Williams®

WE MAKE CLEAN ENERGY HAPPEN®

2021 **Sustainability** Report

WILLIAMS WILL BE THERE

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Photo on cover: Maintenance Coordinator Katie Durcik and Operations Technician Rod Strother at station 610 in Pennsylvania.

Williams headquarters in Tulsa, Oklahoma.

WILLIAMS WILL BE THERE

Company Overview

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

President and Chief Executive Officer Alan S. Armstrong.

CEO Letter

GRI 102-14

Williams Will Be There

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

Today we deliver natural gas used by millions of homes and businesses in the U.S., and we understand the direct link between sustainable business operations, corporate stewardship and long-term business success. As a result of our ESG imperatives, Williams ranked No. 1 in its peer group in the Dow Jones Sustainability Index for 2021 and was the only U.S. energy company to be included in both their world and North American indices.

Providing Clean, Affordable & Reliable Energy

Williams has taken important steps to meet growing energy demand and achieve industry-leading emissions reductions. We were the first North American midstream company to set actionable climate targets while embarking on a multi-year modernization and emissions reduction program to ready our transmission network for the future.

We have reduced our company-wide Scope 1 and 2 emissions by 47% since 2005 on our way to meeting our 2030 goal of a 56% reduction below 2005 levels. Our 2022 all-employee annual incentive program includes a total methane emissions reduction target of 5% from our three-year average, which personally connects every employee to our long-term commitment to safe, reliable and environmentally friendly operations.

We have prioritized our natural gas-focused strategy because we see firsthand the critical role it plays in providing safe and dependable low-carbon energy while supporting the growth of renewables. At the same time, we recognize that more needs to be done to mitigate the risks of climate change and stimulate technology growth needed to build a viable clean energy economy.

Building the Next Generation Energy Marketplace

With aspirations of achieving net zero by 2050, we launched New Energy Ventures to drive the commercialization and implementation of innovative technologies and markets in the clean energy business. By combining our infrastructure, our expertise and our strategic relationships, we have developed such pragmatic solutions as solar installations to power our facilities, renewable natural gas interconnects from dairy farms and landfills, and digital platforms that provide market transparency for responsibly sourced natural gas. One key initiative will overlay satellite monitors and blockchain technology on our core infrastructure to provide end-to-end measured, verifiable and transparent emissions data for real-time decision-making capabilities for Williams and our customers.

We are also working to incorporate hydrogen and carbon capture and storage into our existing network to serve some of the most populated areas of the U.S. As a result of our early entry into this space, our industry leadership is being called upon by researchers and academics as well as U.S. legislators intent on building clean energy solutions.

Protecting People & Strengthening Infrastructure

Our history of innovation, determination and drive for excellence would not be possible without the dedication of our employees. Anchored by our Core Values, we operate in a safety-driven manner that protects fellow employees, contractors and the public, while also safeguarding our assets and the environment.

This safety culture and performance has proven long-term success with a 26% reduction in employee recordable injuries since 2017. Employees are our most valuable resource, and we recognize employee well-being as a critical part of our safety program. Our agile response to COVID-19 in 2020 prepared us for the continued challenges we faced in 2021.

As we look ahead, we know building an empowered workforce is key to achieving our vision. To be the best-in-class operator of critical infrastructure supporting a clean energy economy, we must refuse to stand still, changing as necessary to meet new challenges, and attracting, retaining and developing the very best talent in the industry.

The leadership team at Williams believes in the value of a diverse and inclusive workforce. To further encourage this, I have signed a pledge of support for the CEO Action for Diversity and Inclusion Coalition to cultivate a trusting environment in which our employees feel comfortable and empowered to have conversations around diversity, equity and inclusion. We continued to increase our disclosures by releasing our EEO-1 Survey Data reports externally for the first time as part of our enterprise-wide 2022 Diversity and Inclusion Report.

Being There for Our Communities

For more than 100 years, Williams and our employees have positively influenced the local communities we call home through our charitable giving, outreach and volunteer efforts. In 2021, we contributed over $12 million to more than 2,100 organizations across 48 states through our community giving channels, including cash contributions, in-kind donations and matching programs, and our employees recorded more than 23,000 volunteer hours.

In closing, Williams is making good on its promise to safely and reliably provide the natural gas used each day for electricity generation, manufacturing, residential use and more. Demand for clean energy is on the rise and natural gas is playing a critical role in moving the world to a low-carbon future. Consistent with our vision, Williams will be there to responsibly deliver natural gas as we invest in next generation energy solutions to sustainably meet the dual challenge of meeting growing energy needs and protecting the environment.

Sincerely,

ALAN S. ARMSTRONG,
WILLIAMS PRESIDENT AND
CHIEF EXECUTIVE OFFICER

Williams delivers natural gas used by millions of homes and businesses in the United States.

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

About Williams

GRI 102-2; 102-4; 102-5; 102-6; 102-7; 102-8; 102-16

The Williams Companies, Inc. (Williams) commits to being the best-in-class operator of critical infrastructure that supports a clean energy future. As the world demands reliable and affordable low-carbon energy, Williams will be there with the best transport, storage and delivery solutions. Williams is a publicly traded Fortune 500 company with approximately 4,800 employees across the United States (U.S.). Headquartered in Tulsa, Oklahoma, our operations span 26 states, including the Gulf of Mexico, Rockies, Pacific Northwest and Eastern Seaboard regions.

In the continental U.S., millions of homes and commercial businesses utilize natural gas, and Williams is proud to participate in the safe and reliable delivery of that gas. Williams understands the direct link between sustainable business operations, corporate stewardship in communities and long-term business success. We own and operate more than 30,000 miles of pipeline infrastructure across our system and handle approximately 30% of the natural gas supply in the U.S. Our critical energy infrastructure includes Transco, the largest and fastest-growing major interstate pipeline in the U.S.

We transport products every day for clean power generation, heating and industrial use. We own an interest in and operate 29 natural gas processing facilities, seven natural gas liquid (NGL) fractionation facilities and approximately 23 million barrels of NGL storage capacity. Our transmission, gas gathering and liquids pipelines serve customers including utilities, power generators, industrial consumers and liquefied natural gas (LNG) export facilities. We position ourselves to support the clean energy future through our current natural gas business and our investments in new sources of energy, which will facilitate growth and commercial certainty for the next 100 years and beyond.

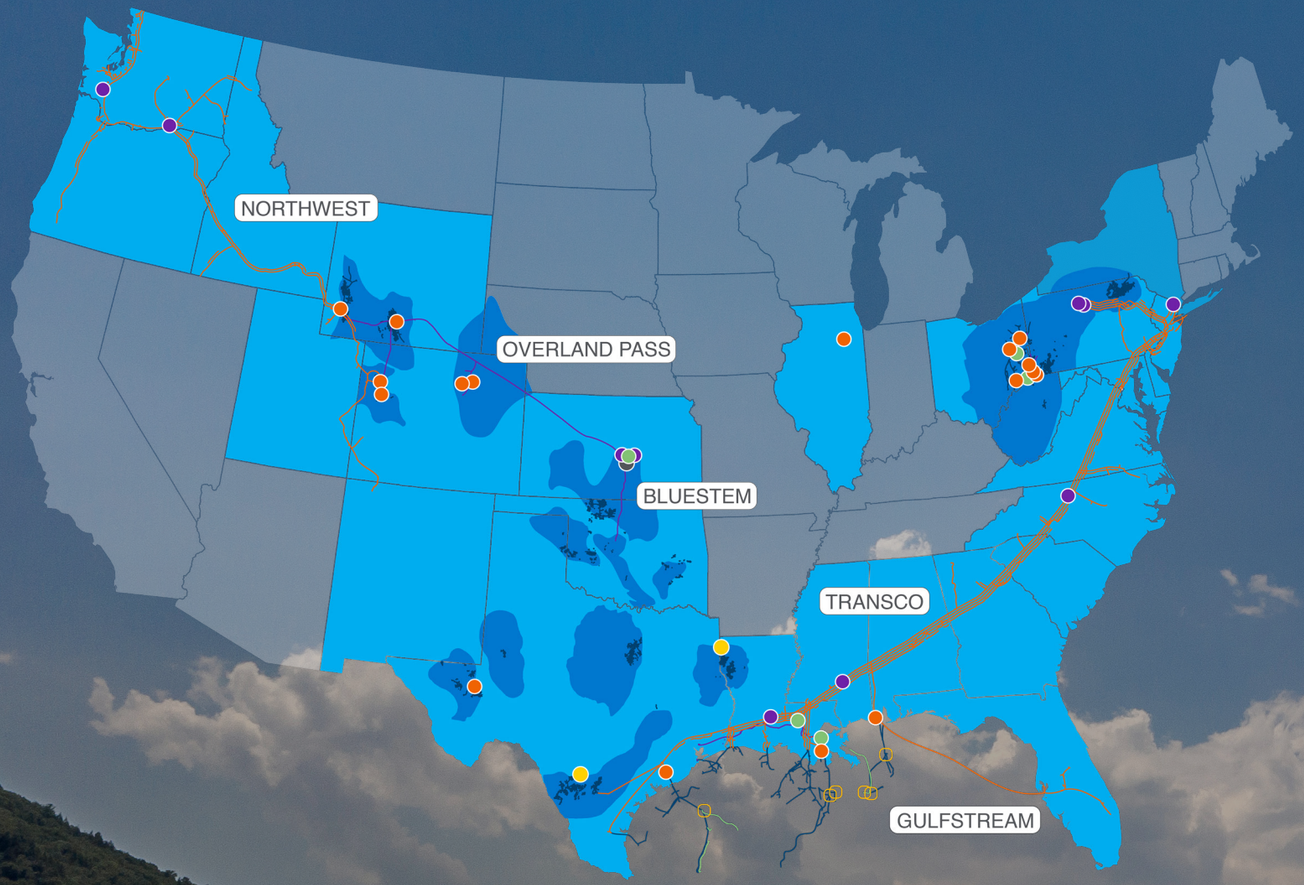
See our 2021 Annual Report for our financial data.

As an energy infrastructure company, Williams plays a critical role as the world moves to a low-carbon future. Williams' unique position allows us to support the continued replacement of higher-emitting fuels such as coal and heating oil domestically and abroad. According to U.S. Energy Information Administration (EIA) projections, the displacement of emission-intensive coal with natural gas and renewable energy will allow the U.S. to continue reducing carbon dioxide emissions into 2035. Natural gas remains an indispensable partner in supporting society's ambitions to add more renewable energy to the power grid. Natural gas ensures reliable power generation when intermittent wind and solar resources are unavailable. Concurrently, the ability of the U.S. to export LNG will also provide other countries with the environmental benefits of replacing more carbon-intensive energy sources. Williams' Transco pipeline is positioned to serve this growing LNG export market.

By responsibly transporting and delivering natural gas and investing in emerging clean energy sources, such as hydrogen, we can position our company to contribute to a cleaner environment both now and into the future. We also recognize the need to scale emissions reduction technology across the industry. We are collaborating with international partners to accelerate the deployment of carbon capture and storage (CCS) by shaping policies that prioritize CCS efforts through our engagement with the Global CCS Institute.

Williams has a history of innovation, determination and a drive for excellence serving as the foundation of our success, which would not be possible without our dedicated employees. Our employees continue working safely to power America's communities during the ongoing pandemic. These dedicated individuals manage our control rooms and operate, maintain and support our field assets 24 hours a day.

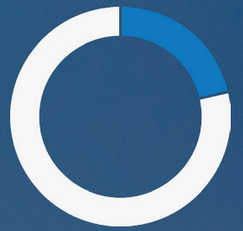
Williams' Operations



- Interstate Natural Gas Pipeline
- Natural Gas Gathering Pipeline
- Natural Gas Liquids Pipeline
- Oil Gathering Pipeline
- Gas Plant
- Fractionator
- Storage
- Amine Treating
- Rail Terminal
- Offshore Platform
- Supply Area Basin
- Operational Activity

2021 Williams by the Numbers

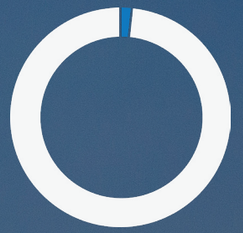
Total Number of Full-Time Employees by Gender



1,024 Female

3,757 Male

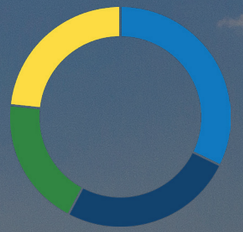
Total Number of Permanent Employees by Employment Type



22 Part-Time

4,792 Full-Time

Total Number of Permanent Employees by Region[1]



1,562 Atlantic-Gulf

1,224 Northeast

912 West

1,116 Tulsa Headquarters

[1] Region data presented is based on primary work location. Remote employees are counted in the region data based on the Williams locations supported by the employees. 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 WILL BE THERE

Achieving Strong Environmental, Social & Governance Performance

At Williams, we understand the direct link between sustainable operations, corporate stewardship and long-term business success. Williams received recognition across several key sustainability rankings in 2021 — including CDP, S&P Corporate Sustainability Index, Sustainalytics and MSCI — for our commitment to transparency and governance around ESG.

Williams ranked first in our peer group in the S&P Corporate Sustainability Index and was the only U.S. energy company to be named to the worldwide Dow Jones Sustainability Index. Williams received a “B” score from CDP for our commitment to transparency around climate change. This ranking exceeds the oil and gas storage and transportation activity group sector average of “B-” as well as the North American regional average of “C.”

In addition, S&P Global Platts named Williams the winner of its “2021 Award of Excellence — Midstream” for our leadership in the midstream industry, particularly as it relates to progressing toward climate goals and incorporating solar, renewable natural gas and hydrogen into our existing energy infrastructure network.

> “Our ESG ratings validate our commitment to holding ourselves accountable and being transparent with customers, employees and shareholders, but we still have much to accomplish on this journey. I want to thank our employees for their efforts this past year to make all this possible as we continue to execute our clean energy strategy and deliver long-term value to our stakeholders.”

ALAN ARMSTRONG, PRESIDENT AND CHIEF EXECUTIVE OFFICER OF WILLIAMS

United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a call to action for government and non-state entities to address current and future global challenges to promote a better, more sustainable world. The 17 SDGs provide a blueprint to address challenges, including poverty, inequality, climate change, environmental degradation, peace and justice.

Contributing to the SDGs offers Williams the opportunity to align our sustainability efforts to a globally-recognized framework and play a meaningful role in the shared advancement of these goals. We conducted a benchmark assessment against the 17 SDGs, down to the target level, to assess our highest priority goals. The assessment evaluated the SDGs based on key criteria including connection to Williams' material issues, alignment with the company's business strategy and our ability to make progress toward the relevant targets.

On the following pages, we describe our four corresponding contributions to high-relevance indicators for selected priority SDGs.

SUSTAINABLE DEVELOPMENT GOALS

Williams-protected wetlands near station 240 in New Jersey.

Station 610 in Pennsylvania.

AFFORDABLE AND CLEAN ENERGY

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

Contribution to Relevant Indicators

Williams' infrastructure and corporate strategy support the safe delivery of affordable and reliable natural gas needed to meet U.S. energy demand. Over 77 million homes and commercial businesses in the continental US utilize natural gas. Williams remains dedicated to participating in the safe and reliable delivery of gas and in maximizing the value of our existing infrastructure. Williams plays a pivotal role in the liquefied natural gas value chain, which contributes to the global access and affordability of energy.

As we look ahead in the power sector, the EIA predicts that natural gas will continue providing 34% of U.S. electricity generation by 2050. Over the same time period, the EIA expects renewables (hydro, geothermal, solar and wind) to increase to 44% of electricity generation by 2050.[1] Williams will continue to position ourselves as a long-term participant in the low-carbon economy by investing in emerging energy markets. We continue to support a sustainable, clean energy future and commit to reducing greenhouse gas emissions from our operations while helping our customers achieve their emissions reduction goals.

Williams continues to assess solar generation opportunities that provide electricity to our existing natural gas compression and processing facilities. In 2021, we progressed 10 solar projects to the permitting phase, with plans for further development of these projects in the future. We predict that the projects currently under development across the Williams operational footprint will offset approximately 5% of Williams' total energy usage. Williams anticipates the first of the solar projects to begin commercial operation in mid-2024.

[1] U.S. Energy Information Administration, Annual Energy Outlook 2022 (AEO2022)

Operations Technician Eric Gallihugh at the Transco compressor station in Virginia.

DECENT WORK AND ECONOMIC GROWTH

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

Contribution to Relevant Indicators

Williams strives to foster a safe and healthy work environment where all employees feel empowered to advance their skills and make a difference in the world. Our pipeline and equipment integrity programs help protect the safety and security of our employees that work and live in close proximity to Williams' natural gas infrastructure.

Williams promotes a safety-first culture where all employees have the authority to stop work if they suspect a safety hazard. Every day, we aim for zero safety incidents and are committed to the overall wellness of our people. Williams' safety performance is integrated into our core business activities and is one of the company's Core Values. We strive for continuous improvements and set a safety performance goal of 10% reduction from the previous three-year average in employee recordable injuries for 2022. In addition, we set a goal to reduce annual process safety incidents by 10% in 2022.

We are also proactive in advancing our safety culture into the future. We have a safety leadership training program for leaders at the director level and above, safety training questionnaires to track training participation and detailed safety culture assessments to understand gaps and improvement opportunities. Employee recognition is critical for reducing workplace hazards. We recognize employees for identifying and mitigating hazards through our Shifting Gears awards program.

Pipeline infrastructure at the Transco compressor station in Virginia.

INDUSTRY INNOVATION AND INFRASTRUCTURE

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

Contribution to Relevant Indicators

As one of the largest energy infrastructure companies in the U.S., Williams operates more than 30,000 miles of pipeline systems, handling approximately 30% of the nation's natural gas. Our gathering, processing and transmission pipeline infrastructure services deliver clean, reliable and affordable energy. Williams' products and services help improve quality of life by providing communities with clean energy to heat buildings and water, generate electricity, cook food and dry clothes. Williams' natural gas infrastructure connects the best supplies to the best demand centers, including LNG terminals that serve global markets.

Natural gas-powered electricity generation enhances reliability in the U.S. electric power grid and provides the necessary backup supply that supports growth in renewable forms of energy. The nation's natural gas supply continues to grow, leading to stable and affordable energy costs for customers.

Looking to the future, Williams is evaluating and implementing projects to grow our clean energy business through Williams New Energy Ventures group, while continuing to provide clean, reliable and affordable natural gas. We contribute to energy justice efforts, 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.

Field Office Administrator Tina Taylor in Charlottesville, Virginia.

RESPONSIBLE CONSUMPTION AND PRODUCTION

SDG 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 takes an active leadership position within our industry and the midstream sector to demonstrate transparent and sustainable achievements in ESG reporting. In 2020, we co-directed an initiative with the Energy Infrastructure Council (EIC) to launch the first-ever midstream company ESG reporting template. The template provides all midstream energy infrastructure companies with key sustainability metrics reportable to investors in a transparent and comparable way.

To date, 17 midstream energy companies leverage this template. Since its launch, the ESG reporting template received strong investor support, demonstrating the value of transparent reporting across the midstream industry and investment community. Williams is actively participating in discussions to update the template with feedback from industry partners and investors. To review Williams' published EIC ESG reporting template, see our environmental, social and governance website.

Corporate Governance

GRI 102-18; 102-23

At Williams, our dedication to the safety, integrity and reliability of our operations starts from the top. For over a century, our commitment to strong Corporate Governance has helped to maintain the trust and confidence of our stakeholders. We continue to champion strong governance practices to achieve our performance goals.

Our Corporate Governance Guidelines serve as a governance framework to address the operations and structure of the board 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.

In 2021, the board approved amendments further conforming the By-Laws of The Williams Companies, Inc. to the General Corporation Law of the State of Delaware. Additionally, the board approved clarifications to several sections including notice and record date provisions, quorum requirements and adjournment rights, among other items. The compensation and management development committee and the governance and sustainability committee charters included amendments clarifying that the board retains responsibility for chief executive officer succession planning. The board also amended all committee charters to clarify the ability to conduct business virtually.

Shareholder Relations

Williams strives to provide our shareholders with long-term, stable gains by delivering on our safety and reliability commitments. We maintain open dialogue with shareholders, including board-level engagement with institutional investors, allowing us to address issues, share relevant information and enhance alignment with shareholder expectations. In 2021, members of our executive management team attended two in-person investor conferences, 14 virtual investor conferences, 49 conference calls, five virtual Q&A sessions and four virtual non-deal roadshows.

During such meetings, management may discuss Williams' strategy, operations, ESG efforts and 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 2021, the investor relations team facilitated 15 ESG-focused investor conference calls, 12 of which included a member of the executive management team. Additionally, as a part of our 2021 corporate strategy process, Williams partnered with an external third party to conduct interviews with top investors, hedge funds and sell-side analysts to gain candid perspectives on our corporate strategy and ESG efforts. We value investor perspectives by carefully considering and evaluating them to determine alignment with our long-term corporate strategy and associated ESG efforts. For information on how we deliver online communications to shareholders, see our investor relations website.

In January 2021, Williams hosted a virtual public ESG event, the first event of its kind across the midstream sector. During this event, our executive management team presented the company's ESG performance, climate commitment and forward-looking strategy for sustainable operations. For more information regarding the event, see the virtual ESG event page on our investor relations website.

In 2021, Williams received recognition in the Brendan Wood International Shareholder Confidence Index panel, rating in the Top 5 for U.S. Power and Utility Companies based on our communicated strategies for the year ahead.

WILLIAMS WILL BE THERE

Connecting ESG to Compensation

Williams continues to focus on the implementation and success of our ESG strategy. We design our compensation programs to align with company priorities and engage the entire organization to meet common goals. Our Annual Incentive Program (AIP) applies to all employees, including our executive officers, and includes environmental and safety targets.

Williams updated our 2022 AIP to include additional ESG metrics, such as targets for behavioral near-miss-to-incident ratio and methane emissions reduction. ESG metrics now make up 15% of total performance in our AIP for all employees, including our executive officers. These enterprise-wide ESG goals clearly communicate our focus on reducing environmental, safety and operational risks. Our LOPC (including methane release) and safety reporting and improvement goals have been part of a multi-year strategy. Our strong reporting culture has produced a credible and actionable dataset built upon years of focus and learning. Additional information on Corporate Governance, such as director compensation, is in our 2022 Proxy Statement.

Board of Directors

GRI 103-1; 103-2; 103-3; 405-1

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

Our executive management also plays an important role in implementing company processes and procedures and keeping directors informed about the business. Management provides regular reports to the board and board committees.

In 2021, the Williams board met six times. Our board consisted of 13 accomplished and capable directors for the majority of 2021, and decreased from 13 to 12 directors after Vicki Fuller resigned in December 2021. Stockholders elect our directors annually by a majority vote in an uncontested election. All the directors are independent with the exception of our president and chief executive officer. Non-employee directors meet at each regularly scheduled board meeting without management present. 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 Williams board has four standing committees: audit; compensation and management development; environmental, health and safety; and governance and sustainability. Each of our board committees are composed entirely of independent directors. In 2021, a minimum of five independent directors served on each committee. The committees provide updates on the committee activities at each regularly scheduled board meeting. For detailed information on each board committee, please see the board committee charters on the corporate governance page of our website.

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

To promote strong performance and continuous improvement, our board adopted practices to evaluate their performance. The board and its committees conduct annual self-evaluations and self-assessments.

Board of Directors


Alan Armstrong


Steve Bergstrom


Nancy Buese


Michael Creel


Stacey Doré


Richard Muncrief[1]


Peter Ragauss


Rose Robeson


Scott Sheffield


Murray Smith


William Spence


Jesse Tyson[2]

[1] Appointed to the board, effective March 1, 2022, following the retirement of Stephen Chazen.
[2] Appointed to the board, effective March 1, 2022, following the retirement of Charles Cogut.

Engineer Principal Webb Winston at Houston Tower.

SELECTING BOARD MEMBERS

GRI 102-24

Maintaining a diverse board of directors allows for a broad range of viewpoints, experiences and perspectives — ultimately contributing to our business and operational success. 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 board may elect, by a majority vote, a director candidate recommended by the governance and sustainability committee to fill a new opening or vacancy. Additionally, the board, upon the recommendation of the governance and sustainability committee, nominates director candidates for election at the annual meeting of stockholders. The board considers, among other things, expertise and experience relating to economic, environmental and social topics.

The governance and sustainability committee evaluates the board's composition to assess if it has the right mix of skills and experience. As part of its director evaluation and nomination process, the committee annually assesses the board's diversity in such areas as geography, age, gender, race and ethnicity. We strive to maintain a board of directors with diverse occupational and personal backgrounds.

We disclose information on our board's composition related to diversity of gender, race and ethnicity in our proxy statement for the annual meeting of stockholders.

In 2021, we enhanced our Corporate Governance Guidelines to adopt the "Rooney Rule" requiring consideration of candidates with a diversity of race, ethnicity and gender each time the governance and sustainability committee evaluates director candidates to fill a vacancy or new position on the board. These changes align with Williams' commitment to Diversity and Inclusion for the board. In 2021, we appointed an additional female director, Stacey Doré. Following the departure of Vicki Fuller from the board in December 2021, and the impending retirement of two directors in April 2022, we announced the appointment of two independent directors to the board, Richard Muncrief and Jessie Tyson, effective March 1, 2022.

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. Two of our directors, Charles Cogut and Stephen Chazen, retired from the board in 2022 following this policy. Upon their retirement, the size of the board decreased to 12 directors.

"Our board members provide insightful perspectives and vigorous strategic oversight to keep Williams on the path to long-term, sustainable growth."

BOB RILEY, VICE PRESIDENT AND ASSISTANT GENERAL COUNSEL AT WILLIAMS

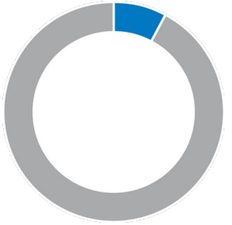
2021 Board Demographics[1]

Gender of Board Members

3 Female

9 Male

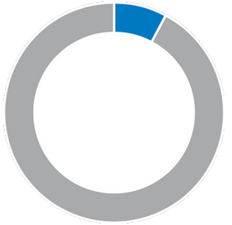
Age of Board Members



1 30–50 Years Old

11 50+ Years Old

Race & Ethnicity of Board Members



1 Underrepresented Ethnicity and Race

11 White

[1] As of April 26, 2022.

Sustainability & Risk Oversight

GRI 102-20; 102-32

The board of directors maintains responsibility 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 execution of the company strategy. Williams' strategy team leads the annual strategic risk assessment process, identifying top risks, with input from senior leaders across the organization. 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. The board of directors reviews results from the strategic risk assessment prior to or during the annual strategy session.

Our investors, shareholders and other stakeholders continue to place emphasis on sustainability topics. The responsibility to oversee the sustainability of our business belongs to each of our board committees as well as to the full board of directors:

- The governance and sustainability committee maintains 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 maintains responsibility 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. This committee also shares oversight with the compensation and management development committee for employee health and development.
- The audit committee reviews the top risks identified by the company's strategic risk assessment process, which may include risks linked to climate change.
- The compensation and management development committee annually reviews the succession plans for the executive officer team, including the overall talent management process, which considers candidate diversity. This committee also modifies the compensation program, as needed, to help attain our sustainability-related goals. The committee shares oversight with the environmental, health and safety committee for employee health and development.

Williams' management team ensures ESG topics receive the proper attention in our long-term corporate strategy and operations. During our 2021 corporate strategy session, the board and executive officer teams discussed Williams' long-term strategic outlooks, revalidated prior strategic direction decisions and identified any refinements to the corporate strategy.

Sustainability starts at the top and cascades down the entire organization. Williams' management-level ESG director maintains responsibility for engaging with Williams' shareholders to understand ESG expectations and communicate our performance. Additionally, our ESG steering committee supports 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 that dependably delivers value to our stakeholders. The Williams Integrated Management System applies to Williams employees, contractors, operating assets, projects and offices. We reference how we use our Integrated Management System to manage Williams' key ESG topics throughout our annual sustainability report, which the full board of directors reviews prior to publication.

ESG Oversight

Board Oversight of ESG

- Oversees a variety of critical initiatives, including our succession planning program and top talent pipeline program, which includes metrics related to gender and ethnic diversity.
- Oversees management of ESG-related risks.
- Oversees integration of ESG in our corporate strategy.
- Reviews our annual Sustainability Report prior to publication.

Committee Oversight

Governance & Sustainability Committee

- Oversees the formulation of the Company's ESG strategy and policies, including the Company's engagement with its stakeholders.
- Receives progress updates on the development of our Sustainability Report.

Audit Committee

- Discusses policies around our strategic risk assessment framework, which includes risks linked to climate change.

Environmental, Health & Safety Committee

- Monitors compliance with applicable and proposed legislation, regulations and orders.
- Shares oversight with the Compensation & Management Development Committee for employee health and development.

Compensation & Management Development Committee

- Modifies the compensation program as needed to help attain our sustainability-related goals.
- Shares oversight with the EH&S Committee of employee health and development.

