noise; Pipeline Safety; Public Perception; Workforce Safety; Pipeline Routing
Regulators	<ul style="list-style-type: none"> » Regular corporate communications » ~200 meetings with regulators » 21,600 public awareness mailers to emergency response agencies » Monthly newsletters » Ongoing communications through our government affairs and outreach team 	Biodiversity and Land Use; Community Engagement; Energy Affordability and Access; Pipeline Safety; Workforce Health and Safety
Suppliers	<ul style="list-style-type: none"> » Five supplier audits » Two supplier self-assessments » Regular supplier training programs » Onboarding and capturing diversity data through BlueSkies supplier portal » Ongoing supplier qualification process 	Cybersecurity; Diversity and Inclusion; Supply Chain Management; Workforce Health and Safety
Industry Associations	<ul style="list-style-type: none"> » Board and/or committee leadership roles at 24 industry associations » Regular workshops and meetings 	Climate Change; Cybersecurity; Operational Greenhouse Gas Emissions; Pipeline Safety; Public Policy; Public Perception

United Nations Sustainable Development Goals

GRI 102-12

The United Nations Sustainable Development Goals (SDGs) are a call to action for government and non-state actors to promote a better and more sustainable future for all. The SDGs provide a blueprint to address global challenges, including poverty, inequality, climate change, environmental degradation, peace and justice.

In 2020, we conducted a benchmark assessment against the 17 SDGs, down to the target level, to assess the highest priority goals for Williams. As part of the assessment, we evaluated the SDGs based on key criteria including connection to Williams’ material issues, alignment with the company’s business strategy and our ability to make progress toward the relevant targets. Below, we describe our corresponding contributions to high-relevance indicators for selected priority SDGs.

Priority SDGs

Affordable and Clean Energy



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

Contribution to Relevant Indicators: As one of the largest energy infrastructure companies in the United States, Williams plays a critical role in providing access to clean, reliable and affordable energy.

The United States power sector has lowered its CO2 emissions by 967 million metric tons since 2005 as natural gas’ market share of power generation has grown to 39%, making it the largest source of electric power generation. Natural gas is also a reliable fuel source making it the ideal partner for intermittent renewable energy sources like wind and solar power.

Decent Work and Economic Growth



Target: 8.8 Protect labor rights and promote safe and secure working environments for all workers, including migrant workers.

Contribution to Relevant Indicators: Cultivating a safe and healthy work environment aligns with Williams’ Core Values, increases productivity and promotes long-term value creation.

The people who work in our operations are safety-driven. We work toward zero safety incidents and are committed to the safety of our people. We continue to strive for continued improvements in our safety performance and have set a goal of 10% reduction from the previous three-year average in employee recordable injuries for 2021.

In addition to specific reduction goals, we proactively work to advance safety culture through annual required safety training for all field employees, application of key process safety concepts across our assets regardless of regulatory requirement, and prompt sharing of safety incidents for broad awareness and learning of the organization. Further, we have developed targeted safety leadership development content for our operations leaders, detailed safety culture assessments to understand any gaps and improvement opportunities, and adherence to our Life Critical Operating Requirements that govern safety procedures for critical field operational tasks.

Industry Innovation and Infrastructure



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: Williams owns and operates more than 30,000 miles of pipelines. Our reliable gathering, processing and transmission pipeline infrastructure services deliver products that help increase quality of life by providing people with clean energy to heat buildings and water, access lighting, cook food and dry clothes. The adaptability of our infrastructure prepares us for the innovations of tomorrow, including next-generation fuels like hydrogen.

Our energy infrastructure provides an immediate, practical, affordable and reliable solution for reducing emissions from oil and coal-fired electricity generation and is key to scaling renewable energy to the power grid in large volumes. We contribute to energy justice, or equitable distribution of affordable energy, by connecting cleaner resources to residential, commercial and industrial customers that rely on reasonably priced, reliable heat and fuel.

Industry Responsible Consumption and Production



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

Contribution to Relevant Indicators: Williams strives to lead the way on transparent reporting in the midstream sector. In addition to publishing our annual sustainability report, we co-directed an initiative with the Energy Infrastructure Council to launch the first-ever midstream company ESG reporting template. The template will encourage all midstream energy infrastructure companies to coalesce and present the sustainability metrics that matter most to investors in a transparent and comparable way. We look forward to widespread adoption by both the midstream industry and investment community.

Williams has been a member of the U.S. Environmental Protection Agency Natural Gas STAR program since the program's inception in 1993. Natural Gas STAR is a voluntary partnership that encourages oil and natural gas companies to adopt cost-effective technologies and practices that improve operational efficiency and reduce methane emissions. From 1993–2020, Williams avoided almost 5 million metric tons of CO₂e by implementing industry best practices and partnering with the Natural Gas STAR program, the equivalent of taking over 1 million cars off the road.

Williams is also a member of Our Nation's Energy Future Coalition, Inc., a group of companies voluntarily working to reduce methane emissions.

Corporate Governance

GRI 102-18; 102-23

For over 100 years, we have earned our reputation as a dependable and trustworthy business partner that delivers on our promises. Williams is committed to strong corporate governance, which we believe is critical to achieving our performance goals and to maintaining the trust and confidence of our stakeholders.

Williams' executive management and board of directors are committed to maintaining ethical corporate behavior throughout the organization. Policies and risk management procedures help us provide meaningful information to our stakeholders, define clear roles and expectations for conduct and run our business with integrity and openness.

Our Corporate Governance Guidelines serve as a governance framework that addresses the practices of the board of directors and its committees. The governance and sustainability committee reviews these guidelines at least annually and recommends changes to the entire board as necessary. Williams' chief executive officer is ultimately responsible for the overall management and functioning of the company.

The compensation and management development committee oversees the establishment and administration of Williams' compensation programs, including incentive compensation and equity-based plans.

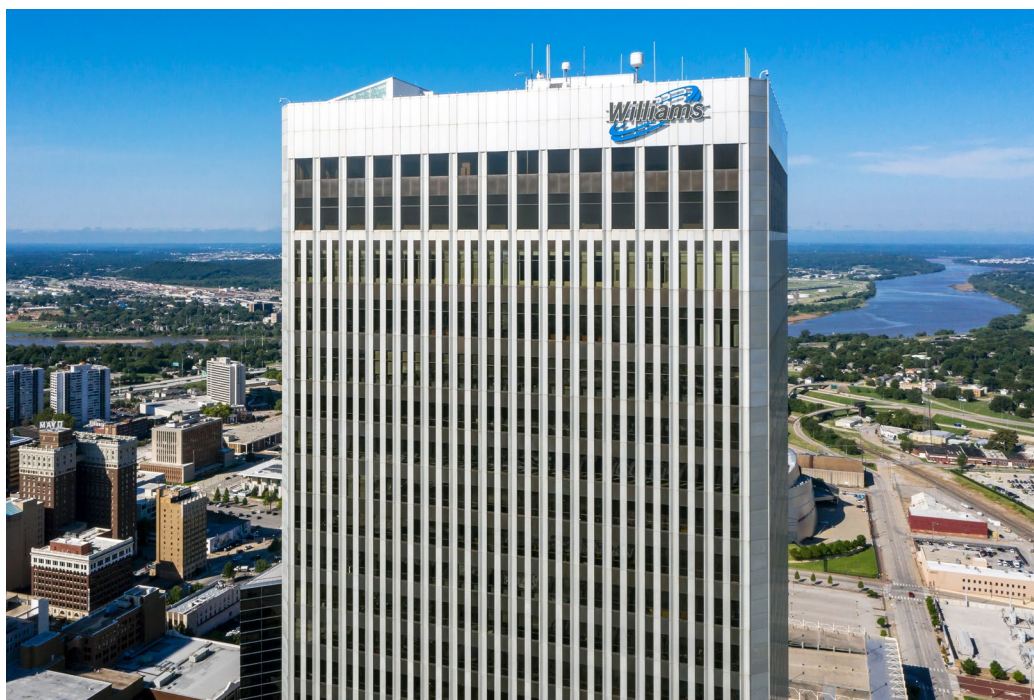
We design our compensation programs to align with company priorities and engage the entire organization in meeting common goals. Our Annual Incentive Program (AIP) applies to all employees, including our executive officers, and includes environmental and safety targets.

ESG metrics comprise 10% of the AIP targets for all employees, including our executive officers. In 2020, Williams added a goal to reduce carbon equivalent emissions through a reduction in loss of primary containment events. This enterprise-wide goal clearly communicates our focus on reducing environmental, safety, and operations risk.

In 2020, approximately 77% of the votes cast in the stockholder advisory vote on executive compensation ("say-on-pay") were in favor of the company's executive compensation program. Citing the linkage between pay and company performance, the proxy advisory firm Glass Lewis recommended against our company in 2020, which caused a significant drop in support. This adverse recommendation resulted in a decrease in support compared to previous years in which we typically received more than 90% of the votes cast in favor.

Additional information on Corporate Governance, such as director compensation, is in our [2020 Proxy Statement](#).

Williams Tower in Tulsa, Oklahoma.



2020 Board of Directors



Alan Armstrong



Steve Bergstrom



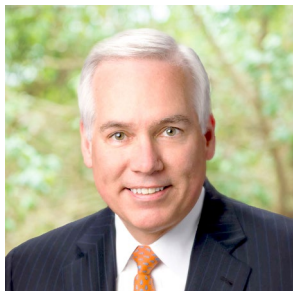
Nancy Buese



Stephen Chazen



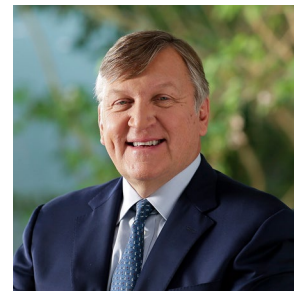
Charles Cogut



Michael Creel



Vicky Fuller



Peter Ragauss



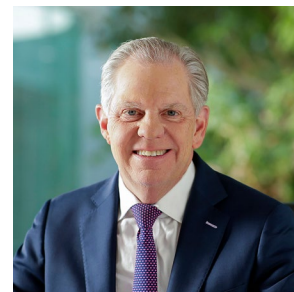
Rose Robeson



Scott Sheffield



Murray Smith



William Spence

Board of Directors

GRI 103-1; 103-2; 405-1

Our board of directors is responsible for establishing broad corporate policies and overseeing overall company performance. Management keeps directors informed about the business through regular reports plus board meetings, committee meetings and discussions with the chief executive officer and other senior officers. In 2020, the board met seven times.

In 2020, the Williams board of directors consisted of 12 accomplished and capable directors. In 2021, we added an additional female director, Stacey Dore, bringing our total to 13 directors. All the directors are independent with the exception of our president and chief executive officer. At this time, the board's current preferred governance structure is to have an independent director serve as board chair, separate from the role of chief executive officer. The board of directors is required to stand for election at our annual meeting of stockholders.

The Williams board has four standing committees: audit; compensation and management development; governance and sustainability; and environmental, health and safety. Each of our board committees is entirely composed of independent directors and, during 2020, no fewer than five independent directors served on each committee. The committees provide updates at each regular board meeting to keep the entire board of directors abreast of pertinent information. For detailed information on each board committee, please see the [board committees and charters](#) page of our website.

We have a board policy limiting the number of public company boards on which a Williams director can serve. We inform directors of the policy and our corporate secretary group annually reviews each director's board service. We also prohibit our directors, officers and other employees from engaging in short sales or hedging transactions in Williams' securities.

In addition to our board structure, our board has adopted other practices to facilitate strong corporate governance. For instance, the board and each of its committees conduct annual evaluations and self-assessments. Non-employee directors meet without management present at each regularly scheduled board meeting. We also have a majority vote standard for the election of directors in uncontested elections.

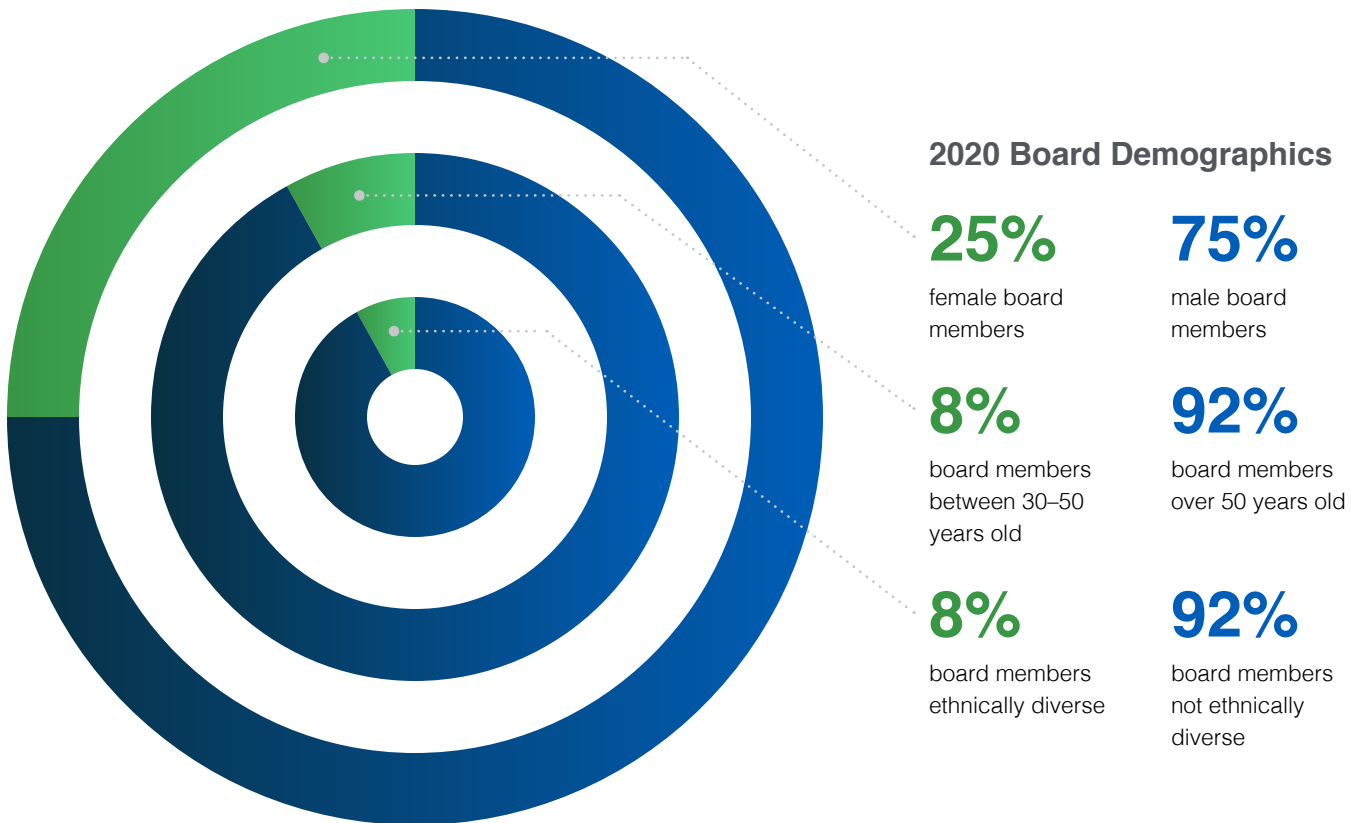
Board Selection Process

GRI 102-24; 103-3

We value a diverse board of directors that provides a range of viewpoints, experience and perspectives. Through our rigorous board selection process, we seek highly qualified, non-employee candidates with, among other qualities, demonstrated leadership abilities, a reputation for honesty and integrity and a commitment to represent shareholder interests. The governance and sustainability committee is responsible for recommending to the board, new directors who reflect an appropriate balance of experience, skills and integrity characteristics. Expertise and experience relating to economic, environmental, and social topics are considered.

In 2020, the board actively sought and considered minority candidates as part of its search for two new director positions. Subsequently, the board formally adopted a "Rooney Rule" requiring the board to consider candidates with a diversity of race, ethnicity and gender characteristics for independent director nominees.

At each of its regularly scheduled meetings, the governance and sustainability committee evaluates the board's composition to assess if the board has the right mix of skills and experience. As part of its director selection and nominating process, the committee annually assesses the board's diversity in such areas as geography, race, gender, ethnicity and age. We strive to maintain a board of directors with diverse occupational and personal backgrounds. The mandated retirement date for a director is the first annual meeting of stockholders following the director's 75th birthday, unless otherwise voted on and waived.





Senior Vice President and Chief Human Resources Officer Debbie C. in Tulsa, Oklahoma.

Enterprise Risk Oversight

The board of directors is responsible for oversight and guidance on organizational planning, strategy and risk management. As part of this effort, the board participates in an annual strategy session to evaluate Williams' long-term strategy, including top risks that could affect the execution of the company strategy. Williams' strategy team leads the annual strategic risk assessment process, which identifies top risks, with input from senior leaders.

For each top risk, we define a tolerance and assign a risk alignment rating. The risks may directly or indirectly correspond with sustainability topics for the company. We present results from the strategic risk assessment to the board of directors during the annual strategy session.

Sustainability Oversight

GRI 102-20; 102-32

Sustainability topics may be in the purview of each of our board committees as well as the full board of directors.

- » The governance and sustainability committee has primary responsibility for providing oversight and guidance on ESG matters. This committee also receives progress updates on the development of our sustainability report during regularly scheduled committee meetings.
- » The environmental, health and safety committee is responsible for reviewing, monitoring and reporting to the full board on the company's environmental, health and safety performance, including setting and reviewing key metrics and compliance with applicable regulations.
- » The full board of directors reviews Williams' annual sustainability report prior to publication.

Sustainability topics of particular interest to the board of directors in 2020 included employee safety, relating to both operations and COVID-19, environmental matters and diversity and inclusion. The board oversaw a variety of critical initiatives in 2020, including adopting COVID-19 related safety protocols; implementing cybersecurity and cyber-insurance coverage; and solidifying the Diversity and Inclusion Council.

While ultimate oversight responsibility of ESG topics resides with the board of directors, Williams' management ensures ESG topics receive the proper attention. During our annual strategy session in 2020, we formally incorporated ESG into Williams' long-term strategy. Williams has processes in place to make sure that accountability for ESG performance cascades across the organization.

Williams' management level ESG director is responsible for developing and executing our ESG integration strategy and engaging with Williams' shareholders to understand ESG expectations and communicate our performance. Additionally, our ESG steering committee is a designated leadership team tasked with supporting the development and implementation of Williams' sustainability initiatives across the business.

The Williams Integrated Management System and corporate policies drive integrated ESG practices into our everyday operations with the goal of making Williams a more sustainable company. The Williams Integrated Management System applies to all Williams employees, contractors, operating assets, projects and offices. We reference how we use our Integrated Management System to manage Williams' key ESG topics throughout this report.

Shareholder Relations

Shareholders depend on our safe, reliable operations that deliver long-term, stable returns. We have proven experience working with regulators, policymakers and stakeholders to minimize risk in order to build the critical infrastructure needed to fuel our clean energy economy.

Our dialogue with shareholders, which includes board-level engagement with institutional investors, allows us to address issues, share relevant information and enhance alignment with shareholder expectations. In 2020, members of our executive management team attended three in-person investor conferences, 14 virtual investor conferences, 30 conference calls, four virtual question and answer sessions, and four virtual non-deal roadshows.

During such meetings, management may discuss Williams' strategy, operations, ESG efforts, financial performance 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 via phone calls, video calls and email correspondence. In 2020, the investor relations team facilitated 17 ESG-focused investor conference calls, 15 of which included a member of the executive management team.

For more information on how we deliver online communications to shareholders, see the [Williams investor relations webpage](#).

In January 2021, Williams hosted a virtual public ESG event, the first event of its kind across the midstream sector, where the executive management team presented the company's ESG performance, climate commitment and forward-looking strategy for sustainable operations. For more information from the event see the [Williams virtual ESG event page](#).

Williams has also taken steps to safeguard the company and our shareholders amid severe disruption in the energy market. We adopted the Shareholders Rights Plan in March 2020 to protect the interests of our shareholders by reducing the likelihood that any person or group could take advantage of volatile markets and gain control of the company through open market accumulation or other tactics without paying a fair value for the company. The Shareholders Rights Plan was terminated following judicial proceedings.



“Over the last few years, shareholders have rapidly evolved to incorporate ESG as a complement to their investment process. Williams has also moved quickly to streamline the transparency of our disclosures and to operationalize ESG into key functions. In so doing, investors now have clear visibility to sustainability milestones for which they can hold us accountable; this is key to continuing the strength of our relationship with existing shareholders and attracting new ones because we've shown the willingness and ability to be an industry leader.”

DANILO JUVANE, VICE PRESIDENT OF INVESTOR RELATIONS AT WILLIAMS



WE MAKE CLEAN ENERGY HAPPEN®

Providing Clean, Affordable & Reliable Energy

Williams is a leading infrastructure provider connecting the most prolific supplies of natural gas to markets with growing demand. Our mission is to be the leader in providing infrastructure that safely delivers affordable energy to reliably fuel the clean energy economy. Natural gas is one of the most powerful and mature tools in accomplishing emissions reduction goals quickly, both domestically and internationally.

Contents

Company Overview

**Providing Clean,
Affordable &
Reliable Energy**

Minimizing
Our Footprint

Protecting People
& Strengthening
Infrastructure

Building an
Empowered
Workforce

Strengthening
Communities

About This Report

Right-of-way near DeSoto Parish, Louisiana.





Energy Access

GRI 103-1; 103-2; 103-3

Natural gas continues to play an important role in the clean energy economy. In 2020, natural gas accounted for a historic high of nearly 40% of electricity generation in the United States driven by low natural gas prices according to the [2021 Annual Energy Outlook](#) published by the U.S. Energy Information Administration (EIA).

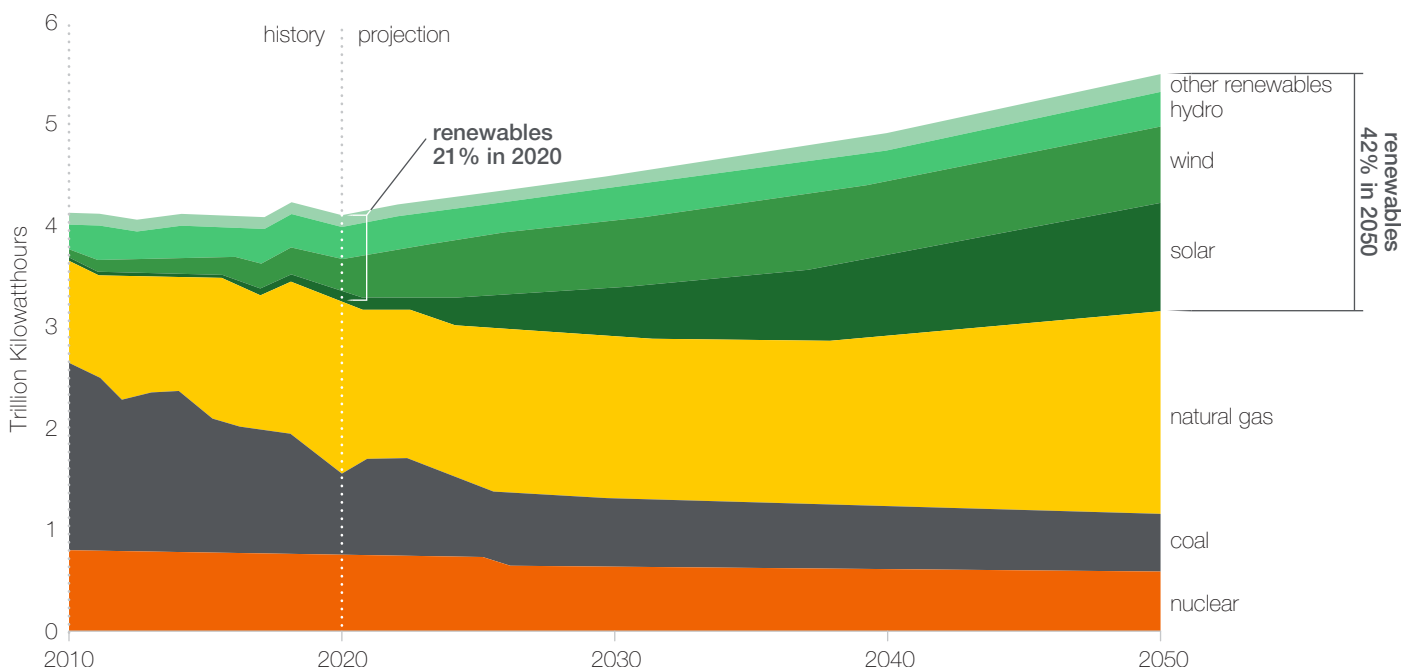
As shown in the graphic below, the EIA projects that natural gas will provide a meaningful 36% of U.S. electricity generation while renewable energy will be responsible for 42% of electricity generation in 2050. Williams aims to be a long-term participant in the low-carbon economy, leveraging our existing energy infrastructure.

Natural gas will continue to promote energy reliability by supplementing intermittently available renewable energy sources while supporting a sustainable, clean energy future.

As we strive to meet the growing domestic demand for American-sourced energy, we remain committed to reducing greenhouse gas emissions from our operations while also helping our customers achieve their emissions reduction goals. For additional information on reducing greenhouse gas emissions from our operations, see [page 40](#).

Natural gas is used for a variety of daily applications. The residential and commercial sectors use it to heat buildings and water, cook food, dry clothes, operate cooling equipment and provide lighting. According to the EIA, an estimated 50% of U.S. homes relied on natural gas in 2020. The industrial sector uses natural gas as a fuel for process heating, waste treatment and incineration, as well as a raw material to manufacture clothing, tires, home building materials, fertilizer, wind turbines and hydrogen—all of which help generate the products we use daily and the food we eat.

2012–2050 U.S. Electricity Generation*



*Source: U.S. Energy Information Administration, Annual Energy Outlook 2021 (AEO2021)



Delga compressor station in Fort Worth, Texas.



“ At Williams we work diligently every day to connect abundant supplies of domestic natural gas to those who need affordable, reliable heat and fuel. To energy consumers, access to affordable natural gas means paying less for the energy you need, and reliability means peace of mind—knowing you’ll have the energy you need, when you need it. Our current and proposed expansion projects will allow Williams to move additional volumes of natural gas to growing markets, so energy consumers can continue to realize the benefits of affordable and reliable energy. ”

MICHAEL ATCHIE, DIRECTOR OF COMMUNITY AND PROJECT OUTREACH AT WILLIAMS

As one of the largest interstate pipeline transmission providers in the United States, Williams’ pipeline expansion projects connect the best supply basins to some of the fastest growing demand centers, positively affecting local economies and improving living standards by providing new or additional access to clean, reliable and affordable energy.

Renewable electricity sources are not always available to generate power and meet consumer demands for energy. Given its abundant supply and affordability, natural gas is an ideal fuel to maintain power generation reliability, thereby protecting families and businesses from intermittency issues, rolling blackouts and higher electricity bills.

Providing the infrastructure to reliably deliver affordable natural gas is one way Williams contributes to the equitable distribution of affordable, clean energy. According to the American Gas Association 2019 Energy Analysis, homes with natural gas heating save nearly \$900 on average per year compared to all-electricity homes—helping low-income families and households on fixed incomes make ends meet.

WILLIAMS WAY SPOTLIGHT

Supporting Community Access to Affordable Energy

Though we do not distribute our product directly to most end users, Williams provides support to communities that want to work with their local utility providers to gain access to affordable energy. For example, in 2020, Williams collaborated to help Tunkhannock, Pennsylvania, gain natural gas service. Williams provided UGI, the local utility company, access to our existing Springville pipeline. The Wyoming County Chamber of Commerce secured grant funds from the Pennsylvania Department of Community and Economic Development to support construction of the utility line. More than 80 homes and 30 businesses gained access to affordable natural gas through this project. Efforts like this not only expand the footprint of local natural gas utilization, but also allow residents and local entities the opportunity to have gas service. Utilizing the experience we gained in Tunkhannock, Williams will continue to guide local stakeholders in the areas where we operate regarding ways to add natural gas service in their communities.

Williams aligns geographic operations and infrastructure expansion efforts to reduce expenses and achieve business objectives. By maximizing operational efficiencies, we are able to reduce costs while still safely and effectively delivering energy to communities across the United States. Additionally, throughout 2020, Williams maintained robust reliability plans and contingencies that helped prevent supply disruptions to our customers and ultimately kept costs low for energy consumers. Williams' pipeline integrity and maintenance efforts ensure our systems operate with the least disruption possible. The table on the next page shows the percent deliverability of our transmission business.

The most effective way to prevent disruptions in gas supply is to consistently monitor current infrastructure and address any potential issues through regular maintenance. Williams' gathering and processing and gas transmission operations maintain system integrity to minimize disruptions by identifying potential issues and maintenance needs before a shutdown or disruption occurs. Taking proactive actions to maintain underground pipelines, aboveground facilities and other appurtenances effectively reduces costly service interruptions. This effort further perpetuates the affordability of natural gas for energy consumers.

Williams' strong operational discipline, coupled with effectively managing operational risk, keeps our facilities safe and secure and ensures we continue to meet customer commitments.



Transmission Reliability

Percentage of deliverability based on reduction of firm transport volumes (due to unplanned and/or planned outages) vs. annual deliveries. Information is specific to our transmission business and does not include gathering and processing. Data excludes joint ventures.