Management Oversight

- Establishes process to make sure that accountability for ESG performance cascades across the organization.
- Oversees the Williams Integrated Management System, which contains operating requirements, project standards and corporate policies to drive integrated ESG practices into our operations. The Williams Integrated Management System applies to all employees, contractors, operations, assets, projects and offices.

The Transco Pine Needle liquified natural gas storage facility in North Carolina.

WILLIAMS WILL BE THERE

Providing Clean, Affordable & Reliable Energy

As energy demand continues to rise, Williams will be there for the communities that depend on our products and services. With the largest and most flexible gas transmission system in the U.S., Williams can support growing energy demand while maintaining industry-leading emissions rates. Williams' infrastructure safely delivers affordable and reliable energy needed to fuel the clean energy economy. We are embracing emerging technologies and adapting appropriately to meet clean energy demands while providing solutions that are available today.

Energy Access

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

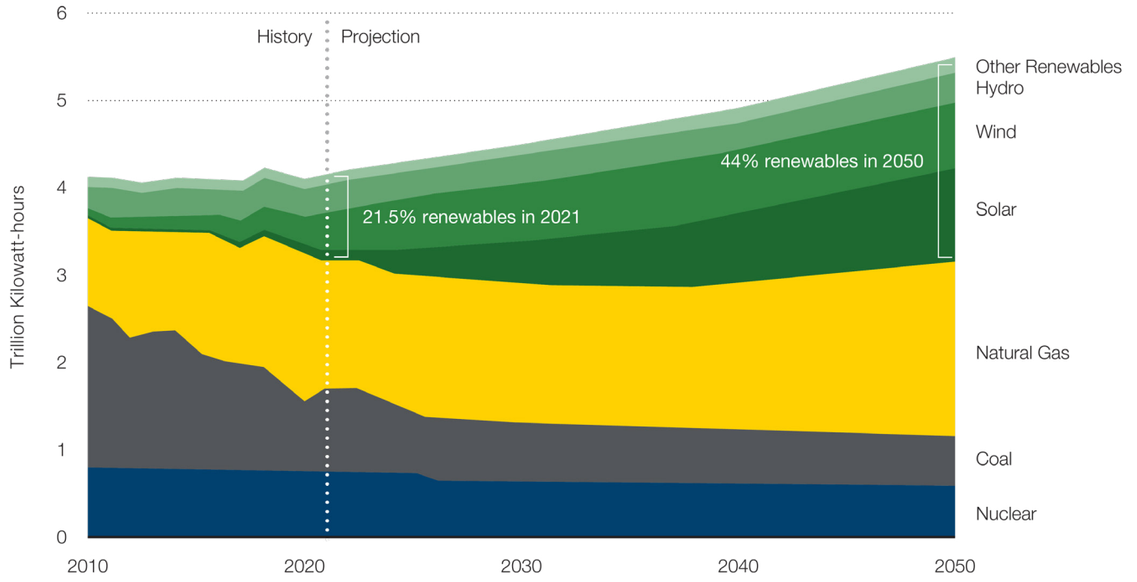
Williams provides the infrastructure needed to ensure access to equitably distributed and reliable energy. We are dedicated to maximizing the value of our existing infrastructure to bring affordable, reliable and low-emission fuels to the marketplace in a sustainable way. We do this by connecting the best supplies of natural gas with our country's largest demand centers while also working to scale hydrogen and renewable energy.

According to the U.S. Energy Information Administration (EIA) Annual Energy Outlook, natural gas accounted for 37% of electricity generation in the U.S. in 2021. Looking to 2050, natural gas is projected to provide 34% of U.S. electricity generation, while wind and solar will be responsible for 36% in 2050. As we strive to meet the domestic demand for American-sourced energy, we remain committed to reducing greenhouse gas (GHG) emissions from our operations while also helping our customers achieve their emissions reduction goals. For additional information on reducing GHG emissions from our operations, see Operational Greenhouse Gas Emissions.

Natural gas will continue to be a critical part of the energy mix in 2050 while complementing the growth of renewable electricity sources.

Williams safely and reliably handles 30% of the country's natural gas and is proud that our infrastructure is part of the solution to ensure availability of natural gas to the 77 million homes and business utilizing natural gas in the continental U.S. Williams actively engages with the communities in our operational footprint on topics related to clean energy access. We often receive inquiries from local stakeholders on how they can access natural gas for their community. While Williams is not a utility or local distribution company, we provide insights and education for local representatives regarding the various ways they can access our products and services. Our executive-level oversight for energy access includes advocacy for the expansion of our services, especially in our existing operating areas. Williams' leadership plays a vital role in articulating the market need to expand natural gas as an immediate clean energy solution while pursuing emerging energy sources.

2010–2050 U.S. Electricity Generation[1]



[1] Source: U.S. Energy Information Administration, Annual Energy Outlook 2021 (AEO2021)

Technical Specialist Michael Quinones at a metering station in New York City.

Operations Technician Ryan Steup at the Transco pipeline station 240 liquified natural gas storage facility in New Jersey.

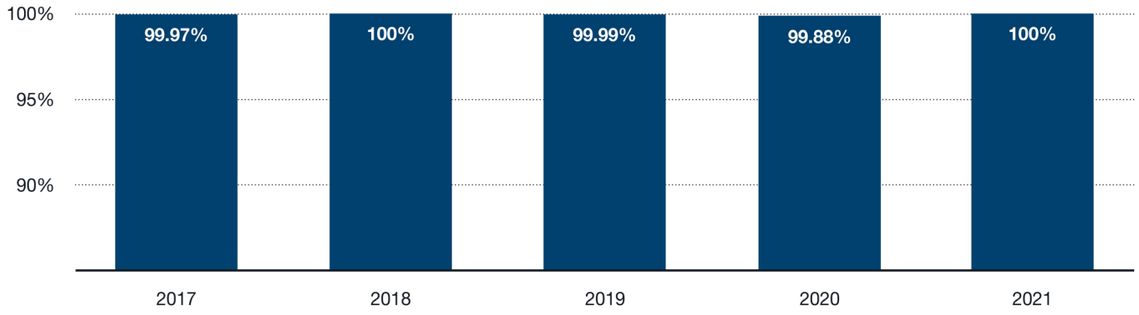
Energy Affordability & Reliability

As one of the largest interstate pipeline transmission providers in the U.S., Williams' pipeline expansion projects connect the best supply basins to some of the largest growing demand centers. Williams also 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 U.S.

Throughout 2021, Williams maintained robust reliability plans and contingencies that helped prevent supply disruptions to our customers and ultimately kept costs low for energy consumers. Given its abundant supply, affordability and ease of transport, 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. Natural gas has the lowest carbon dioxide emissions-to-heat-content ratio when compared to other fuels and was 70% less expensive than electricity on a dollars per million British thermal units basis for the 2021-2022 winter heating season. Williams' pipeline integrity and maintenance efforts ensure our systems operate with the least disruption possible. Taking proactive actions to maintain underground pipelines, aboveground facilities and other infrastructure effectively reduces costly service interruptions. These efforts also support the continued affordability of natural gas for end-use energy consumers.

Despite challenges in 2021, such as the extreme winter temperatures that caused disruptions in Texas, Williams was able to quickly respond and serve our customers. Our monthly Customer Impacted Volumes (CIV) metric, which measures volumetric reliability from our customer's perspective, remained between 99.69% and 99.89% throughout 2021. Our stable CIV percentage illustrates the resiliency of Williams' natural gas system, providing reliable access to energy and meeting the needs of our customers.

Transmission Reliability[1]



[1] Williams completes monthly evaluations across our transmission systems to identify operational conditions or maintenance activities which may have resulted in an impact to customer receipts or deliveries. Those evaluations are enumerated into the Customer Impacted Volume (CIV) percentage. The transmission systems CIV percentage is shown in the Transmission Reliability chart.

Economic Development

By leveraging our highly reliable transmission and storage networks, our expertise and strategic relationships, Williams is able to contribute to local economic development and influence global economies. We focus on supporting economic development throughout our operations by creating jobs, investing in civic improvements and working with local service providers and international shippers.

We recognize the importance of robust community engagement in our project planning, including with stakeholders from underserved population groups in communities affected by a planned project. In 2021, we further expanded our direct outreach to minority and low-income populations to share information about planned pipeline infrastructure projects in their communities, while gaining an understanding of challenges specific to these populations. This engagement allowed Williams to provide informed responses on the local economic benefits of pipeline infrastructure projects to the community. In 2021, the Williams community and project outreach and communications team developed an educational video related to the benefits of pipeline infrastructure projects. Learn more by watching the educational video on our website.

Our pipeline infrastructure projects positively influence local economies and improve living standards by providing new or additional access to affordable energy. Additionally, Williams brings economic benefits locally through taxes to state and local governments. In 2021, we paid $194 million in property taxes across our locations. We also contributed more than $228 million in total Employer Federal Insurance Contribution Act taxes over the past 5 years.

Williams executes pipeline infrastructure projects and brings economic benefits to communities across the United States. In particular, the two projects highlighted unlock access to clean and reliable natural gas to provide energy in growing Northeastern markets.

LEIDY SOUTH

In 2021, Williams placed the Leidy South Expansion project into service. We placed components of this project into service ahead of schedule, allowing new volumes of natural gas to meet market demands earlier than expected. This project allows Pennsylvania gas producers to better connect robust supplies of natural gas in northern and western Pennsylvania with growing demand centers along the Atlantic Seaboard. The project will help the existing Transco pipeline system transport an additional 582,400 dekatherms of natural gas supply per day — enough natural gas to meet the daily needs of approximately 2.5 million homes.

Leidy South generated economic benefits both for local communities and for those working directly on the construction phases of the project, such as the six local firms that Williams engaged for engineering and road-related work. The infrastructure investments and ongoing operations associated with the project will result in significant economic and fiscal benefits in Luzerne County, Schuylkill County, and the Commonwealth of Pennsylvania. An independent study by a third-party research firm showed that the project created hundreds of construction jobs in Pennsylvania and generated $100 million in direct benefit for the state.

REGIONAL ENERGY ACCESS

The Regional Energy Access Expansion project continued progressing through various permitting stages in 2021. This expansion seeks to enhance existing energy infrastructure and increase Northeast consumer access to clean, affordable natural gas. The project will increase capacity by up to 829,000 dekatherms per day — bringing enough energy supply to power approximately 3 million homes.

We work to analyze the potential and real outcomes of our expansion projects. In 2021, Williams commissioned a study by Wilkes University to provide a Pennsylvania-specific narrative summarizing the economic and local benefits for the Regional Energy Access Expansion project. The results of the Wilkes University study helped Williams better inform local stakeholders about project benefits. Williams also conducted a study with Rutgers, which took place during the initial stages of the project and revealed significant economic benefits at the state and county levels in Pennsylvania and New Jersey.

Alongside the expansion and modernization of our infrastructure, Williams is embracing emerging technologies and adapting appropriately to meet clean energy demands. We plan to construct the proposed Regional Energy Access Expansion project to be adaptable to future renewable energy sources like hydrogen and renewable natural gas blending.

Quantitative Impacts of the Regional Energy Access Expansion Project

~6,396
job years[1]

$375M
in GDP

$295M
in labor compensation

$17.6M
in state tax revenues

$6.6M
in local tax revenues

[1] One job-year is equivalent to one job lasting one year.

WILLIAMS WILL BE THERE

Meeting the Demand for Reliable Energy

Williams strives to support the growing demand for reliable and affordable energy in the U.S. 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. Since 2008, Williams nearly tripled the contracted capacity on Transco to approximately 18.7 million dekatherms per day. This increased capacity resulted in Williams delivering a record amount of natural gas on our Transco interstate pipeline, providing essential and reliable service to natural gas distribution companies, electric power generators, liquefied natural gas exporters and other customers along the Eastern Seaboard and Gulf Coast.

Williams accomplished this record amount of natural gas primarily through incremental growth projects along Transco's existing footprint. In 2021, Williams pre-filed two proposed expansion projects for the Transco pipeline system to expand access to natural gas in areas of growing demand. The Southside Reliability Enhancement project focuses on expanding and modernizing the existing Transco pipeline's capacity to North Carolina. The project leverages Williams' existing natural gas infrastructure to support overall reliability and diversification of energy supply by adding much-needed infrastructure to meet growing demand for natural gas in the mid-Atlantic region. Once complete, the project will supply enough reliable natural gas to meet the needs of nearly 2 million homes in the region. The Commonwealth Energy Connector project focuses on expanding the existing Transco pipeline's capacity to Virginia. The project will supply enough reliable natural gas to meet the needs of nearly 500,000 homes in the region. Construction and operation of the project are expected to have a positive economic effect on the surrounding communities. Payroll expenditures and locally sourced construction materials will inject funds into the local and regional economies. These projects are also expected to have a positive impact on tax generation in Virginia and North Carolina.

As Williams continues to expand our pipeline infrastructure, we remain mindful of our operational impact on the environment. Natural gas and natural gas infrastructure enable the expansion of energy solutions by creating a reliable delivery network with a large-scale storage solution. We design our expansion projects with consideration of future renewable energy sources like clean hydrogen and renewable natural gas blending. See more information on our efforts to reduce GHG emissions and remain responsible stewards of the environment in Climate Change.

> "At Williams, we've been embracing emerging technologies and adapting to clean energy demands. Central to our ability to meet clean energy demand today — and tomorrow — is our 30,000-mile natural gas network and the technology-driven flexibility that comes with it. Currently, Williams is safely powering America with our reliable natural gas infrastructure that spreads across 26 states and serves 77 million homes and businesses. More than a century in the making, our comprehensive network moves 30% of the nation's natural gas to cleanly power bustling cities, vibrant suburbs, and rural communities across this great land."

MICHEAL DUNN, EXECUTIVE VICE PRESIDENT AND CHIEF OPERATING OFFICER OF WILLIAMS

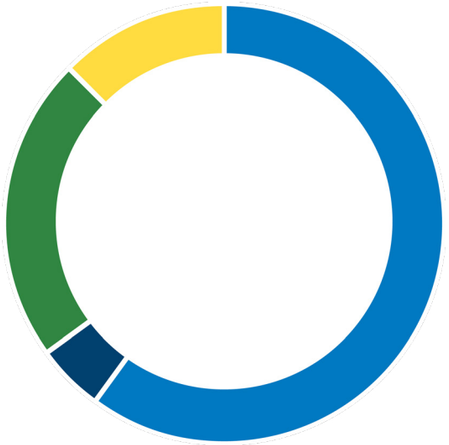
Climate Change

GRI 103-1

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

We were the first North American midstream company to commit to actionable climate targets. We have reduced our company-wide Scope 1 and 2 GHG emissions by 47% since 2005, and are on our way to meeting our 2030 goal of a 56% reduction. Our progress on this goal puts us on a positive trajectory toward our ambitions of net zero GHG emissions by 2050. Williams is strategically focused on reducing Scope 1 and 2 emissions at this time. We continue to have ongoing conversations with internal and external stakeholders regarding the role of Scope 3 emissions for midstream pipeline companies. For additional information on reducing GHG emissions from our operations, see Operational Greenhouse Gas Emissions.

Anticipated 2022 Capital Expenditures by Type[1]



$1.2B Growth Capital
High priority investments drive sustainable long-term growth

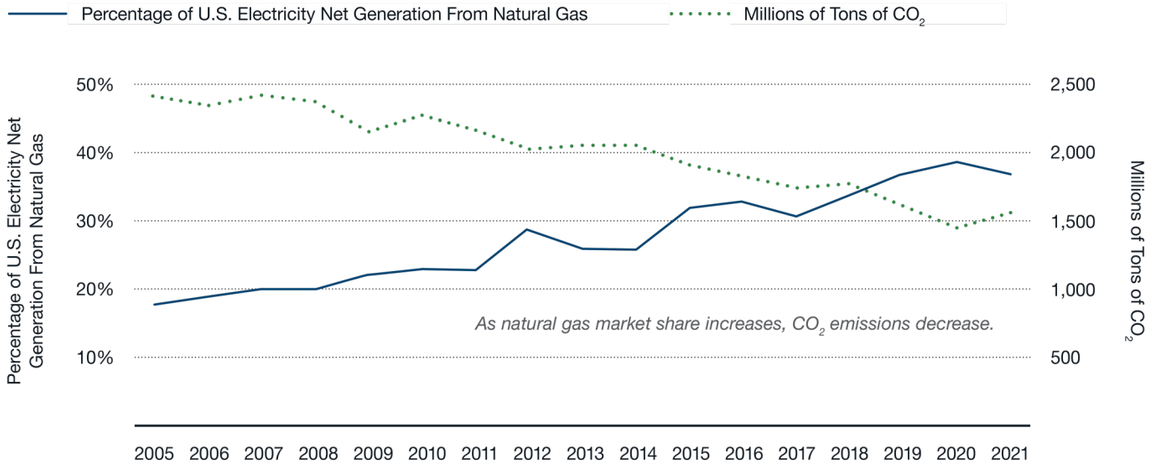
$100M New Energy Ventures
Investments in renewables projects within our existing footprint

$450M Maintenance Capital
Investments in business to keep assets in good working condition

$250M Modernization and Emissions Reduction Program Capital
Modernize transmission infrastructure and reduce emissions

[1] Anticipated CAPEX based on midpoint of 2022 guidance. Excludes acquisition of Trace Midstream assets.

U.S. Electric Power Sector: CO_2 Emissions vs. Natural Gas Market Share[2]



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

Natural gas is a ready-now solution to reducing emissions while reliably meeting the demand for clean energy. Natural gas emits about half as much carbon dioxide as coal, and 30% less than oil — as well as fewer air pollutants — per unit of energy delivered. Natural gas plays a critical role in reducing CO_2 emissions from the U.S. electric power sector. According to the U.S. EIA, over the past decade U.S. electricity net generation from natural gas has increased 30% while generation from coal has decreased 41%. Over that same time period, CO_2 emissions from the electric power sector have declined by 24%. However, in 2021, natural gas market share declined as more coal-fired and fuel oil generation entered the mix. This occurrence was the leading cause of CO_2 emissions from the U.S. electric power sector rising 7% versus 2020. Even while wind and solar market share grew during the same time period, it was not enough to offset the increased emissions from expanded use of coal and fuel oil. This exemplifies the continued importance of leveraging abundant, low-cost U.S. natural gas as a tool to displace heavy-emitting fuels, alongside renewables growth, to support clean energy demand domestically and globally. The U.S. EIA projects that domestic CO_2 emissions from electricity generation will decrease by 24% from 2022 to 2035, due to the continued displacement of emissions-intensive coal with natural gas and renewable energy.

Vice President of New Energy Ventures Brian Hlavinka.

Strategy

GRI 103-2

Williams' Environmental, Social and Governance (ESG) strategy focuses on immediate opportunities to reduce emissions right here, right now. As part of that strategy, Williams is advancing our long-term climate commitment through continued execution of operational optimization and asset modernization and active engagement of Williams' New Energy Ventures team. We are actively working to reduce carbon emissions and provide long-term, scalable solutions. Our approach to address immediate climate risks and pursue long-term opportunities includes:

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

By integrating sustainability practices throughout our everyday operations, we hold ourselves accountable to meeting our climate commitments. We transparently communicate progress with customers, employees, shareholders and other stakeholders.

We are working to further align our corporate strategy with our approach to managing climate change. Williams uses a qualitative climate-related scenario analysis in our corporate strategy process to identify and test plausible scenarios of Williams' future. The board and executive officer team consider a range of internally developed scenarios consisting of various market fundamentals and assumed related financial outcomes. We compared the developed scenarios to publicly available data, including data from third-party consultants, on 1.5 and 2.0 degree Celsius scenarios. In response, the board and management team evaluate strategic opportunities and investments. In 2021, the board discussed the New Energy Ventures implementation framework, program development and business development opportunities. Our New Energy Venture investment decisions consider emissions intensity for our company, customers and partners.

We understand our climate-related practices and performance are of interest to external stakeholders. Williams continues to align our climate change reporting with the recommendations established by the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD). In 2021, we developed an index that maps our disclosures against the four TCFD thematic areas to increase transparency and help stakeholders easily identify relevant information.

For additional information on how Williams manages the risks and opportunities of climate change, see our response to the 2021 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 our ESG strategy and ensures that senior leadership focuses on critical 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 maintains oversight for ESG strategy and policies.

The governance and sustainability committee oversees the formulation of our ESG strategy and policies and reports on its oversight to the entire board. Additionally, the environmental, health and safety committee oversees compliance with applicable and proposed environmental legislation, regulations and orders; conformance with industry standards and best practices; asset reliability; operational risk management; asset integrity plans and programs; and performance in key environmental and safety metrics.

Williams' management-level ESG director leads the development and execution of our ESG strategy. The director's duties include increasing ESG integration, raising the visibility of our ESG capabilities and engaging with shareholders to understand ESG expectations and communicate our performance. The ESG director reports to Williams' vice president of investor relations and ESG.

To promote strong governance across the enterprise over environmental practices, Williams has incorporated a new target into our all-employee Annual Incentive Program (AIP) to reduce methane emissions over a three-year average, starting in 2022. Alongside this target, we will continue to reduce our loss of primary containment (LOPC) events, including the unplanned or uncontrolled release of methane. We can influence short-term annual incentives for all employees eligible for our AIP by achieving these targets. We weighted the LOPC goal at 5% of our 2021 AIP for all employees, including the C-suite. See Employee Attraction, Retention & Development for more information about our AIP.

> "Williams has a long history of strong corporate governance with industry-leading disclosure and accountability policies. Our reputation as a dependable and trustworthy business hinges on our commitment to deliver on our promises."

LANE WILSON, SENIOR VICE PRESIDENT AND GENERAL COUNSEL OF WILLIAMS

WILLIAMS WILL BE THERE

Unveiling New Energy Ventures

In 2021, we rebranded and expanded the Williams' New Energy Ventures group focused on advancing innovative technologies, markets and business models. New Energy Ventures collaborates with talent across Williams, along with external partners and customers, to evaluate and implement projects that deliver environmental and financial gains. The team uses the following guiding principles to prioritize our areas of focus and investment. The New Energy Ventures strategy complements Williams' core business and enhances our suite of infrastructure services available to energy markets.

- Achieve carbon reductions for ourselves, our customers and partners
- Create economic value with actionable investments
- Target opportunities where our midstream competencies provide strong competitive advantages
- Provide scalable options for the future

The U.S. Infrastructure Investment and Jobs Act, signed into law in 2021, allocates $9.5 billion to the U.S. Department of Energy. This allotment is adjacent to efforts in motion by the Williams New Energy Ventures group and will support the team in making forward progress. Of the total funds, $8 billion will go towards clean hydrogen hubs and $1 billion for research, development, commercialization and deployment of technologies that reduce the cost of hydrogen electrolysis. New Energy Ventures' hydrogen strategy aligns with the Department of Energy's funds for clean hydrogen hub development. The hubs will play an integral role in regional sustainability through decarbonization and economic advancement.

Risk Management

GRI 201-2

PHYSICAL RISKS

We recognize our business is subject to physical risks. Our assets and operations, 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. Extreme weather conditions generally require more system backup, adding costs and increasing system stresses, including service interruptions.

Williams is delivering products that are critical inputs for electricity generation, heating and cooking while supporting a clean energy future. We integrate climate-related considerations into key business planning and decision-making, and incorporate these considerations into our annual strategy and strategic risk assessment processes.

Williams' strategy team leads our annual strategic risk assessment process, which includes an internal survey to assess, score and prioritize risks that could affect Williams' strategic objectives. Williams defined 30 enterprise risks consolidated into four categories. In 2021, we specifically integrated elements of ESG into approximately 13% of our risk definitions and recognize that climate change may manifest itself in our other risks as well. Survey participants include vice presidents and above, along with other key management and risk owners. Participants score each of the 30 risks on the degree of impact and likelihood of occurrence while providing perspectives on existing control effectiveness and perceived risk tolerance. Executive management validates top risks identified from the survey, agrees on risk tolerance and assigns executive accountability. The top risks identified through the process are provided annually to the board prior to or as a part of the corporate strategy process.

Our business continuity planning and training include potential impacts from future weather and climate events and help 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 faced, and will likely continue to face, opposition regarding these risks, including climate risk, associated with the operation and expansion of our pipelines and facilities, from some elected officials, environmental groups, landowners, tribal groups, local groups and others. While natural gas is critical to the clean energy economy, we recognize that stakeholder opposition may affect our ability to maintain and expand our operations. For more information, see Public Perception.

We are committed to providing a transparent story of our climate change performance. We understand that stakeholder expectations of our climate mitigation practices may change, and we may become exposed to new reputational, disclosure and reporting risks from increased scrutiny. As investor climate expectations increase, we will continue to enhance our procedures and standards when engaging with current or potential shareholders. We believe it is crucial to consider and, when appropriate, adapt to investor or other key stakeholder standards to protect our company value, regardless of legal requirements. We are committed to improving the information we disclose through our annual sustainability report and the CDP climate change questionnaire.

Williams has responded to the 2019-2022 CDP climate change questionnaire to demonstrate a commitment to climate change transparency and governance. In 2021, Williams received a "B," ranking above the sector oil and gas storage and transportation group average of "B-" as well as the North American regional average of "C."

Operations Supervisor Grant Friddell and Operations Supervisor Manager Stuart Roach at the Transco station in Virginia.

Williams remains committed to maintaining biodiversity at the Pine Needle liquified natural gas facility in North Carolina.

TRANSITION RISKS

Our operations are subject to environmental laws and regulations, many of which relate to climate change and GHG emissions. For example, the Oregon Environmental Quality Commission adopted three new rules in 2021 to reduce GHG emissions from harmful diesel engine exhaust, large stationary sources and transportation fuels. In Colorado, regulations passed in late 2021 that aim to reduce methane emissions, while also providing the oil and gas sector with more flexibility through an emissions intensity program. Despite the flexibility of the recent Colorado regulations, we recognize that these regulations may expose us to significant costs, liabilities and expenditures above our expectations if we do not factor them into our current operational risk management strategy.

Climate change regulations and associated costs could result in increased operations and maintenance costs, inspection and performance testing requirements, new emissions control expenditures at our facilities or administrative changes to our GHG compliance program. We are taking steps to operationalize an internal cost of carbon on particularly impactful and actionable emissions sources and work practices to drive emissions reduction opportunities aligned with our climate commitment before a potential regulatory risk is actualized. We use an internal cost of carbon as an evaluation factor for projects and work practices that have the most potential to reduce our operational GHG emissions. Williams' internal cost of carbon considers external carbon market values to direct our decision-making in a meaningful way.

We continue to monitor legislative and regulatory developments related to climate change and voluntarily pursue efforts to reduce GHG emissions from our facilities. Using the Regional Greenhouse Gas Initiative's actual weighted average price of $9.61 per metric ton carbon dioxide equivalent (CO_2e) in 2021, the gross expense to offset Williams 2021 Scope 1 emissions would be $108.7 million, which could be partially mitigated through customer agreements. This mindset of mitigating risks in a way that delivers long-term value to shareholders also drives our integration of cleaner energies and technologies, which will help mitigate climate change regulation risk.

For additional information on the risks and opportunities of climate change, see our response to the 2021 CDP climate change questionnaire. For a full list of Williams' risk factors, including those related to climate change, see our 2021 Annual Report.

Programs & Initiatives

As part of Williams' efforts to pursue sustainable investments, in 2021, we established a venture capital budget for innovative climate change technologies such as hydrogen; carbon capture, utilization and storage; and renewable and responsible natural gas. For example, in 2021, Williams:

- Committed $25 million to Energy Impact Partners, a global venture capital firm looking to accelerate progress toward net zero GHG emissions by investing in venture and growth companies advancing critical climate solutions
- Partnered with Energy Innovation Capital to explore industry collaborations and opportunities for decarbonization investments
- Williams is an inaugural member of the Tulsa Innovation Labs Energy Tech Leadership Council, which was created to guide the development of initiatives that establish Tulsa, OK as the nation's most inclusive tech community and a leading hub of energy innovation

DIFFERENTIATED NATURAL GAS

We strive to provide the best product to our customers while increasing our transparency and verifiability around quantifying and reducing methane emissions. Williams is one of the key sponsors of the Gas Technology Institute's Veritas initiative. This nonprofit initiative brings together diverse stakeholders to develop methodologies for quantifying methane emissions intensities and better defining differentiated natural gas.

In 2021, Williams began building a Responsibly Sourced Gas (RSG) program to leverage our connectivity to upstream natural gas producers and downstream customers to account for, or certify, the carbon intensity of a natural gas supply chain. For natural gas to be designated as RSG, an independent third party must verify that the gas meets the highest standards and practices to minimize the environmental footprint and safety occurrences.

Williams received significant interest from utility and power customers about purchasing RSG from our Transco and Northwest Pipelines. In addition, customer interest and the location and asset profile of the Haynesville Basin makes it a preferred target area to begin demonstrating the vision for our enterprise-wide RSG program. In support of our RSG efforts in the Haynesville operating area, we are implementing a reference implementation to monitor and quantify methane at the source level using methane emissions monitoring equipment provided by Encino Environmental. Williams deployed artificial intelligence technology and operational data to determine the causes of the methane emissions and demonstrate effective emissions reduction opportunities.

Following a successful deployment in the Haynesville basin, Williams selected Context Labs' Decarbonization as a Service™ (DaaS™) technology. DaaS™ supports RSG gathering, marketing and transporting from well-head to end-user, providing verified emissions profiles and progress of GHG mitigation across the natural gas value chain. With DaaS™, Williams can offer differentiated services to our customers, including end-to-end measured, verifiable and transparent emissions data for real-time decision-making. In addition, we will gain new insights into day-to-day operations, allowing system optimization and emissions efficiencies and reductions across our asset base.

RENEWABLE NATURAL GAS

Williams is also making significant strides to advance our renewable natural gas (RNG) efforts. RNG is natural gas that is captured and transported from processing facilities, such as landfills and dairy farms. In 2021, we signed an interconnect agreement that will allow us to add up to 10 million cubic feet per day of RNG. This recent development will bring our overall portfolio to nearly 25 million cubic feet per day in the 2023 to 2024 timeframe; diverting this natural gas that would have previously been released is equivalent to removing 108,299 gasoline-powered passenger cars from the road.[1]

We remain actively engaged with the public on RNG through our engagement with the Leadership Advisory Board on the Coalition for Renewable Natural Gas — a public policy advocacy and education platform for the RNG industry in North America. The coalition advocates for sustainable development, deployment and use of RNG so that present and future generations will have access to domestic, renewable, clean fuel and energy.

Williams delivers RNG by partnering with renewable energy developers across the U.S. to transport methane from the emissions captured from landfills or dairy farms, where it is a byproduct of the waste decomposition process. Methane produced from waste is considered a renewable fuel and is captured as biogas rather than being released directly into the atmosphere. Williams' pipeline systems are interconnected with seven RNG facilities, five of which are on Williams' Northwest Pipeline.

[1] 2015 EIA Residential Energy Consumption Survey.

In 2021, we signed an interconnect agreement that will allow us to add up to 10 million cubic feet per day of RNG.

HYDROGEN

As a midstream industry leader, we believe we can successfully leverage our business as the world moves to a low-carbon future. Proactively engaging in and supporting low-carbon research positions us to be early adopters and industry leaders in developing clean energy technologies. Hydrogen offers versatility as a method for energy storage, a source of fuel and even a raw material input for various industrial and energy-intensive processes. This key tool for decarbonization could reduce downstream GHG emissions for customers and our infrastructure network, aiding them in achieving their own emissions reduction objectives.

Williams is pursuing clean hydrogen opportunities, which we define as hydrogen resulting in a carbon footprint of less than 2.0 kilograms of CO_2e per kilogram of hydrogen. Clean hydrogen results in an estimated 80% reduction from traditional production technologies. As we expand our clean hydrogen investments, we remain flexible on the method of production used as long as we are achieving the desired CO_2e reductions. Williams believes that we will need all technologies to scale hydrogen, including hydrogen produced from renewable power and that produced from electrolysis or steam methane reforming coupled with carbon capture.

Williams is studying the effects of blending clean hydrogen with natural gas in our pipeline infrastructure. We are currently developing a pilot project in New Jersey to blend clean hydrogen with natural gas to complement our larger Regional Energy Access Expansion natural gas project. This pilot project plans to incorporate hydrogen on a small scale, but will position Williams to demonstrate how we leverage new and existing infrastructure for hydrogen. We are also evaluating the use of hydrogen sourced from renewable power and electrolysis, combined with carbon dioxide, to generate synthetic natural gas and distribute it to our customer base. Early results indicate that synthetic natural gas production can reduce carbon dioxide emissions without adverse effects on existing pipeline infrastructure.

Creating Value With a Net Zero Approach

Solar Program

Developing 10 solar projects generating clean energy to reduce utility demand at current and future facilities

Renewable Natural Gas Initiatives

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 H_2 infrastructure, production, and opportunity to blend into natural gas pipelines

Carbon Capture Utilization and Storage 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

WILLIAMS WILL BE THERE

Hydrogen Leadership

As a founding member of the Clean Hydrogen Future Coalition, we work with fellow energy companies, labor unions, utilities, nongovernmental organizations, equipment suppliers and project developers. Together we are working to identify specific actions that the U.S. can take to create and scale the clean hydrogen economy.

Williams is exploring Power-to-X projects in the United States and is identifying ways to leverage hydrogen expertise with our infrastructure and operating experience to develop hydrogen or synthetic natural gas facilities powered by renewable energy technology. We are studying electrolysis and synthetic gas-via-methanation in western Wyoming, where Williams owns significant land and natural gas infrastructure.

As part of our membership of the Pipeline Research Counsel Emerging Fuels Institute, Williams is reviewing the integrity implications around delivering hydrogen using pipelines. This includes examining how to safely store hydrogen in underground storage facilities and how to safely repurpose natural gas pipelines to include hydrogen blending service. Williams is also engaging with pipeline companies in Europe to hear their lessons learned related to hydrogen development.

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

As the industry advances hydrogen transportation solutions, ammonia presents itself as a suitable carrier of clean hydrogen through large-scale ammonia storage and long-term transportation. Hydrogen molecules can be paired with nitrogen to make ammonia, which can be extracted at the point of hydrogen demand or utilized as ammonia. Williams has the capability and expertise to transport liquid ammonia, as demonstrated by our existing ammonia pipelines near the Houston Ship Channel.

CARBON CAPTURE, UTILIZATION & STORAGE

To achieve net zero emissions by mid-century, the world will need to leverage carbon capture, utilization and storage to decarbonize hard-to-abate industrial applications. Williams already captures carbon dioxide at some gas processing and treatment plants. 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 raw material for industrial chemical production.

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

> "It's through technology innovation and collaboration with forward-thinking companies that we can leverage our assets and expertise to develop solutions to advance the clean energy economy."

CHAD ZAMARIN, SENIOR VICE PRESIDENT FOR CORPORATE STRATEGIC DEVELOPMENT AT WILLIAMS

Public Perception

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

Our goal is to sustain positive relationships with our stakeholders and the communities in which we operate. Williams strives to serve as a good neighbor, retain support for our operations and promote the success of our expansion projects. We actively engage with communities, customers, nongovernmental organizations, industry associations and government officials to understand different perspectives and explore collaborative outcomes built on open communication.

Managing public perception and educating stakeholders about our products is an enterprise-wide endeavor, and cascades directly down from our executive officer team to our boots-on-the-ground team. Williams executives actively engage in meetings with stakeholder organizations and elected officials, and participate in community events that enhance public knowledge of our products and perception of Williams. Ultimately, every Williams employee plays a role in managing the perception of our business. We developed the Williams Ambassador program to support employees in their endeavors to educate friends, family and colleagues about Williams' position in a clean energy future. The program provides tools for employees to have quality, fact-based conversations about Williams and the natural gas industry.

Helping stakeholders understand the environmental and social benefits of natural gas is essential for progressing the world's transition to clean and renewable energy, as well as reducing reputational risks to our business strategy that may originate from misinformation. We maintain early and frequent engagement with our stakeholders using various management tools and resources to inform our engagement, such as stakeholder, advocacy and membership databases; social media monitoring; polling and research; and a local municipal tracking software, to name a few.

We aspire for stakeholders across our operational footprint to feel engaged through all phases of our projects. During our Regional Energy Access Expansion project, we monitored a variety of stakeholder metrics and engaged with a nongovernmental organization to confirm that local stakeholders did not view the project as significantly controversial. Our active, ongoing stakeholder engagement approach resulted in several opportunities to share project information with a wide variety of constituencies. The project's outreach team identified several organizations, including local, regional and statewide organizations, to provide briefings and project materials. Additionally, we held a series of events with first responder organizations to share project information relevant to facilities planned for their coverage area. The company also directly reached out to several community-based organizations to broaden the scope of our stakeholder engagement. Using bilingual project materials, the outreach effort sought to provide stakeholders with information in the appropriate language. To keep local, county and state officials informed about the project scope and schedule, we held a series of meetings with officials in the spring and fall. We conducted these meetings both virtually and in-person, and provided detailed project information.

We continuously seek opportunities to recognize and understand local sentiment related to our operations and proposed projects. In 2021, we launched polling and research efforts to understand how the public views our brand, operations and proposed projects. In addition, we used a local municipal tracking service to monitor instances where local meetings reference Williams.

Permitting Manager Lynda Schubring with a stakeholder in Pennsylvania.

President and Chief Executive Officer of the Williamsport/Lycoming Chamber of Commerce Jason Fink in Pennsylvania.

Williams maintains a wide range of public education efforts, initiatives and partnerships to manage our public perception. In 2021, Williams created new partnerships with community-based organizations and translated materials to improve engagement with low-income, minority and non-English-speaking members of the communities where we operate and have proposed projects. Other outreach efforts in 2021 included:

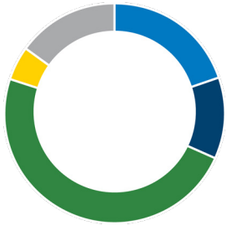
- Creating an educational video for the public related to the benefits of pipeline infrastructure projects
- Initiating targeted awareness efforts from our internal subject matter experts
- Tracking branding research campaign performance over time

We adapted our use of social media to educate the public on the value of natural gas and Williams' commitment to a clean energy future, focusing our engagement on the local communities where we have proposed expansion projects. In 2021, we enhanced our social media advertising for the Regional Energy Access Expansion project in New Jersey, and launched a video content collection initiative for the Leidy South project. The final compilation video captures in-the-field construction work and interviews with local community members discussing the positive economic effects of the large-scale pipeline project on small businesses, contractors, vendors and local governments. Watch the educational video on our website.

We host town hall and community meetings to gain 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. In 2021, we conducted both in-person and virtual events, with improvements to the virtual open house format to allow attendees to communicate directly with Federal Energy Regulatory Commission (FERC) representatives and view a recorded version of the virtual open house after the live event. For example, our improved format allowed us to conduct in-person and virtual events for our proposed Southside Reliability Enhancement project. For more information on our community outreach efforts, see Community Relations, and for more information on our public policy, see Public Policy.

Public Perception Statistics

Do you agree or disagree that Williams makes clean energy happen?



19.55% Strongly Agree

11.69% Somewhat Agree

49.21% Neutral

4.69% Somewhat Disagree

14.86% Strongly Disagree

Public Policy

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

Sustaining future growth for our operations depends, in part, on our ability to garner support for expanding energy infrastructure in North America. Government policies at the federal, state and local levels affect the viability of our existing operations and future projects. We engage with government stakeholders and regulatory agencies on energy policies and other topics influencing our operations.

Williams' state government and regulatory affairs team engages with policymakers and other government stakeholders at the state and local levels on our policy and regulatory agenda. We continue to take a bipartisan approach in our public policy outreach. In 2021, Williams presented on energy issues at a Republican Governors Association meeting and participated in a Democratic Governors Association meeting. Additionally, we continued using our comprehensive stakeholder management system to enhance our bipartisan engagement through newsletters and other corporate communications. This system allowed us to better track support for the company initiatives that we implemented.

We recognize that ESG issues are increasing in significance for governments, regulators and other important stakeholders. In 2021, we engaged on a variety of ESG issues, including energy reliability and justice, environmental justice, cybersecurity preparedness and GHG emissions reductions. For example, Williams participated in a November 2021 FERC technical conference on GHG emissions mitigation. We also provided detailed comments on the FERC's review of its 1999 Policy Statement on the Certification of New Interstate Natural Gas Facilities. Our engagement with the FERC allowed us to provide the Commission with meaningful input on challenging issues.

In 2021, we saw significant positive action related to hydrogen. The Bipartisan Infrastructure Framework, signed into law by President Biden in November 2021, contained a number of hydrogen-related provisions that aim to reduce the cost of electrolytic hydrogen to less than $2 per kilogram of hydrogen. Williams plans to engage with the U.S. Department of Energy to discuss our efforts in clean hydrogen research and development, and related funding opportunities. Williams' vice president of New Energy Ventures gave testimony before the U.S. Senate Committee on Energy and Natural Resources in early 2022, explaining the opportunities and challenges of using clean hydrogen to further decarbonize energy production and consumption.

In 2021, Williams also saw increased federal focus on energy reliability and cybersecurity preparedness for the natural gas pipeline sector. This was a direct result of the disruption to power supplies across Texas due to cold weather, and to fuel supplies along the East Coast due to a ransomware attack against the Colonial Pipeline Company in 2021. Our chief executive officer participated in White House meetings with representatives across industries to discuss how to improve cybersecurity and combat future threats.

At the same time, the regulatory landscape in 2021 created some uncertainty for the natural gas industry. We encountered challenges at the local level, including policies banning natural gas. Such opposition to natural gas heightens the need for Williams to continue educating our stakeholders on the importance and benefits of natural gas, as we transition to a low-carbon economy. In November 2021, Williams' chief executive officer published a sponsored piece in Politico, describing the key role of natural gas in the clean energy future.

Network Analyst Thuy-Ai Ngo and Business Process Analyst Andrea Lewis at the Williams headquarters in Tulsa, Oklahoma.

Political Contributions

GRI 415-1

Williams takes a bipartisan approach for our political contributions to support the advancement of our business interests and those of our industry. Before Williams contributes to candidate campaigns, our legal department reviews each proposed contribution to confirm compliance with applicable laws and regulations. Our governance and sustainability committee annually reviews our political contributions.

Williams' nonprofit political action committee, WILLCO PAC, is registered with the Federal Election Commission. WILLCO PAC is an independent, nonpartisan entity that raises contributions from eligible Williams employees to support candidates for congressional and state offices, where permitted by law. Through contributions to WILLCO PAC, our employees support policies that enable the delivery of all forms of clean energy. Employee participation in WILLCO PAC is strictly voluntary. In addition to PAC giving, in 2021 Williams made corporate political contributions at the state level to members of both political parties totaling $230,275.

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 has been recognized, for the third year in a row, as a "Trendsetter Company," scoring over 90% on this comprehensive ratings index.

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.

Operations Technician Lead David Meador at the Pine Needle liquified natural gas facility in North Carolina.

> “Williams was a first-mover in collaborating with the EIC and other midstream companies in the development of the most consequential and highest priority ESG metrics for the industry. The time and leadership Williams committed to this process resulted in a valuable reporting tool that brings much needed consistency to the ESG landscape.”

LORI ZIEBART, PRESIDENT AND CHIEF EXECUTIVE OFFICER AT ENERGY INFRASTRUCTURE COUNCIL

Trade Associations

GRI 102-13

Williams engages with a wide range of trade associations at the national, state and local levels. We find value in engaging with trade associations that share our positions on key public policy issues, but also engage with those that do not align with our public policy positions. The following are examples of the major trade associations and industry coalitions we engaged with in 2021:

- American Petroleum Institute
- American Society of Mechanical Engineers
- American Society of Safety Professionals
- Association of Oil Pipelines
- The Business Roundtable
- Clean Hydrogen Future Coalition
- Coalition for Renewable Natural Gas
- Common Ground Alliance
- Energy Infrastructure Council
- Global Carbon Capture and Storage Institute
- GPA Midstream
- Interstate Natural Gas Association of America
- Marcellus Shale Coalition
- National Society of Professional Engineers
- Northwest Gas Association
- Southern Gas Association

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

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. Williams helped EIC launch the first-ever midstream company ESG reporting template. We observed 15 midstream companies and investors adopt the template in the first year after its release. For more information, see our environmental, social and governance website.

In 2021, Williams’ chief financial officer and chief operating officer participated in meetings with investors at the 2021 EIC Investor Conference. Our chief operating officer also engaged in a fireside chat Q&A session, discussing Williams’ work with connecting the energy value chain. A recording of this session and slide deck presentation for investors is available on our investor relations website.

Williams discloses all expenditures of corporate funds used for nondeductible lobbying and political expenditures on our website.

Senior Environmental Specialist Shannon Turek at a 260-acre preserve near our station 240 in New Jersey.

WILLIAMS WILL BE THERE

Minimizing Our Footprint

As we work to provide energy transport, storage and delivery solutions, Williams will be there to safeguard the environment. We incorporate environmental considerations into our decision-making process at all stages of operations. We maintain and constantly stress test our processes to ensure best-in-class environmental risk mitigation across our operations and strive to meet or exceed applicable laws and regulations.

Environmental Compliance

Environmental stewardship is one of Williams' Core Values. We hold ourselves accountable to meet or exceed all applicable environmental, health and safety laws and regulations. At facilities where environmental regulations do not apply, we facilitate discussions to implement responsible standards and practices.

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 committee within our board of directors oversees our company-wide culture of environmental protection, as outlined in our Environmental, Health and Safety Policy.

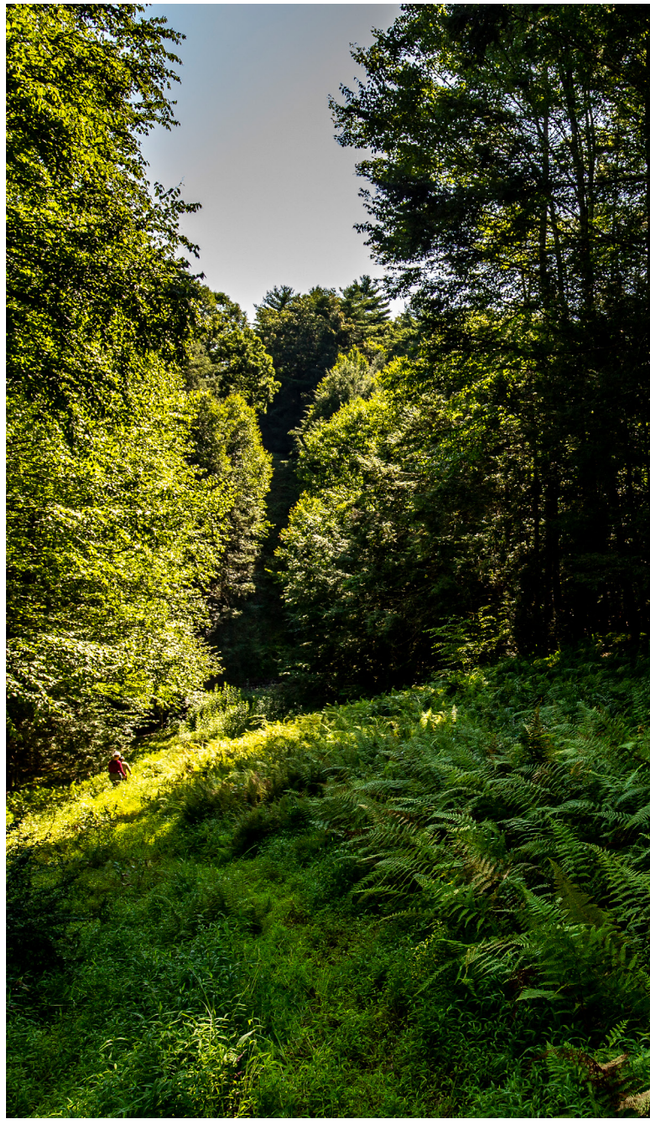
We put our Environmental, Health and Safety Policy into action with the Williams Integrated Management System (WIMS). This management system serves as our company-wide platform for providing requirements, guidelines, procedures, standards and specifications to manage and reduce operational and environmental risk. Our employees use WIMS every day to conduct critical work, ensure compliance with regulations and mitigate environmental impacts.

Changing regulatory requirements and our steadfast commitment to continuous improvement drive proactive updates to WIMS. In 2021, we updated our Environmental Compliance Assurance operating requirement to align with our Maximo EHS Work Management System (Maximo). We also expanded WIMS to include a new Environmental Due Diligence operating requirement outlining the process and responsibilities for ensuring Williams' protection from environmental liabilities and risks when purchasing or selling a property or asset. In 2021, we developed and implemented an effort to clarify and refine roles and responsibilities to increase consistency regarding environmental compliance and performance processes. Upon project completion, Williams will have a roadmap to assist with managing and advancing our compliance programs.

Upholding compliance with local, state and federal regulations while protecting the environment is critical to maintaining operational excellence, protecting our social license to operate and delivering value to our shareholders. We use Maximo to assign and track tasks and monitor the completion of recurring environmental compliance responsibilities. In 2021, Williams migrated environmental compliance-related tasks from the legacy information system to Maximo, making it the official system of record for environmental compliance. We reviewed all air permits against Maximo to provide complete compliance assurance. We planned an additional project for 2022 to review compliance with other types of regulatory requirements and improve task management consistency. To reinforce the importance of maintaining company compliance, Williams rewards front-line employees for timely completion of required tasks through our quarterly bonus incentive.

In 2021, Williams received 21 environmental-related notices of noncompliance, no change from our 2020 performance. Therefore, we did not meet our 2021 goal of a 10% reduction. We continuously strive to reduce this number to zero. WIMS requires all environmental-related notices of noncompliance to undergo a root cause analysis. We identify action items throughout the process and share learnings across the business with the intent of preventing repeat noncompliance. Williams updates and develops new company-wide procedures to manage compliance activities when necessary.

53% reduction in environmental-related notices of noncompliance since 2017



A shaded hillside near station 610 in Pennsylvania.

The Transco Pine Needle liquified natural gas storage facility in North Carolina.

Environmental Assessment Program

Our Environmental Assessment Program (EAP) establishes a risk-based evaluation process to systematically assess our compliance with federal, state and local environmental regulations and WIMS requirements. We use internally developed EAP protocols and tools to evaluate environmental compliance at various project stages, ranging from land acquisition, development and construction to operations, decommissioning and restoration.

Williams' 2021 EAP included assessments at three plants, six compressor stations and three construction projects. For the first full year of evaluating construction sites and scheduling construction projects as part of the ongoing process, we identified and addressed gaps quickly and implemented several recommendations and best practices. We share the assessment results across the company through EAP databases and dashboards to analyze the data and track environmental performance trends for future projects. Examples of best practices include posting compliance posters and permit summaries with compliance requirements; preparing and implementing Slip Detection, Prevention and Mitigation plans on steep construction sites; and proactively managing maintenance assessments.

In 2021, several teams consisting of internal environmental professionals reviewed compiled data from the program's start four years ago to the present, to evaluate trends and identify areas of improvement across all environmental media. As a result of the in-depth review, the teams communicated opportunities to reduce regulatory risks using consistent compliance approaches. Additionally, Williams identified opportunities to strengthen communications with environmental staff and operations, including additional guidelines. The EAP demonstrates our commitment to achieving environmental compliance through periodic site evaluations, while using the outputs to continuously improve our compliance status.

Operational Greenhouse Gas Emissions

GRI 102-12; 103-1; 103-2, 103-3

Williams takes pride in reliably delivering energy that helps improve quality of life by providing communities with clean energy for commercial and residential uses. We recognize that the assets we operate and the products we transport generate GHG emissions. As one of the largest midstream operators in the country, we must balance increasing energy demand and technology constraints with care for the environment. By improving the efficiency of our operations, leveraging low-carbon solutions and implementing emissions reduction technologies, Williams is actively working to minimize our operational Scope 1 and 2 GHG emissions.

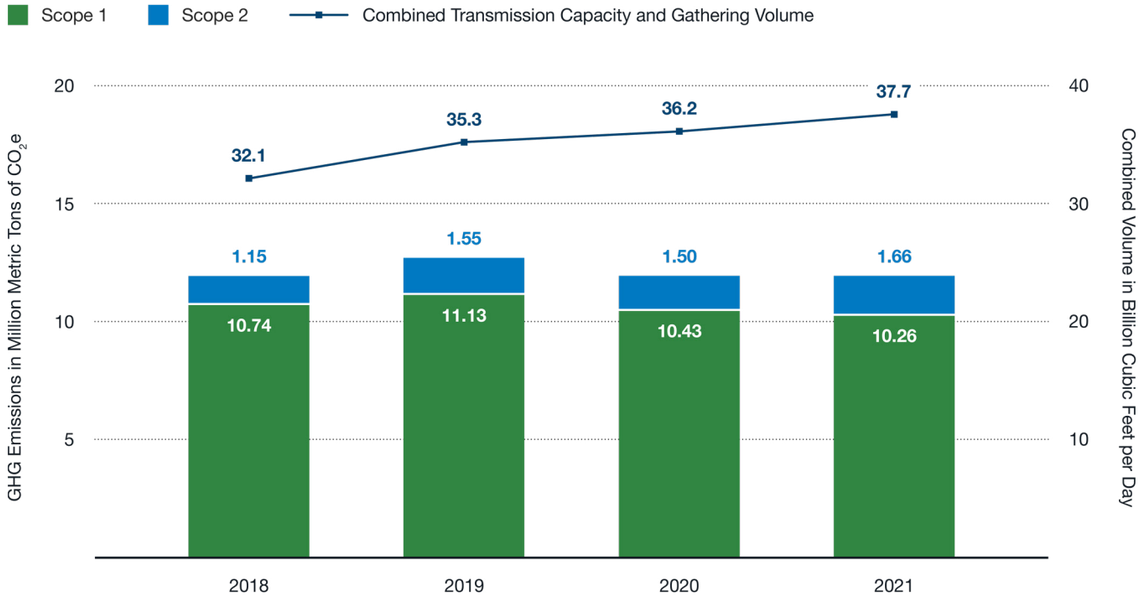
Transparent Reporting

SASB EM-MD-110a.1

Transparently communicating on our performance remains an important expectation of our stakeholders. We prioritize accurate tracking and reporting of GHG emissions using measurable data. WIMS includes requirements for monitoring GHG emissions and complying with federal and state reporting requirements.

We prepare and submit an annual GHG 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 2 emissions data in accordance with the CDP technical guidance.

Scope 1 & Scope 2 Greenhouse Gas Emissions[1]



[1] Includes 100% of volumes from operated assets as of December 31, 2021.

Our subject matter experts, engineering groups, environmental specialists and operations personnel use GHG emissions data to develop emissions reduction strategies. We evaluate emissions down to the facility level using our GHG emissions dashboard. The dashboard shows emissions for each Williams compressor station, processing plant and fractionator, regardless of regulatory-required reporting thresholds. In 2021, we successfully executed a project to leverage operational data from fuel meters to more accurately calculate emissions from combustion sources at gathering compressor stations. Through this enhancement, we reduced reported emissions by more than 200,000 metric tons of CO_2e. We plan to implement this process at processing plants in 2022, with an additional anticipated emissions reduction of 85,000 metric tons of CO_2e.

Since 2019, Williams has engaged ERM Certification and Verification Services (ERM CVS) to provide third-party verification of our GHG emissions. ERM CVS provided assurance that the adjacent GHG data was fairly presented in all material respects with the following reporting criteria: total 2021 absolute Scope 1 GHG emissions, total 2021 location-based Scope 2 GHG emissions and total 2021 Scope 1 and 2 GHG emissions. See Assurance Statement for our full Assurance Letter.

Operations Technician Rod Strother at station 610 in Pennsylvania.

Greenhouse Gas Emissions Reduction

SASB EM-MD-110a.2

We aim to reduce our operational GHG emissions, which occur at our assets. These assets primarily include gathering systems and intrastate and interstate transmission pipelines, compressor stations, natural gas processing plants and liquefied natural gas (LNG) and underground storage facilities.

Our efforts to reduce operational GHG emissions include operating our assets efficiently through preventive maintenance, conducting leak detection and repair (LDAR) assessments, implementing recompression measures, installing emissions reduction equipment such as compressor vent gas reduction systems and emission control devices, and evaluating usage of gas drivers versus electric motors. In 2021, we established focus teams across our enterprise to drive innovation for further operationalization of emissions reductions. These teams capture emissions reduction opportunities and achievements in a common log to easily share across area boundaries, such as the development of a Pigging Activity Greenhouse Gas Emissions Reduction System (PAGER). PAGER uses a catalytic heater and fabricated reservoir to convert pigging emissions to carbon dioxide prior to atmospheric venting. The project demonstrates our employee engagement and entrepreneurial spirit.

Williams continues to invest in GHG reduction efforts. In 2021, we spent $3.14 million on 68 recompression events to capture and recompress blowdowns on pipeline rights-of-way. We recovered 1,592 million standard cubic feet of natural gas, equivalent to recovering 29,036 metric tons of methane, assuming 95% volume of methane content.

For information on reducing indirect GHG emissions from the use of our products, see Climate Change.

> “The 2030 goal of a 56% reduction in GHG serves as our roadmap for many initiatives on the Northwest Pipeline System. We are reducing methane emissions from pipeline blowdowns by implementing standards to incorporate drawdown, recompression, or flaring options during planned maintenance activities. Through our Emissions Reduction Program, we plan to replace 40% of the legacy 1956 reciprocating engines on the Northwest Pipeline with low-emission gas turbine engines and upgrade emissions controls on 14 gas turbines by 2027. We are proud that these efforts are expected to reduce methane emissions from compressors on Northwest Pipeline by 35% from recent levels.”