2016

99.96%

2017

99.97%

2018

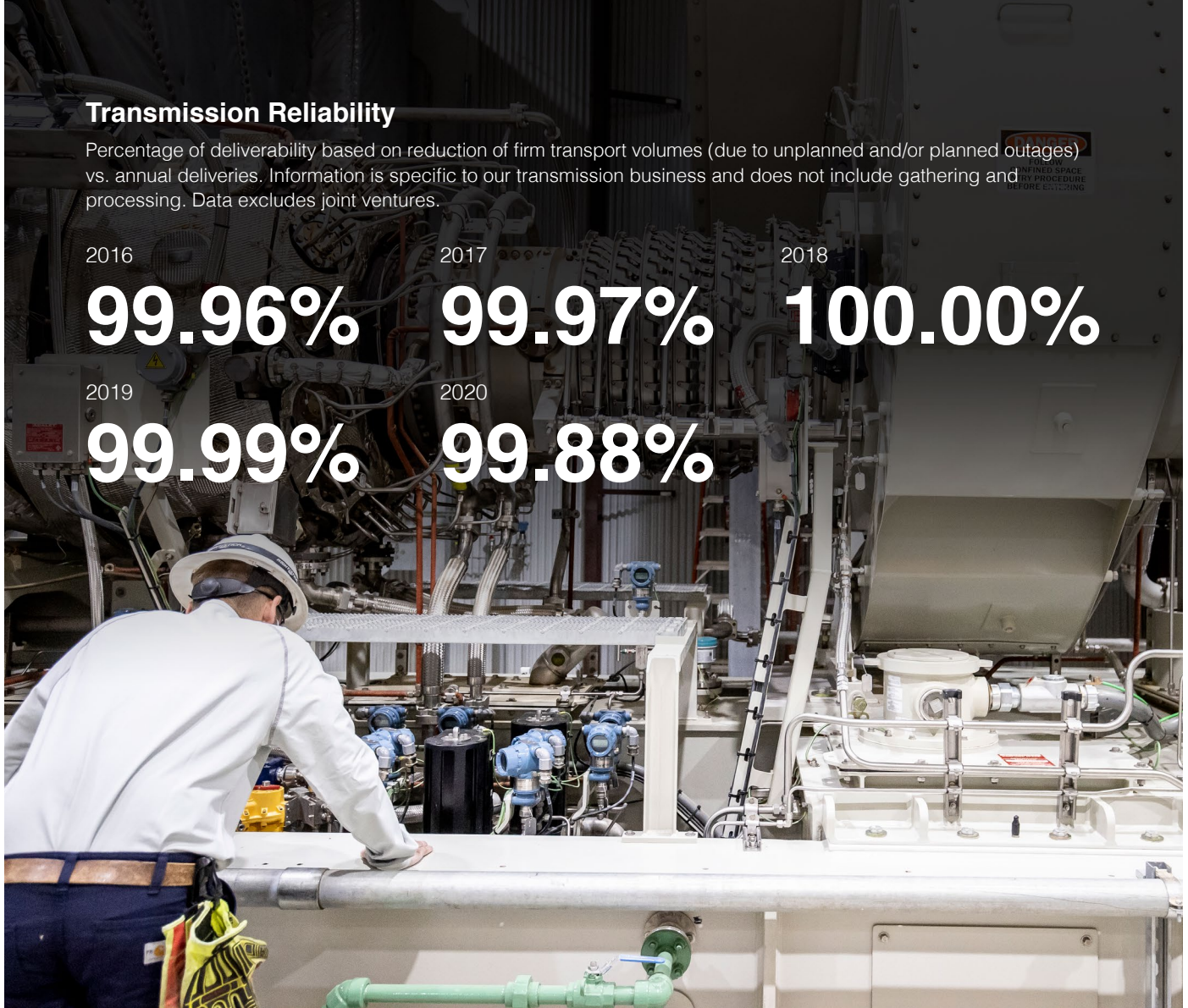
100.00%

2019

99.99%

2020

99.88%



Operations Technician Benjamin B. in the North Desoto facility in DeSoto Parish, Louisiana.

Despite the volatility and uncertainty of 2020, Williams was able to quickly respond to the changing work environment and serve our customers' needs. Our Customer Impacted Volumes (CIV, one of our reliability measures) metric can be thought of as our measure of volumetric reliability from the customer's perspective. Our monthly CIV remained between 99.5% and 100% throughout 2020 and demonstrates our continued commitment to operations and our customers.

The demand for affordable, reliable energy creates the need for Williams to expand our existing infrastructure. Expansion projects inherently include stakeholder engagement efforts aimed to inform communities regarding our proposed plans to expand. Williams consistently demonstrates our ability to work with a wide range of stakeholders in a constructive manner to address regulatory, political and community concerns to facilitate the construction of important infrastructure expansions in challenging markets.

The quickly evolving regulatory landscape requires Williams to actively work to meet new environmental permitting requirements, implement new regulatory initiatives and articulate our actions to a broader stakeholder network. Williams actively supports efforts to collaborate to confront new challenges and expand access to affordable energy in communities across the United States. For more information on Williams' efforts to educate the public, see the Public Perception section on [page 29](#); more information on stakeholder engagement is on [page 9](#).

Climate Change

GRI 103-1

As one of the largest energy infrastructure companies in the United States, we understand the important role natural gas plays in a viable and sustainable future. We also understand the need to address the risks of climate change.

Williams will leverage our existing knowledge, capabilities and technology to focus on immediate opportunities to mitigate climate change risk, scale renewables and build a clean energy economy. In 2020, we announced our climate commitment, setting a near-term goal of a 56% absolute reduction from 2005 levels in company-wide greenhouse gas emissions by 2030, which puts us on a trajectory to be net zero carbon emissions by 2050.

For additional information on reducing greenhouse gas emissions from our operations, see [page 40](#).

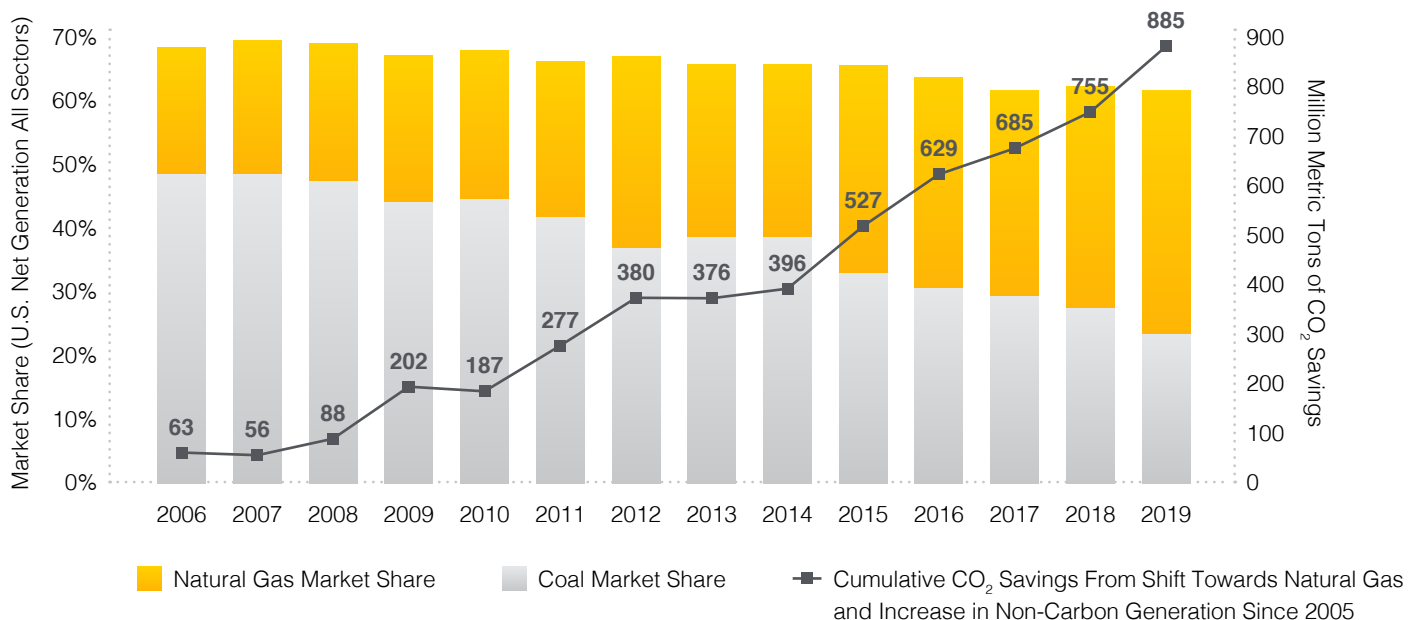
Natural gas is an integral part of the low-carbon future, particularly when it comes to displacing higher-emission fuels such as coal and heating oil. Natural gas emits about half as much carbon dioxide as coal and 30% less than oil, as well as far fewer pollutants, per unit of energy delivered. The transition to natural gas from coal and other high-emission fuels has accounted for much of the decrease in greenhouse gas emissions from the United States electric sector in recent years.

The United States is the world's largest producer of natural gas, and exported liquefied natural gas can also help reduce the need for coal-powered generation in other parts of the world, further reducing global greenhouse gas emissions.

Natural gas is the largest source of electric power generation in the United States. It is also a reliable fuel source, making it the ideal partner for intermittent renewable energy sources like wind and solar power. Coupling gas-fired plants with renewable energy, such as solar, can help promote clean energy reliability.

Williams is working to deliver clean energy while increasing our capabilities to reduce our own emissions and identifying renewable sources of energy to our customers. For information on managing our operational greenhouse gas emissions, see the Operational Greenhouse Gas Emissions section on [page 38](#).

Cumulative Emissions Reductions From Displacing Coal*



*Source: U.S. Energy Information Administration, Net Generation From All Sectors; Energy-Related Carbon Dioxide Emissions.

Strategy

GRI 103-2

Our climate strategy provides an immediate, practical and affordable solution for reducing emissions by providing cleaner natural gas to reduce electricity generated from oil and coal. Natural gas is also key to supporting the scaling of renewable energy to the power grid in large volumes. In 2020, we expanded our focus on renewable energy and emerging opportunities to execute right here, right now opportunities while also focusing on our roadmap to achieving our climate commitments and innovations for the future. Our strategy to address the risks and opportunities of climate change includes:

- » Connecting the best natural gas supplies to the lowest cost markets to maximize transportation efficiency, improve cost-effectiveness and significantly reduce emissions;
- » Funding and participating in research related to emissions detection, quantification and reduction technologies;
- » Exploring and implementing clean energy opportunities, including renewable natural gas, solar energy, hydrogen and carbon capture and storage;
- » Advocating for sound, actionable energy and climate change policies; and
- » Collaborating with peer companies through key industry initiatives and trade organization involvement to uncover and implement innovative best practices.

Williams views our commitment to environmental protection, climate-related practices and sustainability as fundamental to our business practices and includes it in our corporate strategy process. Williams utilizes scenario analysis in our corporate strategy process to identify and test plausible scenarios of the future focusing on industry market fundamentals.

We develop and vet the scenarios against publicly available projections to test our strategic assumptions. We then evaluate the range of potential impacts on our business and identify strategic risks and opportunities for each scenario. In 2020, one such scenario—green transformation—evaluated an accelerated renewables penetration scenario, driven primarily by decarbonization policies and public sentiment and its influence on our business. Our expanded focus on renewables and emerging opportunities will provide options for growth in this scenario.

To increase transparency and respond to growing interest in our climate-related practices and performance, we are working to align our climate change reporting with the recommendations established by the Financial Stability Board's Task Force on Climate-related Financial Disclosures. For additional information on how Williams manages the risks and opportunities of climate change, see our response to the [CDP climate change questionnaire](#).

Governance

GRI 103-3

Our commitment to mitigating climate change risk extends to all levels of the organization, from front-line employees to the board of directors. The board oversees the effectiveness of the company's environmental, social and governance (ESG) risk management approach and ensures that senior leadership focuses on relevant sustainability matters, including climate change. While climate-related topics can arise within the purview of each board committee as well as the full board, the governance and sustainability committee has oversight for ESG strategy and policies.

The governance and sustainability committee has responsibility for providing general direction on decisions regarding the sustainability of the business and tracking the ESG strategy. This includes reviewing Williams' environmental and climate-related initiatives. The committee regularly reports to the full board of directors on relevant topics for further discussion.

Climate change topics also periodically arise within the environmental, health and safety committee, which has responsibility for environmental issues, including environmental sustainability. Specifically, the committee provides oversight on compliance with applicable and proposed environmental legislation, regulations and orders; conformance with industry standards and best practices; asset reliability; operational risk management; and asset integrity plans and programs.

The audit committee provides guidance for legal and fiduciary obligations with respect to accounting, financial reporting auditing and internal controls. As a part of this oversight, the committee has responsibility to discuss policies around our Enterprise Risk Management framework, which includes risk categories linked to climate change.

Williams' management level ESG director is tasked with developing and executing our strategy for increasing ESG integration, raising the visibility of our ESG capabilities and engaging with shareholders to understand ESG expectations and communicate our performance. To align these responsibilities with our corporate strategy, the ESG director reports to Williams' senior vice president of corporate strategic development. In 2020, Williams created a renewables and emerging opportunities team to evaluate clean energy and renewable natural gas opportunities, and to help inform Williams' climate and corporate strategies.

To promote strong governance over environmental practices, Williams established a target to reduce loss of primary containment (LOPC) events, including the unplanned or uncontrolled release of methane. Achieving this target influences short-term, annual incentives for all employees eligible for our Annual Incentive Program (AIP). We weighted the goal at 5% of our 2020 AIP for all employees including the C-suite. For more information about our AIP, see the Employee Benefits on [page 82](#).

Risk Management

GRI 201-2

Climate change may create physical risks to our business. A decrease in energy use due to climate change may affect our financial condition through decreased revenues. Extreme climate conditions generally require more system backup, which can add costs and contribute to increased system stresses, including service interruptions. Our assets and operations, particularly those located offshore, as well as our customers' assets and operations can be adversely affected by hurricanes, floods, earthquakes, landslides, tornadoes, fires and other weather conditions, such as extreme or unseasonable temperatures.

Our primary objective is to be a leader in safely delivering the products people rely on for electricity generation, heating and cooking while contributing to the clean energy economy. We believe that successfully managing our ESG performance strongly correlates to our ability to mitigate risk and deliver long-term value to shareholders. We integrate climate-related considerations as a component of operational risk, which we incorporate into key business planning and our annual operational risk management processes.

An annual Strategic Risk survey is conducted to assess, score and prioritize risks that could impact Williams' strategic objectives. Williams has identified 30 risk categories that are consolidated into four classifications: Strategic, Operational, Compliance and Reporting. Elements of climate change risk are integrated into the 30 risk categories.

Participants of the Strategic Risk survey include vice presidents and above and other key management and risk owners. Participants score each of the 30 risks on the degree of impact and likelihood of occurrence, as well as provide perspectives on existing control effectiveness and perceived risk tolerance. Top risks identified from the survey are provided to executive management to validate, agree on risk tolerance, and assign executive accountability and are then presented to the board of directors annually during the strategy board meeting.

Our business continuity planning and training includes potential impacts from future weather and climate events, and helps Williams employees appropriately respond when such challenges arise. As part of our operating process, we incorporate sufficient resiliency into our operations and systems based on historical weather patterns in the different regions where we operate. We have observed an increase in annual severe weather events impacting our facilities, and we are taking that into account in our evaluations. We are actively assessing both acute and chronic physical risk trends in our areas of operations.

We have faced, and will likely continue to face, opposition to the operation and expansion of our pipelines and facilities from governmental 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 on public perception, see [page 29](#).

Increasing scrutiny and changing stakeholder expectations regarding our ESG practices may also expose us to new or additional reputational risks and/or cost of capital risks. Our investors' increased focus and activism related to ESG and similar matters may hinder access to capital and our ability to sustain share price valuations. Adaptation to investor or other stakeholder standards is an important way of protecting the company value, regardless of whether there is a legal requirement to do so. As part of our corporate strategy, we are working to understand and align with investor ESG expectations. We are increasing transparency related to our climate change performance, including through our annual sustainability report and the CDP climate change questionnaire.

Climate change regulations may expose us to additional risk as well. Our operations are subject to environmental laws and regulations, many of which are related to climate change and greenhouse gas emissions. These regulations may expose us to significant costs, liabilities and expenditures above our expectations if we do not factor them into our current risk management strategy.

Climate change regulations and associated costs could result in increased operations and maintenance costs, new emission control expenditures at our facilities or administrative changes to our greenhouse gas compliance program. Using an estimate of \$8 per metric ton CO₂e in 2021, the estimated gross expense to offset Williams 2020 Scope 1 emissions would be \$83,440,000 USD, which could be potentially reduced by customer agreements.

We continue to monitor legislative and regulatory developments related to climate change in addition to pursuing efforts to voluntarily reduce greenhouse gas emissions from our facilities. We are also taking steps to operationalize an internal cost of carbon to drive emissions reduction projects before that future regulatory risk is actualized. This internal cost of carbon will be an evaluation factor to reinforce projects and work practices that are most impactful in reducing our operational greenhouse gas emissions. Williams' internal cost of carbon will consider external carbon market values to ensure that we are spending our capital in a competitive and meaningful way. 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 to mitigate climate change regulation risk as well. For additional information on the risks and opportunities of climate change, see our [2020 CDP Response](#). For a full list of Williams' risk factors, including those related to climate change, see our [2020 10-K Annual Report](#).

Programs & Initiatives

Renewable Natural Gas

Williams is working to deliver clean and reliable natural gas while identifying renewable sources of fuel that meet customer needs. In 2020, Williams joined the Leadership Advisory Board on the Coalition for Renewable Natural Gas—a public policy advocacy and education platform for the renewable natural gas industry in North America. The coalition advocates for sustainable development, deployment and utilization of renewable natural gas so that present and future generations will have access to domestic, renewable, clean fuel and energy. The coalition's sustainable methane abatement and recycling timeline initiative intends to capture and control methane from more than 40,000 organic waste sites in North America by 2050.



“ These are difficult projects to get up and going and one of the big issues is access to the interstate pipeline grid. We've had a great partnership with Williams and they've helped us work through the technical challenges and some of the costs associated with getting renewable natural gas from a project like this into the pipeline grid. ”

**DAN EVANS, PRESIDENT OF PROMUS ENERGY AND
PARTNER IN WASHINGTON DAIRY RNG PROJECT**



Director of Operations Briana S. and Senior Operations Technician Brad G. at the Transco compressor station in Virginia.

Williams delivers renewable natural gas by partnering with renewable energy developers in Washington, Idaho, Ohio and Texas to transport methane emissions captured from landfills or dairy farms where the methane is a byproduct of the waste decomposition process. Methane produced from the waste is a renewable fuel and is captured as biogas rather than being released directly into the atmosphere. Williams' pipeline systems are interconnected with six renewable natural facilities, four of which are on Northwest Pipeline.

Hydrogen

As a midstream industry leader, we believe we can successfully leverage our business as the world moves to a low-carbon future, while helping our customers and stakeholders meet their climate goals. Hydrogen offers versatility as a method for energy storage, a source of fuel and even feedstock for various industrial- and energy-related processes.

Williams is currently evaluating the use of clean hydrogen produced from renewable power and electrolysis or methane reforming, coupled with carbon capture, to reduce greenhouse gas emissions within selected compression applications. We are also studying the impact of blending clean hydrogen with natural gas in our pipeline infrastructure. This key tool for decarbonization could reduce downstream greenhouse gas emissions for customers along our infrastructure network and aid them in achieving their own emissions reduction objectives. Williams will also be evaluating the potential of our processing facilities and compression assets, coupled with clean hydrogen sourced from renewable power and electrolysis, to generate synthetic natural gas and distribute to our customer base. Processes such as synthetic natural gas production reduce carbon dioxide and utilize hydrogen with no adverse impact on existing pipeline infrastructure.

While ongoing research efforts advance hydrogen transportation solutions—such as more efficient compression, blending, liquefaction and others—ammonia presents itself as a suitable carrier for large-scale storage and long-term transportation of clean hydrogen. Hydrogen molecules can be paired with nitrogen to make clean ammonia, which can be disassociated at the point of hydrogen demand or utilized as ammonia. Williams possesses the capability and the expertise to transport liquid ammonia as demonstrated by our existing ammonia business near the Houston Ship Channel.

Williams is a founding board member of the Clean Hydrogen Future Coalition, a newly launched coalition that supports the adoption of clean hydrogen in the United States. Together with fellow energy companies, labor unions, utilities, nongovernmental organizations, equipment suppliers and project developers, we will identify specific actions that the United States can take to create and scale the clean hydrogen economy. Williams is actively evaluating opportunities to collaborate with the U.S. Department of Energy and industry-funded pilot projects and will participate in research with institutions such as the University of Oklahoma.

Carbon Capture, Utilization & Storage

To achieve net zero emissions by mid-century, the world will need to leverage carbon capture, utilization and storage (CCUS) to decarbonize hard-to-abate industrial applications. Williams already captures carbon dioxide at some of our gas processing and treatment plants, where the carbon dioxide is removed primarily to make the gas safe for handling. At our Dilley treatment facility in Texas, we capture an amine vent stream, which is primarily carbon dioxide, and inject it into an underground disposal well. At our Parachute Creek gas processing plant in Colorado, we capture carbon dioxide through amine treatment of the gas stream and provide that as a feedstock for industrial chemical production. Williams is currently evaluating numerous carbon capture opportunities from our current and future operations for utilization or storage, to further reduce greenhouse gas emissions.

Public Perception

GRI 103-1; 103-2; 103-3

Natural gas is a critical component of today's energy mix and one of the most important tools to aggressively displace more carbon-intensive fuels such as coal and heating oil. The International Energy Agency has credited natural gas with helping the United States be a world leader in reducing emissions. Yet while this energy source is vital to transitioning to a low-carbon economy, we recognize there is public and regulatory opposition to natural gas development.

Williams plays an active role in educating and engaging communities, customers, nongovernmental organizations, industry associations and government officials to understand different perspectives and explore collaborative solutions built on open communication.

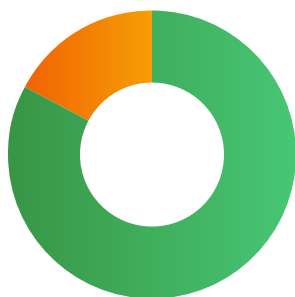
Helping stakeholders understand the environmental and social benefits of natural gas is essential to progressing the world's energy transition to clean and renewable energy as well as reduces the risks to our business strategy that may originate from misinformation.

Managing public perception and educating stakeholders about our products is an enterprise-wide endeavor supported by key business functions, including investor relations, communications, government affairs, community outreach and executive management. All Williams employees have a role in managing the perception of our business.

The Williams Ambassador program provides tools for employees to have quality, fact-based conversations about Williams and our role in the clean energy future with friends, family and colleagues.

We host town hall and community meetings in person, when appropriate, to listen to feedback and discuss the benefits of our projects to local communities, the environment and the economy. We will continue our strong leadership efforts to advocate for a clean energy economy that includes natural gas. For example, in 2020, we led the formation of an industry group called [Natural Allies](#) to educate the general public on the benefits of clean and affordable natural gas. In 2020, Natural Allies ran a pilot program in Michigan, North Carolina, Pennsylvania and Texas to measure and refine the effectiveness of our messages to locally and federally elected leaders. For more information on public policy, see [page 30](#).

Perception of Natural Gas in the U.S. Clean Energy Economy*



83% should be

17% should not be

Perception of the Natural Gas Industry*



25% strongly favorable

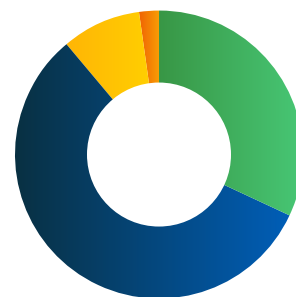
17% somewhat unfavorable

51% somewhat favorable

5% strongly unfavorable

2% no opinion/never heard

Perception of Williams' Mission Statement*



32% strongly favorable

12% somewhat unfavorable

57% somewhat favorable

9% strongly unfavorable

*Source: Williams Community Branding Research

Public Policy

Natural gas will continue to play an important role in energy transition by complementing renewable energy sources and displacing higher-carbon-emitting fossil fuels. Williams' growth depends on support for energy infrastructure expansion in North America. Government policies at the federal, state and local levels affect our existing operations and future project plans. Williams works with government stakeholders and regulatory agencies on topics related to Williams' operations and on energy policies. In 2020, we engaged on a variety of issues at the state and federal levels, including energy infrastructure policies, permitting reform and modernization, and pipeline safety.

Our government affairs and outreach teams have primary responsibility for engaging policymakers and other government stakeholders on our projects and policy positions.

In 2020, Williams implemented a comprehensive stakeholder management system to enhance engagement with these individuals through newsletters and other corporate communications. The new system will also allow Williams to better track support for company initiatives we implement.

Following the emergence and rapid spread of COVID-19, many states issued stay-at-home orders intended to slow transmission of the virus. Much of Williams' workforce operates our infrastructure assets, work that requires in-person monitoring and maintenance. These workers continued reporting to their offices or sites during the pandemic, following federal, state and Williams-specific health safety guidelines. Our government affairs team worked with state officials and kept the Williams workforce updated on rapidly changing local requirements.

The government affairs and outreach teams collaborate with local government stakeholders to discuss our project work and address questions and concerns. For example, Williams discussed the results of the *Dynamic Delivery, America's Evolving Oil and Natural Gas Transportation Infrastructure* National Petroleum Council study on a panel with the Bipartisan Policy Center and on a podcast with the Center for Strategic and International Studies. These engagement efforts help advance industry knowledge and broaden public understanding of our industry.

In late 2020, Williams leadership started outreach and engagement with incoming President Joe Biden's transition team staff to educate them on the company, our climate commitment and focus on future innovations.



“ Williams is demonstrating the sincerity of its new and ambitious 56% by 2030 and net zero by 2050 corporate-wide emissions reductions targets in both word and deed. A key component of their pledge is the commitment to advancing and developing the energy ecosystems of the future—from highly efficient, industry-leading natural gas infrastructure to their strategic investments in solar energy, renewable and bio-gases, hydrogen and carbon capture, utilization and sequestration. The ability to listen, adapt and lead is a hallmark of Williams corporate leadership. ”

DAVID L. GOLDWYN, PRESIDENT OF GOLDWYN GLOBAL STRATEGIES, LLC



Executive Assistant Kelly S. and Contract Analyst Ambar M. in Tulsa, Oklahoma.

Trade Associations

GRI 102-13

Williams belongs to a number of trade associations at the national, state and local levels. The trade associations we engage with have varied positions on key public policy issues that are often, but not always, aligned with those of Williams. We work to engage with trade associations that share our public policy positions. Examples of the major trade associations we engaged with in 2020 are listed below.

- » American Petroleum Institute
- » American Society of Mechanical Engineers
- » American Society of Safety Engineers
- » Association of Oil Pipelines
- » The Business Roundtable
- » Clean Hydrogen Future Coalition
- » Coalition for Renewable Natural Gas
- » Common Ground Alliance
- » Consumer Energy Alliance
- » Energy Infrastructure Council
- » GPA Midstream
- » Interstate Natural Gas Association of America
- » Marcellus Shale Coalition
- » National Society of Professional Engineers
- » Northwest Gas Association
- » Pipeline Research Council International
- » Southern Gas Association

Continued active membership and leadership roles in trade associations help us amplify the industry voice and collectively work on public policy priorities.

For example, Williams is a member of Energy Infrastructure Council (EIC), and our chief executive officer serves on the board and on the board's ESG Working Group.

Through this partnership, we are leading the way on transparent reporting. Williams recently co-chaired an initiative with EIC to launch the first-ever midstream company ESG reporting template. This important development will allow all midstream energy infrastructure companies to coalesce and present the sustainability metrics that matter most to investors in a transparent and comparable way. We look forward to widespread adoption by both the midstream industry and investment community. For more information, see our [EIC template](#).

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

Political Contributions

GRI 103-1; 103-2; 103-3; 415-1

Williams makes bipartisan political contributions that support the advancement of the company's interests and those of our industry. Before Williams contributes to candidate campaigns, our legal department reviews the proposed contribution to confirm compliance with applicable laws and regulations. Additionally, the governance and sustainability committee annually reviews the company's political contributions.

We created the WILLCO PAC, Williams' political action committee, in 1985. This nonprofit committee, which is registered with the Federal Election Commission, is an independent, nonpartisan entity that raises contributions from eligible Williams employees to support candidates for congressional and state offices where permitted by law. Employee participation in WILLCO PAC is strictly voluntary.

WILLCO PAC giving and corporate political giving include bipartisan contributions to federal and state campaign committees and candidates for elected office, where permitted by law, to support policies that enable the delivery of all forms of clean energy. In addition to PAC giving, in 2020 Williams made corporate political contributions at the state-level to members of both political parties totaling \$127,100.

We comply with lobbying registration requirements and verify that our contract lobbyists are in compliance. 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. Williams scored over 90% on this comprehensive ratings Index, ranking as a "trendsetter" company. 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. We also provide yearly [political corporate contribution reports](#) and reports of [corporate funds expenditures to trade associations](#).

Economic Development

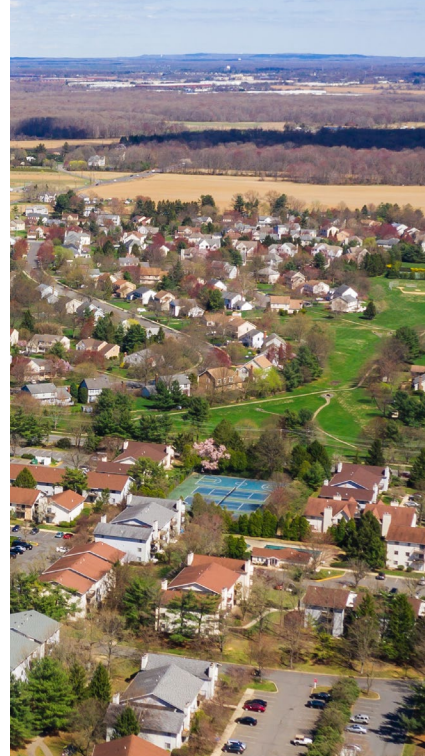
The United States has an abundant supply of natural gas. By responsibly harnessing this local resource, we can help reduce the country's demand for foreign energy, spur local economic development and positively influence global economies. Williams supports economic development in the areas where we operate by creating jobs, investing in civic improvements and working with local service providers.

Williams also brings economic benefits to local governments through taxes. In 2020, we were charged \$189 million in property taxes across our locations. We have contributed more than \$230 million in total Employer Federal Insurance Contribution Act taxes over the past five years.

Williams continues to maintain memberships in several state and local chambers of commerce and related economic development organizations. Membership in these organizations provides Williams the opportunity to interact with small businesses to understand their needs and concerns, as well as communicate the local and global benefits of our projects and infrastructure investments. The following are examples of recent Williams projects that support local economic development in the areas where we operate.

North DeSoto facility in DeSoto Parish, Louisiana.





Leidy South Project

The project is supporting the expansion of Williams' existing Pennsylvania energy infrastructure designed to connect robust supplies of natural gas in northern and western Pennsylvania with growing natural gas demand centers along the Atlantic Seaboard. In addition to the direct workforce, Williams also engaged six local firms for engineering and road-related work. Leidy South is anticipated to be placed into service in 2021.

An economic impact analysis of the project indicated the facilities would generate \$100 million in economic activity for Pennsylvania. Additionally, analysts forecast the project will support 680 jobs with combined earnings of \$28 million and produce \$1.3 million in state tax revenue. These projections are based on data provided by Williams and were generated by a third-party research firm using sophisticated research software.

Bluestem Pipeline Expansion Project

Williams completed construction of the Bluestem Pipeline expansion project and put it into service in 2020. This project provides a critical connection to allow Williams to transport natural gas liquids from Conway, Kansas, to Kingfisher, Oklahoma. The Bluestem Pipeline expansion created 800 jobs required to manage and construct this important project.

We provide locally hired individuals with opportunities to develop technical and leadership skills that will benefit them throughout their careers. As one of the larger employers in many smaller communities, Williams proudly offers job opportunities to local talent to allow them to stay and prosper in the communities they call home. Our efforts to hire locally include career fairs, employee referral programs and hiring bonuses in remote areas. We also support technical schools, colleges and universities through partnerships and scholarships to develop a pool of future candidates.

Regional Energy Access Project

We work to analyze the potential and real outcomes of our expansion projects. By better understanding the current economic impacts of existing operations in our footprint, we can effectively share information about these benefits with local organizations.

In 2020, Williams commissioned Rutgers University, a public land-grant research university, to conduct an economic analysis of our proposed Regional Energy Access project. This study evaluated the project benefits in both Pennsylvania and New Jersey, indicating significant economic benefits at the state and county levels. We will use the regional outcomes of this study to inform stakeholders about the forthcoming benefits of the project. Additionally, Williams engaged Wilkes University to assess the impacts of our projects at a more localized level. The study results will aid the company in how to inform local stakeholders about project benefits.



WE MAKE CLEAN ENERGY HAPPEN®

Minimizing Our Footprint

At Williams, we take care to preserve the environment for future generations while improving today's standards of living by delivering natural gas products that reliably fuel the clean energy economy. Our commitment to reduce emissions, safeguard biodiversity and responsibly manage critical natural resources requires that we incorporate environmental considerations into our decision-making process at all stages of our operations. We have processes in place to mitigate environmental risk across our operations and we strive to meet or exceed applicable laws and regulations.

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Workforce

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About This Report

*Solar panel at a measurement site near
the Dallas Fort Worth International Airport.*



Environmental Compliance

We aim to serve as responsible stewards of the environment while recognizing that the assets we operate and the products we deliver can affect people and the environment. Our [Environmental, Health and Safety Policy](#) outlines our commitment to protect the environment and integrate environmental considerations into our core business activities. Every employee and contractor is responsible for adhering to this policy. Williams' environmental, health and safety board of directors committee oversees our company-wide culture of environmental protection, as outlined in our Environmental, Health and Safety Policy.

The Williams Integrated Management System is how we put our Environmental, Health and Safety Policy into action. This management system serves as our company-wide platform for providing requirements, guidelines, procedures, standards and specifications to manage and reduce operational and environmental risk. Our employees use Williams Integrated Management System every day to conduct critical work, ensure compliance with regulations and mitigate impacts to the environment. Changing regulatory requirements and our steadfast commitment to continuous improvement drive proactive updates to the system.

Upholding compliance with local, state and federal regulations while protecting the environment is critical to maintaining operational excellence, protecting our license to operate and delivering value to our shareholders. We are committed to meeting or exceeding all applicable environmental laws and regulations.

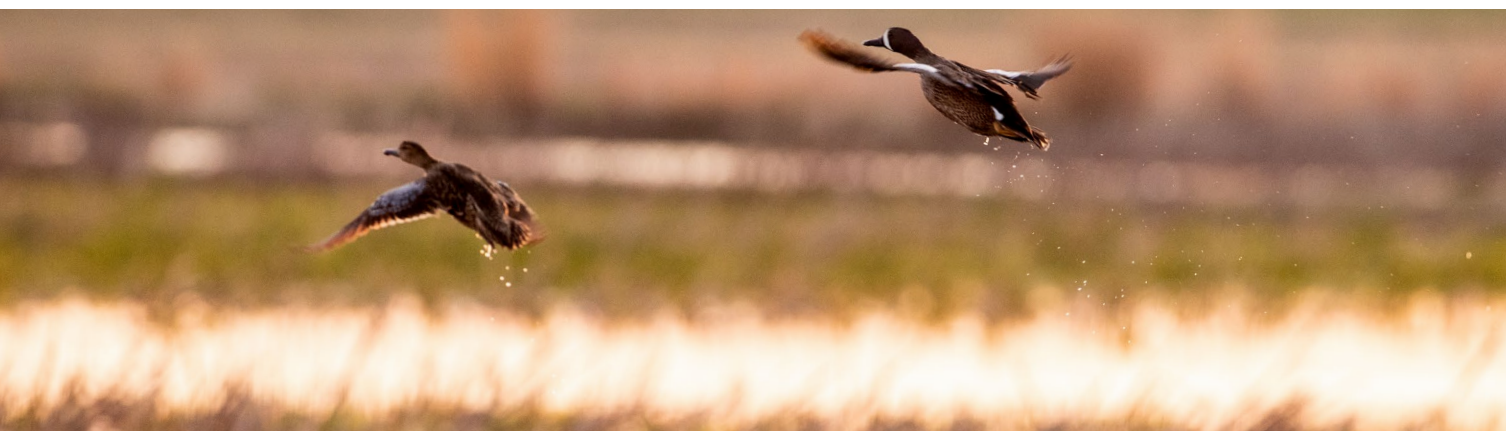
As part of our recently updated compliance tracking system, we assign and track tasks to monitor completion of recurring environmental compliance responsibilities. Reminders associated with each task go out to relevant employees ahead of due dates to minimize risks of noncompliance. To reinforce the importance of maintaining company compliance, Williams continues to reward front-line employees for timely completion of required tasks through the quarterly bonus incentive.

In 2020, Williams received 21 environmental-related notices of noncompliance. We strive to reduce this number to zero. We set a goal to reduce notices of noncompliance by 10% in 2020.

53% ↓

reduction in environmental-related notices of noncompliance since 2017.

McPherson Valley wetlands in McPherson, Kansas.





Catoosa High School students releasing fingerling trout into the Lower Illinois River as part of Trout Unlimited's Trout in the Classroom program, sponsored by Williams.

Our Environmental Assessment Program (EAP) establishes a risk-based evaluation process to systematically assess Williams' compliance with federal, state and local environmental regulations and with Williams Integrated Management System requirements. We apply this environmental management plan at all stages of a project, from land acquisition, development and construction, through to decommissioning and restoration.

The EAP teams consist of internal and third-party environmental and audit professionals working collaboratively with operations across the company to identify potential issues and evaluate environmental performance trends.

By identifying opportunities for improvement, the program evaluates the effectiveness of our existing environmental programs and procedures. In 2020, we integrated an EAP document into the Williams Integrated Management System structure to communicate specific responsibilities and participation requirements at all levels necessary to accomplish each environmental assessment. The EAP demonstrates leadership's commitment to assuring environmental compliance through evaluating sites on a periodic basis.

In 2020, we expanded the EAP to evaluate construction projects of various complexities in an effort to continually improve it, further reduce environmental compliance risk and help improve in-field performance. We conducted two pilot projects to evaluate our expanded focus. In 2020, we assessed four gas plants, one liquefied natural gas (LNG) plant, one storage facility and two compressor stations through the EAP. Based on lessons learned, four construction projects are scheduled for evaluation in 2021 and we plan to add the construction evaluation process to the EAP Williams Integrated Management System requirement.

Operational Greenhouse Gas Emissions

Williams aims to serve as a responsible steward of the environment. We recognize that the assets we operate and the products we deliver can affect people and the environment. As one of the largest midstream natural gas operators in the country, we have the difficult task of balancing evolving customer demand and existing technology constraints with concerns about climate change. By increasing the efficiency of our operations, leveraging low carbon energy and implementing emissions reduction technologies, Williams is actively working to minimize our operational Scope 1 and Scope 2 greenhouse gas emissions.

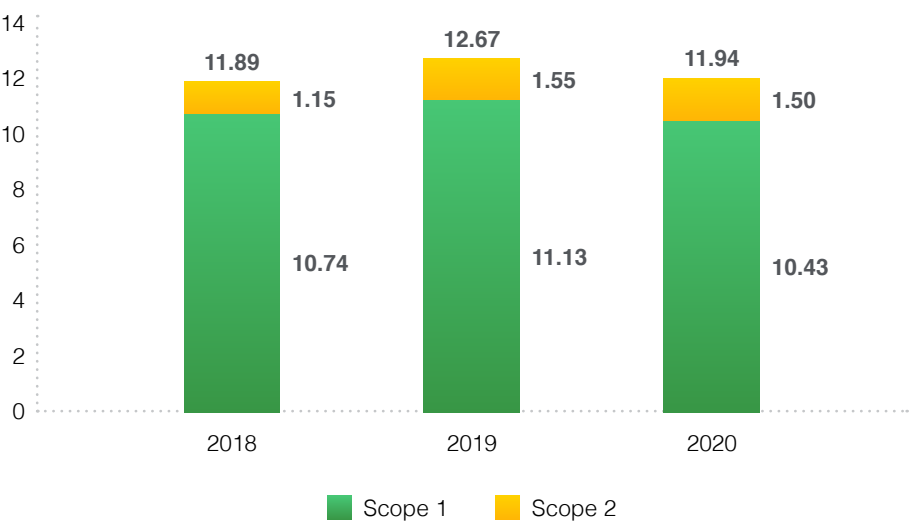
Transparent Reporting

SASB EM-MD-110a.1; GRI 102-56

Accurately tracking greenhouse gas emissions with measurable data enables us to effectively communicate our performance to our stakeholders and identify opportunities to reduce operational emissions. Our Williams Integrated Management System includes requirements for monitoring greenhouse gas emissions and complying with federal and state reporting requirements. We prepare and submit an annual greenhouse gas emissions inventory to the U.S. Environmental Protection Agency (EPA) for our midstream gathering, processing and interstate transmission and storage operations.

We also track and report Scope 1 and Scope 2 emissions data in accordance with the Greenhouse Gas Protocol. Our subject matter experts and engineering groups work directly with environmental specialists and operations personnel to use this data to develop and implement initiatives to mitigate greenhouse gas emissions. In 2020, we made improvements to our greenhouse gas emissions dashboard to show emissions for each Williams compressor station, processing plant and fractionator, regardless of minimum regulatory required reporting thresholds. This level of detail enabled our environmental specialists to more effectively evaluate and develop emissions reduction opportunities and strategies specific to the facilities they manage.

Scope 1 and Scope 2 Greenhouse Gas Emissions (million metric tons CO₂e)



Williams engaged ERM Certification and Verification Services (ERM CVS) to provide third-party verification of our 2020 greenhouse gas emissions. ERM CVS provided assurance that the adjacent greenhouse gas data was fairly presented in all material respects with reporting criteria: total 2020 absolute Scope 1 greenhouse gas emissions, total 2020 location-based Scope 2 greenhouse gas emissions, and total 2020 Scope 1 and 2 greenhouse gas emissions. See [page 124](#) for our full Assurance Letter.

Creating Value with a Net Zero Approach



WE MAKE CLEAN ENERGY HAPPEN™



Solar Program – Developing 16 solar projects generating clean energy to reduce utility demand at current and future facilities



Renewable Natural Gas Initiative – Constructing new interconnects and investing in projects to expand RNG production



Low Carbon Gas Product Offering – Working with customers and partners to offer products like responsibly sourced gas (RSG) and carbon offset natural gas



Hydrogen Development Program – Leading efforts to develop H₂ infrastructure, production, and opportunity to blend into natural gas pipelines



Carbon Capture Utilization and Storage (CCUS) Development Program – Creating opportunity for fossil-based fuels to play a larger role in a clean energy future



Renewable Power Transmission and Generation Program – Partnering with renewable energy developers by bringing Williams' infrastructure-focused expertise to support projects



Clean Energy Hub Partnerships – Integrating renewable and other low carbon technologies into existing infrastructure to drive production and delivery of clean molecules at scale



Corporate Venture Program – Exploring investments in innovation to enable a low carbon future



Carbon Markets Program – Optimizing carbon attributes to achieve emissions goals and create additional revenue opportunities

Greenhouse Gas Emissions Target

SASB EM-MD-110a.2

In 2020, Williams set a near-term goal of 56% absolute reduction from 2005 levels in company-wide greenhouse gas emissions by 2030, which puts us on a trajectory to be net zero carbon emissions by 2050. To meet our near-term goal for 2030, Williams will leverage our natural gas-focused strategy and technology that is available today to reduce emissions, scale renewables and build a clean energy economy. We will do so while looking forward and anticipating innovations for the future like hydrogen and carbon capture, utilization and storage (CCUS) that will ultimately contribute to our aspiration to be net zero by 2050.

It is one thing to talk about creating a cleaner future—it's another to act on it. Williams was the first North American midstream company to establish a climate commitment, and we are leading the way for stakeholders to hold us accountable.

To reach our 2030 target, Williams is utilizing technology readily available today such as pursuing methane emissions reduction opportunities through leak detection and repair (LDAR), work practice improvements and evaluating equipment upgrades on a site-specific basis. This near-term phase also includes employing innovative emissions reduction strategies through research organizations and trade groups. Williams is also investing in solar power generation to support the power needs of specific natural gas transmission and processing operations sites.

Our 2030 target shows a commitment by Williams to executing on opportunities in the here and now and in a timeframe that holds our leadership accountable.

Voluntary LDAR, blowdown minimization and evaluation of opportunities to cost-effectively reduce methane emitting equipment are expected to collectively contribute up to 20% of the total reductions necessary to achieve our net zero goal. For more information, see our [website](#).

Greenhouse Gas Emissions Reduction

SASB EM-MD-110a.2

Our operational greenhouse gas emissions occur at Williams assets in the gathering and boosting, natural gas processing and transmission and storage sectors. These assets primarily include intrastate gathering and interstate transmission pipelines, compressor stations, natural gas processing plants and LNG and underground storage facilities.

Our desire to reduce operational greenhouse gas emissions includes operating our assets efficiently through preventive maintenance; conducting LDAR assessments; implementing recompression measures and installing emissions reduction equipment such as electric motors, compressor vent gas reduction systems and low or no emission control devices. For information on reducing indirect greenhouse gas emissions from the use of our products, see [page 24](#).

Williams has been a member of the U.S. EPA Natural Gas STAR program since its inception in 1993. Natural Gas STAR is a voluntary partnership that encourages oil and natural gas companies to adopt cost-effective technologies and practices that improve operational efficiency and reduce methane emissions. From 1993 to 2020, Williams avoided almost 5 million metric tons of CO₂e by implementing industry best practices and partnering with the Natural Gas STAR program, the equivalent to taking over 1 million cars off the road.

We pay particular attention to reducing methane emissions, which make up an estimated 11% of our assets' Scope 1 and Scope 2 greenhouse gas emissions profile.

We successfully implement recompression measures to lower gas line pressure before pipeline maintenance to reduce methane emissions and make more natural gas available for sale. In 2020, Williams reported 57 separate blowdown events along our Transco and Northwest Pipelines where natural gas was recompressed instead of being vented. This accounted for 1.5 billion cubic feet of gas saved in 2020 that would have otherwise been released into the atmosphere, the equivalent of heating more than 37,000 homes for a year.

Williams is in the process of implementing a blowdown emissions reduction standard for transmission pipeline assets that requires recompression or other reduction measures to be evaluated for all blowdown events. We will fully integrate this requirement into the Williams Integrated Management System in late 2021.

As an example of reducing blowdowns in 2020, Williams identified a leaking valve at our Dunbar compressor station in New York that needed to be replaced.

Replacing the valve using traditional methods would have resulted in a planned venting, or blowdown, of natural gas. Members from our operations and engineering teams put a plan into action to utilize the station's compressor to draw down or decrease pipeline pressure and gas volume to significantly reduce the release of natural gas while keeping all safety systems intact. A total of 1.3 million standard cubic feet of gas was recompressed downstream of the station that would have otherwise been vented to the atmosphere. That is equivalent to one and a half blowdowns of the entire Dunbar compressor station.

Addressing Methane Leaks

To fully realize the potential climate benefits of abundant, affordable natural gas as a lower carbon-intensive fuel, technologies and policies must be put in place to minimize methane leaks from natural gas production, gathering and processing, transmission and distribution and LNG shipping. Williams is a signatory of the Interstate Natural Gas Association of America's Methane Emissions Commitment to implement methane reduction activities and perform leak surveys at all transmission and storage compressor stations by 2022.

Since 2012, we have reduced our reported methane emissions from natural gas processing plants and transmission compressor stations more than 58%. Over the same period, the natural gas throughput at these facilities increased by 27%.



Operations Technician Zachary C. at the Transco compressor station in Virginia.

86% ↓

average reduction in pipeline blowdown greenhouse gas emissions when using recompression technology.

Williams uses infrared cameras 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. Leak survey and repair data from 2020 clearly indicates that Williams' LDAR surveys are an effective work practice in significantly reducing emissions of fugitive methane to the environment. Williams recently started using a single software platform, Leak Tracker Pro™ (LTP), to maintain leak records from OGI surveys conducted in the Williams gathering and boosting and transmission sectors. Use of LTP allows for improved surveys, record keeping and a more in-depth look at trends.

We used the LTP results in 2020 to more accurately identify leaking equipment components such as valves, connectors, flanges, pumps and open-ended lines. We will analyze this information to reduce the number of leaks at Williams' facilities going forward, which will also help us achieve our emissions reduction targets.

Williams is in the process of developing a Williams Integrated Management System requirement with associated roles and responsibilities for LDAR. Once finalized, we will use these documents to clearly communicate the roles and responsibilities of Williams' employees to promote an efficient and effective LDAR program across the enterprise.

Scaling Solar Energy

In 2020, Williams established a team dedicated to developing solar generation opportunities across the company asset footprint. The solar projects are intended to provide electricity to our existing natural gas compression and processing facilities. In 2020, Williams' facilities used 3.421 million MWh of electricity to power our operations, and we expect approximately similar usage in future years. The 16 projects currently under commercial development across the Williams operational footprint would offset approximately 16% of the historical annual electric demand. Solar projects are currently under development in Alabama, Colorado, New Jersey, Ohio, Pennsylvania and Virginia; the solar facilities will be located either on land currently owned or on land adjacent to our facilities. We expect the first of the solar projects to begin commercial operation in mid-2023.

ONE Future Membership

Williams Has Already Achieved the 2025 ONE Future Industry Goals

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

ONE Future members set a goal to reduce collective methane emissions in their supply chains to 1% or less by 2025. Williams has committed to the ONE Future 2025 methane intensity goals for industry sectors of 0.08% for gathering and boosting, 0.11% for processing and 0.30% for transmission and storage. In 2019, the 32 ONE Future member companies achieved a methane intensity of 0.334%, beating the coalition's 1% goal by 67%. Williams continues to exceed anticipated progress toward the ONE Future greenhouse gas reduction goal.



ONE Future Methane Emissions 2025 Target (Percent)*

0.080

Gathering & Boosting

0.110

Processing

0.300

Transmission & Storage



WE MAKE CLEAN ENERGY HAPPEN®

2020 Williams Methane Emissions Performance (Percent)*

0.027

Gathering & Boosting

0.018

Processing

0.022

Transmission & Storage

*The methane emissions intensity is by Williams segment, and is calculated in accordance with the ONE Future methodology. 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.

Industry Collaboration

GRI 102-12

We are proud to be taking a leading stance on critical topics within our industry. As a member of the Interstate Natural Gas Association of America (INGAA) board, we helped the organization set a goal for the industry to reach net zero greenhouse gas emissions from natural gas transmission and storage by 2050. Other commitments include providing consistent and transparent data, measurement and reporting of greenhouse gas emissions from operations and reducing the carbon intensity of natural gas infrastructure with innovative technologies like carbon capture and renewable natural gas.

To further promote transparency and standardization of performance data material to our industry, Williams' chief executive officer sits on the board of directors of the Energy Infrastructure Council and co-chaired the development of the midstream environmental, social and governance [reporting template](#). This important development will allow all midstream energy infrastructure companies to coalesce and present the sustainability metrics that matter most to investors in a transparent and comparable way.

The American Petroleum Institute Environmental Partnership provides a forum for participants to share information and analyze best practices and technological breakthroughs aimed at responsibly developing natural gas and oil resources.



Contract Analyst Ambar M. and Engineer Pablo L. in Tulsa, Oklahoma.

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.

In addition, Williams continues to support Colorado State University's Methane Emissions Technology Evaluation Center and fund methane emissions reduction projects at Pipeline Research Council International. The Center provides a platform for researchers to test and develop new, innovative technology to measure methane emissions. The Center also connects researchers with industry partners to facilitate energy technology development, and prepares students for careers in energy and clean technology.

Williams is also a member company of the Gas Machinery Research Council (GMRC) and sits on the GMRC board. Alongside other natural gas companies, we support the continual improvement of technological advancements through research initiatives and collaborations. As part of our membership, Williams is an active member of the GMRC project supervisory committee that leads research projects aimed at cutting greenhouse gas emissions, improving compression efficiency and reducing lube oil consumption at member facilities.

To further drive industry research, Williams is a member of the Pipeline Research Council International (PRCI) compressor and pump station technical committee. PRCI's program is focused on technology development to reduce greenhouse gas emissions in all aspects of our industry—from combustion emissions to fugitives.

This research will support long-term minimization of operating and capital costs of compression and pump service, while complying with environmental regulation.

In 2020, Williams also joined Greentown Labs Houston, the city's first clean energy-focused startup incubator. Williams is the first midstream corporate partner to support clean technology entrepreneurship through Greentown Labs. The incubator will provide resources for up to 50 startup companies focused on emerging technologies and helps position Houston as a leader in the clean energy transition.

Air Emissions

SASB EM-MD-120a.1; GRI 103-1; 103-2; 103-3; 305-7

As responsible stewards of the environment, we closely monitor the air emissions—including nitrogen oxides, volatile organic compounds, carbon monoxide, sulfur oxides and particulate matter—associated with our operations. We recognize our responsibility to control air emissions to minimize environmental risks and human health impacts. Williams actively mitigates air emissions from our facilities by maximizing operational efficiency, implementing operational best practices and confirming compliance with local, regional and federal laws and regulations.

The greatest amount of operational air emissions occurs during the transmission and storage phase, followed by gathering and boosting, and then processing.

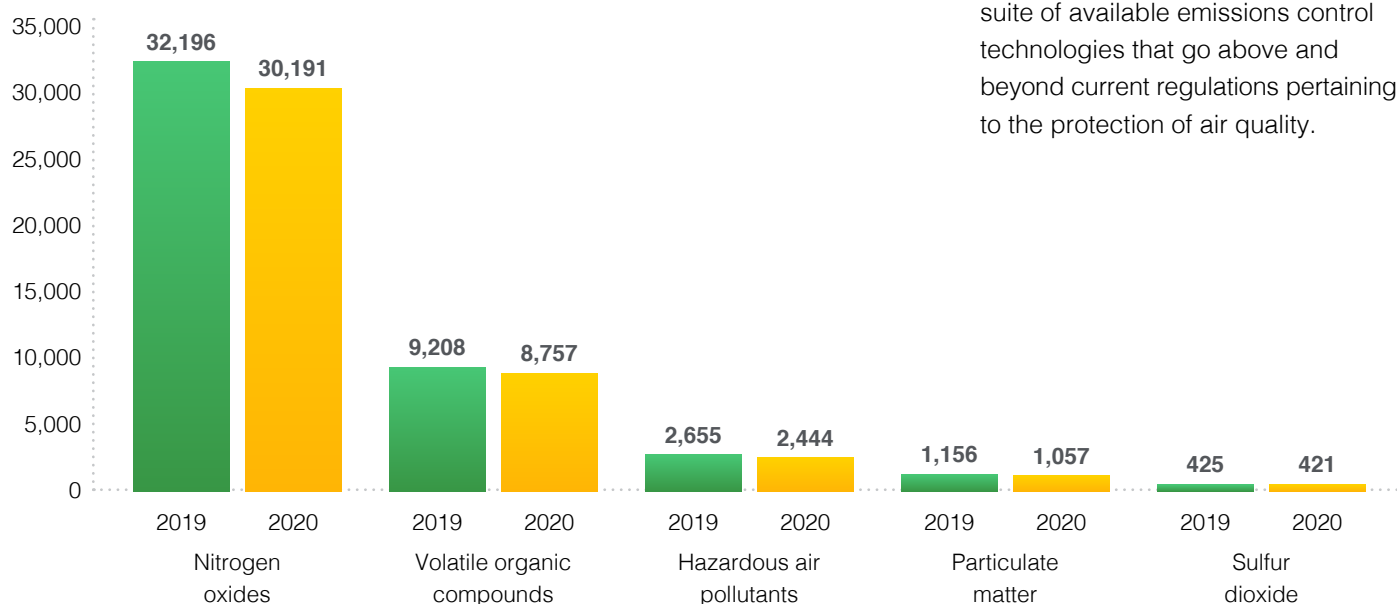
Our air quality management procedure within the Williams Integrated Management System includes required processes for tracking and submitting air quality data to maintain compliance with applicable regulations and permits. We also follow a standard approach for asset construction, operation and maintenance to minimize air emissions. Through the Williams EAP, we conduct internal audits of air emissions compliance.

We calculate and report our facilities' annual criteria air pollutant emissions to the applicable regulatory agencies in accordance with permit requirements. We provide air quality permit training for employees who maintain our facilities and support capital projects. By tracking air releases from our operations, we evaluate our performance and identify opportunities for improvement.

As part of the 2020 Southeastern Trail project, we became one of the first midstream companies to install Selective Catalytic Reduction nitrogen oxides (NO_x) emissions control technology on new natural gas-fired turbine compressors. These turbines are already designed with dry low NO_x combustion emissions technology. This control strategy provides the ability to achieve ultra-low NO_x emission rates as demonstrated and validated through a continuous emission monitoring system installed on each turbine exhaust stack.

Combustion emissions controls on each unit are further enhanced using oxidation catalysts to reduce air emissions. Furthermore, the unit compressors are equipped with a vent gas reduction system to minimize methane emissions from blowdowns during scheduled maintenance. These turbine compressors help to transport clean natural gas using a suite of available emissions control technologies that go above and beyond current regulations pertaining to the protection of air quality.

Air Emissions (tons)



We set a goal to reduce all reportable air and spill releases by 10% in 2020; we surpassed that goal with a 33% decrease in air releases. We established a 2021 goal to reduce reportable spills and releases by an additional 10% from 2020 levels.

To help achieve our goals, we regularly assess opportunities to reduce operational emissions. For example, we conduct routine equipment maintenance to improve fuel efficiency and perform tests on combustion units to confirm equipment is operating properly. We use the following technologies to further reduce air emissions:

- » Non-selective catalytic reduction, high-pressure fuel injection and pre-combustion chamber technology on legacy reciprocating engines, and selective catalyst reductions on new combustion turbines to further minimize nitrogen oxide emissions.
- » Oxidation catalysts on reciprocating engines and turbines to control carbon monoxide, volatile organic compound and formaldehyde emissions.
- » State-of-the-art compression designs, including turbine compressor startup and shutdown and sitewide emergency shutdown testing using double block valving to minimize blowdown volumes.
- » Compressor vent gas reduction systems when blowing down compressors for maintenance.
- » Centrifugal compressor dry seal vent gas recovery systems and electric starters on existing turbine compressors.

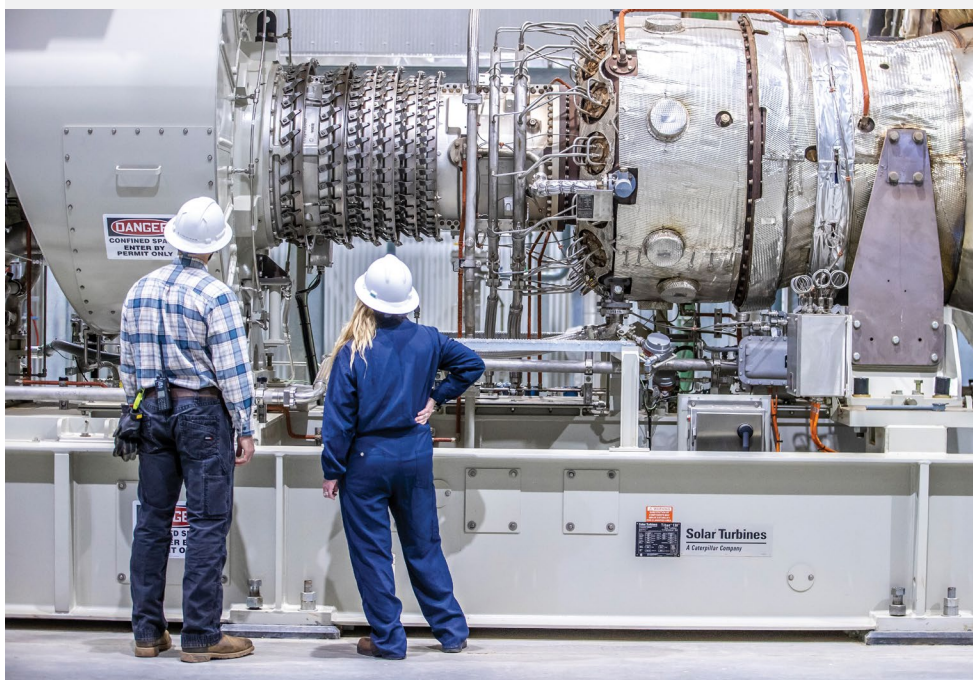
WILLIAMS WAY SPOTLIGHT

Emissions Reduction Program

Williams implements programs to reduce air emissions through modernization of equipment. For example, the Emissions Reduction Program (ERP) is a voluntary, multi-year interstate transmission infrastructure investment project that will significantly reduce Transco and Northwest Pipeline compressor station NO_x and methane emissions through replacement of legacy natural gas-fired horsepower. Transco is a 9,800-mile, interstate transmission pipeline system extending from south Texas to New York City, and transports approximately 15% of the nation's natural gas.

The ERP consists of a phased retirement of over 180 legacy reciprocating compressor engines and turbines at compressor stations along the transmission systems over a multi-year period. Williams will replace the retired horsepower with a combination of modern, low NO_x-emitting natural gas-fired turbines and electric motor-driven compression equipped with compressor vent gas reduction and recovery systems. We are also installing vent gas recovery equipment on all new units. These upgrades are projected to reduce Williams' system-wide transmission sector NO_x emissions by over 75% and compressor methane emissions by approximately 50% from recent levels. For additional information on reducing greenhouse gas emissions, see [page 40](#).

Transco compressor station 175 in Virginia.





North DeSoto facility in DeSoto Parish, Louisiana.

We continue to make financial investments to achieve reduced emissions by optimizing system-level efficiency and reliability. For example, in 2020, Williams transitioned our operations in southwest Wyoming to low-pressure gathering systems. This transition eliminated the need for several compressor stations and resulted in reduced greenhouse gas emissions and criteria pollutants.

As a result of rigorous reliability evaluations, we decommissioned six compressor stations without impact to our customers. Williams spent \$1.3 million to both decommission these stations and make the necessary pipeline modifications. The project will result in \$2 million in savings annually and significant emissions reductions, as shown in the table below.

Another example of our ongoing efforts to significantly reduce emissions through system optimization is the recently completed Station 240 liquefaction project in Bergen County, New Jersey. This included the elimination of 161 tons per year of nitrogen oxide, 47 tons per year of carbon monoxide and 16 tons per year of volatile organic compounds. For more information about the cooling process wastewater reduction as a result of this project, see [page 53](#).

Southwest Wyoming Gathering System Emissions

Air Emissions		Greenhouse Gas Emissions	
Total Project Reduction (tons per year)		Total Project Reduction (tons per year)	
NO _x	91.53	CO ₂	79,288.00
CO	158.63	CH ₄	54.10
VOC	55.85	N ₂ O	0.15
		CO ₂ e	80,683.00

Biodiversity & Land Use

At Williams, we understand that safeguarding biodiversity is directly linked to maintaining sustainable business operations and promoting environmental stewardship. Williams strives to leave a better world for future generations, which is why we protect biodiversity and responsibly retire and remediate our assets through careful planning and management. We also continue to avoid, minimize and mitigate potential impacts on biodiversity and land use during routing, siting and construction.

Biodiversity Management

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

Williams' biodiversity practices are governed by regulatory and company-driven policies. We use a systematic approach to incorporate biodiversity into the planning process of all proposed projects, including extensive research to identify sensitive habitats within a proposed project footprint. As guided by the International Finance Corporation's performance standards on environmental and social sustainability, we take care to safeguard biodiversity. We follow the hierarchy of avoid, minimize and mitigate as required by permitting agencies on infrastructure development projects.