CAMILO AMEZQUITA, VICE PRESIDENT FOR NORTHWEST PIPELINE AT WILLIAMS

WILLIAMS WILL BE THERE

Partnering With Coterra to Reduce Emissions From Natural Gas Production

Our partnership with Coterra, a diversified energy company, began in early 2021 by collaborating on an innovative solution to provide natural gas as a fuel for well completion projects. Williams provides Coterra with natural gas to fuel drilling rigs and well completion operations by drawing on the existing gathering pipeline infrastructure. We balance just-in-time spend on gathering projects to remain cost-effective and provide low-emissions fuel, a strategy typically employed during the expansion of existing assets. Our partnership helps to reduce emissions from diesel fuel and reduces costs. Coterra adjusted its equipment to run on natural gas or duel-fuel, a combination of natural gas and diesel, and used Williams’ operational gas flow data to develop a virtual gas meter for balancing volumes used versus delivered. As a result, Coterra used up to 400 thousand standard cubic feet per day of natural gas from the gathering system as fuel to power well operations. This partnership reduces GHG emissions by suppling gas to replace higher carbon intensity fuels and by more efficiently delivering the natural gas through pipelines.

The Transco compressor station in North Carolina.

PROGRESSING GREENHOUSE GAS EMISSIONS TARGETS

Williams' 2030 target reflects our dedication to reducing GHG emissions in a timeframe that holds our leadership accountable. Since 2005, we have reduced our operational emissions by 47% and are on our way to meeting our 2030 goal of a 56% reduction in Scope 1 and 2 emissions from a 2005 baseline. We incorporate our climate commitment goal into our decision-making around capital and resource allocation.

To progress toward our 2030 goal, Williams is prioritizing our natural gas-focused strategy and technology that is available today to reduce emissions, while scaling renewable energy that will fuel the clean energy economy. We are proactively advancing this strategy with the expertise of Williams' New Energy Ventures group. The group focuses on commercializing innovative technologies and markets that will ultimately contribute to our aim to be net zero by 2050.

We are using readily available technology to pursue immediate methane emissions reduction opportunities, implement work practice improvements and evaluate equipment upgrades on a site-specific basis. This near-term phase also includes employing innovative emissions reduction strategies through research organizations and trade groups. To guarantee Williams is engaged on all fronts, we have joined GTI Project Veritas and the Collaboratory for Advancing Methane Science. Joining these initiatives allows us to engage in the growing conversations around the quantification and reduction of methane emissions and evaluate the most recent technologies. We will expand these opportunities while looking to invest in future clean energy projects and carbon abatement instruments. By cost-effectively reducing methane emissions, we are contributing to the total reductions necessary to achieve our 2030 target. For more information, see our website.

Williams is also a member of Our Nation's Energy Future Coalition, Inc. (ONE Future), a group of energy 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 0.080% for gathering and boosting, 0.111% for processing and 0.301% for transmission and storage. In 2020, the 51 member companies achieved a methane intensity of 0.424%, outperforming the ONE Future goal by 58%. Williams continues to exceed anticipated progress toward the ONE Future GHG reduction goal.

ONE Future Membership

Gathering & Boosting

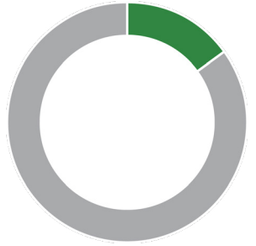
ONE Future Methane Emissions 2025 Target

0.080%

2021 Williams Methane Emissions Performance[1]

0.021%

Processing



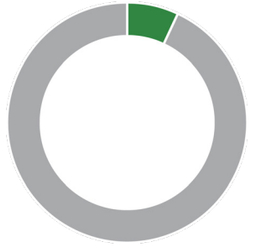
ONE Future Methane Emissions 2025 Target

0.111%

2021 Williams Methane Emissions Performance[1]

0.017%

Transmission & Storage



ONE Future Methane Emissions 2025 Target

0.301%

2021 Williams Methane Emissions Performance[1]

0.020%

[1] 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.

ADDRESSING METHANE EMISSIONS

We have a long history of striving to reduce methane emissions, which make up an estimated 10% of our assets' Scope 1 and 2 GHG emissions profile. Since 2017, we have reduced our reported methane emissions from natural gas processing plants and transmission compressor stations by more than 1.8%. Over the same period, the natural gas throughput at these facilities increased by 22%. To continue creating a focus on reducing GHG emissions right here, right now, we have set a total methane emissions reduction target of 5% from our three-year average, as part of our 2022 all-employee Annual Incentive Program.

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 2021, Williams avoided emitting 5.68 million metric tons of CO_2e by implementing industry best practices to reduce pipeline blowdowns and partnering with the Natural Gas STAR program, the equivalent to taking over 1.23 million cars off the road.

In 2021, Williams developed a robust compliance management program that aligns with Maryland's new natural gas industry ruling. As part of the effort, we implemented methane emissions control requirements for natural gas-fired engines and an online notification system with information on natural gas venting events.

REDUCING METHANE LEAKS

Williams strives to minimize methane leaks from natural gas production, gathering and processing, transmission and distribution and LNG shipping. We support technologies and policies that help minimize methane leaks. 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.

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. Williams' LDAR surveys are an effective work practice in significantly reducing emissions of fugitive methane to the environment. Williams developed separate LDAR Standards for the gathering and boosting and transmission sectors in 2021 and is developing a comprehensive WIMS requirement with associated roles and responsibilities for LDAR. Once finalized, we will use these documents to communicate the roles and responsibilities of Williams' employees for promoting an improved, efficient and effective LDAR program across the enterprise.

Williams also uses a single software platform, Leak Tracker Pro™ (LTP), to maintain leak records from OGI surveys conducted in the Williams gathering and boosting and transmission sectors. Use of LTP allows for improved surveys, recordkeeping and a more in-depth look at trends. LTP results help accurately identify leaking equipment components such as valves, connectors, flanges, pumps and open-ended lines to repair them. Williams analyzes LTP results to reduce future leaks at our facilities, helping to achieve our emissions reduction targets.

In 2021, Williams implemented and executed the Williams' Leak Detection and Repair Program (WilLDAR) for our transmission compressor facilities. We performed an annual WilLDAR survey at 32 Transco and Northwest Pipeline compressor stations that did not previously have LDAR required by state or federal regulation. We estimate that proactively instituting voluntary LDAR at these compressor locations will reduce methane emissions by over 50% on average at each facility.

WILLIAMS WILL BE THERE

Minimizing Pipeline Blowdown Emissions

In 2021, Williams incorporated an operating procedure to reduce transmission pipeline blowdown emissions in our Transmission & Gulf of Mexico operating area. The procedure establishes a standard for reducing GHG emissions from large transmission pipeline blowdowns, identified by the volume of natural gas vented directly to the atmosphere. We successfully implement pressure draw down and recompression measures to lower gas line pressure before pipeline maintenance, to reduce methane emissions and make more natural gas available for sale. In 2021, Williams reported 68 separate blowdown events along our Transco and Northwest Pipelines where natural gas was rerouted or captured and recompressed instead of being vented. Since implementing this procedure in 2021, Williams saved 1.6 billion cubic feet of gas, the equivalent of heating more than 38,164 homes for a year.

84% **average reduction in pipeline blowdown GHG emissions when using recompression technology**

Rendering of a fully developed solar site at station 610 in Pennsylvania.

SCALING SOLAR ENERGY

Williams is dedicated to harnessing solar generation opportunities on company assets, focusing on solar projects that provide electricity to our existing natural gas compression and processing facilities. In 2021, Williams advanced 10 solar projects to the permitting phase and will continue further development of these projects in the future. In 2021, Williams' facilities used 4.077 million megawatt-hours of electricity to power our operations, and we expect similar usage in future years. The projects currently under commercial development across the Williams operational footprint will offset approximately 5% of Williams total energy use.

Last year, Williams evaluated the feasibility of battery applications across the company's footprint, and is now advancing battery storage projects in many of the sites that are in development for solar. Standalone storage projects are also feasible at multiple sites in the Northeast and Texas.

These storage projects intend to minimize Williams' footprint for capacity and transmission services, as well as reduce energy costs by shifting electricity usage from on-peak periods to off-peak periods.

As part of Williams' Rooftop Solar initiative, which includes investments in intermittent solar power through combined cycle backup on the grid and tax credits, our Princeton Division office began producing electricity from solar energy in 2021. By the end of 2021, the office produced 11.1 megawatt-hours of electricity, capturing just over $1,676 in renewable energy credits (RECs) and saving approximately $1,776 in electric savings. We anticipate solar power production to rise over the spring and summer months of 2022, trending closer to our expectation of 64 megawatt-hours annually. Our expected production would produce approximately $9,700 in RECs and $10,240 in electric savings for a total savings of approximately $20,000 per year for this project.

Research & Collaboration

We work with external organizations, through active participation, funding and program leadership to support efforts that reduce GHG emissions from our industry. Our government and regulatory affairs team maintains oversight of Williams' external partnerships and participation.

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

Collaboratory for Advancing Methane Science (CAMS): An industry-led research consortium that works to better characterize and understand methane emissions. CAMS members work collaboratively to provide actionable, transparent methane science to contribute to the understanding of methane emissions across the oil and gas value chain and inform mitigation strategies. Williams joined CAMS in 2021 to amplify this initiative.

Colorado State University's Methane Emissions Technology Evaluation Center (METEC): 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 continues to provide funding to the Center.

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

Pipeline Research Council International (PRCI): A program focused on technology development to reduce GHG emissions in all aspects of our industry — from combustion emissions to fugitives. Williams drives industry research through our membership of the PRCI compressor and pump station technical committee. In 2021, Williams' vice president of environmental and permitting joined the PRCI executive assembly and board chair, supporting the research for the long-term minimization of operating and capital costs of compression and pump service, while complying with environmental regulation. PRCI established the Emerging Fuels Institute in 2021, which will spearhead research on next generation energy transportation and storage. The institute will research energy sources such as hydrogen, renewable natural gas and other potential gas and liquid fuel sources to find solutions that safely meet global energy needs.

Texas Methane and Flaring Coalition: A coalition focused on identifying and promoting best practices for the reduction of flaring and methane emissions in Texas. Williams is a member, along with all of Texas' oil and gas trade associations and over 40 oil and gas companies.

Air Emissions

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

The U.S. is experiencing an unprecedented demand for clean and reliable natural gas. Williams closely monitors the air emissions associated with our operations to meet increasing energy demand while minimizing potential air emissions impacts on people and the environment. We actively mitigate air emissions from our facilities, including, but not limited to, nitrogen oxides, volatile organic compounds, hazardous air pollutants, carbon monoxide, sulfur oxides and particulate matter. Our methods for mitigating these emissions include maximizing operational efficiency, implementing operational best practices and controls, and monitoring compliance with local, state, regional and federal laws and regulations.

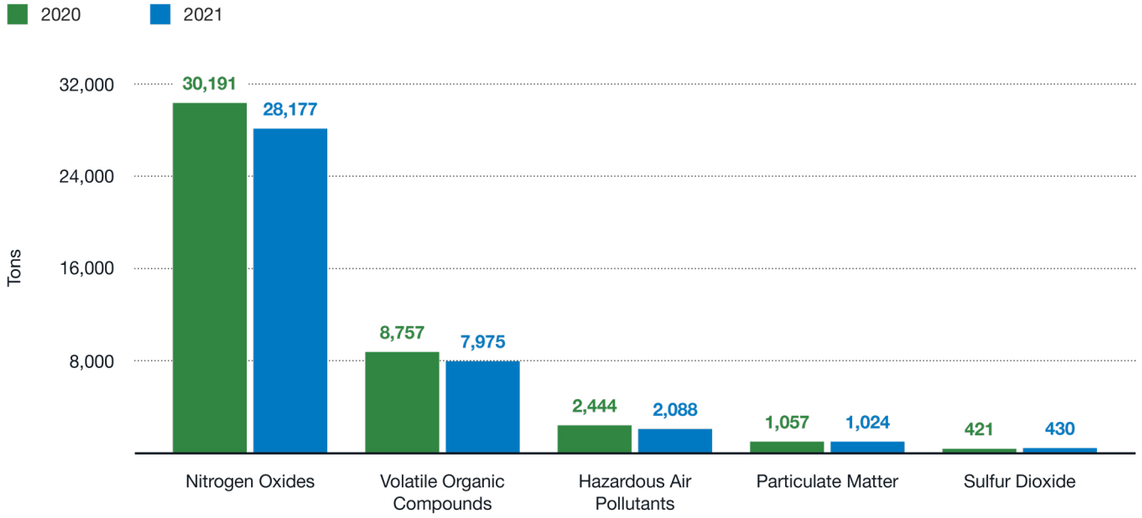
Williams has robust management procedures for tracking and reporting air quality-related data through WIMS. We collate this data enterprise-wide to maintain compliance with applicable regulations and permits. We also follow a standardized approach for asset construction, operation and maintenance to minimize air emissions.

The Williams Environmental Assessment Program establishes a process for conducting internal audits of air emissions compliance. We calculate and report annual emissions from our facilities 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. Tracking air releases from our operations allows us to evaluate our performance and identify opportunities for improvement.

At the end of 2020, Williams set a goal to reduce total agency reportable spills and releases in 2021 by 10%. However, the company experienced a 43% increase in quantity of reportable spills and releases in 2021. This increase resulted from a combination of unprecedented freezing temperatures in Texas and Louisiana at the beginning of 2021 and improved reporting fidelity in states with the lowest reporting thresholds. We aim to reduce reportable spills and releases in the future, setting a goal for 2022 to reduce reportable spills and releases by 10% from 2021 levels. For information on Williams' Loss of Primary Containment (LOPC) performance, along with strategies and procedures for reducing LOPC year-over-year, see Spill Performance.

We conduct regular assessments to identify opportunities for reducing our operational emissions. For example, Williams was one of the first midstream companies to install selective catalytic reduction technology on new, natural gas-fired turbine compressors to better control nitrogen oxides (NO_X) emissions. The specialized turbine design results in ultra-low NO_X emission rates. In 2021, we retired and replaced 10 of our legacy natural gas combustion reciprocating compressor engines with the new, natural gas-fired turbine compressors. As a result, we experienced significant reductions of permitted emissions by approximately 3,200 tons of NO_X, 650 tons of carbon monoxide, 150 tons of volatile organic compounds and 40 tons of formaldehyde per year. The turbine compressors help transport clean natural gas using technologies that go beyond current air quality regulations.

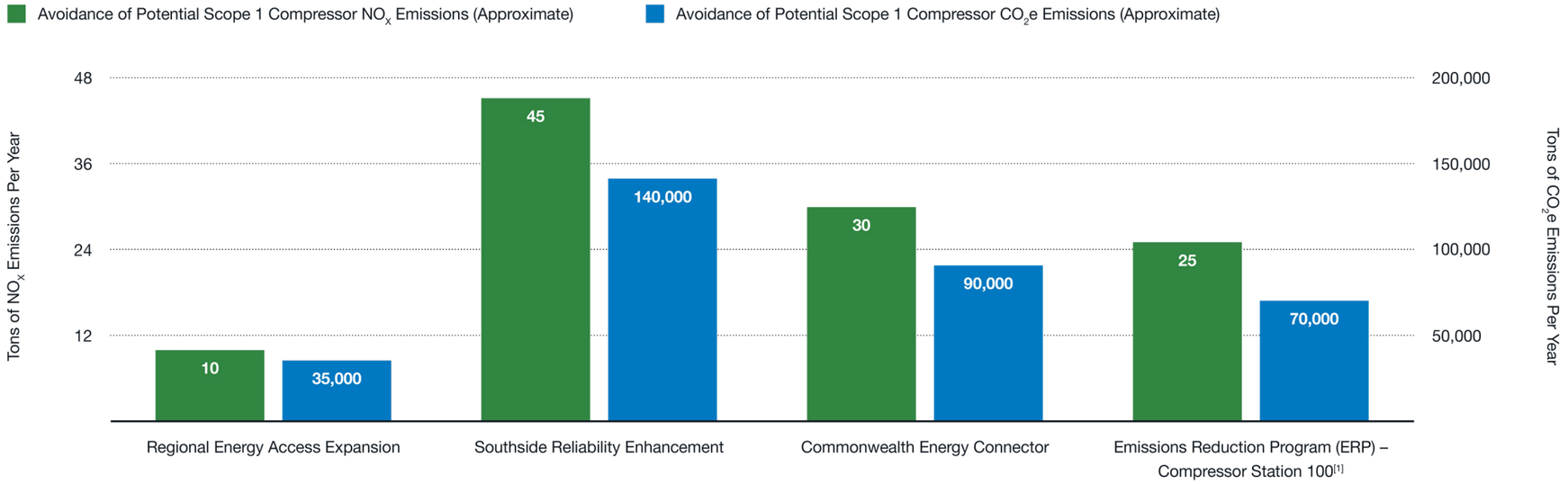
Air Emissions



A valve site on our Transco pipeline in New York City.

Training Specialist Michael Watkins at the Transco compressor station in North Carolina.

Avoidance of NO_X and CO_2e Emissions for Williams Compressor Station Projects



[1] Plus a reduction of 350 tons/year NO_X and 150,000 tons/year CO_2e from the replacement of three legacy natural gas-fired turbine compressors.

We continue to invest financially in optimizing system-level efficiency and reliability to achieve reduced emissions. Our investments include projects targeted at consolidating volumes into fewer compressor stations, optimizing running units and removing unneeded leased units. For example, in 2020 and 2021, we eliminated the use of 43 compressor units in our Central operating area to create operating efficiencies. These compressor units comprised approximately 60,042 horsepower, and removing them resulted in monthly savings of nearly $438,689 in associated leased compression savings. We anticipate that our efforts to optimize capacity will not negatively affect customer-impacted volume metrics. Due to the success of these projects, Williams saw a decrease in our emissions, along with an increase in operational safety and revenue.

Williams is committed to reducing air emissions through modernization programs focused on retiring and replacing legacy equipment. Our Emissions Reduction Program (ERP) is a voluntary, multi-year, interstate natural gas transmission infrastructure investment project that aims to significantly reduce Transco and Northwest Pipeline compressor station NO_X and methane emissions by replacing legacy natural gas-fired compressor equipment. Williams will replace the retired horsepower with a combination of modern, low NO_X-emitting natural gas-fired turbines and electric motor drive (EMD) compression equipped with compressor vent gas reduction systems. We project that these upgrades will reduce Williams' system-wide transmission sector NO_X emissions by over 75% and compressor methane emissions by approximately 50% from recent levels.

In addition, Williams updated its Transco interstate natural gas transmission system alternatives evaluation process on compressor horsepower expansion and replacement projects. This process update strongly considers the feasibility of incorporating EMD compression over natural gas-fired compression, without significantly affecting system reliability. This strategy will not only mitigate GHG and criteria pollutant emissions at compressor stations but will better position the company to reduce its Scope 2 GHG emissions as the electric utility grid transitions to renewable energy. For additional information on reducing GHG emissions, see Operational Greenhouse Gas Emissions.

Examples of ongoing compressor station projects that have approved an EMD compression alternative include those in the above graph.

Local wildflowers near Transco pipeline station 240 in New Jersey.

Biodiversity & Land Use

Environmental stewardship is core to Williams' operations, and we understand that driving the clean energy economy includes safeguarding biodiversity. We continue to respond to the changing regulatory landscape of biodiversity and go beyond regulatory requirements to responsibly retire and remediate our assets through careful planning and management. Williams strives to preserve the environment for future generations by avoiding, minimizing and mitigating potential impacts on biodiversity and land use during routing, siting and construction.

Biodiversity Management

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

Company-driven policies and local, state and federal regulations govern Williams' biodiversity practices. We take care to protect the health of our local ecosystems, as guided by the International Finance Corporation's performance standards on environmental and social sustainability. We follow the hierarchy of avoid, minimize and mitigate as required by permitting agencies on infrastructure development projects. Similar to our onshore efforts, Williams manages potential offshore impacts by developing projects to avoid, minimize and mitigate potential impacts to sensitive marine ecosystems and biodiversity.

Our environmental analysis uses geographic information system (GIS) analyses, computer-based reviews and site-specific surveys to pinpoint sensitive environmental, cultural and historic areas. We pay special attention to streams and wetlands; rare, threatened or endangered species; historic properties; and culturally important sites. We initiate the analyses early in the project lifecycle to use the output, in combination with stakeholder feedback, to proactively develop avoidance, minimization or mitigation strategies that address any potential adverse effects from construction and operations.

"It is important for the Wyoming Game and Fish Department to recognize industry partners who strive to be responsible stewards of our natural resources and Wyoming's wildlife. Williams' commitment to wildlife extends beyond their own footprint by repeatedly inquiring about avenues to donate to other programs for Game and Fish and the State of Wyoming that support wildlife."

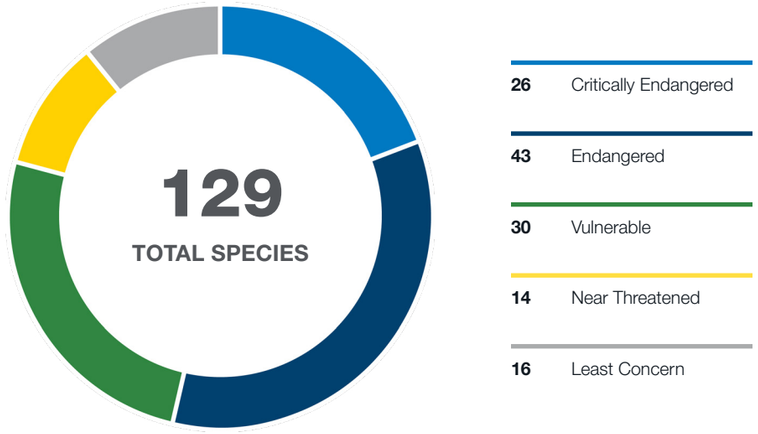
BRIAN NESVIK, DIRECTOR, WYOMING GAME AND FISH DEPARTMENT

When feasible, we design projects that use or parallel existing rights-of-way to minimize habitat fragmentation and avoid areas with high biodiversity. 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 2021, 12.2% 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 in 2021 within the counties where Williams operates.

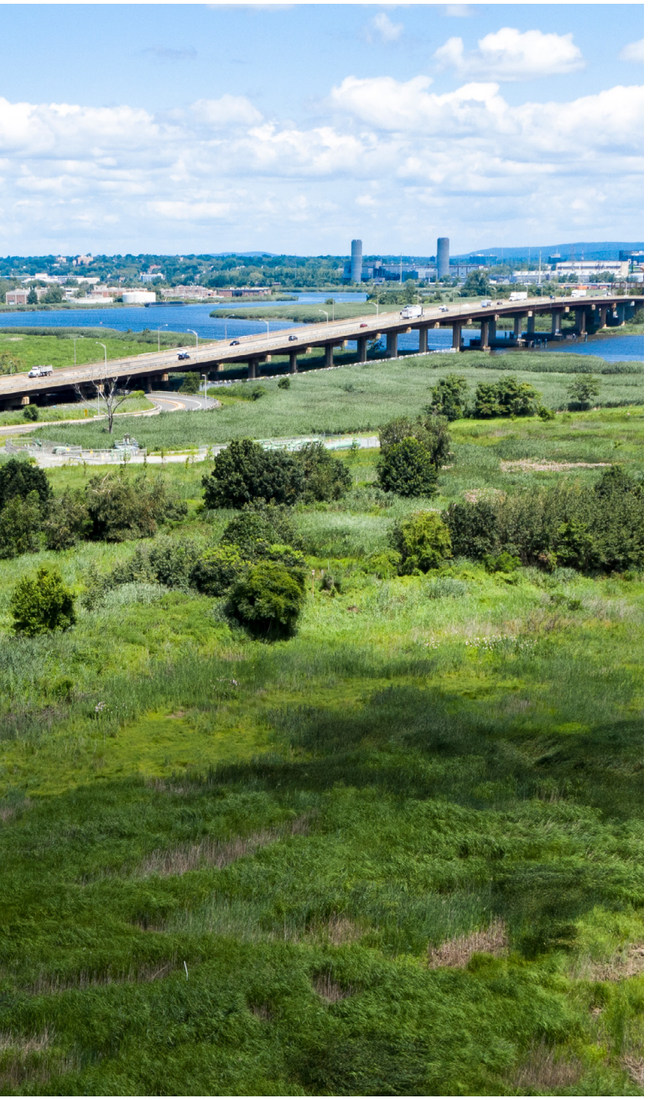
Williams works closely with state and federal agencies to minimize impacts if we cannot avoid sensitive areas by rerouting during the design phase. We collaborate with interest groups, biodiversity and land mapping experts, community organizations and land management agencies to develop appropriate mitigation plans. Standard mitigation measures include seasonal restrictions, minimizing construction footprints and implementing specialized construction methods. In 2021, we expanded our engagement with companies that provide GIS services to ensure we have the most accurately available public land use data in our Environment, Health and Safety Master Asset Viewer system. This data allows our team to properly minimize adverse effects on biodiversity.

2021 International Union for Conservation of Nature Red List Species in Williams' Areas of Operation



26	Critically Endangered
43	Endangered
30	Vulnerable
14	Near Threatened
16	Least Concern

McPherson Valley wetlands in McPherson, Kansas.



Remediated land near Transco pipeline station 240 liquified natural gas storage facility storage facility in New Jersey.

Land Use

SASB EM-MD-160a.3

We believe that developing and responsibly operating natural gas infrastructure is vital to the sustainability of our company. Williams is committed to responsibly installing pipeline through construction and restoration best management practices. Williams is committed to appropriately retiring and remediating land used for our facilities and pipeline infrastructure projects. We have a long-standing goal to return land to its original state and create opportunities for beneficial reuse.

As part of our land use strategy, we work to reduce the risk of landslides, which can potentially affect pipeline integrity and disrupt the environment. In the Northeast, where the terrain is extremely sloped and landslide-susceptible, Williams assesses landslide potential during route development on proposed pipelines following The Nature Conservancy (TNC) and other industry guidelines. We route pipelines around potential problem areas to the most reasonable extent possible. When applicable, we employ mitigation measures to reduce the risk of landslides, slips and erosion caused by tree-clearing and earthwork during construction and pipeline installation.

Our internal landslide team also evaluates existing sites that pre-date TNC guidelines and develops site-specific mitigation and restoration plans to prevent and remediate landslides as necessary. In 2021, 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 (LiDAR) surveys. As part of this effort, we employ best-in-class technologies such as aerial vehicles. In 2021, we allocated $4.2 million in capital to complete 17 landslide mitigation projects. For more information on Williams' landslide management practices, see Pipeline Safety.

Williams' asset retirement and removal obligation review process is a planning mechanism that allows us to identify the potential environmental impacts and associated costs of retiring an asset. We initiate a property assessment and subsurface investigation before any demolition or abandonment activity as part of the process. The assessment findings help determine an appropriate approach for restoring land no longer used as part of our operations. Since integrating additional monitoring and restoration activities into our permit-tracking tool in 2020, we can better understand the performance of our post-construction restoration efforts.

In 2021, Williams disturbed 602 acres of terrestrial land across all of Williams' owned, leased and operated land. Additionally, we restored 2,625 acres of terrestrial land during the same reporting period, the rest of which will be restored in future years. 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. We continue to voluntarily implement restoration seed mixes at all new Northeast gathering locations and expansion projects companywide.

Williams contributed $943,537 to The Conservation Fund to preserve and restore two properties in Lackawanna County and Bradford County, Pennsylvania. The land in Lackawanna County straddles a ridge between two high-quality streams that drain into public drinking water supplies, one of which is also a high-quality trout stream. As a result of this project, the property was transferred to the Pennsylvania Department of Conservation and Natural Resources as an addition to the Pinchot State Forest, expanding it to more than 50,000 acres. The Bradford County property connects more than 5,600 acres of game land to Route 1040, providing habitat to local wildlife, and hunting opportunities for the community. In 2021, the Conservation Fund completed its restoration efforts by removing dilapidated structures on the land and implementing habitat improvements.

93 active remediation sites managed by Williams' environmental services team in 2021

$31M environmental accrual for remediation

Spill Performance

SASB EM-MD-160a.4

Williams implements robust operational requirements to uphold strong spill performance while meeting growing demand for clean energy in North America and around the world. We remain committed to preventing spills and releases throughout our operations. In cases where we do not meet our commitments, we focus on reporting our data transparently. We prioritize the health of the environment and the safety of the communities we serve by continually improving our systems and procedures for spill management.