To the extent reasonably practicable, we design projects that use existing rights-of-way and avoid areas with high biodiversity.

Our environmental assessments incorporate geographic information system (GIS) analyses, computer-based reviews and site surveys to pinpoint sensitive environmental and cultural areas. We pay special attention to streams and wetlands; rare, threatened or endangered species; and culturally important sites. Based on the results of our assessments, we implement site-specific management plans that avoid or minimize negative impacts.

We develop plans in compliance with all applicable regulations, including those promulgated 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.

In 2020, 54% of land owned, leased and operated by Williams was within or near areas of protected conservation status or endangered species habitat, as determined by 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 table below shows the number of IUCN red-listed species within the counties where Williams operates in 2020.

2020 International Union for Conservation of Nature Red List Species in Williams' Areas of Operation

Threat Level	Number
Critically endangered	26
Endangered	40
Vulnerable	28
Near threatened	17
Least concern	16
Total	132

“ This effort and momentum places both DCNR and Williams in a position that anticipates a positive outcome by managing the proposed project impacts in feasible ways that strive to avoid, minimize and mitigate, and compensate for associated land use impacts to state forest resources. ”

**DAVID MONG, FOREST PROGRAM SPECIALIST, PENNSYLVANIA
DEPARTMENT OF CONSERVATION AND NATURAL RESOURCES**

If we cannot avoid sensitive areas by rerouting during the design phase, Williams works closely with state and federal agencies to minimize unavoidable impacts. We collaborate with interest groups, biodiversity experts, community organizations and land management agencies to develop appropriate mitigation plans. Common mitigation measures include seasonal restrictions, minimizing construction footprints and implementing specialized construction methods.

Williams manages potential offshore impacts in similar fashion to our onshore efforts. We use similar care in developing projects to avoid, minimize and mitigate potential impacts to sensitive marine ecosystems and offshore biodiversity.

In addition to demonstrating an ongoing commitment to managing biodiversity within our operational footprint, we also conduct projects to help improve or preserve wildlife habitat and water resources through local private-public partnerships. For example, our long-term partnership with the Wyoming Game and Fish Department and the WYldlife Fund helps protect land and wildlife in our Wyoming areas of operation.

The WYldlife Fund is a nonprofit that advances critical projects to protect Wyoming's wildlife habitats. As part of our ongoing commitment to environmental stewardship, we contributed to a wildlife road crossing that will help both save wildlife and promote driver safety.

Land Use

SASB EM-MD-160a.3

Williams is committed to appropriately retiring and remediating land used for our facilities and pipeline projects. One of our goals is to return land to its original state and create opportunities for beneficial reuse.

Williams is committed to reducing the risk of landslides, which can potentially affect pipeline integrity and disrupt the environment. In the Northeast United States, where terrain is extremely sloped and landslide-susceptible, Williams assesses landslide potential during route development on proposed pipelines following The Nature Conservancy (TNC) guidelines.

This helps reduce the risk of landslides, slips and erosion from tree-clearing and earthwork during construction, the rest of which will be restored in future years.

Our internal landslide team evaluates sites that pre-date TNC guidelines and develops site-specific mitigation and restoration plans to prevent landslides. In 2020, we continued to execute on our landslide avoidance and mitigation efforts by monitoring and remediating susceptible sites using field and aerial patrols coupled with annual light detection and ranging surveys. As part of this effort, we employ best-in-class technologies such as aerial vehicles.

In 2020, we integrated post-construction monitoring and restoration activities into our permit tracking tool to better understand the performance of our post-construction restoration efforts. We also piloted a restoration program for which we hired a restoration professional to participate in the construction phase of a project with the intention of laying the groundwork for better long-term restoration once construction is complete.

Williams' asset retirement and removal obligation is a planning mechanism that allows us to identify the potential environmental impacts and associated costs of retiring an asset so we can proactively identify suitable solutions. As part of the process, we initiate a property assessment and subsurface investigation prior to any demolition or abandonment activity. The findings from the assessments help determine the most appropriate approach for restoring land no longer used as part of our operations.

When restoring land, we use native plants that support a diversity of pollinator species to preserve soil and water species. Our restoration plans meet state and local regulatory standards, and often include practices that exceed regulatory minimums. For example, we voluntarily implement restoration seed mixes at all new Northeast gathering locations and major projects company-wide to promote both plant and pollinator diversity and help combat global declines in pollinator species. In 2020, Williams disturbed 7,851 acres of terrestrial land across all of Williams owned, leased and operated land, and restored 2,739 acres of terrestrial land during the same reporting period, the rest of which will be restored in future years.

106

active remediation sites managed by Williams' environmental services team in 2020.

Environmental accrual for remediation totaled \$33.9 million dollars.

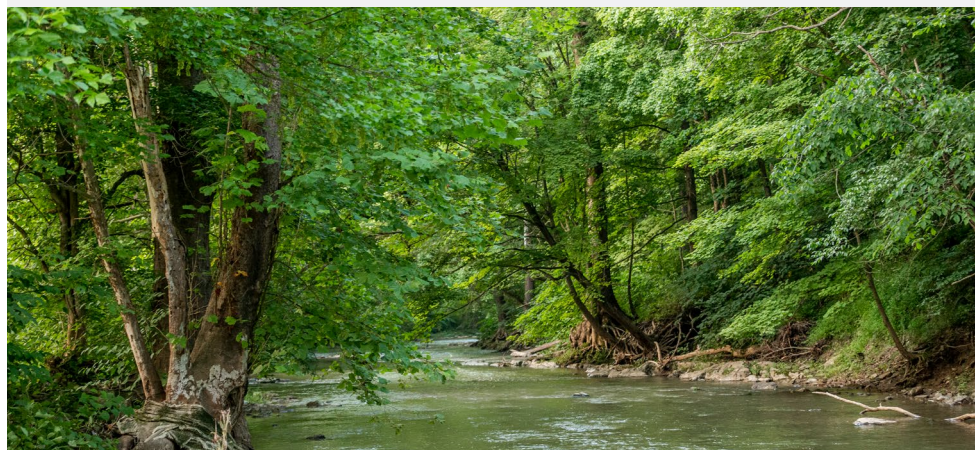
WILLIAMS WAY SPOTLIGHT

Supporting Conservation & Protecting Biodiversity

Williams operates two transmission pipelines that run through the Sprout State Forest and the Tamarack Swamp Natural Area in Pennsylvania. As part of the Leidy South project, this system is expanding to meet increased natural gas demand. In 2020, Williams worked closely with the Pennsylvania Department of Conservation and Natural Resources (DCNR) Bureau of Forestry to minimize potential adverse effects and ensure that the project would protect the long-term viability of the area and maintain biological diversity. Over the span of three years, Williams and DCNR identified less impactful alternatives to the original project specifications, including reducing disturbance in sensitive areas. In compliance with DCNR-recommended resource protection and restoration measures, Williams is taking measures such as planting native trees and herbaceous cover, promoting forest growth through specialized restoration techniques and fencing habitats to protect endangered species.

Additionally, Williams appropriated funds as part of the Constitution Pipeline project to the Conservation Fund for the preservation of upland forest and migratory bird habitat. In coordination with the Conservation Fund, \$524,000 of this fund was donated to the Pennsylvania DCNR for the acquisition of an approximate 530-acre tract expanding the Pinchot State Forest in Lackawanna County, Pennsylvania, to more than 49,635 acres. The tract divides the Susquehanna and Lehigh river watersheds, bringing critical protection to both local river watersheds, and supports natural forest restoration for migratory birds and bats.

Right-of-way near Moundsville, West Virginia.



Spill Performance

SASB EM-MD-160a.4; EM-MD-540a.3

Williams views sustainability as synonymous with strong business fundamentals. We operate in a manner that protects the environment while delivering on the growing demand for cleaner energy in North America. Williams' performance record demonstrates that we are committed to preventing operational spills and releases, which can negatively affect the environment and the communities we serve.

Our spill prevention, control and countermeasure operating requirements within the Williams Integrated Management System include company-wide procedures for preventing spills and mitigating the impacts of potential spills. Specifically, the requirements help determine when spill plans are needed and how to develop, implement and maintain effective plans.

The plans also address compliance with regulatory requirements for pollution prevention at our owned and operated assets. If a spill occurs, we have processes and assets in place to control the spill to reduce its impact, report 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.

Maintenance Coordinator Brent L. at Spring Ridge South in DeSoto Parish, Louisiana.



As part of our operations, we use tanks to store large quantities of hydrocarbon products such as natural gas liquids. Williams has an extensive tank inspection and testing program that adheres to industry standards to prevent spills from our tanks. The process provides guidelines for tank inspections conducted by our personnel, as well as third-party certified tank inspectors.

Our preventive maintenance plan is also a critical component of Williams' spill reduction efforts. 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.

We have data collection initiatives in place to investigate, mitigate and share lessons learned to reduce the likelihood of a spill. We measure and report a near-miss-to-incident ratio to increase our analysis of spills and identify leading indicators of more severe event occurrences. In 2020, we enhanced our focus on the identification of high-potential near-misses to drive awareness of underlying hazards and reduce the number of high-severity incidents.

In 2020, Williams had four agency reportable hydrocarbon spills to soil and water, equaling 31 barrels of hydrocarbons in total. This represents a 33% decrease in reportable spills to soil and water from 2019 levels. We experienced zero accidental releases and one non-accidental release from Williams' Hutch Rail Company rail transportation operations. Williams had no reportable hydrocarbon spills in unusually sensitive areas in 2020.

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 subject matter experts to oversee all aspects of the HDD project lifecycle. Williams also uses leading industry best practices and standards when evaluating, designing and constructing HDDs on pipeline projects. In 2020, these efforts led to zero reportable inadvertent drilling fluid releases to environmentally sensitive areas during projects where we used the HDD construction method.

WILLIAMS WAY SPOTLIGHT

Improving Spill Performance

We set a loss of primary containment (LOPC) goal in 2020 to encourage further improvements in spill performance. This goal made up 5% of our annual incentive program for employees, providing an increased focus on activities that help us meet enterprise safety and environmental commitments. Our bonus compensation tied to LOPC reductions drove to an increase in reporting, which allowed us to focus on LOPC releases to determine root causes and prevent future releases across the enterprise. Throughout the year, we redefined our definition of LOPC to include pressure-relief devices and ancillary systems, such as engine lube oil and coolant, and provided training to the organization. In 2021, Williams is targeting a 10% reduction in total LOPC events from our 2020 performance. This goal clearly communicates our focus on reducing environmental, safety and commercial risk.

Station 185 in Virginia.



Water Stewardship

While water consumption is not a normal part of our day-to-day operations, we understand this is an important topic for several stakeholders, including local communities and nongovernmental organizations. We believe water is a precious resource, and we recognize the importance of effectively managing any amount of water use.

Williams protects water resources during construction, operation and asset retirement through our environmental inspection and compliance programs. We adhere to all applicable environmental laws, regulations and permit conditions related to water. Our internal EAP helps identify corrective actions to enhance compliance. Williams also takes into account water resources 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 impacts to the environment, including water resources. As part of the process, we seek to avoid construction through forested wetlands and sensitive streams.

We are able to do this because of a relentless focus on preserving water quality by adhering to stringent water quality standards established through federal and state regulations and permitting requirements. That means all the water we use must meet acceptable standards before returning it to the ground or surface.

The majority of our water is for hydrostatic testing, a clean process conducted during commissioning. In 2020, we used approximately 14.21 million gallons of water for hydrostatic testing, most of which we reused or returned to the same basin where it originated. Williams used about 10% less water in 2020 than in 2019 due to lower construction activity in 2020 compared to 2019. We take additional water stewardship actions where possible. For example, we were permitted to use 1.38 million gallons of water from Turkey Creek in Garfield County, Oklahoma, for hydrotesting on sections of our Bluestem project. Instead, we reused water from adjacent test sections, eliminating the need to withdraw any water from Turkey Creek.

Williams focuses on preserving water at the highest rate possible, which is why we return the majority of water used back to the original watershed.

We focus on reducing the amount of wastewater produced from cooling towers designed to cool the circulating water used in our processing plants. In doing so, we can minimize the amount of water that needs to be consumed or treated and discharged from our facilities. For example, in late 2019, Williams completed a process modernization project at Station 240 in Bergen County, New Jersey, that eliminated 6 to 10 million gallons of cooling tower wastewater in 2020.

This \$139 million investment was a voluntary upgrade that brought the Station 240 facility in line with our other Pine Needle and Plymouth LNG facilities.

Williams also supports broad-based research and initiatives on water-related topics. For example, we are a member of the Consortium to Study Trends in Seismicity (CSTS), a public-private project to study seismicity trends in Kansas. The information obtained through the CSTS project is helping improve our understanding of the increases in seismicity in Kansas and Oklahoma observed since 2013. As part of the project, the CSTS installed seismic stations strategically around the state.

While inconclusive, data gathered indicates a correlation between regional decreases in injection volumes and the number of earthquakes and total seismic energy released. The findings from this project may help shape underground injection control disposal practices going forward. As a member of the CSTS, Williams provides funding for the project and reviews data reports prior to publication.

Waste

Properly managing nonhazardous and hazardous waste from Williams' operations mitigates environmental impacts, promotes safe operations and protects human health. Williams generates waste during the transportation, gathering, processing and treating processes. Common types of waste from our facilities and pipeline systems include used oil, pipeline coating, scrap metal and contaminated soils. While waste represents a relatively small portion of our overall environmental impact, we focus on proactively reducing waste from our operations and effectively managing the waste we do generate.

The Williams Integrated Management System establishes a standardized process for managing hazardous and nonhazardous waste at company sites that includes waste characterization, storage, handling, packaging, transportation and disposal. This process, combined with training and compliance audits, forms the basis of our waste management approach. We evaluate waste management practices and performance as a part of the EAP for enhanced compliance assurance.

Williams manages 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 classification, disposal and reporting.



Williams encourages recycling at our offices.

In our corporate offices, we pay special attention to recycling items such as paper, plastic and cardboard. In 2020, our Tulsa headquarters collected and recycled an estimated 45 tons of materials. We continue to seek practical opportunities to reduce waste from our offices and field operations. For example, we are conducting an internal assessment to identify facilities with the greatest potential to switch existing lighting technology to more efficient LED lightbulbs.

To promote the use of our products in a safe and environmentally sound manner, we manage chemical inventory reporting through the Williams Integrated Management System operating requirement for Tier II reporting and hazard communication. Environmental specialists annually prepare and submit Tier II chemical inventory reports to the appropriate regulatory agencies. Williams' Safety Data Sheets are publicly available to provide interested stakeholders with detailed information and meet local, state and federal requirements. For more information about Williams' Safety Data Sheets, visit our [website](#).



WE MAKE CLEAN ENERGY HAPPEN®

Protecting People & Strengthening Infrastructure

At Williams, we know that operating safely is vital to preserving our long-term business success. As we deliver the products that are ultimately used to heat homes and generate electricity for millions of Americans, we strive to do the right thing, every time. We continue to promote a safety-first culture and operate our assets in a way that continuously exceeds industry standards. Aligned with our Core Values, we operate in a safety-driven manner that protects our employees and contractors and safeguards the public, while also protecting our assets.

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Affordable &
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Minimizing
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**Protecting People
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Infrastructure**

Building an
Empowered
Workforce

Strengthening
Communities

About This Report

*Maintenance Coordinator Anna H. at Pine
Needle LNG Storage Facility in North Carolina.*



Workforce Health & Safety

GRI 103-1; 103-2; 103-3

Personnel Safety

GRI 403-1; 403-2; 403-7; 403-8; 403-9

As we responsibly handle 30% of the natural gas in the United States, we embed safety in everything we do. We could not make clean energy happen without our dedicated employees. Williams genuinely cares about our employees; this is the foundation of our safety culture. It is imperative that every employee and contractor return home from work safe and healthy each day. We empower all employees and contractors to stop work if they suspect a safety hazard at any Williams location.

Our [Environmental, Health and Safety Policy](#) provides a framework for integrating safety performance into our core business activities. Every employee and contractor is responsible for implementing this policy.

The environmental, health and safety committee within the board of directors is responsible for governance and oversight regarding environmental, health and safety matters.

The Williams Integrated Management System is how we put our Environmental, Health and Safety Policy into action. The management system serves as our company-wide platform to manage and reduce risks in our operations, including safety risks. Senior leadership within each operating area is responsible for implementing the appropriate operating requirements, project standards and site-specific procedures set forth through the Williams Integrated Management System. The system aligns with Occupational Safety and Health Administration (OSHA) and Pipeline and Hazardous Materials Safety Administration (PHMSA) requirements.

Employee Training & Initiatives

GRI 403-5; 403-7

Every employee completes safety training designed to promote on-the-job competency. Williams tailors our annual training plan to the role of each employee based on the varying needs of office, field support and core field employees. We require managers to complete a training questionnaire to confirm that direct reports receive appropriate safety and compliance training based on specific roles and responsibilities. We have processes in place to assess training proficiency, including written knowledge checks and performance-based evaluations.



While the 2020 COVID-19 pandemic presented a unique challenge around workplace health and safety, we had an industry-leading, rapid response to the pandemic to protect our employees. We successfully met the health and safety challenge COVID-19 presented, and continue to be committed to a safety culture that delivers top-tier safety performance. At Williams, safety is our highest priority. ”

MARK CLUFF, VICE PRESIDENT OF SAFETY AND OPERATIONAL EXCELLENCE AT WILLIAMS

We maintain a strong safety culture by identifying, mitigating and communicating physical risks across the company. Williams expects every employee and contractor to report all incidents and near-misses related to personnel and process safety. Our Hazard Recognition Focus project teaches personnel about workplace hazards and how to identify them before an incident occurs. The main types of work-related recordable events we experienced in 2020 included strains, lacerations and COVID-19 transmission.

Each week, Williams compiles lessons learned and shares them with the entire company to accelerate continuous improvement. We communicate preliminary incident communications for both high-potential-severity and high-actual-severity incidents within a week to all employees to share initial findings and key takeaway messages.

Williams regularly recognizes our employees for their efforts and commitment to foster a safe work environment. Our Shifting Gears awards program recognizes employees for identifying and mitigating workplace hazards. In 2020, we implemented a field employee-based safety program called the Life Critical Field Improvement program. Supervisors and employees create a safer environment by increasing communication around specific work conditions.

WILLIAMS WAY SPOTLIGHT

Mitigating Safety Risks

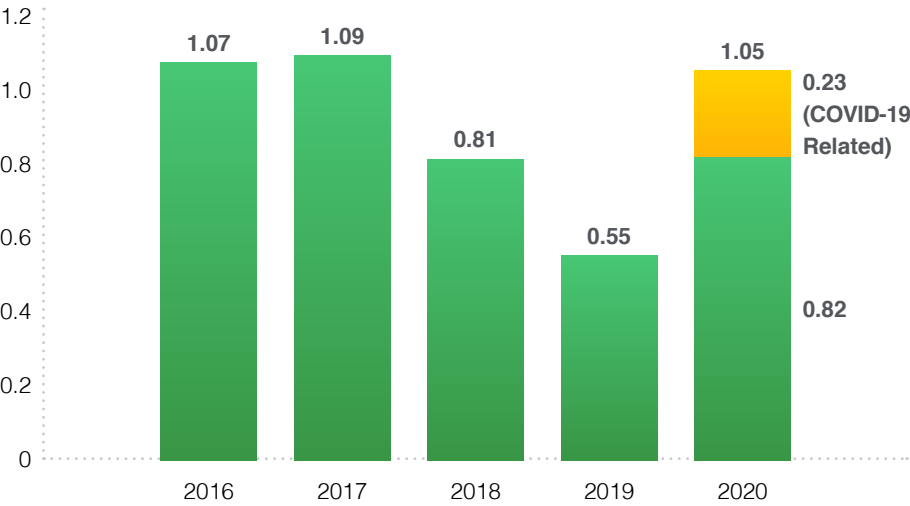
In 2020, Williams implemented an updated Safe Work Management operating requirement for application across all operations for employees who are completing work plans, job safety analyses and work permitting. The update focuses on strengthening hazard recognition and mitigating hazards in the execution of work. The process helps employees correctly select the appropriate safety tasks needed to complete work via a series of detailed questions.

As part of this effort, we introduced the mobile Safe Work Application, an industry-leading virtual tool developed by Williams to improve safety, compliance and effectiveness as part of the work permitting process. In the first year of use, Williams completed more than 185,000 permits through the Safe Work Application. The application alleviates the need to use paper forms and helps employees complete proper permit packages for specific jobs, with prompts to address potential hazards associated with the work. Through the newly developed mobile application, employees complete the process, leaders electronically approve the process and trends are tracked in active permitting.

Comstock meter run in DeSoto Parish, Louisiana.



Employee Total Recordable Incident Rate per 200,000 Work Hours



As a result of our disciplined approach to improve our safety culture and performance, Williams has achieved a 9% reduction in employee recordable injuries since 2017. In 2019, we set a one-year goal to reduce recordable injuries for employees by 10%. We did not meet our goal in 2020, and had a 72% increase in recordable injuries and illness. COVID-19 cases accounted for 22% of our OSHA recordable incidents, and along with hazard awareness, were the primary causes of our recordable incidents. We continue to strive for year-over-year improvement in our safety performance and have set a new goal of a 10% reduction from the previous three-year average in employee recordable injuries for 2021. Continuing to focus our reduction based on a three-year average will continue to drive our long-term journey for incident reduction.

Our continuous improvement team has an ongoing responsibility to improve safety performance by evaluating existing processes and incorporating lessons learned.

Additionally, we take a proactive approach to evaluating our safety culture. Our environmental, health and safety assurance team facilitates safety culture assessments across the company, with a goal to assess each of our 18 franchises by 2023. In 2020, we completed six baseline assessments and, in 2021, we plan to complete another six baseline assessments and two reassessments. We will conduct follow-up assessments to ensure attainment of improvements in safety culture.

In an effort to achieve greater efficiency and increase employee safety, Williams has developed an internal unmanned aerial systems (UAS) program to evaluate and implement drone and remote-sensing technology throughout the enterprise. This technology has helped Williams achieve a higher level of safety by utilizing drone technology to perform aerial inspections of equipment, emergency response, 3D modeling and analysis of geohazards, environmental and permitting inspections of pipeline corridors, and 3D modeling of processing facilities.

Because of the success of this program, Williams now has 12 registered FAA Part 107 Remote Pilots within the company and owns/operates more than 15 different UAS with sensors capable of photography, video, photogrammetry and thermal imaging.

Motor Vehicle Safety

Motor vehicle safety continues as a focus for the energy industry at large, and Williams is dedicated to keeping people safe by preventing accidents involving commercial vehicles. In alignment with our robust reporting culture, we continue to report and evaluate all minor incidents such as a small dent in a bumper. We will continue working until we achieve our target of zero motor vehicle accidents.

We aim to eliminate preventable motor vehicle accidents through a combination of equipment updates and employee awareness. We installed telematics units on all employee fleet vehicles to track, measure and improve driver safety. We collect metrics on acceleration, cornering, speeding and braking, and share the data with employee leaders. In 2020, we achieved a 22% reduction in total claims costs, reflecting a decrease in the severity of motor vehicle accidents.

>20% ↓
reduction in our preventable motor vehicle accident rate in 2020 from 2019.

While we have made great progress reducing our higher-severity motor vehicle accidents, we have more work to do to reduce our low-severity incidents, particularly around hitting stationary objects at low speeds. We continue to face challenges achieving year-over-year reductions in our preventable motor vehicle accident rate. We will continue to work on improving training and awareness in this area, including using tools that will help us to improve our safe driving culture. In 2020, we implemented a new driver safety training program. In 2019 we had a preventable motor vehicle accident rate of 2.27, and reduced it to 1.83 in 2020. Though we drove fewer miles overall in 2020, transferring our performance into a rate allows us to compare the number of incidents per miles driven.

Contractor Safety

Our workers are our most valuable asset. Every day, we aim for zero safety incidents, including third-party suppliers and contractors. Williams actively engages with contractors to support a safe work environment. Our standard contract language includes expectations for contractor and subcontractor safety qualifications, performance, competency and safety execution minimum requirements. We hold contractors accountable for satisfying contractual requirements and complying with all applicable laws, regulations and industry standards.

Williams' contractor safety management plan helps us pre-screen contractors, confirm compliance with safety guidelines and monitor contractor safety performance.



Operations Supervisor Jake M. and Regulatory Compliance Specialist Josh M. at Dallas Fort Worth International Airport.

Our safety grading process assesses contractors based on key performance areas including total recordable incident rate, fatalities, citations, drug and alcohol program compliance and safety management system compliance. Contractors not meeting our minimum requirements must submit a Contractor Risk Management Plan; Williams' leadership needs to approve the plan and the contractor must implement improvements to do business with us. As part of our bid evaluation process, we utilize an environmental, health and safety questionnaire on projects over \$1 million to review the contractor's safety management system and safety leadership maturity.

Williams conducts third-party safety audits and internal evaluations of our contractors to confirm they are meeting both regulatory and contractual requirements. We track audit action items to closure. Failure to close actions by the due date results in a change of contractor status to "deficient" until actions are completed. Our environmental, health and safety specialists work with our contractors daily to maintain a safe and environmentally responsible work environment.

We provide a site- and project-specific orientation for all contractors at the start of each project. Williams uses a visitor log system to manage on-site registration and check the status of all contractors entering the site. Prior to mobilization, we review contractor site-specific and environmental, health and safety management plans against regulatory and contractual requirements to integrate contractors throughout the process.

For large projects, we conduct four-hour safety leadership workshops for contractors and employees to emphasize the importance of superior safety performance, and provide the entire project workforce safety leadership and hazard recognition skills training. As part of our commitment to contractor safety, we collect and evaluate contractor safety metrics. We expect contractors to report all incidents and share lessons learned by completing incident investigations. In 2020, our contractor lost-time incident rate and total recordable incident rate were 0.11 and 0.54, respectively.



Staff Communications Specialist Tom D. and Attorney Casisia C. in Tulsa, Oklahoma.

Employee Health

GRI 403-6

Cultivating a healthy work environment aligns with our Core Values, increases productivity and promotes long-term value creation. We are dedicated to continuously improving health and wellness practices at Williams. We offer comprehensive programs and services—including robust medical plan benefits, disease management programs and wellness coaching—to support the health and wellness of employees during and after work. These benefits are available to all full-time and most part-time employees, regardless of location. The average annual cost trend of our medical plan since 2010 is just 1.2%, which has enabled monthly medical plan premiums paid by our employees to remain flat for six of the past eight years. The national trend for employers during this period is approximately 5%–6% per year.

Our Williams Way to Wellness program is a key component of our employee total rewards package. The program is available to employees as well as eligible spouses and domestic partners.

As part of the program, we provide annual biometric health screenings and wellness assessments to employees with a focus on assessing overall health and early identification of any possible medical risks. While our biometric screening participation decreased in 2020 due to the pandemic, our commitment to this program continues in order to provide our employees with opportunities to make long-term behavioral changes and reward their efforts.

The wellness program also works to encourage healthy living through annual employee initiatives from physical activity to financial planning. For example, we offer a Real Appeal weight-loss program at no cost to eligible employees, spouses, domestic partners and dependents enrolled in Williams' medical plan. We evaluate participation and engagement in existing programs to determine design enhancements and inform communications efforts.

We integrate our employee health and wellness activities with our employee safety efforts to leverage the natural synergies between employee health and safety. For information about personnel safety, see [page 56](#).

COVID-19 Pandemic

COVID-19 brought new challenges to how we manage employee health. We improved training programs and operational processes to help minimize disruption to our business. For example, Williams utilized existing, centralized emergency call numbers as a tool for employees to self-report symptoms or potential exposure to COVID-19.

We followed Centers for Disease Control and Prevention (CDC) guidance for contact tracing and quarantine. Williams also implemented an emergency response/corporate support team, which is a centralized team to track, triage and respond to any potential employee exposure, symptoms or positive cases of COVID-19. This included support from multiple groups including safety, human resources and building facilities to ensure we addressed both safety of our workforce and business continuity.

In addition to centralizing our response effort, we quickly adopted preventive measures in our field locations to protect our employees and contractors and promote business continuity. We also developed business continuity operating teams to evaluate the evolving state executive orders to help maintain compliance in the states where we operate. Field employees engage in different work environments than our corporate offices and therefore require specialized measures to ensure their safety and our continued operations.

These measures include, but are not limited to, social distancing; utilizing technology to eliminate in-person communication; developing isolated crews or “bubble teams” for operations, maintenance and project work; implementing CDC cleaning protocol of field offices and fleet vehicles; and establishing protocols for temperature screening of employees and contractors where necessary.

Because our work was deemed essential during COVID-19, Williams needed to quickly adapt to evolving health and safety risks associated with our critical project work. Through this challenging time, we continued to prioritize the well-being of our employees. For example, when critical maintenance work was required at our Rocky Mountain Midstream franchises in April 2020, we implemented numerous COVID-19 protocols to protect Williams operators and contractors.

These protocols included required personal protective equipment and COVID-19 contingency plans from every contractor, which included “crew bubble” plans to keep crews separate and make sure that a single infection could not impact the entire workforce. Operations, project teams and contractors had to diligently plan and cooperate to execute these protocols, and in doing so, we were able to complete the maintenance work safely and on schedule. We enacted similar protocols on our Leidy South project, Southeastern Trail project and other construction projects to ensure safety and reliability across the organization.

At the onset of the COVID-19 pandemic, we frequently reviewed both internal and external situational data to determine when Williams needed to offer remote working arrangements.

Williams implemented measures in our offices and field locations, including a voluntary work from home policy, flexible hours, a rotating schedule to reduce office occupancy, special accommodations for childcare and business continuity plans for critical infrastructure employees. Despite these efforts, the pandemic increased our recordable illnesses in 2020. We sustained 11 cases of COVID-19 where the cause was, more likely than not, work-related exposure. In response, we established a COVID-19 response team to manage potential cases across the enterprise. These COVID-19 illnesses were recordable according to OSHA guidance issued at the onset of the pandemic. In-house safety professionals, including a certified industrial hygienist, interviewed staff, triaged potential exposures and provided guidance to employees. We also started developing similar exposure groups across the organization to systematically review health hazards across the enterprise and address risks using the hierarchy of controls.

Operations Supervisors Scott N. and Jake M. and Senior Operations Technician Blake E. at Arc Park in Fort Worth, Texas.



Pipeline Safety

Pipeline Integrity

SASB EM-MD-520a.1; EM-MD-540a.1;
EM-MD-540a.2; GRI 103-1; 103-2; 103-3

We operate more than 30,000 miles of pipeline systems to deliver the energy that the United States depends on for heating, cooking and electricity. All pipelines are thoroughly tested and inspected to rigorous standards when installed to attain a baseline of high integrity, reliability and safety. Our assets must be safe and reliable to serve our customers and communities and to generate value for our shareholders.

Williams develops and maintains [Integrity Management Plans](#) for our pipeline systems. These plans provide a structured approach for the continual evaluation of risks and threats, implementing controls to prevent or mitigate the effects of potential incidents.

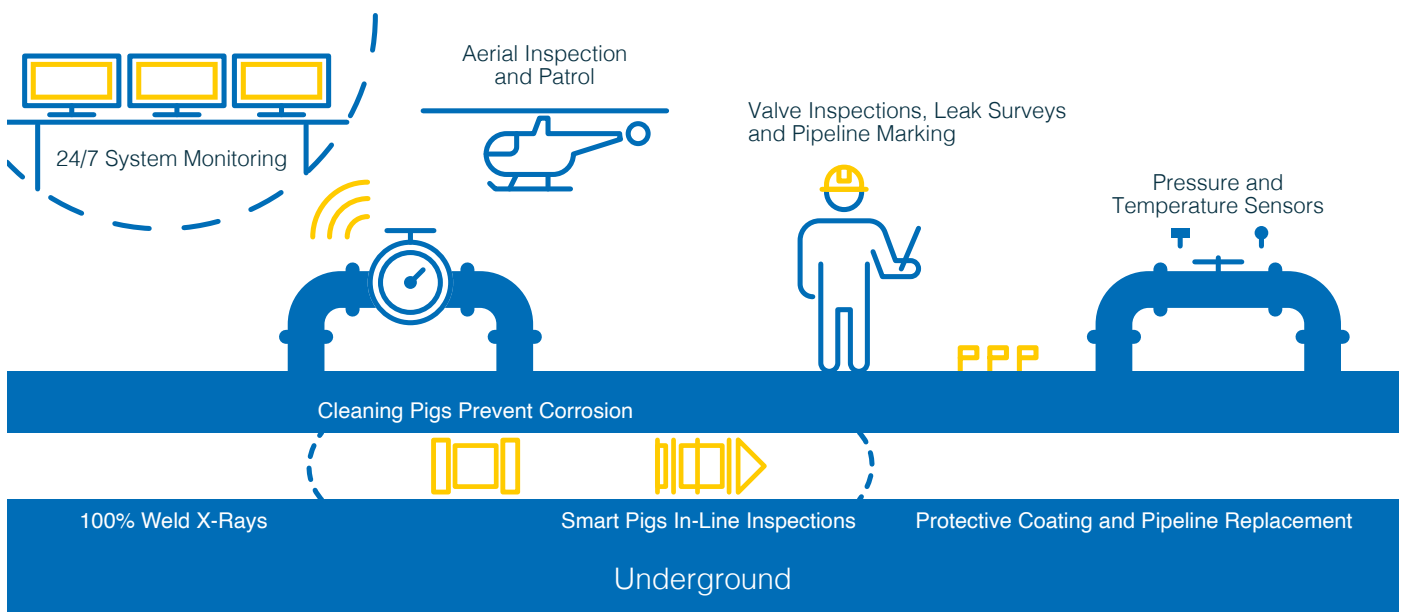
A key element of maintaining pipeline integrity, reliability and safety is the deployment of Pipeline Integrity Assessments and repairs of identified defects. In 2020, Williams completed Integrity Assessments on 72 pipeline segments, with five of those segments warranting repair following field-based evaluation.

Additionally, Williams maintained the high level of performance attained in 2019 with regard to the number of pipeline assessments in high consequence areas that did not require remediation. We will use the 2020 assessment data in continued field evaluations on these segments in subsequent years.

We continuously update our Integrity Management Plans to respond to changes in the regulatory and industry landscape. PHMSA recently imposed additional requirements, including the consideration of seismicity as a risk factor in integrity management, for onshore gas transmission pipelines. PHMSA also published more stringent rules for onshore hazardous liquids transportation lines requiring Integrity Assessments on all onshore pipelines that accommodate in-line inspection tools.

Williams conducts an annual performance evaluation to assess all elements of our integrity programs, pinpoint any improvement opportunities and develop action items to track completion of recommended improvements.

Williams' Pipeline Integrity Program





Operations Technician Blake E. at Landfill Gas Line in Fort Worth, Texas.

Williams identified additional metrics to add to our annual program evaluation, including tracking the number of pipeline assessments that required no remediation and those that required no in-field evaluations.

Williams conducts annual audits of our internal pipeline integrity initiatives conducted by company employees, along with external, third-party audits at least every three years. In 2020, Williams also implemented a dedicated records management system for all records pertaining to the Integrity Management Program. Williams also completed a risk assessment improvement project for pipeline risk analysis to improve the reliability of our risk assessment results and facilitate better decision-making to identify and prioritize improvements.

Williams experienced nine reportable pipeline incidents in 2020, including spills and releases to the environment, four of which were significant PHMSA reportable pipeline incidents. For more information on spills and releases, see the Minimizing Our Footprint section of this report on [page 34](#). We work to remain in compliance with all applicable laws related to our pipelines. In 2020, we experienced \$209,000 in monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations.

Williams monitors pipelines for flow, pressure, temperature and other factors through our dedicated control centers, which include automated system response to potential leak conditions. Technologies such as infrared, acoustic and lasers also facilitate leak detection.

We use Light Detection and Ranging (LDAR) technology to monitor and respond to changing conditions in areas subject to landslides that could adversely affect pipelines. We also employ UAS to monitor pipelines for right-of-way activities that need investigation or response. We train pipeline control specialists on how to recognize abnormal conditions that could indicate a pipeline leak and how to respond accordingly.

Williams completes aerial patrols at intervals prescribed by pipeline regulations, and in certain areas of more dense population, we complete the patrols more frequently than required. We also run cleaning pigs and use in-line inspection tools when needed for flow assurance and to manage many types of threats including internal and external corrosion. We coat all new pipelines with modern coating systems that act as the primary barrier to corrosion. In addition, we apply cathodic protection as a second line of defense to prevent corrosion.

In 2020, Williams deployed helicopter-mounted leak detection technology for surveys in populated areas adjoining the Atlanta and Charlottesville divisions of our Eastern Interstates system. As a coordinated effort between four field districts, the local operations teams conducted semi annual helicopter surveys that are less disruptive to landowners, utilize more sensitive equipment and are a more efficient way to survey more populated areas. Williams is exploring other opportunities to utilize aerial leak survey technology across the company.



Maintenance Coordinator John G. at Spring Ridge South in DeSoto Parish, Louisiana utilizing a thermal imaging camera to inspect process equipment.

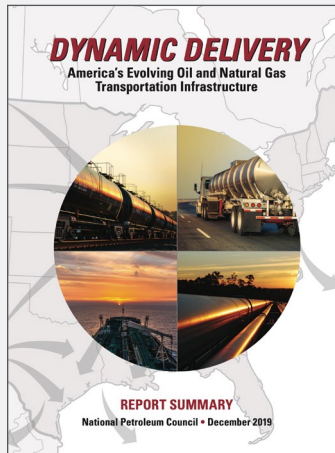
Mechanical Integrity

Williams operates gathering and processing facilities across the continental United States. Maintaining the integrity of these facilities is critical to safeguarding our employees, contractors and the public, while ensuring the continued safe operation of those facilities. The mechanical integrity requirements and guidelines, captured in the Williams Integrated Management System, outline the company's expectations for managing mechanical integrity quality assurance, data management and midstream inspections.

Williams conducts assessments and visual inspections of facilities on an interval-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 establish 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.

As part of our overall quality assurance process, Williams audits integrity plans and procedures annually to reflect improvements from external and internal reviews and lessons learned through program implementation and participation in industry trade association committees. Additionally, Williams implements program maintenance through a continuous audit process that assists in annual planning.

National Petroleum Council Study



Williams led the National Petroleum Council (NPC) Study titled *Dynamic Delivery, America's Evolving Oil and Natural Gas Transportation Infrastructure*. This study reviewed the current state of technology advancement and development as well as future needs for U.S. oil and gas infrastructure. The study concluded that technology developments and advancements have and will continue to significantly improve safety and environmental performance of the oil and natural gas transportation sector.

Since the study's publication, Williams has invested resources into implementing recommendations from the NPC Study. For example, in line with one of its recommendations around the advancement of new technologies, PHMSA implemented new rules that allow prudent deployment of new technologies with a more clearly prescribed process and timeline. This streamlining of regulations allows operators to use "other technologies" if the operator demonstrates an equivalent level of safety for the pipeline. Williams has aggressively adopted new in-line inspection technologies (ILI) to assess our lines for all relevant threats and will continue to do so

through the application of PHMSA's new rule. In addition to improving overall pipeline safety and reliability, these new technologies help Williams reduce methane emissions by offsetting the need for disruptive hydrostatic pipeline testing, which requires venting of methane to complete the Integrity Assessments.

Williams has also applied the study recommendation of cross-industry collaboration with other industry players, as well as with regulators, to improve safety performance. One such collaboration was the development of a comprehensive pipeline safety management system (PSMS) in accordance with American Petroleum Institute (API) Recommended Practice 1173. PSMS is an elective program based on the Plan-Do-Check-Act philosophy of continuous improvement, and Williams believes the program will have a measurable positive impact on our safety performance. Once fully implemented, Williams' PSMS will integrate several existing safety-related systems and processes, helping identify and mitigate gaps that could result in incidents if left unchecked. In 2020, Williams formed PSMS steering and working teams, as well as a quarterly executive engagement cadence to guide program implementation. Each team has functional discipline representation from across the operating and functional areas to provide diverse expertise. This recommended practice provides a framework that is instrumental in improving pipeline safety performance through standardization of key elements of management systems.

Finally, in alignment with other recommendations from the study, Williams participates in many opportunities for industry pipeline safety collaboration including Interstate Natural Gas Association of America, Pipeline Research Council International and applicable joint industry projects. Williams is engaging in research and development opportunities to study the effects of hydrogen blending on existing pipeline infrastructure as well as quantifying impact, risks and mitigations to equipment that could be candidates for a transition to renewable fuel sources. Further, Williams is contributing financially and providing resources to investigate other opportunities to engage in renewable energy utilization, transportation and storage.

Public Safety

Emergency Preparedness

SASB EM-MD-540a.4e

Our operations are often located in areas with high-density populations, and safeguarding the public is fundamental to everything we do at Williams. We have robust processes in place to prepare for and appropriately respond to a wide range of emergency situations. Our goal is to protect Williams' workforce and the communities surrounding our operations.

The Williams Integrated Management System includes company-wide requirements for implementing midstream and pipeline emergency response procedures. We annually review and update our Williams Integrated Management System documents to continuously improve our practices and respond to changes in regulatory requirements.

Operating managers are responsible for establishing site-specific emergency plans at our facilities. We evaluate emergency plans annually to confirm the required notification lists, evacuation processes and operating requirements are in place. Throughout a project lifecycle, from land acquisition to decommissioning, the Williams Integrated Management System operationalizes our required safety processes and procedures.

In implementing API Recommended Practice 1173, Williams thoroughly reviews the emergency response process and identifies gaps. One gap we identified centered on documenting exercises and drills consistently across the organization. Williams now has a process established to maintain consistency and is in the process of updating the emergency response operating requirement to reflect those changes. For more information about API 1173, see Pipeline Integrity on [page 62](#).

As a responsible member of the communities where we operate, Williams provides employees with annual safety drills and training exercises to prepare for a diverse set of emergencies, including accidental releases and security-related incidents. Williams requires emergency responders to be included in relevant training exercises and drills at least every three years. We conduct drills and tabletop exercises with first responders to make sure we both understand needed responses in the unlikely event of an incident on our pipeline systems. We provide instructor-led training courses and web-based training programs to emergency responders through our online portal. We also conduct outreach efforts with emergency responders, including in-person meetings, facility tours and informational mailers. In 2020, Williams sent more than 21,600 public awareness mailers to emergency response agencies.



“As a safety-driven organization, we are committed to safeguarding our employees and our neighbors. We do this by continually expanding and strengthening our public safety campaigns that support one-call center, Damage Prevention and Public Awareness, and our comprehensive contingency plans ensure that our employees and first responders are able to respond immediately, safely and efficiently to any emergency response situation.”

BRIAN MCCOY, DIRECTOR OF ENTERPRISE SECURITY AND SERVICES AT WILLIAMS



Pipeline right-of-way near downtown Fort Worth, Texas.

Williams implemented a pandemic response business continuity plan in 2020 to provide guidance for supplementing existing department business continuity plans with pandemic planning. The plan also established measures to protect employees and safeguard critical business operations during a pandemic or other serious widespread illness. The enterprise plan established activation triggers that are initiated based on current conditions and severity of the pandemic threat. This will help define the operational posture of individual facilities, districts and the organization. Once the executive officer team activates the enterprise pandemic response, individual departments can utilize the corporate or operational readiness planning checklist to assist in preparation efforts.

If an emergency incident does occur, we fully investigate the cause to prevent future occurrences. Our remediation management process establishes a standard method for managing post-emergency responses at company sites. By maintaining updated notification lists, Williams can coordinate with local emergency response organizations to effectively communicate necessary information to local communities. In 2020, there was a lightning strike that ignited a tank at one of our facilities in northeastern Pennsylvania. We collaborated with the local emergency response department to quickly address the situation and mitigate potential impacts on public safety. Fortunately, no injuries occurred as a result of the fire. Williams participated in an after-action review meeting with first responders to review the incident and discuss ways to prevent future occurrences.

We care greatly about the well-being of the communities where we operate, especially during times of emergency. Through our corporate giving channels, Williams provides financial contributions to support local emergency response teams. In 2020, Williams donated over \$600,000 to more than 400 first responder organizations throughout our operating areas. We make charitable investments to employees and communities affected by natural disasters. In 2020, Williams contributed \$3,000 in grants to first responders who completed Williams' online emergency responder training course. We communicate this training and grant opportunity to emergency responders during in-person meetings as well as through our annual mailing program. For more information on Community Engagement, see [page 88](#).



Our online damage prevention toolkit provides field personnel with tools, resources and technologies for identifying and preventing line strikes. We update the toolkit regularly as new best practices, lessons learned or improved tools and technologies become available. Williams uses a dashboard that communicates trends in near-miss and line-strike data across the company and helps drive reporting consistency. In 2020, Williams expanded the dashboard to include supplemental data, including one-call center tickets to provide easier access to centralized information.

Williams successfully mitigated multiple third-party one-call center system failures in 2020, which prevented impacted states from generating one-call tickets or sending tickets to utility operators. We performed 24-hour patrols and took 24-hour calls from excavators to prevent third-party line strikes during these periods. Despite these challenges, Williams did not experience any Department of Transportation (DOT) reportable releases from third-party damages in 2020.

We maintain compliance with all relevant DOT requirements, including the annual manual review (AMR) and periodic procedure review (PPR). The AMR is an annual review to address changes in regulations and technical or industry standards and evaluate whether our operating requirements are adequate and effective. The PPR is done every five years to observe the work done by employees on DOT-regulated pipelines and facilities to determine the adequacy and effectiveness of procedures used in normal operations and maintenance.

Public Awareness

Our focus on public safety contributes to our reputation as a reliable operator. One of the greatest challenges to maintaining safe pipeline operations is accidental damage caused by third-party excavation, construction, farming activities and homeowner maintenance. Williams has robust procedures in place to proactively engage with local stakeholders to help prevent potential safety incidents and reduce third-party damage to pipelines. We integrate best practices from the Common Ground Alliance, a member-driven association committed to preventing damage to underground infrastructure.

Williams' public awareness and damage prevention steering committee oversees the communication and implementation of public awareness and damage prevention initiatives.

We design public awareness programs to enhance safety by increasing knowledge of pipeline locations and safety prevention measures. In 2020, the committee launched a new electronic form and mobile application to make it easier for Williams employees to record supplemental public awareness outreach activities with landowners, farmers, professional excavators and other stakeholders.

Williams sends an annual public awareness mailer to surrounding landowners and community members detailing the importance of calling "811" at least three days before the start of any digging project so underground utilities can mark their lines. We also send a mailer to farming and ranching communities within 10 miles of our pipelines. We always encourage individuals to contact one of our 24-hour control centers to report abnormal conditions or an emergency at Williams' pipelines and facilities.

Process Safety

Williams safely delivers the energy that people use every day to heat homes, cook food and generate electricity. We integrate safety into all aspects of our operations, including how we manage our facilities and assets. The Williams Integrated Management System includes a comprehensive set of policies and standards to manage process safety that ranges from pre-startup safety review policies to process hazard analysis requirements.

We proactively manage process safety risks while complying with applicable regulations and industry standards. To create a uniform approach to conducting safety reviews, we implemented standardized management of change and pre-startup safety review software across the organization that more thoroughly evaluates and tracks modifications to our assets.

Williams implements processes and uses equipment to prevent the uncontrolled release of hydrocarbons and hazardous substances. We follow the API Recommended Practice 754 to track process safety occurrences. In 2020, we experienced 13 process safety Tier 1 events. We aimed to decrease process safety incidents by 10% in 2020 and met this goal, with a 12.5% decrease in Tier 1 and Tier 2 safety events. These releases were predominantly Tier 2 events. A focused task team was set up in 2020 to review process safety releases for common root causes and lessons learned. We set a goal to reduce annual process safety incidents by an additional 10% in 2021.

Williams views strong safety performance as synonymous with a well-managed company. Williams continues to emphasize hazard and near-miss identification and reporting to better investigate potential incidents and mitigate actual incidents before they occur.

78.5% ↓
achieved reduction
in process safety
incidents since 2017.

Our emphasis on high-potential near-misses continues to strengthen our safety culture and builds a deeper understanding of hazard recognition that will ultimately drive down incident severity. We share lessons learned across the company so employees understand key findings.

Our live performance data dashboard for process safety incidents lets us further assess our key safety indicators and identify areas for improvement. The dashboard allows increased visibility into process safety metrics and performance from an enterprise level down to the individual asset.

Operations Technician Blake E. at Delga compressor station in Fort Worth, Texas.



Cybersecurity

As an energy infrastructure company, Williams is keenly aware of potential damages due to cyberattacks, including physical harm, financial losses and reputational damage. We are committed to protecting Williams' facilities, operations and business-critical information to preserve stakeholder and customer trust and promote long-term business sustainability. Williams implements preventive measures, company-wide policies and training courses to avert unauthorized access to our physical locations and computerized systems. In 2020, we blocked 98% of malicious messages.

Governance Practices

Our commitment to mitigating cybersecurity risks extends to all levels of the organization, from facility personnel to the board of directors. Our executive-level steering committee provides additional oversight on Williams' cybersecurity initiatives. In 2020, Williams established a new management structure, with two new teams overseeing cybersecurity issues.

The cyber risk team focuses on cyber governance, risk assessment and compliance review and facilitation. The cyber operations team focuses on access fulfillment, technical security control management, security event monitoring, security standards development and incident response. Additionally, we established a new cybersecurity hardening committee for all groups across IT.

In 2020, the executive-level steering committee approved the refinement of company cybersecurity-related policies: Data Classification, Cybersecurity and Acceptable Use Policy. These three policies include step-by-step guidelines to establish a timely, consistent response to mitigate the effects of any security incidents on our customers, partners and employees.

In 2021, we will incorporate other cybersecurity- and data-related policies into the standards and programs associated with these three main policies. The executive-level committee also improved cybersecurity reporting metrics, such as time lost due to event and incident response actions. We developed a quarterly cybersecurity board report to communicate our performance and any identified risks to the board.

Tulsa pipeline control in Tulsa, Oklahoma.





Operations Technicians Benjamin B. and Kaleb S. at Camstock meter run in DeSoto Parish, Louisiana.

Programs & Initiatives

With the abrupt transition to remote work in March 2020, the COVID-19 pandemic highlighted the need for reinforced cybersecurity. As a result, we created more focused cybersecurity campaigns dealing with home network security and public Wi-Fi. Our new VPN solution provided added security for our newly remote workforce. We also implemented new controls such as anti-virus software for workstations and servers, data loss prevention and cloud security. Additional initiatives included a network behavior analytics project, firewall deployment, a multi-factor authentication project, improved centralized logging, a cell modem management tool and an access management modernization project.

In 2020, our executive-level steering committee established an industrial control systems cybersecurity program.

This program aims to protect, secure and make our technology-based operational assets available to meet business demands. We do this by leveraging the appropriate skill sets across departments, applying best practices and maintaining accountability to leadership, including the board of directors.

We conduct regular internal audits and risk strategy sessions to assess cybersecurity threats and respond accordingly. To complement this effort, Williams contracts with a third party to evaluate our corporate and operations networks. We remain focused on continuously improving our approach to managing cybersecurity. In 2020, we completed a tabletop exercise and a cybersecurity maturity benchmark to prioritize future goals and initiatives. The results of the tabletop exercise indicated that Williams is well versed in handling security incidents and able to effectively triage, investigate and communicate ransomware situations.

Training

Our cybersecurity awareness and training standard helps all employees, contractors and vendors be aware of cybersecurity risks. In 2020, 99.7% of employees completed cybersecurity training to reduce risk exposure. Williams also deploys monthly simulated phishing emails to practice identifying and responding to email attacks. We require employees and contractors who fail a phishing email test to complete additional training.

Williams supplements training programs with awareness initiatives that call attention to cybersecurity through posters, presentations, newsletters and events. For the past five years, Williams has hosted a Know Williams event during National Cybersecurity Awareness Month to inform employees about the different types of cybersecurity risks. In 2020, virtual sessions included topics like “Identity Theft” and “Scams Exploiting COVID-19” to better equip our employees to protect data and privacy.



WE MAKE CLEAN ENERGY HAPPEN®

Building an Empowered Workforce

Our employees are our most valuable resource and we have a longstanding commitment to attracting, developing and retaining the very best talent in the industry. We take pride in our high-performing culture and our low turnover rate, which highlights the importance of investing in our people so they can reach their full potential. We believe that we create long-term value by conducting our business ethically and creating a culture of respect. Our founders, Dave and Miller Williams, set the tone in 1908 as they began a legacy with the motto, “a good job on time.”

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Affordable &
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Minimizing
Our Footprint

Protecting People
& Strengthening
Infrastructure

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Workforce**

Strengthening
Communities

About This Report



Diversity & Inclusion

GRI 103-1

Increased racial tensions across the United States and globally in 2020 served as a stark reminder that, as a company and a nation, work still needs to be done to address ongoing discrimination and inequity issues. Williams wants all employees to feel respected and valued for their contributions. We believe that Diversity and Inclusion (D&I) fosters innovation and collaboration, brings out the best in our people and drives business success. We are working to embed D&I in our daily culture through leadership accountability, employee education, workplace practices and proactive allyship.

Governance

GRI 103-2; 103-3

Williams' commitment to D&I starts at the top, and our leadership is vocal about embracing a diverse and inclusive workforce. Our chief executive officer (CEO) pledged support for the CEO Action for Diversity and Inclusion Coalition. This pledge outlines a specific set of actions that signatory CEOs will take to cultivate a trusting environment in which employees feel comfortable and empowered to have conversations about D&I.

These actions include implementing unconscious bias education, encouraging ongoing dialogue and sharing strategic inclusion and diversity plans with the board of directors.

Our senior vice president and chief human resources officer is responsible for D&I at Williams and reports directly to the CEO about D&I issues. Both of these senior executives also sit on the Diversity and Inclusion Council, which includes our entire executive officer team and high-performing employees from across the company. The Diversity and Inclusion Council identifies D&I opportunities and initiatives to implement throughout our organization. The senior vice president and chief human resources officer reports to the board of directors regarding D&I on a biannual basis.

In 2020, the Diversity and Inclusion Council formed a metrics subcommittee to create a comprehensive view of our current workforce and provide data needed to set short- and longer-term goals and initiatives related to increased diversity.

The Diversity and Inclusion Council developed an internal metrics dashboard to help identify gaps, track progress and prioritize improvements in hiring and retention. In early 2021, this data was shared internally in our inaugural annual Diversity and Inclusion Report.

Williams has several policies that reinforce our commitment to an inclusive workplace. 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. Williams communicates diversity-related policies to employees through our internal intranet site, company-wide communications and team meetings. We annually train on these policies through our Code of Business Conduct and Harassment trainings.



“ I am passionate about working in a culture that lifts up and provides a voice to all. Receiving this award is meaningful and humbling. The most important thing I can do as a leader is to nurture and develop our people and continue paving the way for their success. ”

KANDI WILSON, SUPPLY CHAIN MANAGER AT WILLIAMS

Resources & Training

We believe that every employee contributes to building an inclusive culture, and we provide a variety of tools and resources to employees and leaders to help them do so. In 2020, we expanded the Williams D&I resource library to help facilitate candid conversations at work and home about racial injustice and discrimination. The resources include a Leader Inclusion Playbook to help teams navigate conversations about inclusion, reading resources and topical webinars. We also created a D&I feedback form to capture employee thoughts and suggestions on fostering an inclusive environment at Williams.

In 2020, we introduced an ongoing educational platform, Catalyst, to provide additional tools and resources that stimulate meaningful conversations, drive social awareness and promote allyship across the company. The senior management team completed a Catalyst “Leading Inclusive Teams” training, which provided necessary leadership skills to manage diverse teams and build a more inclusive workplace. Williams will require all individuals in formal leadership roles to complete the training in 2021. Our corporate membership with Catalyst also allows each employee to register with their work email address to access all content, free of charge, including research, webinars and exercises.

WILLIAMS WAY SPOTLIGHT

Championing Diversity & Inclusion

In 2020, Kandi Wilson, manager of central service's supply chain, received Williams' Randy Barnard Leave the Ladder Down Award. This award honors those who serve as a champion of inclusion and reinforce Williams' inclusive culture.

The Leave the Ladder Down Award program began in 2008 as a way to recognize leaders who model the Williams Way—treating employees, customers, business partners, shareholders and the communities we serve with respect and dignity. Kandi promoted minority-owned vendors and was instrumental in creating the new Code of Conduct for Suppliers and Contractors that requires vendors to adhere to our strong Code and Core Values, including respect for human rights.

Supply Chain Manager Kandi W. and Williams' President and CEO Alan A. in Tulsa, Oklahoma.



100%

of employees are required to complete sexual harassment training each year to recognize and avoid the types of behaviors that contribute to an uncomfortable work environment. We monitor this training to ensure 100% completion.

We also implemented a series of enterprise-wide panel events called Candid Conversations, designed to encourage dialogue and allow employees to develop a deeper understanding of our diverse backgrounds. In 2020, we held three related events and will continue this program in 2021. We also created a D&I Microsoft Teams channel to provide employees a safe space to engage in conversation and dialogue.

In 2020, we revitalized our employee resource groups to provide formal and grass-roots opportunities for dialogue, information-sharing and networking to promote a more inclusive culture for all employees. Current employee resource groups include veterans, women and LGBTQ employees. These groups function in a flexible and responsive way to the changing needs of our organization and our employees. Employee committees also help facilitate new and exciting initiatives. For example, an employee-led Black History Month committee planned our first enterprise-wide Black History Month program.

Diverse Employee Representation

GRI 405-1

We strive for diverse representation at all levels through our talent management practices and employee development programs. We are committed to helping all employees elevate into company leadership positions by creating an equitable playing field.

Williams is dedicated to providing leadership development opportunities for all employees. We emphasize D&I during all development conversations and succession planning initiatives. In 2020, 26% of our leadership team was female or ethnic minority. Our female leadership representation increased from 16% to 18% from 2019 to 2020, while ethnic minority leadership representation stayed flat at about 10%.

Williams is addressing gender and ethnic representation in our field workforce. Through strategic partnerships with organizations such as Catalyst and Women's Energy Network, we are accelerating leadership development and expanding opportunities for diverse employees. For example, we are involved with Men Advocating for Real Change

(MARC), a Catalyst initiative that inspires men to leverage their unique opportunity to be advocates for equity. We attended a MARC conference in 2020 and launched related programs within the company.

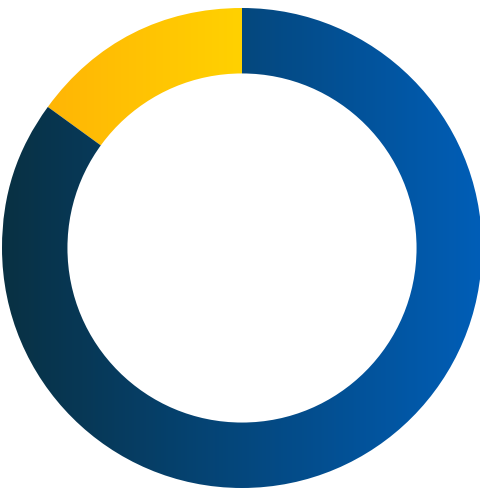
We implemented a broader selection of identifiers for employees to select in our human resources system's self-identification process. Options now include race/ethnicity, sexual orientation, gender identity, preferred gender pronoun and employee resource group affinity. In doing so, we are able to facilitate broader diversity reporting at the enterprise level and better employee engagement.

Inclusive hiring practices and developing a diverse talent pipeline are important ways we promote inclusion in our workforce. Williams works to cast a wide net in recruiting for potential employees to consider many different qualified applicants. We also partner with universities and technical schools to support education and internship opportunities for diverse students. In 2020, we expanded our strategic partnerships with schools, implemented more inclusive job descriptions and refreshed our interview guides to include D&I-focused questions. For additional information on our hiring and development practices, see [page 78](#).

Williams was the first major energy infrastructure corporation to have a female chair. Dr. Kathleen Cooper retired from the board in 2020, but we have continued our long practice of having gender diversity on our board by adding two new female directors this past year. See the Corporate Governance section on [page 13](#) for more information about our board of directors.

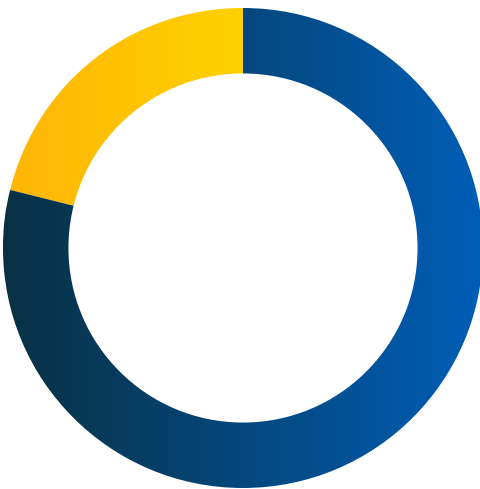
Williams 2020 Diversity Data*

Ethnic Diversity at Williams



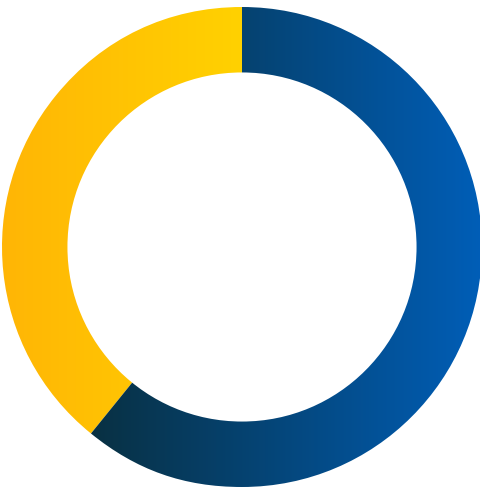
15% ethnically diverse 85% not ethnically diverse

Gender Diversity at Williams



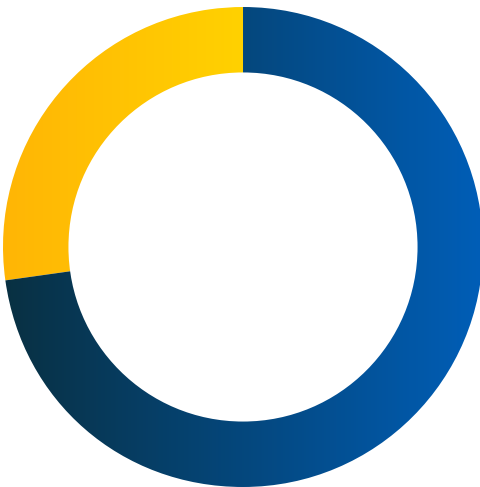
21% women 79% men

Roles Held by Ethnically Diverse Employees at Williams



39% technical and support roles 61% professional and managerial roles

Roles Held by Female Employees at Williams



27% technical and support roles 73% professional and managerial roles

*Data represents the roles held by female and ethnically diverse employees at Williams, respectively. Technical roles 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 use technical and operations skills to support office related or administrative work. Professional roles primarily achieve results through individual contributions, internal consulting, and project management. Managerial roles are accountable for functional and/or program management and typically manage the work of two or more individuals.