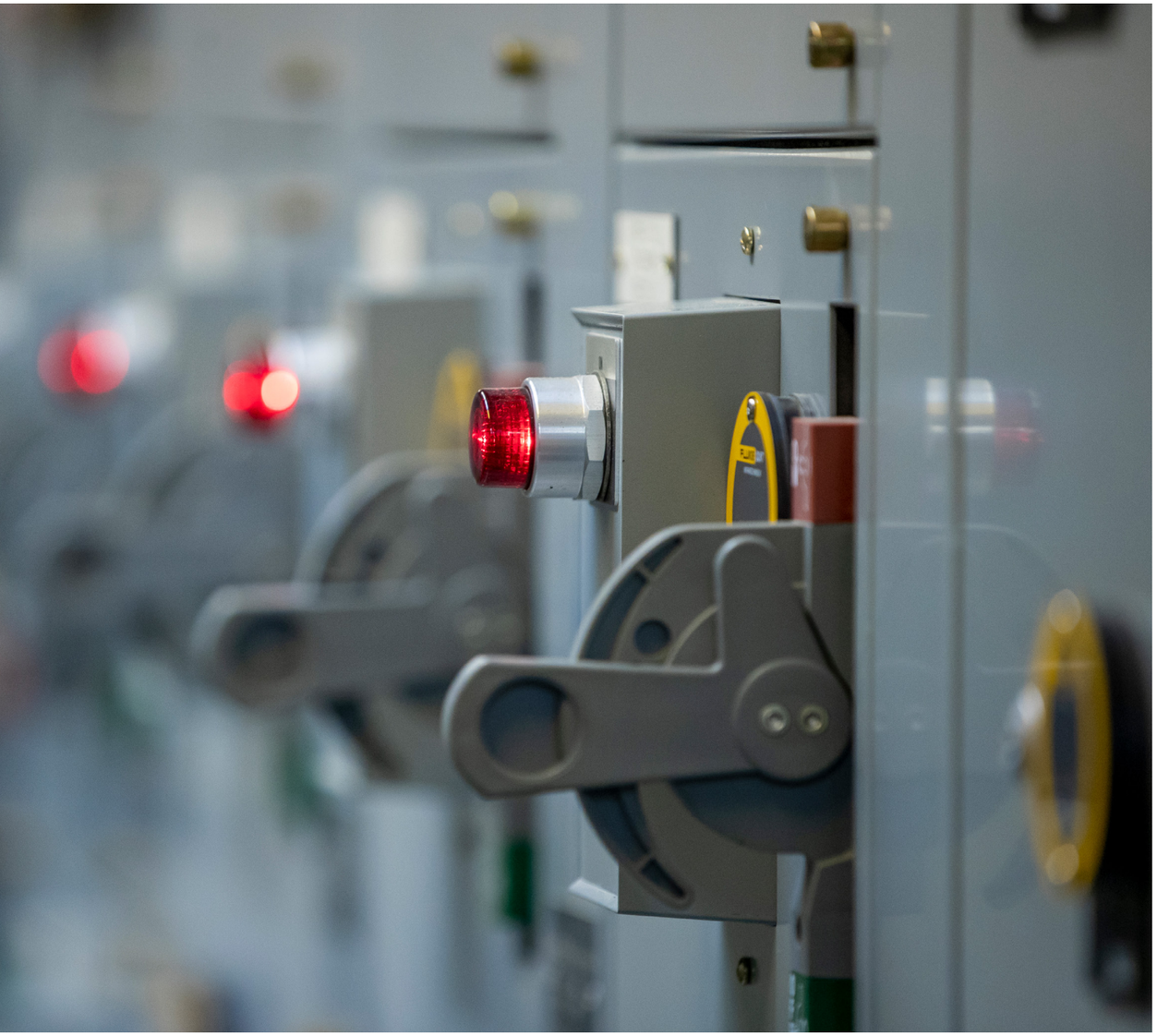
WIMS outlines spill prevention, control and countermeasure operating requirements, including company-wide procedures for preventing spills and mitigating potential spill impacts. These requirements help determine when to use spill plans and how to develop, implement and maintain effective plans. Our plans also address compliance with regulatory requirements for pollutant prevention at our owned and operated assets. If a spill occurs, we have processes and tools in place to control the spill and reduce its impact. We report spills to regulatory and community stakeholders, remediate resulting impacts, investigate root causes and subsequently improve program management and other controls to reduce the risk of future events.

Williams manages multiple spill prevention and response plans both onshore and offshore. We test our spill response preparedness and capabilities through a comprehensive drill program that assesses Williams' response to our designated "worst-case" discharges using real-time weather and conditions. We use a pre-determined scenario without informing the operations teams that engage in the drill. Our plans and drills facilitate Williams' ability to protect sensitive local and coastal ecosystems and recover and properly manage discharged products.

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

We also maintain incident notification reporting and concern reporting procedures within WIMS to guide our notification and recordkeeping processes during potential or actual incidents. Williams manages environmental and safety incidents through Maximo, our Incident Management System. Maximo collects incident response data for non-events, such as hazard identifications; events with no negative consequences, such as near- misses; and events with negative consequences, such as incidents. We refreshed these procedures and our risk severity evaluation criteria, publishing these updates in early January 2022 to create greater industry alignment and provide a more robust data source from which we can learn and continuously improve.

Operations Supervisor Manager Jeff King at the Transco compressor station in North Carolina.



A motor control center at the Pine Needle facility in North Carolina to help mitigate potential spills.

In addition to establishing preventive controls and countermeasures for spills in our management systems, we focus on improving spill performance within 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 program provides guidelines for tank inspections conducted by our personnel, as well as third-party certified tank inspectors. Additionally, at our Conway, Kansas, operations, we evaluate and rank brine transfer lines for release potential based on their transfer volume, engineering details and equipment age. Using our risk-ranking system, we continuously upgrade and replace our brine lines to reduce release potentials.

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. We continue to focus on the identification of high-potential near-misses to drive awareness of underlying hazards and reduce the number of high-severity incidents.

In 2021, Williams recorded 80 total agency reportable spills and releases, experiencing a 43% increase from 2020. The increase is a result of the extremely cold temperatures in Texas and Louisiana at the beginning of 2021 and improved reporting fidelity in states with the lowest reporting thresholds. Our total spills included two agency reportable hydrocarbon spills to soil and water, equaling 46 barrels of hydrocarbons in total. Williams had zero reportable hydrocarbon spills in unusually sensitive areas in 2021.

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. We also use industry best practices and standards when evaluating, designing and constructing HDDs on pipeline infrastructure projects. In 2021, these efforts led to zero reportable inadvertent drilling fluid releases to environmentally sensitive areas during projects where we used the HDD construction method.

Williams continues to put greater education and focus on Loss of Primary Containment (LOPC), such as through the inclusion of our LOPC reduction goal in our Annual Incentive Program. We recorded a 14% reduction in total LOPC events year-over-year at the end of 2021, exceeding our target of 10%. Our enterprise and franchise LOPC focus teams meet regularly to discuss LOPC performance, review incidents and investigations, and share lessons learned and successful strategies company-wide to reduce both total and high-severity LOPC events. We implemented work practices such as voluntary LDAR and regular maintenance of identified components, producing a direct line of site into equipment reliability and LOPC reductions. Additionally, Williams also implemented cost-effective projects to minimize vibration and fatigue on rotating equipment. For more information on reducing emissions, please see Operational Greenhouse Gas Emissions and Air Emissions.

Water Stewardship

We take care to preserve the environment for future generations while improving current living standards. We understand water stewardship is an important topic for several stakeholders, including local communities and nongovernmental organizations. We adhere to all applicable environmental laws, regulations and permit conditions related to water. Our internal Environmental Assessment Program (EAP) helps identify corrective actions to enhance compliance assurance.

Williams believes water is a precious resource, and we work to protect it during construction, operation and asset retirement through our environmental inspection and compliance programs. We also recognize the importance of effectively managing our water use when developing an asset or planning a new pipeline right-of-way. As part of our detailed routing and construction process, we thoughtfully review routing options to minimize environmental impacts, including water resources.

Minimizing impacts to water resources at Leidy South Expansion site in Pennsylvania.

Throughout this process, we seek to avoid construction through forested wetlands and sensitive streams. We also aim to reduce disturbances through practices such as reducing workspaces in or near water features, using specialized construction techniques (i.e., bore or HDD) where feasible and implementing soil erosion and sediment controls.

We focus on preserving water quality by adhering to stringent water quality standards and permitting requirements established by federal and state regulatory agencies. All water we use must meet acceptable standards before returning to the ground or surface. In 2021, Williams began utilizing its 0.86-acre landfarm at our Dilley Amine facility for the land application of reverse osmosis reject water. This approach eliminates transportation and disposal needs while reducing costs and associated environmental hazards.

While water consumption is not a large part of pipeline operations, we most commonly use it for hydrostatic testing during commissioning. In 2021, we used approximately 7.9 million gallons of water for hydrostatic testing, most of which we reused or returned to the same basin from which it originated. Williams used about 44% less water in 2021 than in 2020 due to lower construction activity in 2021.

We focus on reducing the amount of wastewater produced from cooling towers designed to cool the circulating water used in our processing plants. In support of this effort, Williams invested in a process modernization project in 2019 at Station 240 in Carlstadt, New Jersey. We are proud to announce that 2021 marked the first year of zero wastewater discharge from the station.

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

Williams also supports broad-based research and initiatives on water-related topics. Throughout 2021, Williams continued to follow the work of the Arbuckle Study Group, formed at the direction of the Kansas governor, in response to increased injection zone pressures on the Arbuckle formation. The Arbuckle Study Group's data indicates that the increased injection volumes developed a pressure front on the Arbuckle formation, allowing it to move north from Oklahoma. Williams is monitoring how the group's findings may shape future injection practices.

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

Waste Management

Williams designs our approach to managing nonhazardous and hazardous waste from our operations to mitigate environmental impacts, promote safe operations and protect human health. Williams generates waste during the transportation, gathering, processing and treating processes. Common types of waste generated at our facilities and pipeline systems include used oil, pipeline coating, scrap metal and contaminated soils. While waste represents a relatively small portion of our overall environmental impact, we focus on proactively reducing our operational waste and effectively managing the waste we do generate.

WIMS establishes a standardized process for managing hazardous and nonhazardous waste at company sites including characterization, storage, handling, packaging, transportation and disposal. We manage operational waste through prescriptive measures, including placing waste in designated, labeled containers, maintaining waste storage areas, conducting inspections and disposing of waste based on all applicable regulations. Our environmental specialists assist operations with waste classification, disposal and reporting. Additionally, we evaluate waste management practices and performance as a part of the EAP for enhanced compliance assurance. These measures, combined with training and compliance audits, form the basis of our waste management approach.

In 2021, we incorporated new and updated guidelines regarding operational waste into WIMS. Our new Operating Guideline for Aerosol Can Management provides clear steps to characterize, manage and dispose of waste aerosol cans. The guideline includes the proper labeling, storage, and disposal requirements to comply with state and federal regulations. In addition, Williams updated the Operating Guideline for Hydrovac Slurry to allow reuse of the slurry when following specific protocols. Hydrovac slurry is a waste-like product composed of soil and water generated from construction projects. We can now reduce the disposal volume of the waste-like slurry using our reuse alternative. We require every construction project to develop a Hydrovac Slurry and Excess Fill Materials Management Plan before initiating construction.

As part of our commitment to conduct business in a safe and reliable manner, we manage chemical inventory reporting through the WIMS 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 that meets local, state and federal requirements. For more information about Williams' Safety Data Sheets, visit our website.

Williams diverted approximately 23,000 tons of salt-impacted soil from landfill disposal since January 2017.

Operations Technician Michael Pyskaty at a valve site in New York City.

WILLIAMS WILL BE THERE

Achieving LEED Certification

In 2021, Williams' Facilities and Construction team undertook an initiative to modernize and remodel 10 floors of our Houston office building. The Modernization Program aims to achieve LEED gold certification by:

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

We plan to renovate two floors every six months, and anticipate completing renovations and submitting documentation for LEED certification by December 2023. As part of this initiative, Williams is making significant efforts to divert waste from landfills. From May to December 2021, Williams accumulated 2,000 cubic yards of waste, including trash, concrete, sheetrock, metal, wood, plastic and cardboard. By the end of 2021, Williams recycled 86.6% of the waste produced, or 1,731 cubic yards of waste.

In 2021, we initiated a mercury evaluation program across the Transco system to identify receipt points that are sources of elevated mercury concentrations in gas and gas condensate. The mercury contamination can accumulate in the piping and vessels of our operating assets, generating hazardous waste. We perform mercury-in-gas sampling at our key receipt points, storage facilities and mainline compressor stations. We continue to develop a streamlined approach for collecting and analyzing pipeline liquid and sludge samples for mercury during routine maintenance operations. In addition, we perform x-ray fluorescence surveys for wall-bound mercury in piping and vessels that are removed from service or in need of a repair. Through these efforts, we safely and appropriately manage the exposure risks.

As for radioactive waste, we monitor evolving regulations around Technologically Enhanced Naturally Occurring Radioactive Materials (TENORM) and continue to analyze our waste streams for radionuclides where applicable. We perform TENORM surveys on piping and vessels prior to opening or removal from service. The geologic formations that contain gas deposits also contain naturally occurring radioactive materials, which may result in TENORM accumulation within our piping and vessels. The concentrations of TENORM in the natural gas waste streams do not impact the safety of natural gas used for electricity, heating and cooking. As regulations develop, we will follow management and disposal requirements that impact our waste streams.

We continuously seek waste minimization opportunities while ensuring natural gas reliability. Our underground hydrocarbon storage facilities in Conway, Kansas, operate caverns developed in natural salt formations to store millions of barrels of natural gas liquids. The Kansas Department of Health and Environment authorized a waste minimization process as an alternative to landfill disposal of salt-impacted earthen materials. Williams practices this emplacement process of returning natural materials to the subsurface. As a result, Williams diverted approximately 23,000 tons of salt-impacted soil from landfill disposal since January 2017. In addition, emplacement of these solids provides stabilization of caverns that are no longer in service for natural gas liquid storage.

In our corporate offices, we work with third-party waste handlers to recycle paper, plastic and cardboard. In 2021, our Tulsa headquarters collected and recycled an estimated 33.55 tons of materials. We increased our recycling volumes due to changes in our Records Information Management process, which requires the shredding and recycling of confidential documents. To promote sustainable practices in our corporate offices, we encourage employees to avoid printing documents when possible. As a result, we decreased the number of printed pages by 14% in 2021 compared to 2020, which is equivalent to saving approximately 311 trees and 728,180 gallons of water. In addition, Williams recycles and donates electronic hardware, such as computers and electronic accessories.

We take additional waste reduction actions by assessing and identifying facilities with the greatest opportunity to switch from existing lighting technology to more efficient LED technology. In 2021, we began replacing existing light bulbs with LED lighting helping to improve our waste management and energy efficiency.

WILLIAMS WILL BE THERE

Protecting People & Strengthening Infrastructure

Williams is committed to promoting a safety-first culture and operating our assets in a way that continuously exceeds industry standards. As we deliver the products needed to heat homes and generate electricity, we strive to do the right thing, every time. 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.

From left to right: Operations Technician Josh Moore; Operations Technician Eric Gallihugh; Senior Operations Technician Sean Lindenfelser at the Transco compressor station in North Carolina.

Workforce Safety

GRI 103-1; 103-2; 103-3; 403-1; 403-2; 403-3; 403-4; 403-7; 403-8; 403-9

We could not make clean energy happen without our dedicated employees and contractors, which is why Williams embeds personnel health and safety into everything we do. Williams genuinely cares about our employees; this is the foundation of our company culture. We know that operating safely is vital to preserving our long-term business success.

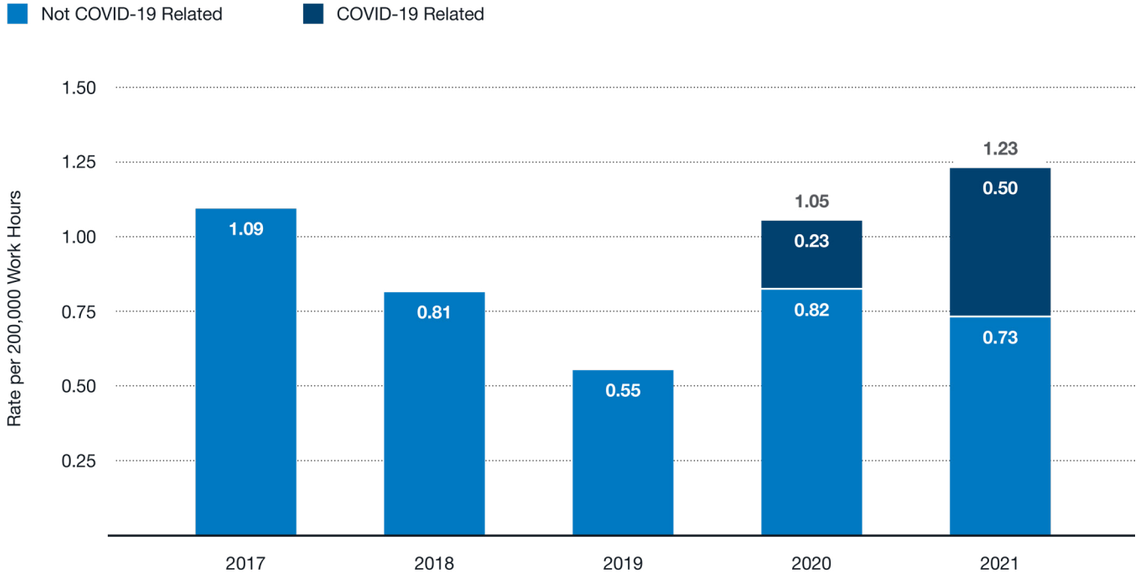
The Williams Integrated Management System (WIMS) is how we put our Environmental, Health and Safety Policy into action. The management system serves as our company-wide platform to manage and reduce risks in our operations, including safety risks. Senior leadership within each operating area is responsible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

At Williams, every employee and contractor has the authority to stop work, regardless of position or level of responsibility, if they suspect a hazard. Williams views the Stop Work Authority as the highest obligation an employee or contractor has to protect themselves and the people working beside them. To further our safety culture, we rolled out our Safety Commitment and Pillars in 2021 to increase focus on our safety culture and the behaviors we expect from our employees. For example, we focus on caring for others, holding each other accountable, executing with purpose, committing deeply to continued learning and making individual commitments. The environmental, health and safety committee within the board of directors is responsible for governance and oversight regarding environmental, health and safety matters. Our Environmental, Health and Safety Policy provides a proactive framework for integrating safety performance into our core business activities. Every employee and contractor is responsible for implementing this policy.

> “Our safety pillars give tangible actions and expectations for how our employees demonstrate their safety commitment. The pillars enable our employees to strengthen their own personal safety commitment through enterprise wide consistent expectations, vocabulary and mutual accountability. This is built on the foundation that we care about each other, our families and the communities we serve.”

MARK CLUFF, VICE PRESIDENT OF SAFETY & OPERATIONAL DISCIPLINE AT WILLIAMS

Employee Total Recordable Incident Rate



Williams’ disciplined approach to improving our safety culture and performance has proven long-term success with a 26% reduction in employee recordable injuries since 2017. For 2021, we saw an 18% increase in recordable injuries and illnesses, primarily due to COVID-19 cases. COVID-19 cases accounted for 41% of our total OSHA recordable incidents. We continue to strive for year-over-year improvement in our safety performance. Our continued focus on leading indicators, such as hazard recognition and near miss reporting, will drive our long-term journey for incident reduction.

We maintain a strong safety culture by identifying, mitigating and communicating hazards and physical risks across the company. Williams expects every employee and contractor to report all incidents and near-misses related to personnel and process safety. To accelerate continuous improvement, Williams compiles lessons learned from across the company and communicates them to all employees. We share preliminary incident communications for both high-potential-severity and high-actual-severity incidents within a week to all employees to provide initial findings and key takeaway messages.

Operations Supervisor Grant Friddell at the Transco station in Virginia.

Upholding Contractor Safety

Achieving zero injuries and zero incidents is our primary goal at Williams' worksites, including third-party suppliers and contractors. Williams maintains close communication with our diverse group of contractors to foster a safe work environment. Our standard contract language includes expectations for contractor and subcontractor safety qualifications, performance, competency and execution of minimum safety 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. 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. We require contractors to submit a Contractor Risk Management Plan if they fail to meet our minimum requirements. Williams' leadership needs to approve the plan and the contractor must implement improvements to continue business with us.

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

We initiate each project with a site- and project-specific orientation for all contractors. 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. The workshops provide workforce safety leadership and hazard recognition skills training for the entire project. 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. We adjusted in-person incident investigation trainings to virtual trainings in response to the ongoing COVID-19 pandemic, and we held two virtual trainings in 2021. In 2021, our contractor lost-time incident rate (LTIR) was 0.03 and the total recordable incident rate (TRIR) was 0.31.

Implementing Safety Training Programs

GRI 403-5

At Williams, we require every employee to complete safety training to protect ourselves and our teams. We develop unique annual training plans tailored to each employee's role based on the varying needs of the office, field support and core field employees.

Our safety training programs progress with employees as they advance through their careers. 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 to assess training proficiency, including written knowledge checks and performance-based evaluations. At the leadership level, we developed new case management training that provides methods for assisting employees recovering from work-related incidents.

Our Safe Work mobile application continues to help employees put operational discipline into practice by electronically documenting the steps needed to complete field work via a series of detailed questions. In 2021, Williams completed more than 248,000 work permits through the Safe Work application. We are incorporating new functions and improvements as we receive end-user feedback. One recent advancement includes integrating lockout plans from our work management system to protect employees from equipment that can cause injuries if not shut down properly for maintenance and repairs.

To promote strong safety performance, our Hazard Recognition Focus program teaches personnel about workplace hazards and how to identify them before an incident occurs. Safety recognition and encouragement is critical to fostering a safe work environment. Our Shifting Gears awards program recognizes employees for identifying and mitigating workplace hazards. We plan to expand the program's effectiveness in 2022 by soliciting grassroots feedback and ideas from across the company.

> "The Safe Work mobile application has revolutionized how we use safety permitting within our work environment. The Work App provides us with data to optimize our workforce performance and identify where we need to focus our safety training energy. We are continually improving our training methods using hazard recognition as our foundation."

LUCAS SMITH, MANAGER OF EMPLOYEE SAFETY AT WILLIAMS

WILLIAMS WILL BE THERE

Life Critical Safety

In 2021, we updated our field employee-based safety program called the Life Critical Field Improvement program to include hazard recognition training. We are also expanding the on-the-job training and feedback portion of this program, allowing leaders to discuss life critical processes with employees while they perform the task. We developed a Life Critical Field Engagement Operating Guideline to integrate this effort across the company. We have developed a mobile application for leaders to leverage during these on-the-job conversations to facilitate the discussion with prepared questions for various life critical processes.

Williams' continuous improvement team is responsible for improving safety performance by evaluating existing processes and incorporating lessons learned. Additionally, our environmental, health and safety assurance team proactively evaluates our safety culture across the company using Life Critical Safety Culture Assessments that address 26 factors across three safety culture drivers: leadership, culture and behavior, and competency. We divide our Operating Areas into 19 regional franchises, each of which independently conducts baseline assessments, followed by reassessments 18 months later. The assessments include employee conversations led by an independent, third-party provider and life critical procedure discipline reviews.

Our employee participation across franchises is high, with approximately 80% of employees participating in conversations with the third-party provider. Since the program launch in 2019, we have completed 13 baseline assessments, six in 2021 and two reassessments. We plan to finalize all remaining baseline assessments in 2022 and all reassessments in 2024.

Maintaining motor vehicle safety at a right-of-way in Virginia.

Promoting Motor Vehicle Safety

Williams and the energy industry have a responsibility to keep people safe by preventing motor vehicle accidents. 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 are determined to 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 through our driver safety training program. All employee fleet vehicles have telematics units to track, measure and improve driver safety. We collect metrics on acceleration, cornering, speeding and braking, and share the data with employee leaders. In 2021, we achieved an 18% reduction in total claims costs, reflecting a decrease in the severity of motor vehicle accidents.

We reduced higher-severity motor vehicle accidents through our safety strategy, but we have more work to do to reduce our low-severity incidents, particularly around hitting stationary objects at low speeds. We will continue to improve training and awareness in this area, and leverage new technologies and tools to help improve our safe driving culture. In 2021, we had a preventable motor vehicle accident rate of 1.67, a 12% reduction from 2020. Though we drove fewer miles overall in 2021, transferring our performance into a rate allows us to compare the number of incidents per miles driven.

12% **reduction in total preventable motor vehicle accidents in 2021 compared to 2020**

Workforce Health

GRI 103-1; 103-2; 103-3; 403-3; 403-4; 403-6

Our employees are our most valuable asset and we recognize employee well-being as a critical part of our safety program. 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.

As a key component of our employee total rewards program, the Williams Way to Wellness Program promotes well-being and long-term health by rewarding employees and their eligible spouses or domestic partners for wellness-focused activities. We provide annual biometric health screenings at many Williams locations and wellness assessments at no cost to employees, with a focus on assessing overall health and early identification of any possible medical risks. Our medical plan also provides preventive screenings at no cost to plan participants, for those who are not able to attend an on-site screening. While our on-site biometric screening participation more than doubled in 2021 compared to 2020, our participation continues to be lower than pre-pandemic levels.

Our commitment to this program continues to provide our employees with opportunities to make long-term behavioral changes and reward their efforts.

Our wellness program takes a holistic approach to healthy living, with initiatives ranging from physical activity to managing mental health and financial planning. For example, we offer the 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 communication efforts. In 2021, we focused on enhancing our mental health offerings by increasing the number of contracted mental health providers available to our employees. Williams also expanded our therapy offerings to include remote sessions through phone calls, text messaging and mobile phone applications. We continue to offer provider office-based therapy sessions to meet the varying needs of our employees and their families.

Cultivating a healthy work environment aligns with our Core Values, increases productivity and promotes long-term value creation. For information about personnel safety, see Workforce Safety.

The COVID-19 Pandemic

Williams' agile response to COVID-19 in 2020 prepared us for the continued challenges we faced in 2021. Through this challenging time, we continued to prioritize the well-being of our employees. Since the start of the pandemic, Williams implemented several measures to align with Centers for Disease Control and Prevention (CDC) guidelines so that our workforce, operators and security experts could continue to do their jobs safely and productively. We maintained updated training programs and operational processes to minimize service disruptions.

Williams' emergency response/corporate support team continues to respond to any potential employee exposure, symptoms or positive cases of COVID-19 while using CDC guidance. The central team receives support from multiple groups including safety, human resources and building facilities to ensure we addressed both safety of our workforce and business continuity. Additionally, our Security Operations Center and our Emergency Operations Center actively manage our quarantine protocols.

We provide field employees with specialized safety measures that include, but are not limited to, social distancing; using 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.

We developed a framework of policy, process and communication to determine what protocols need to be implemented and how best to communicate them. These protocols include required personal protective equipment and COVID-19 contingency plans from every contractor.

Throughout 2021, we continued to actively monitor internal and external situational data and quickly implemented accommodations to address changing risk factors. We updated our flexible work arrangements and continued to offer routine remote options, implemented a rotating schedule at certain points to reduce office occupancy and offered accommodations for childcare and business continuity plans for critical infrastructure employees. Despite these efforts, the pandemic increased our recordable illnesses in 2021. We sustained 900 reported cases of COVID-19, of which only 24 cases resulted from work-related exposures.

To limit the spread of the virus throughout our workforce, we built on the administrative, engineering and substitution controls implemented in 2020. As Williams experienced more workplace COVID-19 cases in 2021, our "crew bubbles" were one of our most successful controls. Our Emergency Operations Center uses contact tracing protocols to determine if a case is work-related. For work-related COVID-19 cases, we follow OSHA's guidance to include COVID-19 sicknesses with recordable illnesses.

The Transco pipeline in North Carolina.

Pipeline Safety

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

We endeavor to maintain safe and reliable operations that serve our customers and generate value for our shareholders. Williams uses state-of-the-art sensors, monitoring and technology for Light Detection and Ranging (LiDAR) assessments across our compressor stations and pipelines.

Our pipelines span more than 30,000 miles across the country, creating the need for a sustained baseline of high integrity, reliability and safety throughout our operations.

Governance & Oversight

SASB EM-MD-520a.1; EM-MD-540a.1

We develop and maintain our Integrity Management Plans (IMPs) to ensure the safety and stability of our pipelines. These plans provide a structured approach for the recurring evaluation of risks and threats by 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. Annually, we set a performance measure to complete 100% of required integrity assessments. In 2021, Williams completed integrity assessments on 86 pipeline segments, with eight of those segments warranting repair following field-based evaluation. In total, we performed 3,017 miles of integrity assessments in 2021.

Our executives maintain pipeline integrity oversight by engaging in annual planning and budgeting for all pipeline integrity activities. They evaluate risk assessment results and propose preventive and mitigative measures to reduce those risks. The asset integrity team presents an annual performance summary of our IMPs to senior management, as required in our Gas IMP and Liquid IMP. Williams conducts these annual performance evaluations to assess all elements of our integrity programs, pinpoint any improvement opportunities and develop action items to track completion of recommended improvements. In 2021, Williams identified additional metrics to add to our annual program evaluation, including facility integrity management program activities, results and metrics.

Williams conducts annual audits of our internal pipeline integrity initiatives, organized by company employees, along with external, third-party audits, at least every three years. In 2021, we completed a third-party review of our in-line inspection (ILI) validation process and responded to recommended changes with updates to the associated procedures and forms. Updates included integrating all ILI validation requirements following the most recent API 1163 ILI standard. Williams also completed a third-party review of its control room management, operator qualification and drug and alcohol programs in 2021.

Williams continually monitors regulatory changes and industry events to align updates to our IMPs. In 2021, PHMSA imposed a requirement for updated inspection and maintenance plans to address eliminating hazardous leaks and minimizing releases from pipeline facilities. In response, Williams reviewed our requirements and found them to be in full compliance. Additionally, we cataloged our procedures, governance documents and programs to meet the PHMSA requirement. We also updated our assessment process to address industry events related to pipeline hard spots and seam weld corrosion. We maintained our participation in developing and revising industry standards and recommended practices, as well as integrating updates and lessons learned, as appropriate.

We work to remain in compliance with all applicable laws related to our pipelines. Williams experienced $41,000 in monetary losses resulting from legal proceedings associated with federal pipeline and storage regulations in 2021. Additionally, Williams experienced 11 reportable pipeline incidents in 2021, including spills and releases to the environment, seven of which were significant PHMSA reportable pipeline incidents. For more information on spills and releases, see Minimizing Our Footprint.

WILLIAMS WILL BE THERE

Aligning With Our Peers

Williams continues to invest resources into cross-industry collaboration to improve safety performance. For example, in 2021, Williams became a top-tier member of Pipeline Research Council International's (PRCI) newly created Emerging Fuels Institute (EFI) in 2021. EFI works to resolve the technical gaps that exist as the industry transitions to low-carbon energy solutions, while using existing pipeline asset infrastructure. Additionally, Williams is actively involved in PRCI's Crack Management Strategic Research Program, which drives work related to crack susceptibility, inspection, assessment and remediation. We use this work to continuously improve Williams' Crack Management Program and improve our safety performance.

Additionally, Williams participates in opportunities for industry pipeline safety collaboration, including Interstate Natural Gas Association of America, PRCI and applicable joint industry projects. Williams' asset integrity team is regularly involved in the API working groups and standards development/revision teams. In 2021, team members supported the Pipeline Integrity Work Group, the API 1163 ILI revision team, the API 1176 Crack Management revision team, API 1104 Welding team, the Facility Integrity Plan development team and other ad hoc projects as they arose.

Finally, in alignment with the industry and API Recommended Practice 1173, Williams invested heavily in the development of a comprehensive pipeline safety management system (PSMS). This elective program applies the Plan-Do-Check-Act philosophy of continuous improvement and provides a framework that enhances pipeline safety performance through standardization of key program elements. Williams implemented the final PSMS governance structure in 2021. We established a core team of element owners to mirror the structure of WIMS, our standard operating requirements and procedure system. This structure allowed Williams to translate the criteria of API 1173 into the language that we speak, and created opportunities for collaboration between different teams and functional areas. We developed a scoring system in 2021 that will allow the core team to evaluate our progress toward a mature PSMS in 2022 and beyond.

Programs & Initiatives

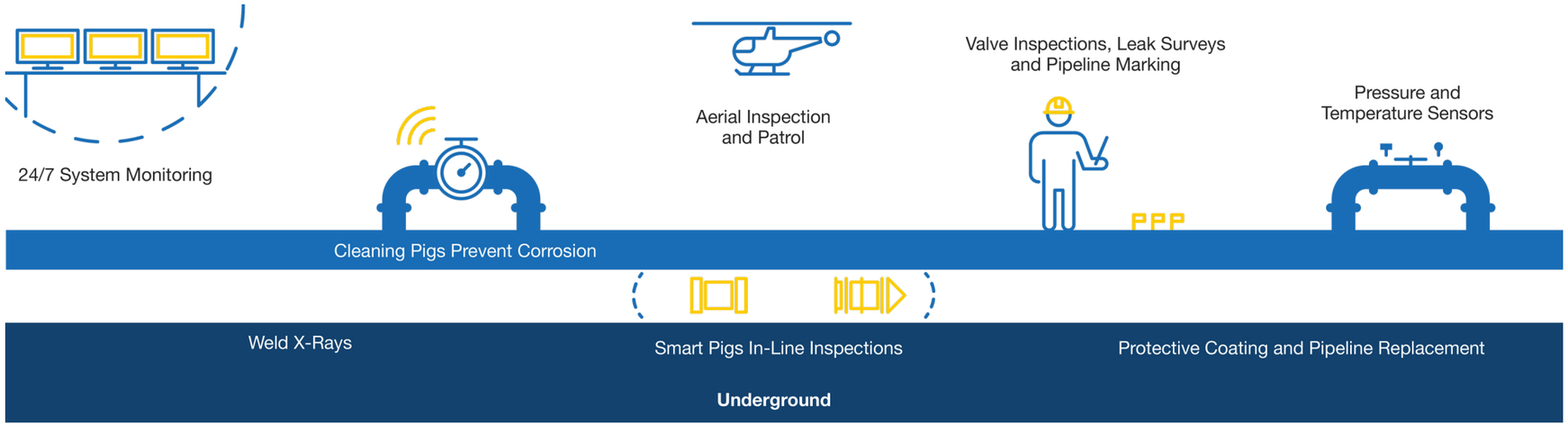
Williams monitors pipelines for flow, pressure, temperature and other factors through our dedicated control centers, which include automated system response to potential leak conditions. Technologies such as infrared, acoustic and laser also facilitate leak detection. Williams' Pipeline Integrity Program allows us to monitor, inspect and update our pipeline systems. In 2021, we updated the Pipeline Integrity Program to add new sub-programs related to maximum allowable operating pressure (MAOP) reconfirmation and material records verification. Additionally, we upgraded the program's Pipeline Risk Model to include probability-based corrosion modeling and excavation damage trending data, as well as pipeline control data sources for leading indicators of pipeline safety events. See a detailed visualization of Williams' Pipeline Integrity Program below.

In 2021, Williams also launched the DOT2Max project to optimize the work management of compliance-driven Department of Transportation (DOT) tasks in our Maximo system. This project escalates pending compliance work and allows management visibility into task completion status to proactively maintain and promote compliance. One of the focus areas of the project included company-wide corrosion control activities. We will continue optimizing DOT-required compliance tasks in Maximo throughout 2022.

We use LiDAR technology to monitor and respond to changing conditions in areas subject to landslides that could adversely affect pipelines. For example, in 2020, we used aerial regional LiDAR, as part of our landslide management program, to detect a deep-seated landslide located northeast of Hopedale, Ohio. As a result, in 2021, we performed pipeline strain relief excavations and installed strain gauges on the exposed pipelines to monitor future pipeline movement. We will use further subsurface monitoring to detect future ground movement.

We also deploy unmanned aerial systems (UAS) to monitor pipelines for right-of-way activities that need investigation or response. The primary uses for UAS include surveying and 3D modeling, facility and equipment inspections, construction monitoring and environmental compliance. Environmental compliance includes right-of-way inspections, vegetation growth and thermal imaging for leaks, to name a few. Williams now has 14 registered Federal Aviation Administration (FAA) Part 107 Remote Pilots within the company and owns/operates more than 10 different UAS with sensors capable of photography, video, photogrammetry and thermal imaging.

Williams' Pipeline Integrity Program



Williams' employees at our Pine Needle facility in North Carolina.

Maintenance Coordinator Katie Durcik and Operations Technician Nate Krebs near station 610 in Pennsylvania.

In 2021, we conducted pilot projects to improve Williams' aerial leak detection means and methods, provide more accurate identification of staged leaks, improve the efficiency of detection activities, elevate the effectiveness of leak mitigation techniques, and share and maintain results. Throughout our Northwest Pipeline and Eastern Interstate systems, we complete patrols more frequently as an added damage prevention measure. In 2021, we conducted pilot projects to improve Williams' aerial leak detection means and methods, provide more accurate identification of staged leaks, improve the efficiency of detection activities, elevate the effectiveness of leak mitigation techniques and share and maintain results. Williams conducted these projects to determine the best available technology and then completed a vendor analysis and selected strategic partners. We executed several projects in portions of our Northwest Pipeline and Eastern Interstates franchises to evaluate the implementation of vendor-authored direct reporting into Williams' GIS systems. Additionally, these pilot projects provided feedback on automated electronic data migration solutions for field employees to increase data availability for sharing locally, enterprisewide and externally. In 2022, we plan to broadly implement these solutions and continue evaluating drone technology for aerial leak surveys, including more continuous data gathering and migration into GIS for field follow-up.

Williams runs cleaning pigs and uses ILI tools, when needed, for flow assurance and threat management, including threats such as internal and external corrosion. We coat all new pipelines with modern coating systems that act as the primary barrier to corrosion. In addition, we apply cathodic protection as a second line of defense to prevent corrosion.

In 2021, Williams extended the application of more sustainable pipe repair methods based on new engineering analysis and testing. These methods include compressive steel sleeves and carbon fiber composite sleeves, used during integrity management in-field examinations. Both of these repair types reduce the need to blow down pipelines for pipe replacement repairs, greatly reducing methane emissions when repairs are necessary.

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

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

Mechanical Integrity

Williams is continually improving our approach to integrity management in our operational gathering and processing facilities across the U.S. We are committed to maintaining mechanical integrity in these facilities through meeting integrity requirements and guidelines included in WIMS. We 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 a condition-based schedule using a corrosion-based analytical process, including special emphasis assessments at higher-risk areas. When we install new equipment, we perform inspections prior to startup or asset commissioning to 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.

We continue to look for ways to strengthen our strategy around operational risk management. In 2021, we drafted an API-recommended approach to Corrosion Control Documentation (CCD). The CCD program will complement our use of Integrity Operating Windows to establish inspection plans for assets within the processing facility. We are currently in the process of implementing the Risk Based Inspection (RBI) module in the Plant Condition Monitoring System to complement the CCD program. Additionally, the CCD will allow for operating conditions focused on a company's risk threshold, comprising damage probabilities and potential consequences. The RBI Program Charter is complete and under review, with anticipated implementation to begin in 2023.

Public Safety

Safeguarding our employees and the public is fundamental to everything we do. Our extensive emergency preparedness experience contributes to Williams' reputation as a reliable operator. We have robust processes in place to prepare for and appropriately respond to a wide range of emergencies. While operating in often densely populated areas, our goal is to protect Williams' workforce and the communities surrounding our operations. 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 to engage with local stakeholders to help prevent potential safety incidents and reduce third-party damage to pipelines.

Pine Needle station in North Carolina.

Establishing site-specific emergency plans.

Emergency Preparedness

SASB EM-MD-540a.4e

WIMS includes company-wide requirements for implementing midstream and pipeline emergency response procedures. We annually review and update WIMS documents to continuously improve our practices and respond to changes in regulatory requirements. Our emergency response program developed two new emergency response templates in 2021 — one template for our gathering and processing facilities that fall under OSHA and another template for the DOT regulations. In addition, the emergency response department engaged members from operations to consolidate operating requirements into a streamlined document to improve efficiency.

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. WIMS operationalizes our required safety processes and procedures throughout a project lifecycle, from land acquisition to decommissioning.

In implementing API Recommended Practice 1173, Williams thoroughly reviews the emergency response process and identifies gaps. We address significant gaps by developing new processes and updating emergency response operating requirements. In 2021, we updated the emergency response operating requirement to document exercises and drills consistently across the organization. For more information about API 1173, see Pipeline Safety.

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 local 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 confirm that all parties understand needed responses in the unlikely event of an incident on our pipeline systems. Our online portal provides emergency responders with instructor-led training courses and web-based training programs. We also conduct outreach efforts with emergency responders, including in-person meetings, facility tours and informational mailers. In 2021, Williams sent more than 21,450 public awareness mailers to emergency response agencies.

In response to numerous requests from departments within the company, the emergency response team developed department-specific training sessions. The Northeast gathering and processing department was the first to execute a tabletop exercise with the Executive Support Team Drill in 2021. While in Comer, Georgia, the incident support team assisted Station 130 with a full-scale drill involving eight public service agencies ranging from local volunteer emergency responders to the public school district. The drill successfully provided local public service agencies with information on Williams' emergency response process.

The emergency response team expanded trainings to include Incident Command System (ICS) trainings for all incident support managers within the incident support team and the executive support team processes, and developed ICS tabletop trainings for operations. Throughout 2021, operations conducted six full-scale drills, two functional tabletop drills and 17 tabletop drills.

Williams expanded its emergency response planning to include pandemics and other serious widespread illnesses in 2020. The pandemic response business continuity plan includes activation triggers based on current conditions and the severity of the pandemic threat. Williams will use this plan for current and future pandemics to define the operational posture of individual facilities, districts and the organization. Once the executive officer team activates the enterprise pandemic response, individual departments can use 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. We maintain updated notification lists and coordinate with local emergency response organizations to effectively communicate information to local communities.

At the heart of Williams, we care deeply about the well-being of the communities where we work and live. In 2021, Williams donated $532,000 to support more than 400 first responder organizations throughout our operating areas. Additionally, we make charitable investments to employees and communities affected by natural disasters and stay connected with the first responder community through in-person meetings, an annual mailing program and online training. For more information, see Community Relations.

Public Awareness

Williams' public awareness programs prioritize public safety and environmental protection. We engage with property owners, businesses, excavators, emergency responders, public officials and other interested parties to share information about our public awareness programs. We integrate best practices from 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. Employees record supplemental public awareness outreach activities with landowners, farmers, professional excavators and other stakeholders using Williams' electronic forms and mobile application.

The greatest threat to our pipeline safety is third parties digging near pipelines without proper notification and line marking. Williams sends an annual public awareness mailer to surrounding landowners and community members detailing the importance of calling 811 at least 48–72 hours 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. In 2021, we expanded our mailer distribution to communities surrounding Williams' three liquefied natural gas storage facilities to provide information on potential exposures. To improve public communications, we redesigned our baseline mailers to enhance readability and promote content retention.

We always encourage individuals to contact our 24-hour control center to report abnormal conditions or emergencies at Williams' pipelines and facilities. We centralized our numerous control centers to one phone number to make our company more easily accessible to the public. In 2021, we published our new emergency phone number on the Williams website and in company brochures, mailers and handouts.

Our online damage prevention toolkit provides field personnel with tools, resources and technologies to identify and prevent line strikes. We regularly update the toolkit with new best practices, lessons learned and improved tools and technologies. Williams uses a dashboard that communicates trends in near-miss and line-strike data across the company and helps drive reporting consistency. In 2021, Williams enhanced the dashboard features to include interactive maps, such as heat maps, to visually reference line marks and near-misses.

Stemming from API Recommended Practice 1162, Williams' Public Awareness Program is evaluated every four years for program effectiveness. In 2021, Williams updated our effectiveness measurement approach to have better visibility of peer performance and benchmark Williams against our peers. We will use our benchmark findings to identify areas for improvement throughout our Public Awareness Program.

Williams experienced zero DOT reportable releases caused by third parties in 2021. We maintain compliance with all relevant DOT requirements, including the annual manual review and periodic procedure review. The annual manual review is a yearly review to address changes in regulations and technical or industry standards and evaluate whether our operating requirements are adequate and effective. We conduct the periodic procedure review every five years to observe employees' work on DOT-regulated pipelines and facilities to determine the adequacy and effectiveness of procedures used in everyday operations and maintenance.

Permitting Manager Lynda Schubring and Countryside Conservancy Executive Director Bill Kern at the Dalton Trail in Pennsylvania.

Operations Technician Josh Moore at the Transco station in North Carolina.

Process Safety

Williams safeguards our people, our assets and the environment by identifying and reducing potential safety risks. We integrate safety into all aspects of our operations, from planning our business strategy to managing our facilities and assets, so that we can deliver safe and reliable energy. WIMS includes a comprehensive set of policies and standards to manage process safety, ranging 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. Our uniform approach to process safety reviews uses a standardized management of change (MOC) and pre-startup review software, which thoroughly evaluates and tracks modifications to our assets. Additionally, we use a third party to conduct regulatory-required Process Safety Management (PSM) and Risk Management Plan (RMP) audits across our PSM/RMP-regulated facilities. Although the use of a third party is not required by regulation, it gives us an outside perspective on our PSM program performance so that we can keep our employees and communities safe. In 2021, our process safety team began engaging in the assurance process. The team conducted frequent meetings with the safety assurance group to review common gaps and frequently attended audit closing meetings.

Williams implements processes and uses equipment to prevent the uncontrolled release of hydrocarbons and hazardous substances. In March 2021, changes to EPA's RMP rule require Williams to conduct a public meeting within 90 days of any future release of a regulated chemical. Williams implemented a community meeting outreach plan to comply with these requirements. Additionally, we continued to follow API Recommended Practice 754 to track process safety occurrences. In 2021, we reduced our Tier 1 and Tier 2 process safety incidents by 12%, experiencing 30 events compared to 34 in 2020. For information about Williams' Loss of Primary Containment (LOPC) performance, along with strategies and procedures for reducing LOPC year-over-year, see Spill Performance.

When incidents do occur, we follow the appropriate procedures to mitigate future occurrences. In 2021, we experienced an ethane release at our Targa Gillis Meter Station, when a pump used to divert liquid failed during operation. We also experienced a natural gas and hydrogen sulfide release at the Strait Compressor facility due to freezing temperatures causing a valve failure. Following both incidents, we conducted a full investigation according to our policies and procedures and implemented recommendations to prevent reoccurrences.

Williams views a strong safety performance as synonymous with a well-managed company. In 2021, our process safety group refreshed quarterly meetings to discuss process safety-related topics. Topics included new or revised process safety procedures for WIMS, MOC execution improvement and a variety of process safety topics facilitated by company subject matter experts with field PSM coordinators and other operations personnel across the organization. These meetings enhanced collaboration and consistency with stakeholders in the field. We also developed and implemented a new Process Safety Management Overview training for our employees. The training reviews the 14 elements of process safety, such as MOC, pre-startup safety review, operating procedures and mechanical integrity. We developed and improved our Quick Reference Cards to help field staff more easily and accurately report on accidental ignitions, safety system activations and high-potential process safety near-misses.

Williams continues to emphasize hazard and near-miss identification and reporting to investigate potential incidents and mitigate actual incidents before they occur. Our live performance data dashboard for process safety incidents lets us track equipment type and root causes of process safety incidents. The dashboard allows increased visibility into process safety metrics and performance from an enterprise level down to the individual asset. Our senior management frequently reviews the dashboards to drive improvement.

82% reduction in process safety incidents achieved since 2017

Cybersecurity

Protecting our operations against cybersecurity threats is critical for the success of our business. As an energy infrastructure company, Williams is acutely aware of the physical harm, financial losses and reputational damages that cyberattacks present to our business and national security. We strive to maintain stakeholder and community trust in the integrity of our systems by implementing proactive measures, company-wide policies and training courses for employees to prevent unauthorized access to our physical locations and computerized systems.

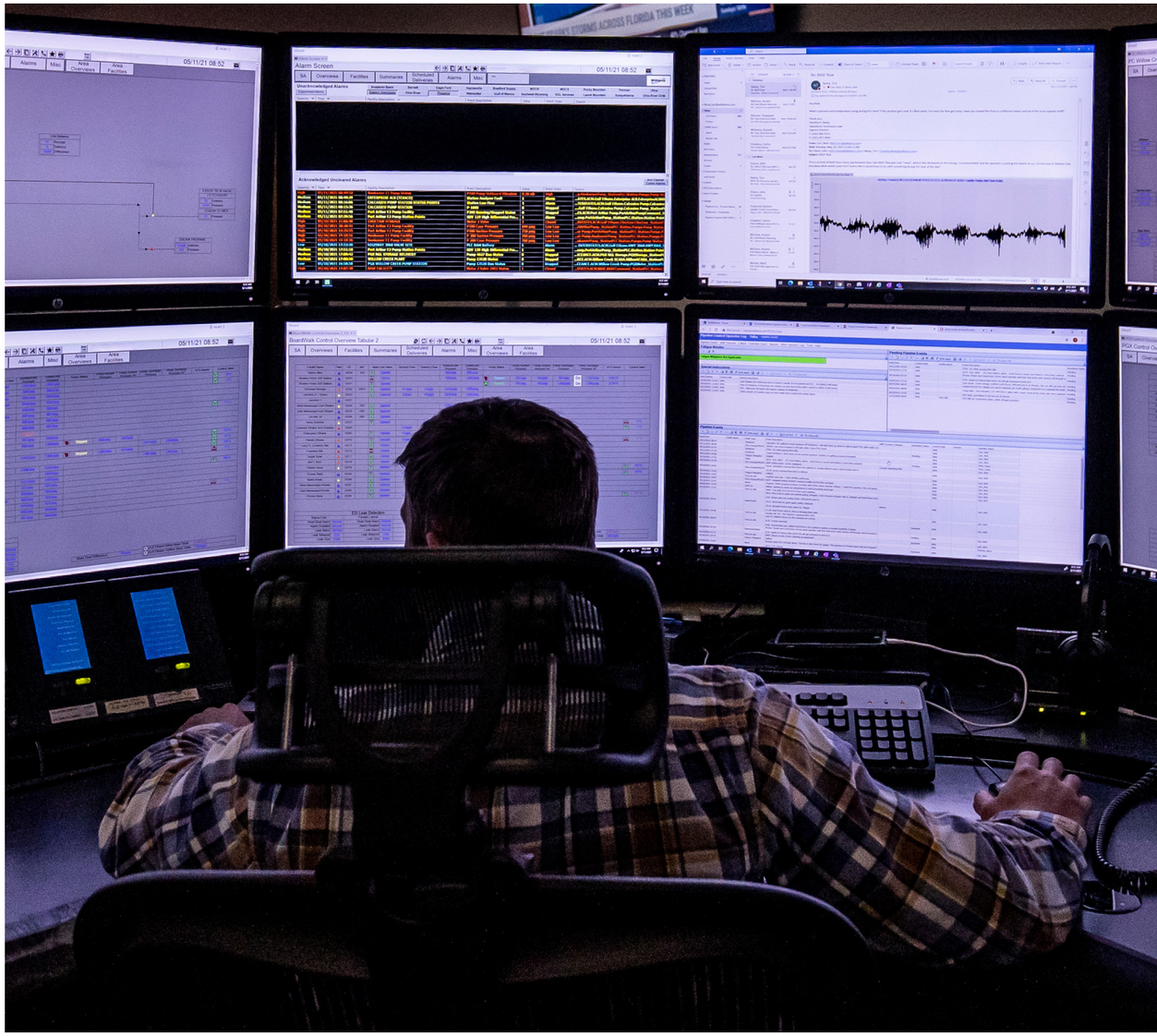
Governance Practices

Williams' commitment to mitigating cybersecurity risks extends to all levels of the organization, from facility personnel to our board of directors. Our executive-level steering committee provides additional oversight on Williams' cybersecurity initiatives, such as improving cybersecurity-reporting metrics. We developed a quarterly cybersecurity board report to communicate our performance and any identified risks directly to the board.

Additionally, our cyber-risk team and cyber-operations teams oversee 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.

In 2021, these teams created a cybersecurity three-year roadmap and improved our cybersecurity internal matrix reporting for security operations. Our cybersecurity hardening committee implemented measures in 2021 to provide heightened security across our systems. Measures implemented include reducing administrative access to servers and desktops, enhancing endpoint protection functionality, updating the Patch Management standards, deploying new firewalls and improving backup and recovery platforms, among others.

In 2021, our cybersecurity team focused on complying with the new Transportation Security Administration (TSA) security directives by aligning with recommended processes and control points to protect from network vulnerabilities and data breaches. For example, Williams conducted a risk assessment and continues to secure the environment through improved practices and processes. In addition to working through the remaining directives, we will focus our future efforts on building out our Data Classification, Cybersecurity and Acceptable Use Policy, improving upon the associated standards and programs with these policies.



Williams employee monitoring cybersecurity issues at Williams Headquarters in Tulsa, Oklahoma.

Network Analyst Jonah Sloup in Tulsa, Oklahoma.

Programs & Initiatives

As Williams' workforce leverages hybrid work, we continue to refine and reinforce our cybersecurity efforts, particularly due to additional risks caused by remote work. In 2021, we modernized our document control system and executed a cyber-readiness drill and automation for gathering and processing. Additional initiatives included an enhanced multi-factor authentication project, a field and data center network segmentation project and an access management modernization effort.

In 2021, we continued to execute on the vision of our executive-level steering committee's industrial control systems cybersecurity program. This program aims to protect and secure our technology-based operational assets and ensure they are 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 IT risk strategy sessions to assess cybersecurity threats and respond accordingly. To complement this effort, Williams contracts with a third party to evaluate risks within our corporate and operations networks. We remain focused on continuously improving our approach to and execution of cybersecurity management. In 2021, we completed a cyber-readiness drill, which was well received and provided multiple lessons learned. The primary goal of the drill was to exercise the ability to continue transporting product while under a cybersecurity attack. The overall outcome of the drill was successful with open lines of communications, participation and opportunities for improvement. We will incorporate the lessons learned during the exercise into our 2022 Operational Readiness Drill.

Training

Our cybersecurity awareness and training standard helps all employees, contractors and vendors develop awareness of cybersecurity risks. Williams also deploys 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 Company-Wide Cyber Awareness event during National Cybersecurity Awareness Month to inform employees about the different types of cybersecurity risks. In line with our efforts to prevent victims of phishing attacks, we focused our 2021 Cyber Awareness event on the theme of #BeCyberSmart — educating employees on social media's contribution to phishing.

98.73%

of employees completed cybersecurity training in 2021 to reduce risk exposure

WILLIAMS WILL BE THERE

Building an Empowered Workforce

Williams believes that we create long-term value by conducting our business ethically and creating a culture of respect. For more than a century, we have built a reputation as a responsible and dependable business that delivers on its promises. As we look toward the next several decades, we know our employees are our most valuable resource. Williams has a longstanding commitment to attracting, developing and retaining the very best talent in the industry.

Rotational Engineer Caitlin Hennessey at a pipeline construction site in Pennsylvania.

Commercial Contract Analyst Robin Valsin and Market Intelligence Analyst Stephanie Adams.

Diversity & Inclusion

GRI 103-1

We know that to be the best-in-class operator of critical infrastructure supporting a clean energy economy, we must refuse to stand still, changing as necessary to meet new challenges; and attracting, retaining and developing the very best talent in the industry. Providing an inclusive culture where everyone feels their contributions are valued and welcomed is imperative to unlocking the full potential of our employees and our business. At Williams, Diversity and Inclusion (D&I) is not a program or human resources function, but a culture — based on real people — running through every facet of our business.

Governance

GRI 103-2; 103-3

Williams' leadership embraces a diverse and inclusive workforce. Our chief executive officer's (CEO) pledge of support for the CEO Action for Diversity and Inclusion Coalition outlines a specific set of actions that he will take to cultivate a trusting environment in which our employees feel comfortable and empowered to have conversations about D&I. These actions include implementing and encouraging ongoing dialogue, and sharing strategic inclusion and diversity plans with our board of directors.

Our senior vice president and chief human resources officer (CHRO) is responsible for D&I at Williams. The CHRO regularly reports directly to our CEO and annually to our board of directors on D&I efforts. Both senior executives also sit on the Diversity and Inclusion Council, which serves as the governing body over enterprise-wide D&I opportunities. Williams' CEO chairs the Council, which includes members such as our executive officer team, organizational and operations leaders, and individual employees selected via a self-nomination process. The Diversity & Inclusion Council intentionally includes representation from diverse geographic regions, leadership levels, functional areas, and demographics. The Council created a comprehensive view of our current workforce and developed an internal metrics dashboard to help identify gaps, track progress and prioritize improvements in hiring and retention.

We published our first internally-focused D&I Report in 2021. We continue to provide visibility and promote awareness into our diversity metrics by publishing our second annual D&I Report on our website. We further improved the transparency of our diversity disclosures by releasing our EEO-1 Survey Data reports externally for the first time in our D&I Report. Our EEO-1 Survey results provide a demographic breakdown of our workforce data by job categories, gender, race and ethnicity.

We also improved our efforts towards D&I by clearly articulating our strategy and creating a roadmap to increase employee understanding and engagement. We continue to benchmark against our industry and other employers to help inform future recruitment and retention strategies. We plan to enhance talent acquisition efforts by defining and implementing recruitment strategies that increase diverse representations across the organization and in leadership roles.

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

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**

Resources & Training

Through education and leadership accountability, Williams demonstrates a commitment to a high-performing workforce where all individuals feel respected and valued for their contributions. Williams believes creating an inclusive culture helps spark innovation and collaboration, bringing out the best in our people and driving business success. We provide a variety of tools and resources to help employees and leaders promote an inclusive culture.

Our employees have access to the Williams D&I resource library to help them facilitate difficult conversations, at work and home, about a variety of topics including racial injustice and discrimination. Resources also include a Leader Inclusion Playbook, containing readings and topical webinars to help leaders navigate conversations about inclusion with their teams. Our D&I feedback form captures employee thoughts and suggestions on fostering an inclusive environment at Williams.

Employees use our educational platform, Catalyst, to find additional tools and resources that stimulate meaningful conversations, drive social awareness and promote allyship across the company. 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.

In 2021, Williams required all formal leaders to complete D&I training on inclusive communication and management of diverse teams. Approximately 90% of current leaders completed this training in 2021, with additional course offerings added in 2022 for leaders hired or promoted since year-end. Additionally, we launched an optional enterprise-wide training through LinkedIn Learning for individual contributors. Approximately 400 individual contributors completed training in 2021, providing feedback for potential broader enterprise rollout. We also encouraged 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.

We maintained our quarterly enterprise-wide panel events called Candid Conversations, designed to encourage dialogue by removing barriers and allowing employees to develop a deeper understanding of our diverse backgrounds. In 2021, we held four Candid Conversations events, with an average of 275 employees participating per event. These events included discussions on multi-generational collaboration, organizational gender partnerships, efforts to combat anti-Asian discrimination, and mental health. Our employees continued to use our D&I Microsoft Teams channel as a safe space to engage in conversation and dialogue. We recognized a leader who champions inclusion with our annual leadership award, and created an additional award category to recognize an individual contributor who champions inclusion, specifically by creating a safe environment that allows others to bring their authentic self to work.