Employee Attraction, Retention & Development

GRI 103-1; 103-2; 103-3; 404-3

Employee Attraction

Williams' strategic and operational business results rely on attracting the best talent in the industry. We leverage various recruiting strategies to hire candidates aligned with our business needs. Our primary recruitment platforms include external job boards, our Williams Careers site, career fairs, university programming and community partnerships. We also offer a Talent Scout Incentive program to broaden Williams' candidate pool through employee referrals.

In 2020, we focused on inclusive hiring processes. Our Diversity and Inclusion Council and executive leadership identified increasing diverse talent in the recruitment and application process as an important focus area.

To do so, we refreshed interview guides with inclusive questions aligned with Williams' core competencies. We launched a training for hiring managers focused on inclusion in the interview process and diversified our interview panels when possible. We also utilize Textio, a writing tool that helps identify hidden biases in writing, while drafting job descriptions to make them more inclusive.

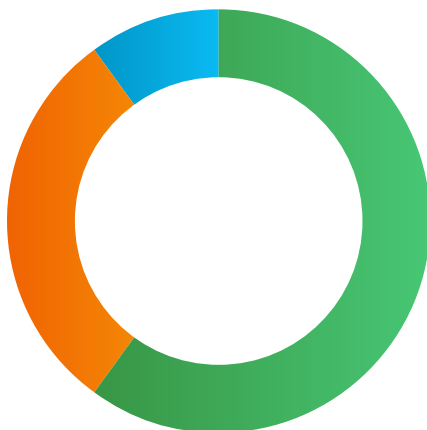
Williams partners with universities and technical schools in the United States to recruit for entry-level opportunities and paid internships. In 2020, 29 students joined the company from 15 universities, spanning nine states. We continue to expand our partnerships and program giving with a special focus on underrepresented student groups and programs.

We also partner with Genesys Works, an organization that provides pathways to career success 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. Over 70 high school students have interned at Williams over the last decade and, in 2020, all seven interns were college-bound. Even when the pandemic forced a shift to remote work, we retained our interns and created new ways for them to contribute from home.

Employee Retention & Development

Our employees are instrumental in our mission to safely deliver products that fuel the clean energy economy. Williams employs nearly 5,000 people across the United States and supporting each of them in their professional and personal lives is key to our success as a company. As our company grows, we remain focused on creating a safe, inclusive workplace where employees feel valued and heard.

Our retention efforts, which include professional development opportunities and a leading benefits package, allowed us to maintain a low voluntary turnover rate of 4.6% in 2020, compared to 6.1% in 2019.



2020 Employee Age Distribution

10% under 30 years old

60% 30–50 years old

30% over 50 years old

We conduct employee engagement surveys to identify Williams' strengths and weaknesses from our employees' perspectives. The survey results help us evaluate and continuously improve our approach to employee engagement.

We encourage employees to engage in open dialogue regarding their professional development through ongoing, one-on-one meetings with supervisors and during formal performance reviews. We measure performance through the achieved results associated with 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 2020, 100% of employees received a performance assessment and 10% received a promotion.

We value our employees and want to provide internal development opportunities. In 2020, we placed an intentional focus on recruiting internal talent for new development and promotional opportunities. Williams' internal human resources system allows employees to view and apply to all currently posted requisitions. We fill approximately 42% of all open positions from within.

90

rating received
by Human Rights
Campaign Foundation's
Corporate Equality
Index in 2020.

WILLIAMS WAY SPOTLIGHT

Supporting Our Veterans

Williams sponsored the Disabled America Veterans guide to hiring and retaining veterans with disabilities. The guide uses best practices for hiring and retaining veterans. Veterans gain exceptional experience and rigorous technical training through the military, making them ideal candidates for positions at Williams. These skills directly align with our need for adaptability, quick learning, accountability and effective project execution. We strategically recruit military veterans through virtual career fairs, targeted social media campaigns, virtual information sessions and direct partnerships. We recruit veterans for positions at all levels in the organization and, as a result of our efforts, more than 8% of Williams employees in 2020 were veterans. In addition to military leave, Williams provides pay offset by any military pay, and benefits, for up to 12 months of military leave.

Senior Vice President of Corporate Strategic Development Chad Zamarin and Williams' President and CEO Alan Armstrong at the 2020 Veterans Day Parade in Tulsa, Oklahoma.





“ At Williams we deeply value our employees and see them as one of our greatest assets, and therefore invest in them. This starts with making sure we’ve made ourselves an appealing and attractive employer to all talent. We set the guidelines for all employees to be successful, be developing and be part of a truly inclusive culture. ”

MIKEALE CAMPBELL, DIVERSITY AND INCLUSION PROGRAM MANAGER AT WILLIAMS

Training Programs

Williams offers robust corporate and technical training programs coupled with strong employee engagement to support the professional development of our employees and long-term business value. We provide training opportunities that reflect an employee’s position, specific responsibilities and the local regulatory environment.

On average, Williams’ employees completed 37 hours of compliance and technical training in 2020, in addition to leadership and development training not tracked through our learning management system. Field employees typically require more training than office-based personnel due to the nature of the job. In total, employees completed 174,000 hours of corporate and technical training in 2020.

Training expenditures decreased significantly in 2020 compared to previous years primarily due to COVID-19 restrictions that limited in-person meeting opportunities and travel. We remain committed to the professional development and upskilling of our employees.

Our baseline leadership programs help support current leaders by providing tools and training resources to promote success in their roles. For example, we encourage employees to participate in McKinsey Black Leadership programs, which help equip Black employees with the capabilities, mindsets, behaviors and network to help them achieve their professional aspirations.

Our early career professional development program enables post-undergraduate employees to participate in an intensive, three-year rotational or nonrotational program to build technical expertise at Williams. The program consistently achieves strong representation across diversity dimensions, helping build a robust pipeline of future talent. Over the last five years, on average 27% of our early career program hires were ethnic minorities and 40% were female. Our early career program is one avenue to help us fill the gap by bringing in new diverse talent.

We also offer a Safety Leadership training program for executive leadership and directors as well as operations managers and supervisors. The program brings the Williams safety vision to life by demonstrating the importance of leading by example and modeling safety behaviors and practices.

2020 Employee Training

Employee Category	2018	2019	2020
Corporate and technical training hours completed by employees	172,000	175,000	174,000
Corporate and technical training hours completed per employee	32	37	37

For executive leadership and directors, this interactive and personalized course provides 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. For operations managers and supervisors, the course effectively engages and influences employees and contractors in difficult safety conversations and creates an environment that enables employees and contractors to advance the safety culture. For more information on safety at Williams, see [page 56](#).

Succession Planning

Williams engages in talent review and succession planning to assess our organizational capability and guarantee ongoing talent capacity. Our Talking Talent program enables us to evaluate talent across the company and calibrate accordingly. Additionally, our Talking Development program provides the opportunity for managers to think strategically about the broader spectrum of development needs and identify themes. Aligning these themes to the strategic priorities of the organization helps ensure that succession and development plans support the growth of individuals and the business. As part of our succession analysis, we also review the demographics of our potential successor pool. We utilize career transition services to support transitioning individuals through a combination of career coaching, networking, industry-specific job leads, reskilling and upskilling.

WILLIAMS WAY SPOTLIGHT

Business Development & Training Programs

We launched a variety of new development initiatives in 2020, including a focused program for project management teams. This program includes a project management boot camp, in which 20 employees were selected to participate.

We also developed and deployed a new commercial development program specifically created for Williams Commercial and Business Development employees by McKenzie Pitch Partners. During the second half of 2020 and the first quarter of 2021, 56 select senior-level employees and mid-level managers completed the course focused on key business development skills and deal progression techniques to advance a strong customer focus commercial culture at Williams. Due to the success of the program, we will continue to expand eligibility to additional employees in 2021. Through such programming, employees will develop a common understanding of the business development and sales process, as well as improve their commercial acumen.

We also launched an operations technician development program, which helps employees understand baseline standards and prepare for future business needs through additional skills training. In 2020, 542 operations technicians completed Phase 1 of the training program.

Senior Administrative Assistant Sandra T. and Supply Chain Supervisor Roderick G. in Houston, Texas.



Employee Benefits

Williams provides a comprehensive total rewards program that includes base salary, an all-employee annual incentive program, retirement benefits and a health and wellness program. In 2020, a third party assessed our benefits package to make sure plans and programs were meeting the needs of our diverse workforce. Our benefits program exceeds the benchmarks for both our industry segment and the energy industry as a whole.

Williams provides employees with company-paid life insurance, disability coverage and paid parental leave for both birth and non-birth parents. In 2020, we increased paid parental leave to six weeks. Additionally, more than 95% of Williams' employees are saving for retirement through our 401(k) plan. Whether or not they utilize the Williams 401(k) plan, all employees receive company-paid retirement benefits.

We recognize and reward our employees who play a critical role in our company's success. Williams' discretionary Annual Incentive Program (AIP) offers incentives based on company-wide performance, individual performance and select environmental and safety metrics to drive business results, enhance collaboration and motivate employees.

Williams has expanded the focus from just safety and financial metrics to include environmental goals and, in 2021, Williams will target a 10% reduction in loss of primary containment events from our 2020 performance. We also added an environmental, health and safety training completion metric to the front-line quarterly bonus. These goals emphasize our focus on reducing environmental and safety risk.

By having a stake in the success of the company, employees will find more opportunities to make Williams stronger. We therefore provide an employee stock purchase plan to purchase company stock at a 15% discount. In 2020, 41% of eligible employees elected to participate in the program.

Union Labor

GRI 102-41

Organized labor serves as an important voice advocating for the necessary expansion of domestic energy infrastructure. We have strong relationships with unions in many of our pipeline areas. Williams recognizes the right of employees under the National Labor Relations Act to, among other things, organize, form, join or assist unions and to engage in protected, concerted activities. Williams is dedicated to creating a workplace that respects and values all employees and maintains an environment of open and direct communication.

We develop mutually rewarding relationships with our employees through fairness, trust and integrity. Because we encourage a direct partnership with our employees, we do not believe in the need for an outside group to speak on their behalf. In 2020, none of Williams' employees were represented under collective bargaining agreements.

Williams has a longstanding practice of assessing local talent first for all available job positions. For our Leidy South project, more than 70% of the contracts executed in 2020 were with companies that use organized labor.

Operations Technician Damon F. at Cotton Belt compressor station in Fort Worth, Texas.



Ethics & Compliance

GRI 102-16

Williams' employees and board of directors act with integrity as we deliver the products people rely on for electricity, heating and cooking. Our commitment to upholding high standards of ethics and compliance is a key driver of our ability to operate a sustainable, profitable company.

Our Core Values—Authentic, Safety-Driven, Reliable Performers and Responsible Stewards—guide how we perform our work every day on behalf of our stakeholders. Living by these values earns the trust of our customers, local communities, investors and other stakeholders and contributes to our long-term success. Our Code of Business Conduct sets the ethical conduct expectations for officers, directors and employees at all levels. It also applies to Williams subsidiaries and, in certain cases, our joint ventures.

The Code is our primary mechanism to drive compliance with all laws, avoid conflicts of interest, maintain a safe and inclusive workforce and report ethical concerns. As outlined in the Code, we strictly prohibit any act of corruption, including 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.

All employees must annually complete Code of Business Conduct training. As part of this computer-based training, employees must acknowledge that they have read and understand the Code's expectations. In addition, senior leadership must complete an 11-question certification to confirm their understanding of Code expectations. New employees must complete the training within the first 30 days of employment. In 2020, 100% of our employees completed compliance and ethics training courses.

The Williams Ethics and Compliance program communicates and manages key elements of ethics and integrity, including through our Core Values, Code and guidelines for reporting suspected violations. Williams' chief ethics and compliance officer has oversight responsibility for our Ethics and Compliance program, and high-level personnel are responsible for the effectiveness of this program.

The Williams Ethics Advisory panel assesses the effectiveness of the Ethics and Compliance program and recommends enhancements as necessary. We incorporate benchmark comparative metrics in our annual assessment as part of the evaluation process. In coordination with the Ethics Advisory panel, internal subject matter experts and internal audit team, we also conduct an annual risk assessment to review compliance with our ethics policies.



Authentic

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



Safety Driven

Safeguarding our people and neighbors is ingrained 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 to protecting the environment.

WILLIAMS WAY SPOTLIGHT

Ethics & Compliance Program

In 2020, we evaluated our Ethics and Compliance program against updated Department of Justice (DOJ) guidance. Though much of the enhanced federal guidance was already contained in our program, our 2020 policy governance initiative further supports the availability and clarity of guidance regarding corporate policies. This policy governance initiative established a common and consistent process for the drafting, review, updating, approval and communication of enterprise-level policies. We created an enterprise-level management policy to provide clear guidance regarding the process structure and design. We also contracted with the Business Ethics Resource Center (BERC) as a key gatekeeper to ensure consistent handling of enterprise-level policies. BERC's role is to help guide stakeholders through the established annual review process and assist in facilitation of an enterprise communication plan regarding new and updated policies. New policy recommendations are worked through the BERC Office and presented to the Williams Ethics Advisory panel for approval.

Annually, and when guidance such as the recent 2020 DOJ updated guidance becomes available, the BERC Office and the chief Ethics and Compliance officer conduct an internal review of the Williams Ethics and Compliance program to review current methods used to promote, monitor and enforce compliance with our policies and standards. We communicate the results of this review in an annual report to the Williams governance and sustainability committee. Additionally, we compare the company's noncompliance data against the published NAVEX Global hotline benchmarking report. The BERC Office also meets annually with Ernst and Young to discuss the effectiveness of our program.

Commercial Contract Analyst Robin V. and Market Intelligence Analyst Stephanie A. in Houston, Texas.

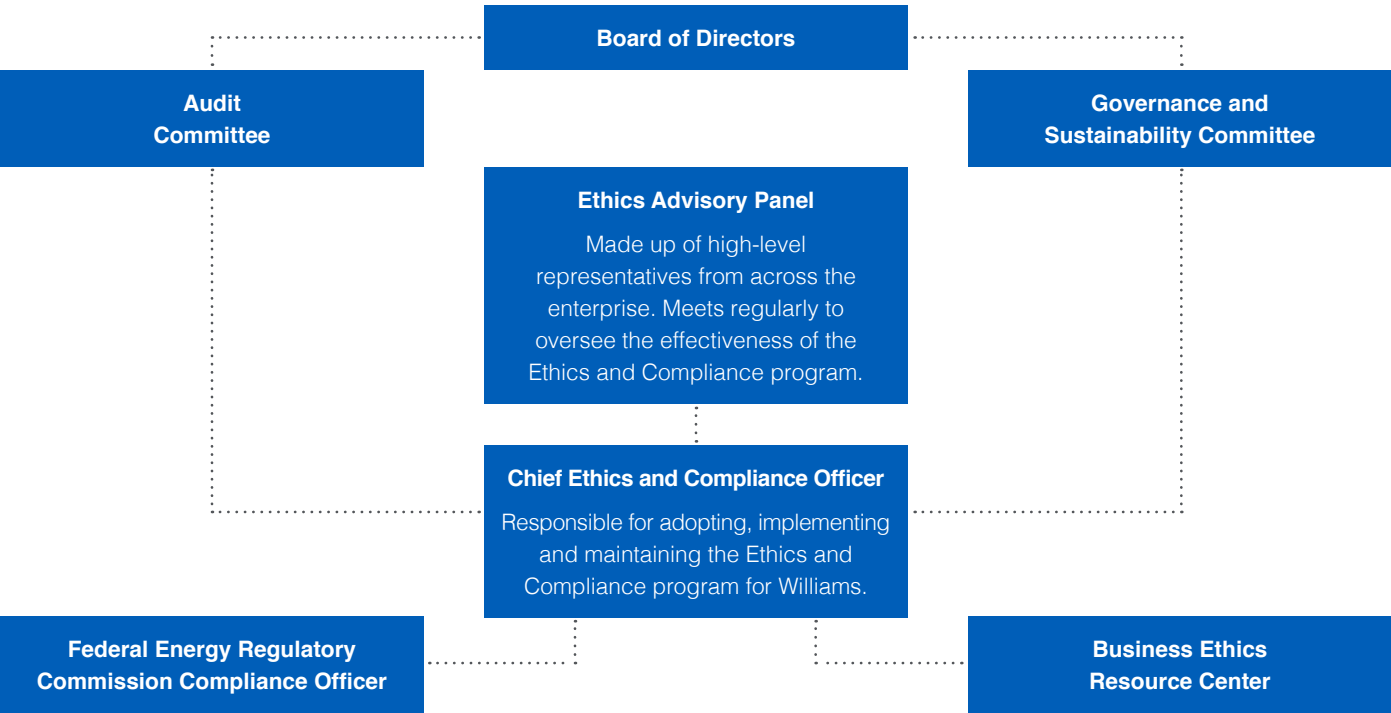


We strictly prohibit any act of corruption, including bribery, the making of facilitation payments, fraud, extortion, conflicts of interest and the giving or receiving of gifts that are designed to influence the recipient's judgment. The Williams board of directors audit committee has established procedures for the receipt, retention and treatment of complaints regarding accounting, internal accounting controls or auditing matters. Williams was not involved in any pending or completed legal actions, fines or settlements in 2020 regarding bribery, corruption or anti-competitive violations.

Certain Williams customers, including Chesapeake Energy Corporation (Chesapeake), have been named in various lawsuits alleging underpayment of royalties and claiming, among other things, violations of anti-trust laws and the Racketeer Influenced and Corrupt Organizations Act. We have also been named as a defendant in certain cases filed in Pennsylvania based on allegations that we improperly participated with Chesapeake in causing the alleged royalty underpayments.

We believe that the claims asserted are subject to indemnity obligations owed to us by Chesapeake. Chesapeake has reached a settlement to resolve substantially all pending Pennsylvania royalty cases, in which settlement applies to both Chesapeake and us. The settlement does not require any contribution from Williams and is awaiting court approval.

Ethics and Compliance Governance Structure



Reporting Concerns

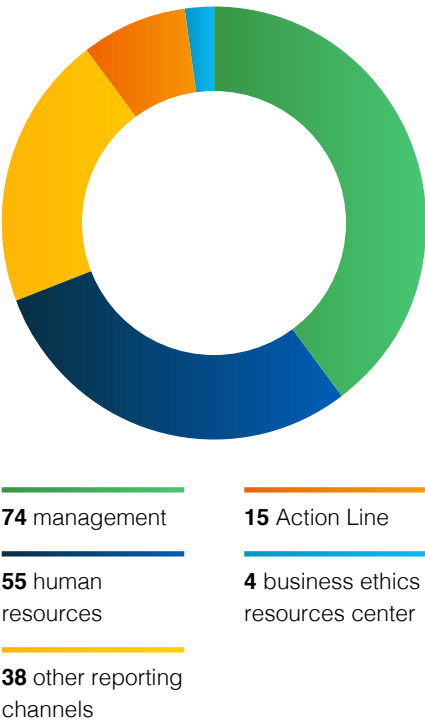
GRI 102-17

We encourage our employees to report suspected violations of any law, regulation or company policy. It is against our policy for employees to engage in or tolerate retaliation or any form of harassment directed against an employee who reports a suspected problem in good faith. Williams offers several confidential mechanisms for reporting, including the Williams Business Ethics Resource Center, the Williams Action Line and our online ethics reporting site. Employees can access the Action Line 24 hours a day, seven days a week.

An independent third party operates the Action Line to ensure confidentiality. We proactively communicate these resources through the Williams Ethics and Compliance program and on our internal and external websites.

Williams evaluates all alleged violations of law or company policies to assess the need for and level of investigation. Williams determines the appropriate next steps and, where warranted, takes appropriate corrective action, up to and including dismissal. In 2020, we received 186 concerns through ethics reporting channels. Additionally, the Williams board of directors receives quarterly updates regarding the Ethics and Compliance program.

2020 Number of Inquiries Received Through Ethics Reporting Channels





WE MAKE CLEAN ENERGY HAPPEN®

Strengthening Communities

As a responsible steward, Williams is committed to positively affecting the lives of those who live near our assets and operations. Our employees work and live in the communities where we operate, so we take great pride in developing strong community relationships. We build trust by maintaining open and responsive communication with suppliers and community members, including landowners and Indigenous Peoples. We promote positive relationships with community stakeholders through engagement, meaningful investments and responsible supply chain management.

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**Strengthening
Communities**

About This Report



Community Engagement

As a good neighbor, Williams prioritizes developing and strengthening relationships with the communities where we operate. Williams actively engages with a variety of community stakeholders, from local business owners and community leaders to public officials and nongovernmental organizations. We employ multiple communication channels to foster open dialogue, including digital platforms, in-person meetings, newsletters and open houses. Our goal is to engage stakeholders throughout the lifecycle of our projects and operations.

In 2020, we participated in more than 220 stakeholder engagements with local communities, including 13 community events, six open houses, 70 phone interactions with Native American tribes, 18 meetings with chambers of commerce, 14 environmental justice meetings and 13 meetings with county commissioners.

Williams upholds a process for receiving, analyzing and responding to community concerns, including maintaining a dedicated email address to receive and manage local concerns. Williams employs the Federal Energy Regulatory Commission's (FERC) voluntary pre-filing process to engage affected stakeholders prior to submittal of a formal project certificate application. Activities include public meetings and consultations with elected officials, community leaders and affected landowners. We followed this process for such projects as the Regional Energy Access project in 2020.

Williams' community and project outreach team serves as the central contact point for stakeholder engagement efforts related to pipeline projects. The team develops and maintains a project-specific public participation plan for major projects.

We implement these plans through use of our Public Outreach Strategy Guide, which formally outlines Williams' approach to community engagement and consultation. The guide emphasizes the importance of early contact, continual communication and being flexible whenever possible. Executive oversight of community engagement falls within the responsibility of both our vice president of communications and corporate social responsibility, and also the vice president of government affairs and public outreach.

In 2020, we implemented new tools to better communicate and track engagement with stakeholders, including a new stakeholder management database that helps us inform and engage stakeholders concerning Williams' latest expansion projects.



“ Williams believes in the importance of building and maintaining positive relationships in the communities where we operate. Our community engagement efforts go well beyond what's required, as we strive to engage stakeholders early and often about our projects and operations, to support local initiatives and to be recognized as an active and engaged member of the community.”

KYLE TARPLEY, COMMUNITY AND PROJECT OUTREACH SPECIALIST AT WILLIAMS



Senior Administrative Assistant Charolette J. on Williams' Day of Caring in Lake Charles, Louisiana.

The system allows us to successfully meet regulatory required notifications and manage interactions with stakeholders on an ongoing basis. For example, in 2020, we used a comprehensive stakeholder management system to conduct mailings to several hundred stakeholders regarding the Regional Energy Access pre-filing process. We then submitted the stakeholder list to the FERC as a component of our pre-filing process. Overall, the system improved Williams' ability to effectively communicate project information in alignment with regulatory requirements.

We are also leveraging Spark Influence, a communications tool that enables Williams to quickly and easily reach stakeholders through email and mobile messaging. This system provides us with the ability to communicate directly with a broad base of contacts in an efficient manner. In early 2020, we used the system to communicate our commitment of \$1 million for COVID-19 relief. We also used the Spark system to distribute project-based newsletters, notably for the Leidy South project.

We sent multiple issues of the Leidy South newsletter to thousands of recipients to keep interested stakeholders informed about the progress of the project.

As a result of the COVID-19 pandemic, Williams faced unique challenges with our traditional community engagement efforts. We worked to find creative solutions to engage with communities in safe, socially distant ways. For example, we conducted both in-person and virtual open houses for community members to provide additional information and listen to feedback related to Williams' Regional Energy Access project.



Supply Chain Specialist Julia F. on Williams' Day of Caring in Tulsa, Oklahoma.

As part of the FERC pre-filing process, the company is required to hold a series of open houses to inform landowners and stakeholders about the scope and need for the proposed project. Due to the COVID-19 shutdown, the company sought creative ways to effectively inform and engage stakeholders while meeting current requirements for social distancing and limits on public gatherings. The company also sought ways to meet the public's preference for attending either in-person or virtual meetings, and not disenfranchise any member of the public from participating in the process.

Williams held three in-person and three virtual open houses in late June and early July 2020. In-person open houses included social distancing requirements, the use of masks and limits on attendance based on state protocols. We held the virtual open houses on dates aligned with the in-person events. In addition to a general project overview, Williams provided online, interactive maps, which allowed attendees the opportunity to submit comments regarding the project directly onto the maps; this an entirely new method for engaging stakeholders on the project.

Williams is focused on close, proactive partnership with community members and groups. As we develop new infrastructure projects, a major priority for the company is facilitating a two-way dialogue and ensuring that community members' questions and concerns are voiced, heard, discussed and addressed.

Williams is proud of our community engagement efforts to date and consider our work in this area "best-in-class." But we are also committed to continuous improvement. Environmental justice laws, regulations and other government policies at the state and federal levels are evolving quickly. Williams is currently reviewing our past performance and revising our environmental justice processes based on feedback from community partners and other internal and external stakeholders. We anticipate that our approach to environmental justice will continue to evolve in response to what we learn from the communities where we operate, as well as requirements in new government policies.

We ultimately aim to make sure that:

- » We have the right processes and tools in place to enable and empower community members in raising their questions and concerns on Williams' projects.
- » We respond quickly and make adjustments as needed based on the input we gather from environmental justice communities.
- » We take a comprehensive and thoughtful approach to engaging environmental justice communities during project planning, construction and after a project is placed into service.
- » We communicate company-wide on our approach to environmental justice and its importance.

Beginning in 2021, project certificate application filings with the FERC will include environmental justice considerations, which, during the permitting process, will help Williams better evaluate the potential impacts of our operations on disadvantaged communities.

Community Investment

Williams is committed to strengthening the communities where we operate by listening to the needs of our neighbors and supporting these needs through strategic initiatives that make a difference. We focus our community giving on initiatives that help energize employees, strengthen communities and enhance business execution. In 2020, we contributed nearly \$11 million to more than 2,200 organizations through our community giving channels, including cash contributions, in-kind donations and matching programs. Despite challenging business conditions, Williams increased charitable contributions from 2019 to 2020 to provide additional support to communities affected by the pandemic.

The Williams Foundation

The Williams Foundation, established in 1974, helps guide our approach to community giving and bridges the gap between shareholder interests and community needs. The Foundation board collaborates with executive leaders and our corporate social responsibility team to develop and approve budgets for supporting specific charitable programs. The Williams Foundation bylaws and charitable contributions standards outline our giving process and safeguard the integrity of our contributions.

Over the past 10 years, Williams has contributed nearly \$100 million to support science, technology, engineering and math (STEM) education; workforce readiness efforts; park and land conservation programs; first responder and disaster relief efforts and other initiatives that make communities stronger.

The COVID-19 pandemic affected the lives and livelihoods of many in the communities where Williams operates. In 2020, the Williams Foundation contributed over \$990,000 in grants to provide community support, with a primary focus on emergency response, food insecurity, health and human services and K-12 distance learning solutions for public schools. The Foundation also matched contributions from Williams' employees to amplify their efforts.

In addition to financial contributions to support COVID-19 efforts, Williams donated nearly \$10,000 worth of personal protective equipment to health care workers, provided nearly \$30,650 worth of restaurant gift cards to Tulsa health care workers at several hospitals and contributed hand sanitizer to organizations in Utah and Oklahoma. We also purchased two 3D printers for an employee in Danville, Pennsylvania, to print 850 face shields for a local hospital; the printers were later donated to local schools.

For additional information about the Foundation's investments and achievements, please see our [2020 Community Investments Report](#).

Sequoyah Elementary School on Williams' Day of Caring in Tulsa, Oklahoma.





“ We would like to extend our deepest appreciation to Williams Companies for your generous support of our mission and efforts in 2020. We can’t thank you enough for rising to the occasion through creativity, significant support from your leadership team and establishment of an atmosphere that combined fun with purpose to deliver meaningful increases in donations. The year-over-year growth in support during very challenging times and circumstances truly makes Williams Companies a leader amongst leaders. ”

CHRIS PRESTON, VICE PRESIDENT OF CORPORATE RELATIONS AT UNITED WAY WORLDWIDE

Corporate Giving

We support several charitable giving methods aimed at making a difference in local communities. Investments focus on health and human services; education; arts, culture and humanities; safety; environmental quality, protection and beautification; and civic betterment. In 2020, Williams added an external application process to the company website, making it easier for eligible nonprofit organizations to apply for quarterly grants.

Williams’ operating area leaders and program area committees help identify community investments that best support the specific needs of each community. In 2020, Tulsa celebrated its 30th year in a row raising more than \$1 million for the Tulsa Area United Way. Williams supported 164 United Way organizations in total.

In 2020, Williams engaged a third-party provider to survey 1,500 community members across 22 states where Williams operates to better understand the giving priorities of our local communities.

The results of the study indicate the top priorities for charitable giving are STEM education, parks and land conservation efforts, first responder support and health and human services organizations. Williams plans to use the information gathered through these surveys to help inform our community investment decisions. Below, we provide examples of charitable giving aligned with these key priorities.

Land Conservation

In 2020, Williams partnered with the Arbor Day Foundation (ADF) on two tree planting projects, part of ADF’s initiative to plant more than 25 million trees worldwide in 2020. Our donation enabled ADF to plant 26,000 trees in Virginia and 9,290 trees in New Jersey in 2020. The two projects will create longlasting environmental benefits over the next 40 years, including sequestering 60,655 metric tons of carbon dioxide, eliminating 341 tons of air pollution and intercepting 556 million gallons of rainfall to prevent harmful storm water runoff.



2020 Community Giving by Program Areas

23.64% health and human services

20.92% United Way

18.49% environmental quality, protection and beautification

16.49% education

5.91% arts, culture and humanities

6.48% civic betterment

6.02% safety

2.05% other

Additionally, with the help of Williams' funding, the Oglebay Good Zoo in Wheeling, West Virginia, is caring for two female red wolves that could potentially be bred in coming years and then released into the wild as part of the U.S. Fish and Wildlife Service's Red Wolf Recovery Program. Red wolves are the second most endangered animal in the United States. They once roamed through the eastern states, but today only nine remain in the wild. The red wolves at Oglebay are among only 250 managed in captivity.

Education

We support STEM education programs to prepare students for jobs that will be increasingly critical to solving societal challenges. For example, in 2020, Williams began supporting OpenSciEd, a program designed to give teachers the materials, support and power to get kids excited and curious about the world around them and confident in their ability to figure it out through questioning, investigating and solving problems. The high cost of quality science materials often prevents districts from adopting the best curricula; additionally, those who invest in good programs may do it at the expense of adequate professional learning that helps teachers make necessary instructional shifts.

Being freely available, OpenSciEd creates an environment where districts need not make this compromise. Since its launch in 2019, over 21,000 educators from all 50 states have registered with OpenSciEd to access their materials. While the program is still in the development phase, organizers maintain close contact with their 250 field test teachers and 5,000 field test students in 100 districts in 10 states.



Senior Vice President and General Counsel Lane W. at our virtual Route 66 Marathon in Tulsa, Oklahoma.

Additionally, Williams supports Trout in the Classroom, an environmental education program that teaches students how to raise trout from eggs. Through this process, students must also monitor tank water quality and engage in stream habitat study, enabling them to learn about water resources. At the end of the program, students release the trout in a state-approved stream near the school or within a nearby watershed. Throughout the year, each teacher tailors the program to best fit the individual curricular needs.

Health & Human Services

The Williams Route 66 Marathon brings thousands of people together in Tulsa, Oklahoma, from across the world. The Charity Challenge allows runners to participate in the Williams Route 66 Marathon without paying race registration, but instead by raising money for charities that the race benefits. Over the years, hundreds of Williams employees have participated and run in one or more of the races. Due to the COVID-19 pandemic, participants submitted their personal race results through an online platform as part of the marathon's "virtual run" in 2020.

Proceeds from the event benefit Kicks for Kids. Kicks for Kids is the Williams Route 66 Marathon's own charity, with the mission of encouraging the health and wellness of disadvantaged Tulsa youth. Kicks for Kids pairs Williams Route 66 Marathon race directors with local elementary schools to help kids complete their first 5k during the Williams Route 66 Marathon race weekend. A local running store runs a training program for participants to help them achieve this goal. Williams Route 66 covers the registration fee for every student participant. In addition to race swag, each kid receives the mentorship of a Williams Route 66 Marathon race director.

In 2019, Kicks for Kids launched a new program to outfit student participants with a free pair of running shoes through partnerships with local businesses and donations from fundraising runners; through this program we provided 175 students with new shoes to run the race. In 2020, due to the pandemic and school closures, Kicks for Kids instead supported 24 families during the holidays, providing groceries, gift cards, clothing and toys.



Engineer James O. at Williams' Day of Caring in Tulsa, Oklahoma.

Employee Volunteering

Williams believes in giving both time and resources generously to make a difference in our communities. We support volunteer efforts by granting employees time off to volunteer with charitable organizations. Across the country, our employees serve on nonprofit boards and as mentors, coaches, committee members and volunteer firefighters. Employees are proactive in helping their communities and each other in times of need.

Active involvement in the communities where our employees live and work is at the heart of Williams' company culture. In 2020, Williams employees volunteered 18,263 hours with charitable organizations, representing \$521,226 in value based on a \$28.54 value per volunteer hour in 2020. Even though the total number of hours decreased from 2019 levels due to limited volunteer opportunities related to pandemic restrictions, our employees remained as committed as ever to engaging with their communities.

To help employees maximize their contributions to local communities, we 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, nonprofit organizations. Williams' 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.

Through volunteer activities, Williams employees help conserve important natural resources in our own backyard. For example, in 2020, Williams employees in Wyoming volunteered with the Wyoming Game and Fish Department and the WYldlife Fund to plant 1,500 sagebrush seedlings that will help support local wildlife such as sage-grouse and pronghorn antelope. The goal is to reestablish the natural sagebrush, which is a critical part of the ecosystem.

The project is part of a larger effort to restore land originally cleared for a well pad that is now being decommissioned.

Our volunteers also support Williams' objectives to promote increased education in the communities where we operate. For example, in early 2020, Williams employees volunteered for JA in a Day, a Junior Achievement program that connects volunteers to classrooms at a school for a full day of financial literacy activities.

Through these activities, we can help teach elementary students early on to be responsible for future finances. In 2020, Williams supported Junior Achievement programs in New York, New Jersey, Oklahoma, Pennsylvania, Texas and Washington, as well as the national organization, JA USA. This support has expanded in 2021 to include Ohio, West Virginia and Wyoming.

Indigenous Peoples

Williams understands the importance of investing time to understand different cultures, traditions and beliefs, including those of Indigenous Peoples. We respect the tribal sovereignty of the federally recognized Native American tribes in the United States. Our goal is to build trust through open communication and regular dialogue with the 143 Native American tribes living near our operations.

As a company with interstate pipelines regulated by the FERC, we adhere to Section 106 of the National Historic Preservation Act. The Act 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 to advise Williams on the identification and evaluation of these properties. Williams' public outreach and environmental permitting teams have primary responsibilities for tribal outreach efforts.

Our [Human Rights Policy and Statement](#) outlines our commitment to respect human rights and avoid complicity in human rights abuses. The statement includes respecting the rights of Indigenous Peoples. In 2020, Williams had no incidents of violations involving the rights of Indigenous Peoples.

Developing relationships of trust with Native American tribes has never been more important for our nation's energy industry, particularly for those sectors in which Williams operates. We use an internal guide to provide best practices and recommended processes for successfully engaging this key stakeholder group.

We complement the guide with land and permitting guidelines tailored to specific tribes. For example, we have established required guidelines for Williams employees working on lands managed by the Confederate Tribes of the Umatilla Indian Reservation (CTUIR). The reservation is about 172,000 acres in Umatilla and Union counties, Oregon. Williams' Northwest Pipeline system traverses approximately 10 miles of CTUIR land.

We regularly identify opportunities to incorporate feedback from Native American tribes into our project planning. In 2020, we hosted 70 phone interactions with the tribes to support open communication and seek mutually beneficial outcomes. Our communications with Native American tribes decreased from 2019 because we have fewer new projects requiring significant tribal engagement.

As part of our commitment to building positive relationships with Indigenous Peoples, we provide meaningful charitable contributions to tribal initiatives. For the second 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 youth and their families participate in the Youth Summit, designed to help strengthen Native American youth physically, mentally, socially and culturally. While the Youth Summit was held virtually in 2020 due to COVID-19 concerns, hundreds of students tuned in for a full day of sessions.

Williams also sponsored the American Indian Science and Engineering Society (AISES) annual conference in October 2020. This virtual networking event was designed to increase the representation of Indigenous Peoples of North America in STEM studies and careers. Founded in 1977, AISES is a national nonprofit organization that promotes the highest standards of education and professional excellence to widen the STEM workforce.

For more information on community giving at Williams, see [page 91](#).

Landowner Relations

Williams collaborates with more than 100,000 landowners to operate our critical energy infrastructure systems that span 26 states. Williams would be unable to deliver the clean energy people rely on without these partnerships. As such, we work to maintain successful relationships with landowners who grant us the privilege of establishing permanent easements across private land.

We strive to build landowner relationships based on mutual trust. In all cases, we treat landowners fairly by providing them 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, open houses and in-person meetings. We abide by the Interstate Natural Gas Association of America's Commitment to Landowners, a set of recommended behaviors that member companies agree to follow when engaging landowners.

The commitments include building lasting relationships through mutual respect and trust, providing accurate and timely information, negotiating in good faith, responding to landowner concerns in a timely fashion and driving continuous improvement. We also adhere to applicable state regulations such as the Texas Landowner Bill of Rights.

For existing partnerships, we conduct an annual checkup of our assets on landowner properties to confirm that our infrastructure continues to operate safely and unobtrusively. We have ongoing communications with landowners to expeditiously resolve concerns and complaints. In 2020, we leveraged virtual communication tools such as virtual open houses to engage landowners in project outreach when safely conducting in-person meetings was not possible due to COVID-19.

For proposed pipeline projects, we apply a standardized approach to engage potentially affected landowners early in the process.



“ The establishment and fostering of landowner relationships are a keystone in the culture and values that we represent at Williams. Our teams focus on the safety and reliability of our systems while being responsible stewards of the land by supporting local landowners and their communities. As a reliable performer and partner in clean energy, our commitment is to remain authentic, honest, transparent and respectful within our communities where our families work and live. ”

WENDY WHITFILL-EMBRY, MANAGER OF LAND AND REAL ESTATE AT WILLIAMS



Right-of-way near Desoto Parish, Louisiana.

Our focus on early engagement enables us to explain the project, obtain permission to survey the land and conduct a formal negotiation process. Williams recognizes that landowners can have concerns related to our projects, including apprehension related to safety, property value and construction impacts. We encourage landowners to ask questions, voice concerns and communicate their preferences so we can create mutually beneficial solutions. For more information about how we provide accessible energy, and how Williams actively addresses concerns related to our operations, see [page 20](#) and [page 98](#).

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 is required to notify landowners up to half a mile from the proposed pipeline route.

93%

of new landowners in our easement negotiations have reached a mutual agreement with us, which is 30% better than the industry average.

We distribute a brochure developed by the FERC that describes what to expect if a proposed project runs through a landowner's property. In 2020, we distributed more than 1,400 mailers to landowners for the FERC pre-filing process.

We work to minimize the impact on communities by locating the pipeline along existing rights-of-way, roadways or other utility corridors. We aim to reach mutual agreements with all new landowners. Our corporate philosophy is to introduce eminent domain only as a last resort.

We try to reroute when possible to avoid property owners who do not want to work with us. For projects certified by the FERC, we use a federal eminent domain process. As part of this process, Williams maintains a formal landowner complaint resolution procedure to identify concerns and determine an appropriate resolution in a timely manner. Since 2018, we have had zero condemnations, and we continue to have a goal of zero condemnations. Through a new strategy and hard work in developing landowner relationships, Williams was able to pay more to landowners while having fewer condemnations.

Noise Management

Managing the noise from our operations is an important element of respecting the communities where we operate. Elevated sound levels can negatively affect human health and the environment, which is why we take responsibility for controlling noise from our operations 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 make sure we do not exceed the maximum decibel levels established by federal, state and local noise regulations. We use a variety of technologies to reduce sound levels, including exhaust silencers, low-speed fans and centrifugal compressor units.

We complement technology measures with building and landscaping designs that use trees and noise walls for sound deflection and absorption. As our operations expand or the local landscape evolves, we adapt to make sure we remain in compliance with noise regulations. In doing so, we minimize impact to our neighbors and protect public health.

Downtown Fort Worth wellsite, Fort Worth, Texas.



Supply Chain Management & Responsible Procurement

GRI 102-10

Williams worked with more than 4,245 suppliers across the United States in 2020 to procure the materials, goods and services needed to support our daily operations. We seek to develop relationships with suppliers that share our commitment to operational excellence and uphold our Core Values. In 2020, we successfully completed several key steps, such as publishing a Code of Conduct for Suppliers and Contractors and enhancing our supplier qualification process, which will serve as a foundation for further integrating sustainability into our procurement and supply chain management strategy moving forward. Our goal is to continue laying the groundwork for developing a more resilient, sustainable supplier base.

Supply Chain Management

GRI 102-9

Our suppliers directly affect the financial success of our operations, influencing our ability to deliver value to our customers, investors and local communities alike. Williams uses a supplier relationship management process to segment suppliers into categories and direct Williams spend through a strategic supplier base defined by category strategies. Through this process, we can better assess the reliability and resilience of our suppliers and identify Tier 1 suppliers with the highest spending, strategic value and potential risks. On average, Tier 1 suppliers represent the top 80% of total annual spend.

In 2020, we published a Code of Conduct for Suppliers and Contractors that drives our commitment to be a good corporate citizen and comply with all applicable laws and regulations, including those regarding all who interact with us. The Code covers environmental, social and governance (ESG) standards including prohibition of discrimination, freedom of association and collective bargaining, and environmental management. We require all suppliers to acknowledge and comply with the Code in order to do business with Williams. Williams' goal is full implementation of supplier acknowledgement by the end of 2021.

Williams holds suppliers to high standards on both product quality and services, and routinely evaluates our Tier 1 suppliers to confirm compliance with company policies, performance expectations and regulatory requirements. Suppliers not meeting our expectations may be subject to contractual remedies, up to and including termination. In 2020, Williams incorporated questions as part of the overall audit program to also include an assessment of supplier performance on social and environmental topics. Williams also completed five on-site audits of Tier 1 suppliers, despite COVID-19 impacts.

2020 Supplier Spending

Supplier Type	Number of Suppliers	Total Spending
Tier 1	309	\$1,216,149,919
Tier 2 and Tier 3	3,936	\$295,232,333

In 2020, the Williams Supply Chain team enhanced the supplier qualification process by taking a deeper review of supplier practices and commitments on social and environmental topics. As part of this process enhancement, we require new suppliers or suppliers under re-evaluation to complete a self-assessment questionnaire that includes questions on diversity, human rights policies and code of conduct for business partners. This approach allows Williams to conduct business with suppliers that align with Williams' ESG expectations, as Williams continues to work with suppliers to help them improve and align with our evolving ESG expectations.

Human Rights

Williams strives to respect human rights through our supply chain by collaborating with suppliers that share our Core Values relating to freely chosen employment, working hours, respect in the workplace, wages and benefits, and health and safety. We see supplier relationships as an opportunity to share best practices and promote continual learning and improvement with respect to human rights.

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, diversity and inclusion, 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 will take reasonable steps to confirm that involved parties follow human rights best practices.

We recognize our responsibility to protect internationally recognized human rights within our own operations and avoid contributing to human rights infringements within our supply chain. 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 confidentially handle all concerns submitted via the Williams Action Line. For more information on the Williams Action Line, see [page 85](#).

Responsible Procurement

When surveying the market for potential suppliers, we only procure goods and services from qualified organizations that meet our safety, compliance and credit requirements. Williams is increasingly evaluating companies on ESG factors because we recognize the advantage of working with suppliers aligned with our sustainability priorities.

In 2020, we updated our procurement purchasing processes and sourcing strategies to allow for better oversight on spending with environmentally and socially conscious suppliers. For example, we started piloting the inclusion of ESG-based prerequisites as part of our supplier qualification assessment. We will continue to identify opportunities to standardize and embed ESG criteria into our procurement process. Our goal is to acquire services and goods based on transparent, objective and cost-effective decision-making and risk management.

Senior Operations Technician Pete S. near Grapevine Mills Mall well site in Fort Worth, Texas.





Williams vendor for masks, Shon Simon and team, in Los Angeles, California.



“ 2020 was intense and full of uncertainty, but the grace, sensitivity and kindness that the Williams staff showed us during a global pandemic was unmatched. The amazing thing about our experience with the Williams staff is the electrifying sense of community and culture, and as a business owner, I constantly use Williams as the benchmark for business culture. Williams [is] an example of excellence and it was an honor to serve you. ”

SHON SIMON, CHIEF EXECUTIVE OFFICER AT SHON SIMON COMPANY

We make efforts to hire local suppliers 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 [page 32](#). Additionally, we support suppliers from historically underrepresented groups including women and minorities. We are working to better understand the diversity of our existing supplier base by incorporating pertinent questions as part of our supplier onboarding process and annual recertification.

In 2021, we will finalize implementation of an enterprise-wide resource planning system that will enhance our ability to execute through strategically identifying key areas to diversify our supply chain and collaborate with diverse suppliers.

As an example of diverse procurement, during the COVID-19 pandemic, the Williams Supply Chain team had to quickly pivot to procure supplies that would protect Williams employees and the continuity of operations.

We used a crowd-sourcing mechanism by which employees submitted ideas for non-traditional suppliers. Through that process, a minority/woman owned business was identified that would not have been a traditional channel for Williams. With our responsible procurement commitment top of mind, Williams procured 25,000 masks from this small business owner, who has since publicly recognized Williams' commitment and impactful support.



WE MAKE CLEAN ENERGY HAPPEN®

About This Report

In 2021, we conducted independent third-party limited assurance for select 2020 greenhouse gas emissions, pipeline integrity and safety data. Internal audit also agreed metrics to supporting documentation and verified there was evidence of review.

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Company Overview

Providing Clean,
Affordable &
Reliable Energy

Minimizing
Our Footprint

Protecting People
& Strengthening
Infrastructure

Building an
Empowered
Workforce

Strengthening
Communities

About This Report

*Asseff Road right-of-way in
DeSoto Parish, Louisiana.*





Materiality Assessment

GRI 102-44; 102-46; 102-47; 102-49

In 2020, we engaged a leading sustainability consultancy to lead a materiality assessment to help Williams verify focus areas, reveal opportunity areas and prioritize sustainability topics that matter most to the company and our stakeholders. This process applied the Global Reporting Initiative (GRI) stakeholder inclusiveness and materiality principles.

After completing a benchmarking assessment to narrow the list of potential topics, we collected data from a variety of inputs, including interviews with senior leaders and board members; an employee survey; and interviews with external stakeholders such as customers, investors and community organizations. We supplemented our stakeholder engagement with analysis of numerous written sources to provide further evidence of the importance of each environmental, social and governance (ESG) topic.

The outcome of this assessment resulted in eight material topics under the pillars of ESG, further detailed in this report. While Williams and our stakeholders consider these topics most “material” according to the GRI definition of materiality, in this report we discuss a variety of additional topics that are also important to the company and our stakeholders.

Material Topic	Description	Boundary
Climate Change	Managing the business, physical and transitional risks and opportunities of climate change in the short, medium and long term by developing climate change strategies, implementing relevant governance practices and establishing effective management oversight to promote resiliency. Contributing to a low-carbon economy by deploying and seeking to deploy new technologies and decarbonizing energy sources, including but not limited to renewable natural gas, green hydrogen and biofuel. 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.	Internal: Williams Companies External: Investors, communities, customers, consumers
Diversity and Inclusion	Promoting Diversity and Inclusion across Williams' operations at all levels of the organization, including at the board of directors and management levels, through direct hiring practices and initiatives to develop a diverse talent pipeline. Providing equal opportunity in development and supporting diverse business resource groups.	Internal: Williams Companies, board of directors External: Suppliers, customers
Employee Attraction, Retention and 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 and flexible work hours. 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.	Internal: Williams Companies External: Prospective employees

Material Topic	Description	Boundary
Energy Affordability and Access	Providing access to affordable energy, which can positively impact local economies and improve standards of living by providing a clean and reliable source of energy for heating and cooking.	Internal: Oil production, gas and liquids transportation; gathering, processing and treating; storage External: Customers, consumers
Operational Greenhouse Gas Emissions	Reducing Scope 1 and Scope 2 greenhouse gas emissions from Williams' operations by enhancing operational efficiency, reducing energy use and increasing renewable energy use to power operations.	Internal: Williams Companies
Pipeline Safety	Upholding the integrity of pipeline systems through effective controls and digital monitoring systems such as LiDAR, and aerial inspections to prevent potential incidents and maintain pipeline equipment. 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 noncompliance and maintaining up-to-date spill prevention plans.	Internal: Production, gas and liquids transportation; gathering, processing and treating; storage External: Communities
Public Policy	Participating in development of sound local, state and federal energy policy through industry groups and direct engagement with relevant public officials.	Internal: Gas and liquids transportation; gathering, processing and treating; storage External: Regulators, industry associations
Public Perception	Managing public perception and education around natural gas development in the United States to further support for the responsible use of fossil fuel across stakeholder groups.	Internal: Gas and liquids transportation; gathering, processing and treating; storage External: Customers, consumers, regulators and communities
Workforce Health and Safety	Providing employees and contractors with health and safety education, job training and the tools needed to do their job safely. Prioritizing the design of safe operations and work practices while promoting a robust safety culture. Incorporating both physical and emotional safety. Utilizing management systems to maintain compliance with applicable regulations. Promoting workforce health through relevant programs and initiatives related to mental health and physical well-being.	Internal: Williams Companies External: Contractors

Report Details

GRI 102-50; 102-5; 102-52; 102-53; 102-54; 102-56

This 2020 Sustainability Report covers Williams' operations from January 1 through December 31, 2020, unless otherwise indicated. Williams develops an annual sustainability report using both qualitative descriptions and quantitative metrics to describe our policies, programs, practices and performance in ESG areas. 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 2021, we conducted independent third-party limited assurance for select 2020 greenhouse gas emissions, pipeline integrity and safety data. See our ERM CVS Assurance Statement on [page 124](#) for more information. Internal audit also agreed metrics to supporting documentation and verified there was evidence of review.

Williams referenced the Sustainability Accounting Standards Board (SASB), Task Force on Climate-related Financial Disclosures (TCFD), GRI Standards, and the United Nations Sustainable Development Goals (SDGs) to guide the development of our 2020 Sustainability Report. This report has been prepared in accordance with the GRI Standards: Core option.

At each stage in the report development process, we considered key reporting principles, including stakeholder inclusiveness, sustainability context, materiality and completeness. The report content reflects our most important sustainability topics as identified through our materiality assessment plus numerous other topics of interest to a broad range of our stakeholders. For more information or to offer comments and suggestions about this report, contact WilliamsContact@williams.com.

Staff Communications Specialist Nicole N. at DeSoto Parish right-of-way in DeSoto Parish, Louisiana.



Performance Data Table

Metric	2016	2017	2018	2019	2020
Environmental Metrics					
Scope 1 greenhouse gas emissions CO ₂ e, million metric tons ^{1, 2}	13.3	12.27	10.74	11.13	10.43
CO ₂ (excluding emissions from exported power and heat)	11.49	10.40	9.09	9.46	9.14
Methane (CO ₂ -equivalent)	1.81	1.86	1.64	1.66	1.29
N ₂ O (CO ₂ -equivalent)	0.0063	0.0051	0.0048	0.0048	0.0047
Scope 1 greenhouse gas emissions CO ₂ e, percent methane ²	14	15	15	15	12
Carbon emissions intensity, Scope 1 CO ₂ e/million USD revenue ³	1,769	1,524	1,232	1,363	1,351
ONE Future methane intensity, percent gathering and boosting ⁴	N/A	N/A	0.042	0.032	0.027
ONE Future methane intensity, percent processing ⁴	N/A	N/A	0.020	0.017	0.018
ONE Future methane intensity, percent transmission and underground storage ⁴	N/A	N/A	0.031	0.032	0.022
Scope 2 greenhouse gas emissions CO ₂ e, million metric tons ^{1, 5}	N/A	N/A	1.15	1.55	1.50
Sum of Scope 1 and Scope 2 greenhouse gas emissions CO ₂ e, million metric tons ^{1, 6}	N/A	N/A	11.89	12.67	11.94

¹ 2020 Data Assured by ERM CVS.

² Gross direct (Scope 1) greenhouse gas emissions in millions of metric tons of CO₂-equivalent. 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 under GHGRP due to reporting thresholds are calculated referencing GHGRP and ONE Future protocols. Methane emissions from sources that aren't applicable under the GHGRP are calculated using ONE Future protocol for 2018–2020 only. Data excludes emissions from offshore assets, corporate office buildings and company vehicles. Global Warming Potential rates are 25 for CH₄ and 298 for N₂O. No Williams facilities are covered by emissions limiting regulations. Williams does not produce biogenic emissions from its direct operations. Williams does not produce hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride or nitrogen trifluoride emissions. In 2020, we restated 2016–2019 Scope 1 emissions data, which resulted in changes of less than 0.5%.

³ Gross direct (Scope 1) greenhouse gas emissions in metric tons of CO₂-equivalent, divided by total revenue in million USD. Includes CO₂, CH₄ and N₂O. Revenue is based off Total Revenues as reported in the 2020 10K Filing.

⁴ The methane emissions intensity is by Williams' segment, and is calculated in accordance with the ONE Future methodology. 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. In 2020, we restated 2018–2019 ONE Future methane intensity, percent gathering and boosting. This resulted in a small decrease in the numbers.

⁵ Gross location-based energy indirect (Scope 2) greenhouse gas emissions in millions of metric tons of CO₂-equivalent. The consolidation approach is operational control. 2020 emissions were calculated using U.S. EPA Power Profiler Emissions Tool 2019, using emission factors from U.S. EPA eGRID2019 multiplied by kWh energy use for all assets that Williams operates. 2019 emissions were calculated using eGRID2018, which was the tool available at the time of calculation and more representative of the emissions factors at the time. Emissions in 2018 were calculated using the eGRID2016, which was the tool available at time of calculation and more representative of the emissions factors at the time. Data is restated from 2016–2019 from the previous year's report if corrections or methodology changes resulted in a change greater than 10,000 metric tons. Corporate building energy use is excluded. In 2020, we restated 2018–2019 Scope 2 emissions data to include sites that are under our operational control but were not previously included in the 2019 Sustainability Report.

⁶ In 2020 we restated 2018–2019 Sum of Scope 1 and 2 emissions data in line with the changes to Scope 1 and 2 data described above.

Metric	2016	2017	2018	2019	2020
Energy use, billion kilowatt-hours ⁷	N/A	N/A	2.204	3.234	3.421
Percent of energy use from renewable power ⁸	N/A	N/A	13.3	12.5	12.0
Gas flaring, thousands of metric tons ⁹	N/A	N/A	N/A	130.60	134.47
Sulfur dioxide (SO ₂) emitted, tons ¹⁰	695	671	488	425	421
Nitrogen oxides (NO _x) emitted, tons ⁹	29,408	30,696	29,697	32,196	30,191
Volatile organic compounds (VOCs) emitted, tons ⁹	14,213	13,173	9,353	9,208	8,757
Persistent organic pollutants emitted, tons ¹¹	0	0	0	0	0
Hazardous air pollutants emitted, tons ¹⁰	N/A	N/A	N/A	2,655	2,444
Particulate matter emitted, tons ¹⁰	N/A	N/A	N/A	1,156	1,057
Sulfur dioxides emission intensity, kg/million USD revenue ¹²	84	76	51	47	49
Nitrogen oxides emission intensity, kg/million USD revenue ¹¹	3,558	3,467	3,102	3,561	3,548
Volatile organic compounds emission intensity, kg/million USD revenue ¹¹	1,719	1,488	977	1,019	1,029
Number of reportable spills and releases ¹³	133	150	102	83	56
Volume of reportable spills to soil or water, thousands of barrels ¹²	1.746	1.684	1.118	0.598	0.382
Number of reportable spills to soil or water ¹²	54	89	53	54	36
Number of reportable hydrocarbon spills > 1 bbl ¹⁴	14	14	9	8	4
Volume of reportable hydrocarbon spills > 1 bbl, thousands of barrels ¹³	0.540	0.793	0.512	0.068	0.031

⁷ Figure represents Williams owned and operated assets, excludes corporate offices. Increased purchased power use from 2018 to 2019 is partly a result of the purchase of the Utica East Ohio Midstream plants, as well as new electric gas compression stations beginning operation. In 2020 we restated 2018–19 energy use data to include sites that are under our operational control but were not previously included in the 2019 Sustainability Report.

⁸ 2020 percent of renewable power used was calculated using percent renewables factors from U.S. EPA eGRID2019 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 to get a company-wide percent of renewable power. 2019 percent renewables was calculated using eGRID2018 to align with Scope 2 emissions methodology. 2018 percent renewables was calculated using eGRID2016 to align with Scope 2 emissions methodology.

⁹ Data represents metric tons of waste gas routed to a flare.

¹⁰ 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. Sulfur dioxide emissions data excludes nitrogen oxides. These emissions are from operations we own and operate and exclude office buildings, fleets and offshore assets. Williams does not report data aligned with IPIECA's Oil and Gas Industry Guidance on Voluntary Sustainability Reporting.

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 PM_{2.5} + PM₁₀. Williams does not report data aligned with IPIECA's Oil and Gas Industry Guidance on Voluntary Sustainability Reporting.

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 2020 10K Filing.

¹³ Agency reportable is defined as requiring reporting to federal, state or local agency. In 2020, we restated 2016–2019 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.

¹⁴ Spills include reportable spills only, greater than 1 barrel, containing hydrocarbons. Williams has no operations in the Arctic. In 2020, we restated 2017–2019 numbers and volumes of reportable hydrocarbon spills, which resulted in decreases in our number and volume of reportable hydrocarbon spills.

Metric	2016	2017	2018	2019	2020
Number of hydrocarbon spills > 1 bbl ¹⁵	19	15	11	11	9
Volume of hydrocarbon spills > 1 bbl, thousands of barrels ¹⁴	0.539	0.839	0.595	0.075	0.058
Volume of hydrocarbon spills > 1 bbl recovered, thousands of barrels ¹⁴	0.040	0.232	0.290	0.061	0.050
Number of environmental-related notices of noncompliance	15	45	26	18	21
Spending on environmental penalties and fines, dollars	638,642	299,891	351,150	98,639	836,544
Environmental accrual for remediation, millions of dollars ¹⁶	41.5	39.5	36.7	33.5	33.9
Number of active remediation sites managed by Williams	N/A	N/A	75	110	106
Total terrestrial acreage disturbed, acres ¹⁷	N/A	N/A	N/A	24,132	7,851
Total terrestrial acreage restored, acres ¹⁸	N/A	N/A	N/A	N/A	2,739
Percent of land owned, leased, or operated within areas of protected conservation status or endangered species habitat ¹⁹	N/A	N/A	N/A	51	54
Number of International Union for Conservation of Nature (IUCN) Red List Species in Williams' areas of operation ²⁰	N/A	N/A	140	155	132
Critically endangered	N/A	N/A	26	28	26
Endangered	N/A	N/A	42	47	40
Vulnerable	N/A	N/A	30	34	28
Near threatened	N/A	N/A	12	16	17
Least concern	N/A	N/A	30	30	16
Materials recycled at Tulsa headquarters, tons ²¹	N/A	N/A	N/A	23	45
Metric ton-kilometers natural gas transported by pipeline, billions ²²	N/A	N/A	N/A	N/A	9,965

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 2020.

¹⁶ Accrued liabilities related to environmental cleanup, remediation and monitoring activities.

¹⁷ 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.

¹⁸ 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.

¹⁹ Percentage includes aboveground facilities and pipeline right-of-ways that are assumed to be 50 ft wide. "Within" or "near" are defined as within 5 km of the boundary of an area that is protected conservation status or an endangered species habitat. GIS layers used include World Database on Protected Areas (WDPA), Fish and Wildlife Service (FWS) Critical Habitats and FWS Natural Wildlife Boundary.

²⁰ Data collected using the U.S. FWS's Information for Planning and Consultation online tool.

²¹ Recycled materials includes paper, plastic and cardboard recycling collected at the One Williams Center headquarters.

²² Billion metric tons of natural gas throughput times miles of natural gas pipelines. 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.