In 2021, we reinvigorated our employee resource groups (ERGs) with the goal of driving membership and inclusion across the enterprise. Our ERGs provide formal and grassroots opportunities for dialogue, information sharing and networking to promote a more inclusive culture for all employees. Current employee resource groups include Asian Pacific Islander, Black, Latin, LGBTQ+, Men Advocating Real Change, Working Parents, Veterans, Young Professionals, Women of Williams and Native, with over 1,400 memberships. 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 initiatives and growth opportunities. For example, an employee-led Black History Month committee planned our enterprise-wide Black History Month program.

We know that more work needs to be done. Looking forward, Williams plans to further develop our ERGs to create greater collaboration across the organization. We plan to develop an ERG senior leadership sponsorship program. Additionally, we will continue to create spaces for employee-led community events aligned with our D&I initiatives. We plan to improve employee recognition of leaders and individual contributors who champion inclusion. We also aim to provide greater visibility into learning and development and promotional opportunities. Finally, we hope to explore opportunities to provide diverse employees with capabilities, mindsets, behaviors and networks to help them achieve their professional aspirations.

Director of Market Intelligence and Strategy Jaclyn Presnal at Williams headquarters in Tulsa, Oklahoma.

Employee Representation

GRI 405-1

As part of our D&I efforts, Williams strives for diverse employee representation at every level of our talent management practices and employee development programs. We are committed to creating an inclusive culture and environment where all employees have an equal opportunity to advance into leadership positions. Both women and underrepresented race and ethnicity groups continue to increase as a percentage of our total workforce and representation in formal leadership.

We emphasize D&I during all development conversations and succession planning initiatives. In 2021, we aimed to increase the percentage of women and underrepresented race and ethnicity groups in leadership roles. We maintained a 100% internal fill rate for all leadership positions within Williams for 2021, focusing on internal talent mobility, promotion and diversity. In 2021, 30% of our leadership team was female or an underrepresented race or ethnicity. Our female leadership representation increased from 18% to 21% from 2020 to 2021, while leadership representation for employees of underrepresented race and ethnicity increased from 10% in 2020 to 14% in 2021. We continued our long-standing practice of maintaining gender diversity on our board by adding two new female directors in 2020 and 2021. See Corporate Governance for more information about the diversity of our board of directors and senior leadership.

95 out of 100 rating received by Human Rights Campaign Foundation's Corporate Equality Index in 2021

Williams works to cast a wide net in recruiting and considers applicants from diverse backgrounds for each position. Inclusive hiring practices, such as masking candidate profiles, adapting our job description language, constantly reviewing our candidate screening criteria and evolving our interview guides are some of the ways in which Williams drives our commitment to recruiting and hiring diverse talent. We continue to offer a broader selection of identifiers for employees to select in our human resources system's self-identification process. Options include race/ethnicity, sexual orientation, gender identity, preferred gender pronoun and ERG affinity. In doing so, we facilitate broader diversity reporting at the enterprise level and better employee engagement.

We partner with universities and technical schools to support education and internship opportunities for diverse students. In 2021, we enhanced our talent acquisition efforts by defining, implementing and driving diversity-based recruitment strategies in our early career programs. These strategies included collaborating with the Williams Diversity and Inclusion Council, Williams' ERGs and the talent acquisition team to expand our list of strategic schools to include Historically Black Colleges and Universities (HBCUs). We added two HBCUs to our university partnership network prior to the 2021 fall recruiting season. Additionally, we updated our strategic giving for university and technical school recruiting, with a renewed focus on diverse programs. For additional information on our hiring and development practices, see Employee Attraction, Retention & Development.

Lead Operations Technician David Adams and Operations Technician Brian Hauff at the Transco station in Virginia.

Williams 2021 Diversity Data[1]

Underrepresented Ethnicity & Race at Williams

16.25% Underrepresented Ethnicity and Race

83.75% White

Underrepresented Ethnicity & Race in Management at Williams

13.76% Underrepresented Ethnicity and Race

86.24% White

Gender Diversity at Williams

21.72% Female

78.28% Male

Gender Diversity in Management at Williams

20.95% Female

79.05% Male

[1] Underrepresented ethnicity & race refers to employees of the following race/ethnicity: American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, or Two or More Races.

Product Owner Nathan Carlson at station 240 just outside of New York City.

Employee Attraction, Retention & Development

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

Employee Attraction

For over a century, Williams has provided the U.S. with clean, reliable and safe natural gas. We attribute our operational and strategic success, in part, to our ability to attract the best talent in the industry. We leverage various recruiting strategies to hire candidates aligned with our business needs. We use recruitment platforms including 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 2021, we focused on building upon and improving our inclusive hiring processes, particularly by increasing diverse talent in the recruitment and application stages. We implemented masked candidate screening in our human resources system. Masked screening encourages reviewers to focus on job-relevant information by masking potentially biasing information like name, graduation year and home address among others, to minimize unconscious bias in candidate selection. We also updated our interview guides to align with Williams' Core Competencies and to include D&I-focused questions. We launched training for hiring managers, focusing on inclusivity in the interview process and diversifying our interview panels when possible. Additionally, we expanded the use of Textio, a writing-augmentation platform that helps identify hidden biases in writing, to draft more inclusive job descriptions and employment communications. Looking forward, we hope to further improve awareness, education and accountability by measuring new Leadership Competencies: Values of Diversity and Effective Team Building.

Williams partners with universities and technical schools in the U.S. to recruit for entry-level opportunities and paid internships. In 2021, 56 students joined us as interns from 25 universities and technical schools, spanning 13 states. We added five new universities to our list of partner schools. We also analyzed the proximity of Historically Black Colleges and Universities (HBCUs) and added two HBCU partner schools — North Carolina A&T and Langston University — to our university internship and full-time hiring recruiting programs.

We continue to 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. Since 2011, 87 high school students interned at Williams through this program, with 100% receiving acceptance to college and approximately 95% attending college. Even with an increase in remote work, we retained our interns and created new ways for them to contribute remotely.

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 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, due to our efforts, more than 8% of Williams employees in 2021 were veterans. In addition to military leave, Williams pays employees the difference between their Williams pay and military pay, and continues to provide benefits for up to 12 months of military leave.

WILLIAMS WILL BE THERE

Tulsa Mayor's Pay Equity Pledge to Ensure Pay Equality for Women

In 2021, Williams joined other Tulsa-based companies by signing the Tulsa Mayor's Pay Equity Pledge, created in partnership with the Mayor's Commission on the Status of Women in 2021. Williams already incorporated the steps outlined in the pledge into our practices, not just in Tulsa but in all our locations across the nation.

Williams continues to conduct annual pay equity analyses to promote the company's equal employment opportunity policy. Additionally, we do not include salary history questions in our application process. We promote, and in some cases require, training programs that focus on removing biases, promoting inclusive hiring practices and strengthening an inclusive and welcoming work culture.

We believe these practices enable us to treat all candidates fairly, regardless of their gender or race, and provide compensation based on skills and experience rather than salary history. Additionally, adding our support behind this pay equality initiative encourages other companies to follow our example.

> "We believe that following best practices and creating a culture of belonging is the right way to run our business and treat our employees."

DEBBIE COWAN, SENIOR VICE PRESIDENT AND CHIEF HUMAN RESOURCES OFFICER AT WILLIAMS

Employee Retention

GRI 404-3

Retaining talent has never been more important as Americans across industries quit jobs at a record pace during the second half of 2021. We take pride in our high-performing culture and low turnover rate, which highlights the importance of investing in our people so they can reach their full potential. We employ approximately 4,800 people across the U.S. and strive to create a safe, inclusive workplace where every employee feels valued, heard and engaged to reach their full potential. We support our employees in their professional and personal lives, finding that the support for our employees reflects back in their contributions towards our business success.

Our retention efforts, which include professional development opportunities and a leading benefits package, contributed to a voluntary turnover rate of 6% in 2021. We had a 100% retention rate for employees that took paid parental leave in 2021. Additionally, we expanded our employee benefits to include hybrid remote work arrangements, understanding the need for improved work-life flexibility for our employees.

We conduct regular employee surveys to identify Williams' strengths and opportunities from the employee perspective. The survey results help us evaluate and continuously improve our approach to employee engagement. In 2021, we implemented a COVID-19 pulse survey to assess employee comfort with returning in-person to our offices. Additionally, our enterprise Voice of Williams survey collected employee feedback and engagement on a broad range of topics including trust, career development, leadership quality and team dynamics. Our 2021 survey received an 86% participation rate, of which 74% of employees are actively engaged. We determine engagement based on factors such as employee satisfaction, perceived support and perceptions of leadership, to name a few.

We encourage employees to engage in open dialogue regarding their professional development through regular one-on-one meetings with supervisors and during formal performance reviews. We measure performance through the 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 2021, 100% of employees received a performance assessment and 10.5% received a promotion. Williams' internal human resources system allows employees to view and apply to all currently posted requisitions. In 2021, we filled 39% of all open positions from within, including 100% of leadership positions.

2021 Employee Age Distribution

9% Under 30 Years Old

60% 30–50 Years Old

31% Over 50 Years Old

PROVIDING COMPETITIVE EMPLOYEE BENEFITS

Williams provides eligible employees with a comprehensive total rewards program aimed at protecting current and future physical, emotional and financial health. In addition to a base salary, our program includes an all-employee Annual Incentive Program (AIP), a range of retirement benefits and a health and wellness program. In 2020, a third party assessed our benefits package on whether our plans and programs met the needs of our diverse workforce. Their assessment showed that our benefits program exceeds the benchmarks for both our industry segment and the energy industry as a whole. We continue to improve upon and diversify our benefits, demonstrating our long-term commitment to our employees.

Our employees can access benefits such as company-paid life insurance, disability coverage and six weeks paid parental leave for both birth and non-birth parents. We also provide breastfeeding mothers with access to designated lactation facilities. Additionally, more than 95% of Williams' employees saved for retirement through our 401(k) plan. Whether or not they use 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 AIP offers incentives based on company-wide performance, individual performance and select metrics to drive business results, enhance collaboration and motivate employees. Our AIP includes financial and environmental, social and governance (ESG) metrics. In 2021, we continued the High Potential Near Miss to Incident Ratio and Loss of Primary Containment (LOPC) Events ESG metrics that were introduced in 2020, each weighted at 5% of total performance — for employees, including our executive officers. These metrics enabled us to continue making improvements over 2020 in our ESG reporting, processes and results.

In 2022, we updated our AIP ESG metrics, weighting each metric at 5%, totaling 15% of AIP performance. We replaced Near Miss to Incident Ratio with Behavioral Near Miss to Incident Ratio to guide our learning culture by seeking input, validation and peer-to-peer feedback to further prevent at-risk behaviors. We retained the LOPC Events Reduction metric to continue building on our great efforts and performance and to reinforce processes that drive high data quality and reduction in total events. We also added the Methane Emissions Reduction metric, directly contributing to progressing our 2030 climate commitment goal.

Giving our employees a stake in our company motivates them to take ownership for our success and seek opportunities to strengthen our business. We therefore provide an employee stock purchase plan for employees to purchase company stock at an 15% discount. In 2021, 40% of eligible employees elected to participate in the program.

MAINTAINING RELATIONSHIPS WITH 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 engage in protected, concerted activities. 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 2021, none of Williams' employees were represented under collective bargaining agreements.

Staff Communications Specialist Nicole Nascenzi in Tulsa, Oklahoma.

For our Leidy South project, nearly 80% of the construction was completed under contracts with companies that use organized labor. In 2021, trade unions sought out the opportunity to gain employment for members of their respective unions in the Regional Energy Access Expansion project. In 2021, Williams worked with six trade unions, including members of the Pipe Line Contractors Association, to enter a Memorandum of Understanding for the Regional Energy Access Expansion project. We estimate the project will create thousands of construction jobs and generate $295 million in labor income over its lifetime. For information on hiring local talent, see Economic Development.

Employee Development

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.

In 2021, Williams' employees completed an average of 48 hours of training, a majority of which covered compliance and technical topics. Other topics included leadership and development training, which we track through our learning management system. However, we are unable to track training offered by external parties. Field employees typically require more training than office-based personnel, due to the nature of their work. In total, employees completed 232,000 hours of corporate and technical training in 2021. Training expenditures increased in 2021 compared to 2020, primarily due to reduced COVID-19 restrictions allowing for travel and in-person training opportunities. We remain committed to the professional development and upskilling of our employees.

In 2020, we launched the Employee Development Council, a cross-functional, cross-enterprise advisory board that partners with human resources to understand the needs of the business by providing input on and advocating for employee development initiatives at Williams. In 2021, Council members championed the implementation of the learning culture statement: At Williams, our ability to continuously learn, and transform that learning into action, drives results that give us the ultimate competitive advantage. Our learning culture encourages self-development to drive growth and employee engagement by leveraging internal and external expertise.

In 2021, more than 150 operational and technical services employees collaborated to design 80 standardized training programs based on different disciplines. Through the creation of these training programs, the Operations Technician Career Development framework has become a robust and flexible model that seeks to improve career development and achievement.

Our baseline leadership programs support current leaders by providing tools and training resources to promote success in their roles. In 2021, we added several programs to support learning and development. Employee Essentials is a learning program available to all employees, providing a foundational understanding of our business and career development. Additionally, Leader Essentials is a formal development program focused on baseline leadership fundamentals, featuring cross-functional discussion and knowledge application. Lastly, Exploring Leadership is a learning opportunity for individual contributors, focusing on the skills required for successful formal leadership at Williams by helping individual contributors determine if leadership is an aspiration and potential fit.

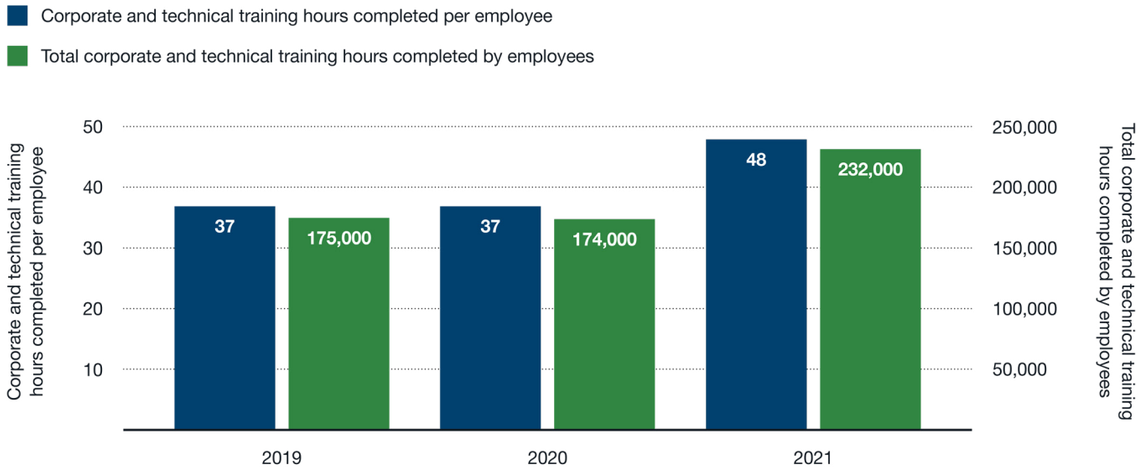
Our early career professional development program enables post-undergraduate employees to participate in an intensive, three-year rotational or non-rotational program to build technical expertise at Williams. The program consistently achieves strong representation across diversity dimensions, helping build a robust pipeline of future talent. Over the last five years, on average, 33% of our early career program hires were from underrepresented race and ethnicity groups and 38% were female. Our early career program is one avenue to help us increase representation of diverse employees 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 commitment to life by demonstrating the importance of leading by example and modeling safety behaviors and practices. 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. In 2021, we successfully trained more than 400 leaders. For more information on safety at Williams, see Workforce Safety.

SUCCESSION PLANNING

Williams facilitates the development and growth of our employees by engaging in talent reviews and succession planning. We understand the importance of succession planning in assessing our organizational capability and guaranteeing ongoing talent capacity. Our Talent Assessment process enables us to evaluate talent across the company and calibrate accordingly. Additionally, the program provides managers with an opportunity to think strategically about the broader spectrum of development needs for the company 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 diversity demographics of our potential successor pool.

2021 Employee Training



IT Business Systems Analyst Bradley Davis and Technical Specialist Suzanne Wong at Williams headquarters in Tulsa, Oklahoma.

Ethics & Compliance

SASB EM-MD-520a.1; GRI 102-16

At Williams, we run our business with integrity and openness. Our employees and board of directors develop and follow effective policies, codes of conduct and training programs. 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. We created a legacy of ethics and integrity with our customers, local communities, investors and other stakeholders by embodying these values.

Williams' Core Values

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.

Code of Business Conduct

Our Code of Business Conduct (Code) 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. We leverage the Code to remain in 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. We periodically assess the Code and incorporate revisions when necessary. In 2021, we revised the language around anti-corruption and non-retaliation in the Code.

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, all leaders 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 2021, 100% of our employees completed compliance and ethics training courses. We are updating our ethics and compliance trainings and corporate policies in response to Williams' acquisition of Sequent Energy Management in the summer 2021.

Governance & Oversight

The Williams Ethics and Compliance program communicates and manages key elements of ethics and integrity, including 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 program effectiveness. Williams' ethics and compliance team works closely with the legal department to regularly monitor enforcement activity by regulators, litigation activity and legislative activity. We issue internal communications and revise policies and training as appropriate to reflect regulatory developments.

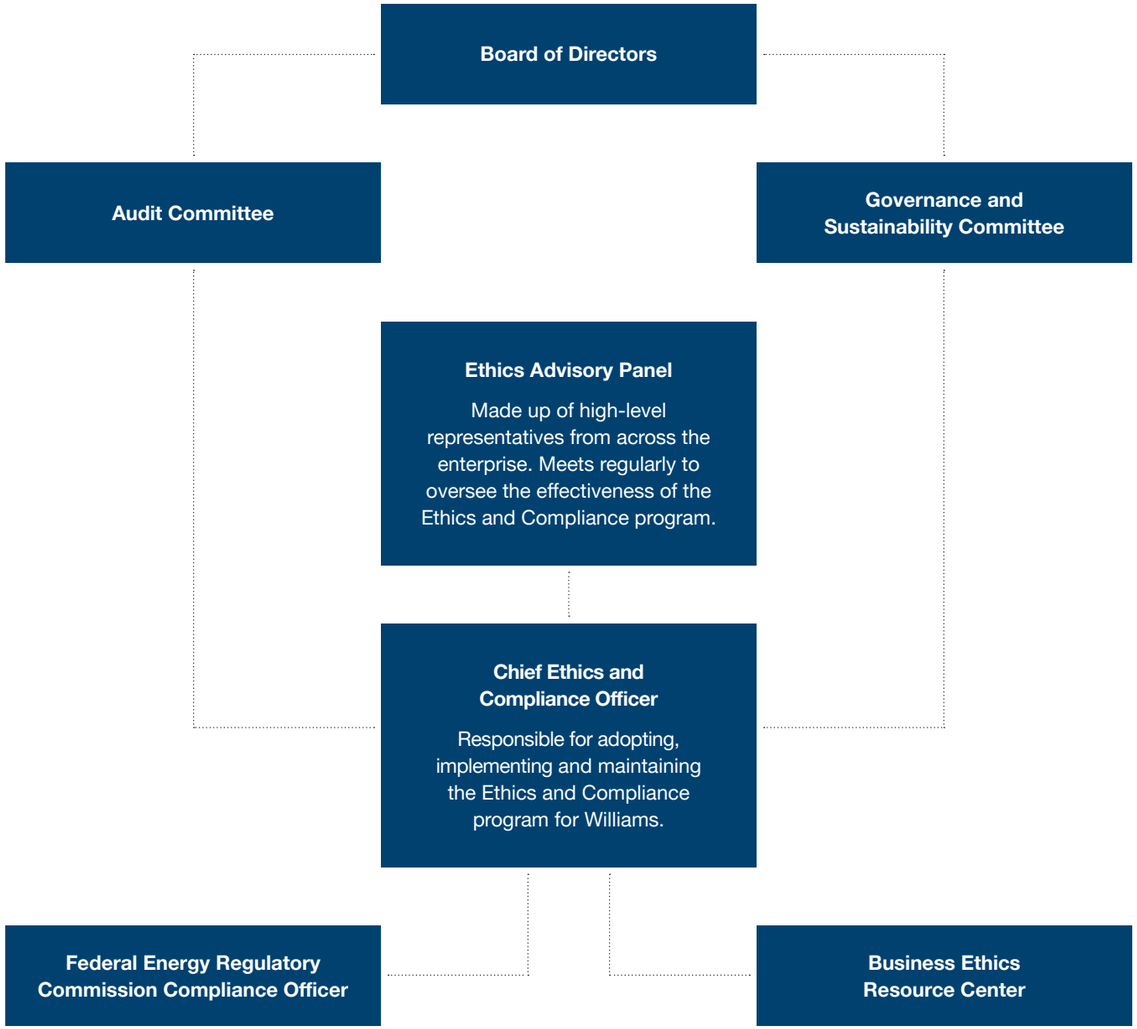
The Williams Ethics Advisory panel assesses the effectiveness of the Ethics and Compliance program and recommends enhancements as necessary. We incorporate comparative benchmark metrics into our annual assessment as part of the evaluation process. In coordination with the Ethics Advisory panel, internal subject matter experts and the internal audit team, we conduct an annual risk assessment to review compliance with our ethics policies. We engage third parties for external assessments of our Ethics and Compliance program. The program was last assessed in 2018, and we will potentially conduct an updated assessment in 2022.

Annually, and when guidance such as the 2020 Department of Justice updated guidance becomes available, Williams' Business Ethics Resource Center (BERC) and our chief ethics and compliance officer conduct an internal review of the Williams Ethics and Compliance program to evaluate 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 board of directors governance and sustainability committee. The BERC office also meets annually with Ernst & Young to discuss the program's effectiveness.

The Williams board of directors audit committee has established procedures for receiving, retaining and treating complaints regarding accounting, internal accounting controls or auditing matters. Williams was not involved in any pending or completed legal actions, fines or settlements in 2021 regarding bribery, corruption or anti-competitive violations.

No legal actions regarding allegations of anti-competitive behavior or violations of anti-trust/monopoly legislation were brought against Williams in 2021. Williams remains subject to two outstanding putative class action lawsuits (filed in 2007 and 2009 and now consolidated) arising out of alleged manipulation of published gas price indices in 2000 through 2002. In January 2022, Williams settled a lawsuit filed by an individual in 2005 asserting identical allegations, and the settlement was disclosed in our Form 10-K. In the remaining putative class actions, we await a ruling on plaintiffs' motion for class certification. Williams discontinued all price reporting in 2006. Williams provides regular training and has specific policies addressing market manipulation and antitrust.

Ethics & Compliance Governance Structure



Williams Tower in Houston, Texas.

Reporting Concerns

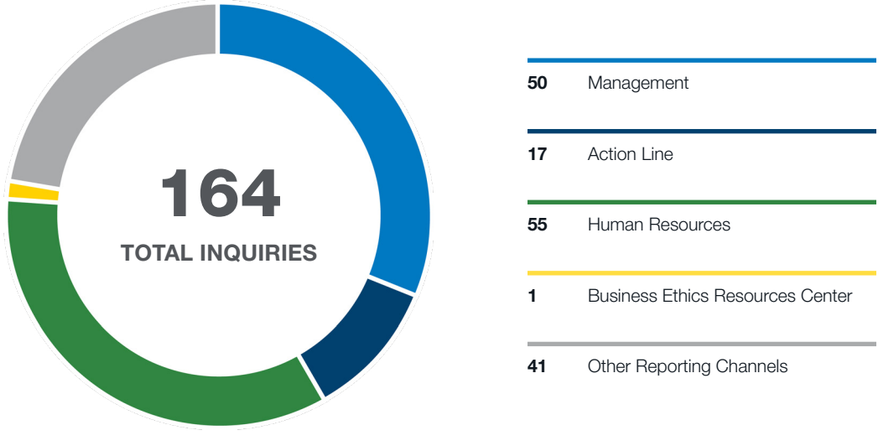
GRI 102-17

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 BERC, the Williams Action Line and our online ethics reporting site. Employees can access the Action Line 24 hours a day, seven days a week.

We understand that employee confidentiality is critical for reporting incidents, which is why an independent third party operates the Action Line. We proactively communicate these resources through the Williams Ethics and Compliance program and on our internal and external websites. Additionally, the Williams board of directors receives quarterly updates regarding the Ethics and Compliance program.

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 2021, we received 164 concerns through ethics reporting channels.

2021 Number of Inquiries Received Through Ethics Reporting Channels



Supply Chain Specialist Sam Swindell in Tulsa, Oklahoma.

WILLIAMS WILL BE THERE

Strengthening Communities

For more than 100 years, Williams and our employees have positively influenced the lives of the local communities we call home. We develop lasting relationships with community members because we know Williams will be there for the long term. Honesty and transparency are core to Williams' beliefs, which is how we maintain our reputation as a good neighbor with suppliers and community members. We work hard to understand unique local challenges and provide support through investing in communities and promoting responsible supply chain management.

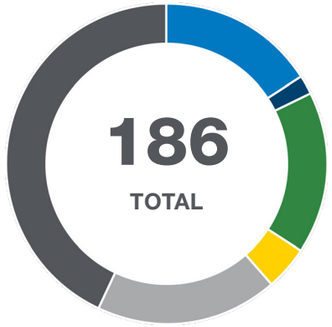
Williamsport, Pennsylvania.

Community Relations

Williams strives to be an exceptional member of the local communities where we live and work. We actively engage with a variety of community stakeholders, from local business owners and community leaders to public officials and nongovernmental organizations. Williams focuses on open dialogue and proactive partnerships with community members.

Williams defines stakeholder engagement as activities specifically conducted to inform parties regarding Williams' expansion projects, operational activities or other notable business activities. In 2021, we participated in more than 186 stakeholder engagements with local communities, including 30 community events, two open houses, 31 meetings with chambers of commerce, six environmental justice meetings, 35 meetings with county commissioners and 82 meetings with other stakeholders.

2021 Stakeholder Engagement



30	Community Events
2	Open Houses
31	Meetings With Chambers of Commerce
6	Environmental Justice Meetings
35	Meetings With County Commissioners
82	Other[1]

[1] Includes one-time meetings or interactions with community stakeholders or organizations.

Engagement

Williams' community and project outreach team is the central contact point for stakeholder engagement related to pipeline infrastructure projects. The team develops and maintains a project-specific public participation plan for major projects. We use our Public Outreach Strategy Guide when implementing these plans, formally outlining Williams' approach to community engagement and consultation. The guide emphasizes the importance of early contact, continual communication and flexibility throughout the lifecycle of our projects.

Executive oversight of community engagement is the responsibility of our vice president of communications and corporate social responsibility, and our vice president of government affairs and public outreach. In the communities where Williams has expansion projects, we employ specialized consulting services to develop distinct outreach and stakeholder engagement plans that use local specialists.

The Williams company website is one of our most effective engagement methods for communicating project-specific information, such as our project scope and schedule, contact information, maps and fact sheets. For example, at Compressor Station 203, we created a website for communicating updates on venting events to stakeholders and community members.

We continue to prioritize two-way dialogue where possible. The COVID-19 pandemic, and associated shutdowns, continued to affect Williams' engagement with local communities. We used our learnings from 2020 to engage virtually when necessary, and in person when safe. Whether engaging virtually or in person, we strive to ensure every community member can access information about our projects. To foster inclusion, we translated expansion project information into the most common language among non-English speakers in the proposed project area. We implemented this process for the Regional Energy Access Expansion and Southside Reliability Expansion projects, where we translated project-specific websites and printed fact sheets into Spanish.

We uphold a process for receiving, analyzing and responding to community concerns. The company maintains a dedicated email address to receive and manage concerns related to operations of our facilities. The email address is provided on project materials, company handouts, letters to stakeholders and project-specific web pages.

Senior Accounting Analyst Tessa Petry at Day of Caring in Tulsa, Oklahoma.

UPHOLDING REGULATORY REQUIREMENTS

Williams continues to meet required regulatory notifications and manage interactions with stakeholders using our stakeholder management systems. Williams deployed the stakeholder database for our Southside Reliability Enhancement project, sending 1,266 letters to stakeholders informing them about the project and community open houses. In addition, the database enables us to communicate ongoing expansion projects. We leveraged the database to share newsletter status updates on the Regional Energy Access Expansion and Leidy South Expansion projects. Williams electronically sent our periodic Regional Energy Access Expansion project newsletter to over 2,800 recipients, informing them of the latest project milestones, background on Williams' operations and information on upcoming community activities. We also used our stakeholder management systems to gain new contacts for our Station 185 notification effort.

Williams employs the Federal Energy Regulatory Commission's (FERC) voluntary pre-filing process to engage affected stakeholders before the submittal of a formal project certificate application. Our activities include public meetings and consultations with elected officials, community leaders and affected landowners.