Metric	2016	2017	2018	2019	2020
Social Metrics					
Community investments, millions of dollars ²³	11.2	10.7	10.2	9.7	10.8
Total cash donations	11.0	10.3	10.0	9.6	10.7
Value of in-kind donations	0.24	0.40	0.17	0.12	0.10
Value of time contributed by employees, thousands of dollars ²⁴	0.35	0.26	0.66	0.84	0.52
Incidents of violations involving the rights of Indigenous Peoples	N/A	N/A	0	0	0
Lost-time incident rate (LTIR) per 200,000 work hours—employees ^{1, 25, 26}	0.35	0.26	0.25	0.06	0.48
Lost-time incident rate (LTIR) per 200,000 work hours—contractors ^{27, 28}	N/A	N/A	N/A	0.09	0.11
Total recordable incident rate (TRIR) per 200,000 work hours—employees ^{1, 25, 26}	1.07	1.09	0.81	0.55	1.05
Total recordable incident rate (TRIR) per 200,000 work hours—contractors ^{27, 28}	N/A	N/A	N/A	0.83	0.54
Number of contractor recordable accidents ²⁷	N/A	N/A	N/A	46	19
Number of days away, restricted or transferred (DART) ^{29, 26}	1,598	696	985	488	1,108
Rate of days away, restricted or transferred (DART) ^{30, 26}	0.44	0.42	0.35	0.18	0.50
Number of high-consequence work-related injuries—employees ²⁵	2	0	3	0	0
Rate of high-consequence work-related injuries—employees ^{25, 26}	0.04	0	0.06	0	0
Number of recordable work-related injuries—employees ²⁵	55	55	45	29	50
Rate of recordable work-related injuries—employees ^{25, 26}	1.10	1.15	0.87	0.57	1.08

²³ 2018 community investment data restated in 2019 to include Atlantic Sunrise environmental stewardship grant payments.

²⁴ Volunteer hours are calculated using a rate of \$28.54 per hour.

²⁵ 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.

²⁶ Data calculated based on 200,000 hours worked. Includes fatalities.

²⁷ 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.

²⁸ Data calculated based on 200,000 hours worked. Excludes fatalities.

²⁹ DART numbers listed include employee and non-employee days away, restricted and transferred.

³⁰ DART rate includes employee and non-employee days away, restricted and transferred.

Metric	2016	2017	2018	2019	2020
Number of high-consequence work-related injuries—non-employee workers ²⁵	0	0	0	0	0
Rate of high-consequence work-related injuries—non-employee workers ^{25, 26}	0	0	0	0	0
Number of recordable work-related injuries—non-employee workers ²⁵	2	0	0	0	0
Rate of recordable work-related injuries—non-employee workers ^{25, 26}	1.63	0	0	0	0
Number of fatalities—employees ^{1, 25}	1	0	0	0	0
Employee fatality rate per 1,000 employees ^{1, 25}	0.18	0	0	0	0
Employee fatality rate per 200,000 work hours ^{1, 25}	0.02	0	0	0	0
Number of fatalities—contractors ²⁷	0	1	0	0	1
Non-employee worker fatality rate per 200,000 work hours ²⁵	0	0	0	0	0
Number of fatalities—third-party ³¹	0	0	0	0	0
Number of fatalities—non-employee workers ^{1, 25}	0	0	0	0	0
Number of hours worked—employees ^{1, 25}	10,024,823	9,538,142	10,307,130	10,243,612	9,254,759
Number of hours worked—non-employee workers ²⁵	244,690	339,831	327,882	306,112	231,468
Preventable motor vehicle accident rate per 1,000,000 miles—employees ^{25, 32}	2.32	2.34	1.90	2.27	1.83
Number of Tier 1 process safety events ³³	N/A	57	29	16	13
Number of Department of Transportation reportable releases as a result of third-party damages	0	1	0	0	0
Number of reportable pipeline incidents/accidents ^{1, 34}	4	15	4	10	9
Percent of reportable pipeline incidents considered significant ^{1, 35}	50	60	50	50	44

³¹ 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.

³² 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 not driving at a speed consistent with the existing conditions of the road, weather, traffic or sight distance. During 2019 there was a change in reporting systems that resulted in five PMVAs not being included. We have adjusted the 2019 rate accordingly.

³³ Data based on American Petroleum Institute (API) Recommended Practice 754 guidance.

³⁴ Natural Gas Incidents and Hazardous Liquid accidents (as defined in 49 Code of Federal Regulations (CFR) Part 191.3 and 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).

³⁵ The 2019 metric was updated to reflect an improved methodology used to collect this data for the 2020 report. 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. In 2020, we restated 2019 data, which resulted in an increase in this metric.

Metric	2016	2017	2018	2019	2020
Miles of natural gas and hazardous liquid pipelines inspected ³⁶	2,232.29	3,062.96	4,374.81	3,872.39	2,360.36
Percent of natural gas pipelines inspected ^{1, 37}	15.4%	17.5%	28.4%	23.1%	13.2%
Percent of hazardous liquid pipelines inspected ^{1, 38}	0.3%	26.6%	13.3%	26.2%	22.2%
Number of pipeline assessments that required no remediation in High Consequence Areas ³⁹					
Gas	N/A	12	42	51	52
Liquid	N/A	8	7	11	7
Percentage of assessments validated with API 1163 reports ⁴⁰					
Gas	N/A	18	39	46	39
Liquid	N/A	55	58	63	71
Number of new-hire employees	215	578	583	389	279
Voluntary turnover rate ⁴¹	7.0	6.4	6.1	6.1	4.6
Total number of temporary employees	0	0	0	0	0
Percent of employees under collective bargaining agreements at year end	0	0	0	0	0
Number of permanent employees at year end	5,670	5,460	5,337	4,793	4,729
Percent men	78	79	79	80	79
Percent women	22	21	21	20	21
Percent ethnically diverse	16	16	15	15	15

³⁶ The pre-2020 data here has been modified based on data validation and an improved methodology for data collection. The changes represent increased assessment mileages and a more accurate depiction of the coverage of our Integrity Assessment activities. Our assessment mileages were elevated in the last few years due to our expanded use of crack detection assessment methods. The 2020 mileage sum is lower than previous years due to the fact that much of those crack detection baseline assessments are complete. The 2020 mileage represents our continued commitment to optimum assessment coverage. 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 49 CFR 192 and 195 and it is used to track Integrity Assessment(s). In 2020, we improved methodology of data collection resulting in an increase to previous years' miles of pipelines inspected.

³⁷ 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 appurtenances 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.

³⁸ 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.

³⁹ 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.

⁴⁰ For accuracy, the wording of this metric was changed from last year ("percentage of assessments that required no in-field evaluation").

⁴¹ Data includes employees voluntarily terminating from Williams, excluding any impacts from non-recurring programs or offerings.

Metric	2016	2017	2018	2019	2020
Percent of men in technical and support roles ⁴²	N/A	52	50	53	52
Percent of men in professional and managerial roles ⁴³	N/A	48	50	47	48
Percent of women in technical and support roles ⁴⁴	N/A	35	31	29	27
Percent of women in professional and managerial roles ⁴⁵	N/A	65	69	71	73
Percent of ethnic diversity in technical and support roles ⁴⁶	N/A	47	41	40	39
Percent of ethnic diversity in professional and managerial roles ⁴⁷	N/A	53	59	60	61
Percent of ethnic diversity in technical and support roles ⁴⁸	N/A	N/A	50	51	52
Percent of ethnically diverse in managerial roles ⁴⁹	N/A	N/A	9	8	8
Percent of ethnically diverse in senior management roles ⁵⁰	N/A	N/A	0	1	1
Percent of management roles held by a diverse population ⁵¹	24	23	27	26	26
Percent of management roles held by women ⁵²	N/A	15	16	16	18
Percent of management roles held by men	N/A	85	84	84	82

⁴² Data represents the number of male employees that are in technical and support roles as a percentage of all male employees. 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.

⁴³ Data represents the number of male employees that are in professional and managerial roles as a percentage of all male employees; as noted in the content collection guide. 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. 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.

⁴⁴ Data represents the number of female employees that are in technical and support roles as a percentage of all female employees. 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.

⁴⁵ Data represents the number of female employees that are in professional and managerial roles as a percentage of all female employees; as noted in content collection guide. 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. 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.

⁴⁶ Data represents the number of ethnically diverse employees that are in technical and support roles as a percentage of all ethnically diverse employees. 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.

⁴⁷ Data represents the number of ethnically diverse employees that are in professional and managerial roles as a percentage of all ethnically diverse employees. 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. 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.

⁴⁸ Data represents the number of ethnically diverse employees that are in professional roles as a percentage of all ethnically diverse employees.

⁴⁹ Data represents the number of ethnically diverse employees that are in managerial roles as a percentage of all ethnically diverse employees. Senior management roles are excluded from the count of managerial roles.

⁵⁰ Data represents the number of ethnically diverse employees that are in senior management roles as a percentage of all ethnically diverse employees.

⁵¹ Data calculated as percent of management roles held by women and ethnically diverse employees.

⁵² Data calculated as a percent of management roles held by women regardless of race and/or ethnicity.

Metric	2016	2017	2018	2019	2020
Number of permanent employees by region ⁵³					
Atlantic-Gulf	N/A	1375	1325	1229	1206
Northeast	N/A	1387	1548	1374	1445
West	N/A	1530	1295	1127	909
Tulsa Headquarters	N/A	1168	1169	1063	1169
Number of full-time employees by gender ⁵²					
Women	N/A	1099	1107	979	958
Men	N/A	4,143	4,176	3,813	3747
Number of part-time employees by gender ⁵²					
Women	N/A	35	30	26	22
Men	N/A	6	3	3	0
Percent of employees under 30 years old	N/A	11	11	11	10
Percent of employees between 30–50 years old	N/A	51	53	57	60
Percent of employees over 50 years old	N/A	38	36	32	30
Corporate and technical training hours completed by employees, thousands	114	182	172	175	174
Corporate and technical training hours completed per employee	20	33	32	37	37
Corporate and technical training expenditures, millions of dollars	2.92	3.71	3.54	3.77	1.69
Percent of employees who received a performance review ⁵⁴	100	100	100	100	100

⁵³ Data compiled using HRIS system of record. No variations in employees by type and contract. Our workforce trends with the state of the business/market, not with seasons. Region data presented is based on primary work location. Due to the change in our human capital system of record, data prior to 2017 is not available. Williams does not employ temporary workers.

⁵⁴ 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.

Metric	2016	2017	2018	2019	2020
Governance Metrics					
Spending on taxes, millions of dollars ⁵⁵	216.9	260.9	261.2	263.8	266.0
Percent of votes for the company's executive compensation program ⁵⁶	93	97	97	97	77
Percent of employees that completed compliance and ethics training	100	100	100	100	100
Number of inquiries received through ethics reporting channels	212	215	203	210	186
Number of inquiries received through ethics reporting channels by Code of Business Conduct category					
Work environment	161	149	134	134	92
Health, safety and the environment	10	30	31	45	62
Conflicts of interest	20	18	19	10	15
Protecting company assets	21	18	19	21	17
Number of inquiries received through ethics reporting channels by reporting channel ⁵⁷					
Human resources	58	71	74	58	55
Action Line	72	55	51	32	15
Management	37	56	40	70	74
Business ethics resources center	18	13	5	6	4
Other reporting channels	27	20	33	44	38
Percent of board members between 30–50 years old ⁵⁸	0	0	8	8	8
Percent of board members over 50 years old ⁵⁸	100	100	92	92	92
Female board members, percent ⁵⁸	17	18	25	25	25
Ethnically diverse board members, percent ⁵⁸	0	0	8	8	8
Percent of employees that completed cybersecurity training	N/A	N/A	99.0	99.4	99.7
Monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations, dollars ⁵⁹	39,700	53,500	0	1,944,700	209,002
Legal and regulatory fines and settlements associated with violations of bribery, corruption or anti-competitive standards, dollars	0	0	0	0	0

⁵⁵ Includes Social Security, Medicare, state franchise, property, state, foreign, federal and state transaction taxes. Property taxes: ACMP property taxes only included in years after 2017. Only includes property taxes from Williams subsidiaries operated/managed by Williams. 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, NM Gas Processors Tax and WV Motor Fuel Tax.

⁵⁶ 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." Percent for 2016 has been corrected to remove abstentions from the calculation, which increased substantially for that single year.

⁵⁷ Other reporting channels include the Williams call center, social media and enterprise security.

⁵⁸ Percentages are based on information as of December 31.

⁵⁹ On January 23, 2020, PHMSA issued a Notice of Probable Violation (NOPV) and proposed civil penalty to Gulfstream, a subsidiary of Williams Partners, L.P., related to its assets in Alabama, Mississippi, and Florida, following inspections in January, March, May, July and August 2019. The alleged violations include a failure to provide immediate notice of certain incidents (NRC report within 1 hour and revision or confirmation within 48 hours); failure to follow its manual of written procedures for a Gas Detection System Functional Test; and failure to initiate a program to recondition or phase out a segment of pipe determined to be in need of repair. PHMSA issued Warnings for three items and assessed the NOPV and penalty for a fourth item (program to correct pipe segment/continuing surveillance). Final order was issued April 6, 2020. The penalty amount was \$209,002.

Content Index

GRI 102-55

SASB Oil & Gas: Midstream Sustainability Accounting Standard

Material Topic	SASB Disclosure	Report Section or Direct Response	Page	Omissions
Greenhouse Gas Emissions				
Accounting Metric				
Climate Change	EM-MD-110a.1: Gross global Scope 1 emissions, percentage methane, percentage covered under emissions-limiting regulations	Climate Change, Performance Data Table	24, 107	Data excludes offshore assets, corporate office buildings and company vehicles.
	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	Climate Change, Performance Data Table	24, 107	
Air Quality				
Accounting Metric				
Air Emissions	EM-MD-120a.1: Air emissions of the following pollutants: NO _x (excluding N ₂ O), SO _x , volatile organic compounds and particulate matter (PM ₁₀)	Air Emissions, Performance Data Table	44, 107	Williams is unable to separately disclose its emissions of particulate matter 10 micrometers or less in diameter (PM ₁₀). Data represents total PM _{2.5} and PM ₁₀ .
Ecological Impacts				
Accounting Metric				
Biodiversity and Land Use	EM-MD-160a.1: Description of environmental management policies and practices for active operations	Biodiversity & Land Use	47	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.
	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	47, 107	
	EM-MD-160a.3: Terrestrial acreage disturbed, percentage of impacted area restored	Biodiversity & Land Use, Performance Data Table	47, 107	

Material Topic	SASB Disclosure	Report Section or Direct Response	Page	Omissions
Biodiversity and Land Use	EM-MD-160a.4: Number and aggregate volume of hydrocarbon spills, volume in Arctic, volume in Unusually Sensitive Areas and volume recovered	Spill Performance, Performance Data Table	50, 107	
Competitive Behavior				
Accounting Metric				
Ethics and Integrity	EM-MD-520a.1: Total amount of monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations	Pipeline Safety, Performance Data Table	62, 107	
Operational Safety, Emergency Preparedness and Response				
Accounting Metric				
Safety	EM-MD-540a.1: Number of reportable pipeline incidents, percentage significant	Pipeline Safety, Performance Data Table	62, 107	
	EM-MD-540a.2: Percentage of natural gas pipelines inspected and hazardous liquid pipelines inspected	Pipeline Safety, Performance Data Table	62, 107	
	EM-MD-540a.3: Number of accident releases and nonaccident releases from rail transportation	Spill Performance	50	
	EM-MD-540a.4e: Discussion of management systems used to integrate a culture of safety and emergency preparedness throughout the value chain and throughout project lifecycles	Public Safety, Emergency Preparedness	66	
Activity Metric				
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	107	

GRI Content Index: General Disclosures

GRI Disclosure	Report Section or Direct Response	Page
Organizational Profile		
GRI 102: General Disclosures 2016		
102-1: Name of the organization	The Williams Companies, Inc.	N/A
102-2: Activities, brands, products, and services	About Williams	6
102-3: Location of headquarters	Tulsa, Oklahoma	N/A
102-4: Location of operations	About Williams	6
102-5: Ownership and legal form	Fortune 500 company, About Williams	N/A
	See our 2020 Filing 10-K Annual Report PDF page 1 for additional information on ownership and legal form.	
102-6: Markets served	About Williams	6
102-7: Scale of the organization	About Williams	6
	See our 2020 Filing 10-K Annual Report PDF page 70 for information on net revenues and quantity of products provided in 2020.	
102-8: Information on employees and other workers	About Williams , Diversity & Inclusion	6 , 74
102-9: Supply chain	Supply Chain Management	99
102-10: Significant changes to the organization and its supply chain	There were no significant changes to Williams' operations or our supply chain in 2020.	N/A
102-11: Precautionary principle or approach	Williams does not formally follow the precautionary principle. We assess environmental risks across our operations and have a comprehensive risk management plan in place through our Williams Integrity Management Plans.	N/A
102-12: External initiatives	Williams aligns with the following voluntary initiatives: ONE Future Coalition (Member since 2019); U.S. EPA's Natural Gas STAR (Member since 1993); API Environmental Partnership (Member since 2020. For more information, see the Climate Change section of this report.	24
102-13: Membership of associations	Public Policy	30
Strategy		
GRI 102: General Disclosures 2016		
102-14: Statement from senior decision-maker	CEO Letter	4
Ethics and Integrity		
GRI 102: General Disclosures 2016		
102-16: Values, principles, standards and norms of behavior	About Williams , Ethics & Compliance	6 , 83
102-17: Mechanisms for advice and concerns about ethics	Ethics & Compliance , Reporting Concerns	83 , 85

GRI Disclosure	Report Section or Direct Response	Page
Governance		
GRI 102: General Disclosures 2016		
102-18: Governance structure	Corporate Governance	13
102-20: Executive-level responsibility for economic, environmental, and social topics	Sustainability Oversight	16
102-23: Chair of the highest governance body	Corporate Governance	13
102-24: Nominating and selecting the highest governance body	Board Selection Process	15
102-32: Highest governance body's role in sustainability reporting	Sustainability Oversight	16
Stakeholder Engagement		
GRI 102: General Disclosures 2016		
102-40: List of stakeholder groups	Stakeholder Engagement	9
102-41: Collective bargaining agreements	Employee Retention & Development, Union Labor	78, 82
102-42: Identifying stakeholders	Stakeholder Engagement	9
102-43: Approach to stakeholder engagement	Stakeholder Engagement	9
102-44: Key topics and concerns raised	Materiality Assessment	104
Reporting Practices		
GRI 102: General Disclosures 2016		
102-45: Entities included in consolidated financial statements	See our 2020 Filing 10-K Annual Report PDF page 9 for a list of all entities included Williams' consolidated financial statements.	N/A
102-46: Defining report content and topic Boundaries	Materiality Assessment, About This Report	104, 102
102-47: List of material topics	Materiality Assessment	104
102-48: Restatements of information	2016–2019 greenhouse gas emissions data restated if corrections or methodology changes resulted in a change greater than 10,000 metric tons. 2016–2019 executive compensation program data restated in 2020 to correct calculations so that “abstentions” votes are no longer included, resulting in an overall increase in performance. 2017–2018 hydrocarbon spills > 1 bbl data has been restated to include produced water and brine spills, resulting in reduced number of spills and an overall reduction in volume of spills.	N/A
102-49: Changes in reporting	Williams updated its Materiality assessment in 2020, resulting in a change of material topics.	N/A
102-50: Reporting period	This 2020 Sustainability Report covers Williams' operations from January 1, 2020, through December 31, 2020, unless otherwise indicated.	N/A
102-51: Date of most recent report	Williams' 2019 Sustainability Report published on June 27, 2020.	N/A

GRI Disclosure	Report Section or Direct Response	Page
102-52: Reporting cycle	Report Details	106
102-53: Contact point for questions regarding the report	For more information or to offer comments and suggestions about this report, contact WilliamsContact@williams.com .	N/A
102-54: Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.	N/A
102-55: GRI Content Index	Content Index	113
102-56: External assurance	Assurance Statement	124

GRI Content Index: Topic-Specific Disclosures

Material Topic	GRI Disclosure	Report Section or Direct Response	Page
Diversity and Equal Opportunity			
GRI 103: Management Approach 2016			
Diversity and Inclusion	103-1: Explanation of the material topic and its Boundary	Board of Directors; Diversity & Inclusion; Performance Data Table	14, 74, 107
	103-2: The management approach and its components	Board of Directors; Diversity & Inclusion; Performance Data Table	14, 74, 107
	103-3: Evaluation of the management approach	Board of Directors; Diversity & Inclusion; Performance Data Table	14, 74, 107
GRI 405: Diversity and Equal Opportunity 2016			
Diversity and Inclusion	405-1: Diversity of governance bodies and employees	Board of Directors; Diversity & Inclusion; Performance Data Table	14, 74, 107
Economic Performance			
GRI 103: Management Approach 2016			
Climate Change	103-1: Explanation of the material topic and its Boundary	Climate Change	24
	103-2: The management approach and its components	Climate Change	24
	103-3: Evaluation of the management approach	Climate Change	24
GRI 201: Economic Performance 2016			
Climate Change	201-2: Financial implications and other risks and opportunities due to climate change	Climate Change, Performance Data Table For additional information on risks and opportunities of climate change, please see our 2020 CDP response	24, 107

Material Topic	GRI Disclosure	Report Section or Direct Response	Page
Emissions			
GRI 103: Management Approach 2016			
Operational Greenhouse Gas Emissions	103-1: Explanation of the material topic and its Boundary	Air Emissions	44
	103-2: The management approach and its components	Air Emissions	44
	103-3: Evaluation of the management approach	Air Emissions	44
GRI 305: Emissions 2016			
Operational Greenhouse Gas Emissions	305-7: Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	Air Emissions, Performance Data Table	44, 107
Employment			
GRI 103: Management Approach 2016			
Employee Attraction, Retention and Development	103-1: Explanation of the material topic and its Boundary	Employee Attraction, Employee Retention & Development	78
	103-2: The management approach and its components	Employee Attraction, Employee Retention & Development	78
	103-3: Evaluation of the management approach	Employee Attraction, Employee Retention & Development	78
GRI 404: Training and Education 2016			
Employee Attraction, Retention and Development	404-3: Percentage of employees receiving regular performance and career development reviews	Employee Retention & Development	78
Occupational Health and Safety			
GRI 103: Management Approach 2016			
Workforce Health and Safety	103-1: Explanation of the material topic and its Boundary	Workforce Health & Safety	56
	103-2: The management approach and its components	Workforce Health & Safety	56
	103-3: Evaluation of the management approach	Workforce Health & Safety	56

Material Topic	GRI Disclosure	Report Section or Direct Response	Page
GRI 403: Occupational Health and Safety 2018			
Workforce Health and Safety	403-1: Occupational health and safety management system	Workforce Health & Safety	56
	403-2: Hazard identification, risk assessment, and incident investigation	Workforce Health & Safety	56
	403-3: Occupational health services	Workforce Health & Safety Information unavailable for 403-3: Williams is working to disclose this information in our 2021 Sustainability Report.	N/A
	403-4: Worker participation, consultation, and communication on occupational health and safety	Workforce Health & Safety Information unavailable for 403-4: Williams is working to disclose this information in our 2021 Sustainability Report.	N/A
	403-5: Worker training on occupational health and safety	Employee Training & Initiatives	56
	403-6: Promotion of worker health	Employee Health	60
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Personnel Safety ; Employee Training & Initiatives	56
	403-8: Workers covered by an occupational health and safety management system	Personnel Safety	56
	403-9: Work-related injuries	Personnel Safety , Performance Data Table	56 , 107
Public Policy			
GRI 103: Management Approach 2016			
Public Policy	103-1: Explanation of the material topic and its Boundary	Public Policy	30
	103-2: The management approach and its components	Public Policy	30
	103-3: Evaluation of the management approach	Public Policy	30
GRI 415: Public Policy 2016			
Public Policy	415-1: Political contributions	Public Policy , Political Contributions	30 , 32

Material Topic	GRI Disclosure	Report Section or Direct Response	Page
Energy Affordability and Access (Non-GRI Topic)			
GRI 103: Management Approach 2016			
Energy Affordability and Access	103-1: Explanation of the material topic and its Boundary	Energy Access	21
	103-2: The management approach and its components	Energy Access	21
	103-3: Evaluation of the management approach	Energy Access	21
Self-Selected Metric			
Energy Affordability and Access	Percent deliverability of transmission business	Energy Access	21
Pipeline Safety (Non-GRI Topic)			
GRI 103: Management Approach 2016			
Pipeline Safety	103-1: Explanation of the material topic and its Boundary	Pipeline Safety	62
	103-2: The management approach and its components	Pipeline Safety	62
	103-3: Evaluation of the management approach	Pipeline Safety	62
Self-Selected Metric			
Pipeline Safety	Number of reportable pipeline incidents, percentage significant	Pipeline Safety Performance Data Table	62, 107
Public Perception (Non-GRI Topic)			
GRI 103: Management Approach 2016			
Public Perception	103-1: Explanation of the material topic and its Boundary	Public Perception	29
	103-2: The management approach and its components	Public Perception	29
	103-3: Evaluation of the management approach	Public Perception	29
Self-Selected Metric			
Public Perception	Support for Williams' mission statement	Public Perception	29

Independent Assurance Statement to The Williams Companies, Inc.

GRI 102-56

ERM Certification and Verification Services (ERM CVS) was engaged by The Williams Companies Inc. ('Williams') to provide assurance in relation to the indicators set out below and presented in the 2020 Sustainability Report ('the Report') for the year ending December 31st, 2020.

Engagement Summary

Scope of Our Assurance Engagement

Whether the 2020 selected GHG and safety data are fairly presented, in all material respects, with the reporting criteria.

GHG Emissions

- Total 2020 Scope 1 GHG Emissions (absolute) 'facility-direct emissions' (million metric tons CO₂e) using an operational control boundary (million metric tons CO₂e) (Excludes Corporate office buildings and company vehicles)
- Total 2020 Scope 2 GHG emissions (location based) (million metric tons CO₂e) (Excludes Corporate office buildings)
- Total 2020 GHG emissions (Scope 1 & 2) (million metric tons CO₂e)

Safety

- Lost-time incident rate (per 200,000 work hours)—employees
- Total recordable incident rate (per 200,000 work hours)—employees
- Employee fatality rate (per 200,000 work hours)
- Employee fatality rate (per 1,000 employees)
- Number of hours worked—employees (hours)
- Fatalities—employees (number)
- Fatalities—non-employee workers (number)

Pipeline Integrity

- Reportable pipeline incidents in 2020 (number)
- Pipeline incidents classified as significant (%)
- Natural gas liquid pipelines inspected (%)
- Hazardous liquid pipelines inspected (%)

Reporting Criteria

WBCSD/WRI Protocol for GHG emissions, EPA GHG Reporting Requirements, OSHA definitions for safety indicators (as appropriate based on selected scope), and Williams' internal reporting criteria and definitions (where relevant).

Assurance Standard

ERM CVS' assurance methodology, based on the International Standard on Assurance Engagements ISAE 3000 (Revised).

Assurance Level

Limited assurance.

Respective Responsibilities

Williams is responsible for preparing the Report and for the collection and presentation of the information within it. ERM CVS's responsibility is to provide conclusions on the agreed scope based on the assurance activities performed and exercising our professional judgement.

Our Conclusions

Based on our activities, as described below, nothing has come to our attention to indicate that the 2020 selected GHG, safety, and pipeline integrity data listed under 'Scope' above are not fairly presented, in all material respects, with the reporting criteria.

Our Assurance Activities

A multi-disciplinary team of sustainability and assurance specialists performed a range of assurance procedures which varied across the disclosures covered by our assurance engagement, as follows:

- 'Virtual' interviews with management representatives responsible for the selected metrics;
- 'Virtual' interviews with relevant EHS staff and other subject matter experts, including EHS business analysts and emission source Specialists for Gathering & Boosting and Transmission & Storage for greenhouse gas data, and pipeline integrity specialists, to understand and evaluate the relevant data collection and reporting processes, as well as internal review procedures used for the selected disclosures;
- Walkthrough of the safety, emissions, and pipeline integrity data management systems with relevant personnel;
- A review at corporate level of a sample of greenhouse gas calculation workbooks;
- Virtual site visits with 2 specific locations (Transco Pipeline and Gulf Coast Basin) to evaluate consistency of reported annual data through interviews with site-specific contacts and a detailed review of evidence for the activity data underlying the calculations of the Scope 1 and Scope 2 GHG emissions;

- A review of the calculations for restatement of 2019 Scope 2 emissions data and consistency with the boundary applied to 2020 data;
- Examination of safety incidents, Human Resources hours worked references and Williams' safety reports;
- An analytical review of the data and a check on the completeness and accuracy of the corporate data consolidation, including conversion factors and emission factors used;
- Examination of pipeline safety incidents reported to Department of Transportation and classification of significant;
- Examination of the Baseline Assessment Plan (BAP) and SQL downloads with miles inspected from the Pipeline Open Data Standard (PODS) database; and
- 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.

Due to COVID travel restrictions, we planned our assurance engagement to include virtual site visits. While we believe this approach does not affect our limited assurance conclusion(s) above, we draw attention to the possibility that if we had undertaken in person visits we may have identified errors and omissions in the assured information that we did not discover through the alternative assurance program.

Beth Wyke, Partner, Global Head of Corporate Assurance Services
7 July 2021
ERM Certification and Verification Services, Inc.
Website: www.ermcvs.com
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Beth C. B. Wyke

ERM CVS
Informed Assured

ERM CVS is a member of the ERM Group. The work that ERM CVS conducts for clients is solely related to independent assurance activities and auditor training. Our processes are designed and implemented to ensure that the work we undertake with clients is free from bias and conflict of interest. ERM CVS and the staff that have undertaken work on this assurance engagement provide no consultancy related services to Williams in any respect.

Forward-Looking Statements

This report of The Williams Companies, Inc. (Williams) may contain or incorporate reference statements that do not directly or exclusively relate to historical facts. Such statements are "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These forward-looking statements relate to anticipated financial performance, management's plans and objectives for future operations, business prospects, outcome of regulatory proceedings, market conditions and other matters. We make these forward-looking statements in reliance on the safe harbor protections provided under the Private Securities Litigation Reform Act of 1995. All statements, other than statements of historical facts, included herein that address activities, events or developments that we expect, believe or anticipate will exist or may occur in the future, are forward-looking statements.

Forward-looking statements can be identified by various forms of words such as "anticipates," "believes," "seeks," "could," "may," "should," "continues," "estimates," "expects," "forecasts," "intends," "might," "goals," "objectives," "targets," "planned," "potential," "projects," "scheduled," "will," "assumes," "guidance," "outlook," "in-service date" or other similar expressions. These forward-looking statements are based on management's beliefs and assumptions and on information currently available to management. Certain important factors that could cause actual results to differ, possibly materially, from expectations or estimates reflected in such forward-looking statements can be found in the "Risk Factors" and "Forward-Looking Statements" sections included in Williams's Annual Report on Form 10-K filed with the SEC on February 24, 2020, and in Part II, Item 1A Risk Factors in our Quarterly Reports on Form 10-Q. Given the uncertainties and risk factors that could cause our actual results to differ materially from those contained in any forward-looking statement, we caution investors not to unduly rely on our forward-looking statements. We disclaim any obligations to, and do not intend to, update any particular forward-looking statement included in this report or announce publicly the result of any revisions to any of the forward-looking statements to reflect future events or developments.



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