Following the FERC pre-filing process, Williams holds a series of open houses to inform landowners and stakeholders about the scope and need for the proposed project. When hosting open houses, the company seeks ways to meet public preferences and not discourage any community members from participating in the process. Williams held one in-person and one virtual open house in 2021 for the Southside Reliability Enhancement project. We followed COVID-19 state protocols by including social distancing, face masks and capacity limit requirements for all in-person events. We scheduled virtual open houses to align with the dates of in-person events. During the open houses, Williams provided a project overview and online, interactive maps, which allowed attendees the opportunity to submit comments regarding the project directly onto the maps.

PROMOTING ENVIRONMENTAL JUSTICE

Environmental justice laws, regulations and other government policies are evolving quickly at the state and federal levels. We actively seek opportunities to engage in dialogue with residents and leaders in underserved communities to gain a meaningful understanding of the critical issues from the individuals who know them best. We also pursue partnerships with community-based organizations that serve distinct needs in local communities. These partnerships provide direct channels to further engage community members who utilize the services provided by these organizations. Williams identifies underserved populations using the guidance and methodologies determined by the EPA's Federal Interagency Working Group on Environmental Justice and the National Environmental Policy Act (NEPA) committee. In addition, Williams follows state guidance when identifying underserved communities. To learn more about our approach to identifying these population groups, see the methodology outlined in the publication, Promising Practices for EJ Methodologies in NEPA Reviews.

To track rapidly evolving policies, Williams developed a state-by-state summary of existing and proposed environmental justice regulations. We continuously consider the impacts of environmental and energy policy on the communities we serve. We expect our approach to environmental justice will mature as we learn from the communities where we operate and respond to new government policies. We communicate company-wide on the importance of environmental justice and outreach efforts in the communities where we currently work and plan to work.

We take a comprehensive and thoughtful approach to engaging underserved communities during project planning and construction, and after placing a project into service. Williams maintains a presence in communities through our ongoing engagements to show our commitment to being an active, engaged community member. Engagement with varied and diverse stakeholders often leads to referrals to other organizations, providing new engagement opportunities and a growing network of stakeholders.

In 2021, we improved our ability to recognize potential environmental justice concerns raised by proposed projects early in the planning process. Williams developed a tool to identify underserved population groups in the vicinity of planned projects to assess, avoid and mitigate potential environmental justice concerns. The tool aggregates detailed demographic information for Williams to develop outreach strategies tailored to specific population groups. For example, we translate project information into multiple languages and host additional stakeholder meetings during the daytime and evening hours. Williams increases stakeholder participation and maximizes engagement with underserved population groups using this tool.

In addition, the FERC announced the development of its new Office of Public Participation and began staffing key roles in 2021. Williams intends to be a resource for this office by sharing our public outreach and stakeholder engagement practices. Additionally, the Interstate Natural Gas Association of America (INGAA) named Williams a member of its Environmental Justice Task Force.

Community Investment

Active involvement in the communities where our employees live and work is at the heart of Williams' company culture. As local communities demand reliable, low-cost, low-carbon energy, Williams will be there to listen to the needs of our neighbors and provide support through strategic initiatives designed to make a difference.

We focus our community giving on initiatives that help energize employees, strengthen communities and enhance business execution. In 2021, we contributed over $12.1 million to more than 2,100 organizations across 48 states through our community giving channels, including cash contributions, in-kind donations and matching programs. Despite continued challenges posed by COVID-19, Williams increased charitable contributions from 2020 to 2021.

The Williams Foundation

The Williams Foundation, a nonprofit 501(c)3, was established in 1974 to guide our community investments. The Foundation board of directors meets semiannually and advises Williams charitable giving across the states where we operate. The board collaborates with executive leaders and our corporate social responsibility team to develop and approve comprehensive budgets for supporting specific charitable programs. The Williams Foundation bylaws and charitable contributions standard outline our giving process and safeguard the integrity of our contributions.

Williams' Employee Disaster Relief Fund supports employees experiencing severe financial need due to disasters. At the start of 2021, Texas and Louisiana experienced unprecedented freezing temperatures, leaving many Williams employees in need of support. Williams received 15 employee applications for relief funds and provided more than $33,000 in short-term assistance. Additionally, Williams donated $40,000 to American Red Cross chapters across Texas.

For additional information about the Foundation's investments and achievements, please see our 2021 Community Investments Report.

In 2021, we contributed over $12.1 million to more than 2,100 organizations across 48 states through our community giving channels, including cash contributions, in-kind donations and matching programs.

Williams employees volunteering to support communities.

Executive Assistant Marie Tucker at Day of Caring in Tulsa, Oklahoma.

Corporate Giving

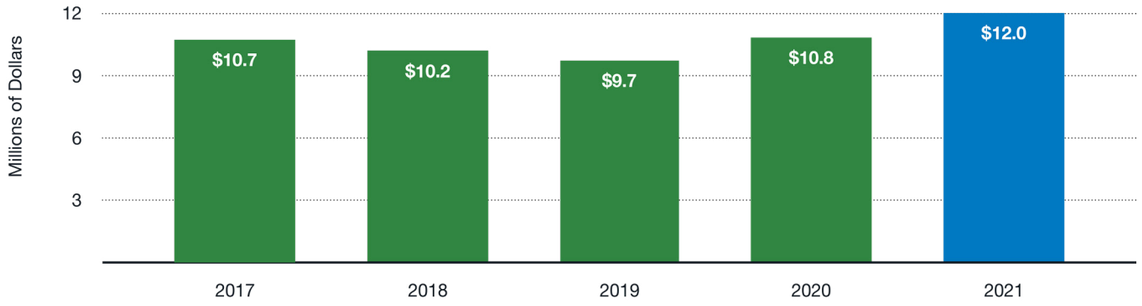
Over the past five years, Williams has contributed more than $53 million to support local communities. We focus on science, technology, engineering and math (STEM) education; workforce readiness efforts; park and land conservation programs; first responder and disaster relief efforts; health and human services agencies; and other initiatives to help strengthen our communities. Williams accepts external grant applications throughout the year on the company website and awards grants on a quarterly basis.

Our Core Values make us responsible stewards and reliable partners, especially in communities with great needs. Williams' operating area leaders and program area committees assist with identifying organizations and initiatives that meet the unique needs of the diverse communities where we operate.

Williams has long been a supporter of United Way and its mission to bring people and organizations together to drive lasting change around the country and the world. Williams and our employees, retirees and board members supported more than 150 local area United Way agencies, raising $4.9 million in 2021. The total funds include pledges, fundraisers and the company's matching funds. Williams' leader Scott Hallam extended his engagement with United Way by serving as the chair of the Greater Houston's annual community campaign.

May 2021 marked the centennial commemoration of the 1921 Tulsa Race Massacre, during which a white mob attacked residents, homes and businesses in the Greenwood area, also known as Black Wall Street. Williams moved its headquarters to Tulsa in 1918 and remains one of a few businesses located in Tulsa when Black Wall Street thrived. The 1921 Tulsa Race Massacre Centennial Commission hosted events, such as vigils, concerts, art exhibits and parades during the months leading up to the commemoration. Williams contributed $50,000 to support these events and hosted an art installation in the public area of our headquarters as part of a Greenwood Art Project exhibition throughout Tulsa. The art installations intend to memorialize influential voices and significant events related to the Tulsa Race Massacre.

Annual Community Giving



2021 Community Giving by Program Area

21%	United Way
19%	Civic Betterment
17%	Environmental Quality, Protection and Beautification
16%	Health and Human Services
13%	Education
4%	Safety
4%	Arts, Culture and Humanities
4%	In Kind
2%	Other

The Urban Assembly Harbor School in New York City.

SUPPORTING LAND CONSERVATION

Doing what is right for our local communities is ingrained in who we are at Williams. To that end, we develop private-public partnerships to help improve or preserve wildlife habitat and water resources.

In 2021, the Wyoming Game and Fish Department (WGFD) awarded Williams with its Industry Wildlife Stewardship Award for our positive impact on wildlife and habitat in Wyoming. As part of our ongoing partnership with the WGFD, we provide financial support for environmental curriculum, projects to create wildlife crossings that increase public safety and access for fishing and hunting. In addition, we continue to foster relationships and serve as responsible stewards by participating in volunteer efforts to benefit the WGFD every year.

We also expanded our engagement with Ducks Unlimited to central Kansas in 2021. Williams donated $50,000 to enhancing 160 acres of the McPherson Wildlife Area. As a result, Ducks Unlimited recognized Williams with its Benefactor Roll of Honor during the ceremony for McPherson Valley Wetlands. Ducks Unlimited is a nonprofit organization dedicated to conserving wetlands and associated upland habitats for waterfowl, other wildlife and people across the U.S.

Williams partnered with the South Santiam Watershed Council in 2021 to implement stream enhancements at Thomas Creek in Oregon. The project focuses on improving the channel complexity, reducing the width-to-depth ratio and increasing native aquatic species and wildlife. Williams has helped fund riparian enhancements and educational signage along the creek. Restoring the riparian habitat helps protect against erosion and improves future instream habitat for salmon, steelhead and other native fish species.

INVESTING IN EDUCATION

Looking ahead, Williams also wants to prepare the next generation for careers in STEM. In 2021, Williams provided more than $900,000 to help bring STEM education to those who might not be exposed to these high-quality learning opportunities, which lead to careers in well-paying STEM fields. Williams funds 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.

Starting with middle school, we also help prepare students in grades 6 through 8 for future careers in the energy industry. For example, eighth-graders in Oklahoma learned what it is like to work at Williams in a unique career fair offered virtually by Junior Achievement (JA). In response to the ongoing COVID-19 pandemic, the JA Inspire event transitioned to a fully virtual event in 2021, enabling more students to participate. Williams hosted a virtual booth where students could find out more about the company and industry, including live videos and chats with employees.

We also partner with Cristo Rey Jesuit College Preparatory School of Houston to support their work-study program. For more than 10 years, the program introduced dozens of students to careers in the energy industry, building skills that will help them succeed in college and beyond. Every Cristo Rey student participates in the work-study program, working one day a week at a corporate partner's office to earn educational and professional experience. Williams also donated 370 desktop and laptop computers to the school to be used for corporate work-study, a video editing class, an art class and replacing outdated computers.

In addition, Williams supported the Urban Assembly New York Harbor School on Governors Island in New York City. Students receive exposure to the maritime field through the school's seven career and technical education programs. The students solve real-world problems together through their class experiences. These experiences include driving boats, maintaining scuba equipment, hydroponic farming and marine biology field testing. Williams supported the school's career and technical education program with a $5,000 grant in 2021.

At the college level, Williams understands the importance of practical, hands-on learning when it comes to natural gas operations. In 2021, we provided the School of Petroleum and Natural Gas at Lackawanna College, Pennsylvania, with a new laboratory for students to learn how to operate and maintain compressor engines and other oil and gas equipment. Williams is donating $105,000 over three years to support the laboratory. Williams also donated $20,000 in 2021 to endow a scholarship at the school.

> "Since our inception 13 years ago, every one of our graduates has been accepted into colleges all over the country, and it is the support we get from companies like Williams that helps make it happen."

PAUL BECK, PRESIDENT, CRISTO REY JESUIT COLLEGE PREPARATORY SCHOOL OF HOUSTON

Employee Volunteering

Williams' commitment to being a reliable partner in the communities that our employees call home extends beyond financial support. We grant employees time off to volunteer with charitable organizations that address critical needs and fuel their passions. Williams' employees are proactive in helping their communities and each other in times of need. Across the country, our employees serve on nonprofit boards and as mentors, coaches, committee members and volunteer firefighters.

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.

In 2021, Williams employees volunteered more than 23,000 hours with charitable organizations, representing $662,584 in value based on an estimated value of $28.54 per volunteer hour.[1]

[1] Independent Sector, Value of Volunteer Time.

Williams employee volunteering in Tulsa, Oklahoma.

WILLIAMS WILL BE THERE

Assisting With Health & Human Services

Williams is proud to support our nation's veterans and their families. We engage with the Eagle OPS Foundation, a 501(c)3 organization committed to providing opportunities for veterans, veteran families and patriots to develop long-lasting relationships through volunteerism, social activities and health events. Williams has sponsored the Eagle OPS Foundation's annual Welcome Home 5K Honor Mile since 2018, contributing more than $50,000 to the organization. The Welcome Home 5K Run raises funds to support veteran suicide prevention programs.

"Williams' unwavering support of the Eagle OPS mission has enabled us to assist over 1,000 service members, veterans and their families through over 80 boots-on-the-ground rally points in 2021. With Williams as a partner, these rally points assist Eagle OPS to further connect service members, veterans and their families to much needed community resources to help them in a healthy transition home."

JOHNATHON SHEPHERD, DIRECTOR OF OPERATIONS, EAGLE OPS FOUNDATION

Transco station 610 near tribal land in Pennsylvania.

Indigenous Peoples

Our understanding of different cultures, traditions and beliefs is integral for continued ethical and responsible growth. We invest our time into building understanding with Indigenous Peoples in the areas of our operations and respect the tribal sovereignty of the federally recognized tribes in the U.S. Our goal is to build trust through open communication and regular dialogue with the 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.

Developing trusting relationships with Native American tribes has never been more important for our nation's energy industry, particularly for those sectors in which Williams operates. Our Human Rights Policy and Statement outlines our commitment to respect human rights and avoid complicity in human rights abuses, including those of Indigenous Peoples. In 2021, Williams had no incidents of violations involving the rights of Indigenous Peoples. Additionally, we continue to use an internal guide to provide best practices and recommended processes for successfully engaging this key stakeholder group. See Protecting Human Rights for more information on how Williams protects human rights.

The Southern Ute Indian Tribe is a party to ongoing negotiations between Williams and the U.S. Department of Justice, various U.S. EPA regions and various states regarding the resolution of certain LDAR Notices of Violation. The tribe also engaged in separate negotiations related to a former Williams asset in New Mexico. At present, there are no filed complaints naming Williams in connection with either matter.

We complement our internal 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.

To improve our understanding of indigenous relations, we created an Indigenous Peoples Council in 2021. The Council consists of Native American employees and allies, including representation from diverse stakeholder groups across Williams' departments. In 2021, the Council focused its efforts on compiling best practices based on research of peer companies. In 2022, the Council plans to review and improve our company policies relating to Indigenous Peoples, formalize the tribal relations guide, recommend training and learning opportunities and discuss ways to improve supply chain diversity and talent development related to Indigenous Peoples.

We work to achieve successful and mutually beneficial consultations with tribes. As part of that effort, we regularly identify opportunities to incorporate feedback from Native American tribes into our project planning. Our communications with Native American tribes remained relatively limited in 2021 because none of our projects required significant tribal engagement. We also participate on INGAA's Tribal working group, where we continue to build understanding related to our engagement with Indigenous Peoples.

As part of our commitment to building positive relationships with Indigenous Peoples, we provide meaningful charitable contributions to tribal initiatives. For the third 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. In recognition of our continued support, the Indian Health Care Resources Center named Williams its 2021 Circle of Life Community Partner.

Williams also provided a multi-year grant for IllumiNative, and sponsored Tulsa's Native American Day and the American Indian Science and Engineering Society (AISES) annual conference. The AISES conference is a virtual networking event aimed at increasing the representation of Indigenous Peoples of North America in STEM studies and careers. For more information on community giving at Williams, see the Community Investment.

"Williams was recognized as our 2021 Circle of Life Community Partner. Their ongoing dedication to our youth programs before and during the pandemic is unparalleled. We are grateful…to everyone at Williams for investing in the future of the Native American community."

DEB STARNES, CHIEF DEVELOPMENT OFFICER, INDIAN HEALTH CARE RESOURCES CENTER

Landowner Relations

As natural gas demand grows, we must periodically expand existing facilities or build new assets across our energy infrastructure systems that span 26 states. Our ability to reliably supply clean energy is, in part, due to the strong, long-term collaborations we have with more than 110,000 landowners. 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, mailings, open houses, in-person meetings and other forms of communication. We abide by INGAA's Commitment to Landowners, a set of recommended behaviors that member companies agree to follow when engaging landowners.

The commitment includes 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 continuously map our internal land professional trainings against INGAA requirements to remain in alignment with the Commitment to Landowners. 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 resolve concerns and complaints.

We encountered ongoing challenges with landowner engagements in 2021 due to the COVID-19 pandemic. Williams followed evolving state and federal COVID-19 regulations while hosting a combination of in-person and virtual meetings with landowners. Our land agents continued landowner engagements on the Regional Energy Access Expansion project by using the most effective methods for safely negotiating easement agreements. Williams embraced new technology to work effectively and safely throughout the pandemic, such as electronically notarizing, signing and recording documents.

For proposed pipeline infrastructure projects, we apply a standardized approach to engage potentially affected landowners early in the process. We focus on early engagement to allow us time to explain the project, obtain permission to survey the land and conduct a formal negotiation process. 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 Energy Access and Noise Management.

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 new compression facilities and all landowners affected by the proposed pipeline route.

Operations Technician Zac Compton and Operations Technician Brian Hauff at a right-of-way along the Transco pipeline in Virginia.

Aerial view of landowner property near Transco station 610 in Pennsylvania.

We distribute a brochure developed by the FERC that describes what to expect if a proposed project runs through a landowner's property. In 2021, we distributed 877 mailers to landowners for the FERC pre-filing process.

We aim to reduce the impacts our infrastructure has on communities by attempting to locate the pipeline routes along existing rights-of-way, roadways or other utility corridors. We try to reroute when possible to avoid property owners who do not want to work with us. For projects certified by the FERC, we are allowed to use a federal eminent domain process. Our corporate philosophy is to introduce eminent domain only as a last resort. To support this process, Williams maintains a formal landowner complaint resolution procedure to identify concerns and determine an appropriate resolution in a timely manner. We strive to reach mutual agreements with all new landowners.

In 2017, we had one case that was resolved through the full condemnation process. Since 2018, we have met our current goal of zero condemnations. Through an enhanced strategy of continuously developing and maintaining landowner and community relationships, Williams was able to adequately compensate landowners while having fewer condemnations.

In 2021, through our successful negotiations and relationships with landowners, we reached mutually agreeable terms that resulted in the execution of 1,431 new land agreements.

Noise Management

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

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

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

Station 145 in North Carolina.

Supply Chain Management & Responsible Procurement

Williams' interstate gas pipeline and gathering and processing operations span across the U.S., providing natural gas and natural gas products nationwide. We maintain our daily operations by using the materials, goods and services from more than 3,100 suppliers across the country. We value building relationships with suppliers that uphold our commitment to operational excellence, honor our Core Values and support our vision for sustainability throughout our operations. Our mission is to continue developing our procurement and supply chain management strategy to build a more resilient and sustainable supplier base.

Supply Chain Management

GRI 102-9

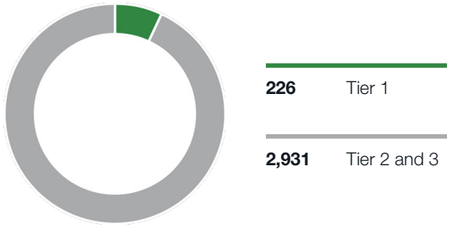
Our suppliers and contractors are essential to execute on our commitment to safely and reliably deliver natural gas products that help fuel the clean energy economy. Williams utilizes a tiered supplier relationship management process to segment suppliers into categories, enabling our enterprise to direct our spend through a supplier base defined by categorical strategy. Critical to this category strategy is identification of our Tier 1 suppliers, which are determined based upon the highest spend, strategic value and potential risks. On average, Tier 1 suppliers represent the top 80% of total annual spend.

We value authenticity and integrity throughout our business, which includes work done in partnership with our suppliers and contractors. Our Code of Conduct for Suppliers and Contractors sets expectations for those with whom we work, to uphold our commitment to corporate citizenship and maintain our compliance with all applicable laws and regulations. The Code covers environmental, social and governance (ESG) standards including prohibition of discrimination, freedom of association and collective bargaining, and environmental management.

In 2021, we achieved full implementation of our Code, requiring acknowledgment from all our suppliers and contractors when signing procurement contracts and new purchase orders. Our Code is available on our external vendor terms and conditions website.

2021 Supplier Spending

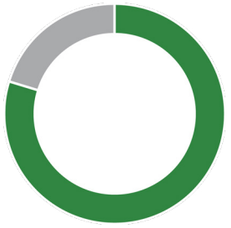
Number of Suppliers



226 Tier 1

2,931 Tier 2 and 3

Total Spending



$1.35 billion Tier 1

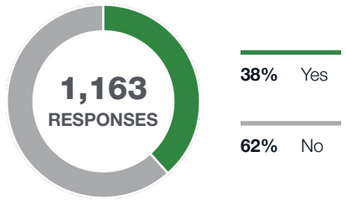
$0.34 billion Tier 2 and 3

Williams holds suppliers to high standards on both product quality and services. Williams expects Tier 1 and other critical suppliers to comply with our company policies, performance expectations and regulatory requirements. Suppliers that do not meet our expectations may be subject to contractual remedies, up to and including termination. Additionally, Williams' supplier audit program includes questions assessing supplier performance on social and environmental topics. In 2021, over 1,100 suppliers responded to questions covering ESG topics. We plan to use this supplier response data to further understand Williams' supplier base.

In our efforts to ensure sustainability in our operations, we continue to enhance our supplier qualification process, which includes a deeper review of supplier practices and commitments on social and environmental topics. We will continue to 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 new and existing suppliers that align with Williams' ESG expectations, specifically policies focused on environmental sustainability, diversity, pay equality, workplace harassment and data privacy. We will continue to work with our suppliers helping them improve and align with our ESG expectations. We anticipate developing a diverse supplier statement and implementing a diverse supplier initiative, program or policy in 2022.

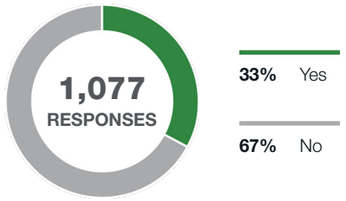
2021 Supplier ESG Performance

Policies or procedures relating to sustainability or the environment



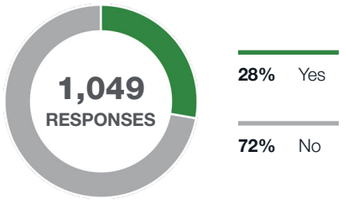
38% Yes
62% No

Policy to promote diversity in hiring (including for executive-level hiring)



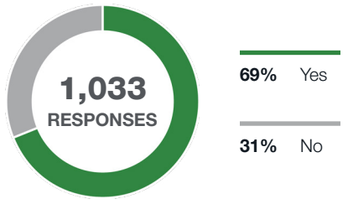
33% Yes
67% No

Policy or procedure to promote pay equality



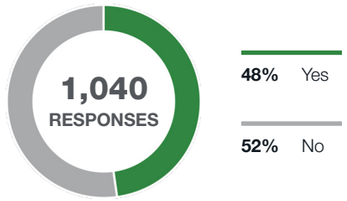
28% Yes
72% No

Policy or procedure on workplace violence, sexual harassment and discrimination



69% Yes
31% No

Policies or procedures relating to data privacy



48% Yes
52% No

PROTECTING HUMAN RIGHTS

Williams is committed to maintaining a business culture that respects internationally recognized human rights and prevents human rights infringements throughout our business actions. Our human rights commitment extends to our supply chain, whereby we expect our suppliers to honor our Core Values related to freely chosen employment, working hours, respect in the workplace, wages and benefits, and health and safety. 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, D&I, workplace conditions and freedom of association. Our commitment applies to everyone involved in Williams' operations, including employees, officers, contractors, leased workers, suppliers, vendors and customers. In situations where Williams does not control operations, we collect relevant data and report all noncompliance issues to our compliance department, to confirm that involved parties follow human rights best practices.

Since 1992, Williams has offered the Action Line, a 24/7 toll-free number that empowers employees and other stakeholders to report concerns including those related to human rights. Internal procedures are in place to handle all concerns submitted via the Williams Action Line. For more information on the Action Line, see Ethics & Compliance.

Maintenance Coordinator Katie Durcik and Operations Manager Wendy Wagster at station 610 in Pennsylvania.

Environmental Specialist Shauna Akers at the Leidy South Expansion construction site in Pennsylvania.

Responsible Procurement

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

Our Williams Procurement Policy establishes requirements for purchasing goods and services from suppliers. In 2021, we updated our policy to include language about our improved purchasing processes and sourcing strategies, allowing for better oversight on spending with environmentally and socially conscious suppliers. Our goal is to ensure that the services and goods acquired from suppliers are the result of transparent, objective, timely and cost-effective decision-making and risk management.

We continue to work with 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 Economic Development.

Williams maintains our efforts to support suppliers from historically underrepresented groups. In 2021, we finalized implementation of an enterprise-wide resource planning system that enhances our ability to execute through strategically identifying key areas to diversify our supply chain and collaborate with diverse suppliers. Since implementing the system, Williams has streamlined procurement and contracted activities, which enhances control and discipline in the execution of supply chain processes. We continue to work to stabilize and optimize the system.

Additionally, we included a broader list of business classifications during our supplier registration request process to better understand the diversity of our existing supplier base. These business classifications include categories such as women-owned, veteran-owned, small business, and businesses in the Historically Underutilized Business Zones program. The Historically Underutilized Business Zones program helps small businesses in urban and rural communities gain preferential access to federal procurement opportunities. We have a goal to request that the top 80% of our supplier base provide their diversity classification beginning in 2022.

As an example of our efforts to promote diversity in our supply chain, Williams worked with Wayne Enterprises, a women-owned and operated business, to procure fire retardant (FR) clothing. Williams included the FR clothing and overalls in our company's online store, through which employees could purchase the items. With our commitment to responsible procurement, Williams' employees purchased $63,500 of FR clothing and overalls from this business.

"Fire retardant clothing is required personal protective equipment for our industry. Initially, I thought finding available and comfortable fire retardant clothing was a women's issue, but came to find out this is an issue for all of our employees. Wayne Enterprises has been able to provide us an online store option with available inventory that can better meet our needs for this critical safety issue."

BRIANA SCHULZE, DIRECTOR OF OPERATIONS AT WILLIAMS

Land near Transco station 610 in Pennsylvania.

WILLIAMS WILL BE THERE

About This Report

The 2021 Williams Sustainability Report addresses our policies, programs, practices and performance across environmental, social and governance areas. Williams' teams and third parties reviewed and verified the data presented in this report to provide a transparent and accurate representation of our company.

Report Details

GRI 102-46; 102-52; 102-53; 102-56

Williams develops an annual sustainability report using both qualitative descriptions and quantitative metrics to describe our policies, programs, practices and performance in environmental, social and governance (ESG) areas. This 2021 Sustainability Report covers Williams' operations from January 1 through December 31, 2021, unless otherwise indicated. 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 2022, we conducted independent third-party limited assurance for select 2021 greenhouse gas emissions, pipeline integrity and safety data. Our internal audit team also reviewed the supporting documentation for the data and verified the evidence. See our ERM CVS Assurance Statement in the Assurance Statement section for more information.

Williams referenced the Sustainability Accounting Standards Board (SASB), Task Force on Climate-related Financial Disclosures (TCFD), Global Reporting Initiative (GRI) Standards and the United Nations Sustainable Development Goals (SDGs) to guide the development of our 2021 Sustainability Report. This report has been prepared in accordance with the GRI Standards: Core option. We plan to align with the Updated GRI Standards and recently released GRI Oil and Gas Industry Standards in 2023.

We considered key reporting principles at each stage in the report development process, including stakeholder inclusiveness, sustainability context, materiality, content accuracy and completeness. The report content reflects our most important sustainability topics identified through our materiality assessment. Additionally, the report addresses numerous other topics of interest to a broad range of our stakeholders. We welcome your questions, comments and feedback on this report by contacting WilliamsCompanies@williams.com.

Additionally, we improved the digital accessibility of our 2021 Sustainability Report design by adjusting the reading order to better serve screen readers, adding alternative text for images, and checking for adequate color contrast. These additions serve to increase the accessibility of our report for blind and color-blind individuals, helping to demonstrate our commitment to improving our D&I practices.

The Transco Pine Needle liquified natural gas storage facility in North Carolina.

Materiality Assessment

GRI 102-44; 102-46; 102-47; 103-1

Williams determined the ESG topics discussed in this report through a materiality assessment conducted in 2020. We engaged with a leading sustainability consultancy 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 GRI stakeholder inclusiveness and materiality principles, including GRI's definition of "material." GRI defines material topics as those "that reflect the organization's most significant impacts on the economy, environment, and people, including impacts on human rights."

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 an analysis of numerous written sources to provide further evidence of the importance of each ESG topic.

The outcome of this assessment resulted in nine 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. Please note that materiality, as discussed in this section, is used for the purposes of this report and is not synonymous with the definition of materiality applied by the U.S. Securities and Exchange Commission (SEC). Our reports and other documents filed with the SEC adhere to the SEC's rules and standards which are different than the standards, goals, and disclosures discussed in this sustainability report under Report Details and elsewhere.

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 and 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
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

Material Topic	Description	Boundary
Operational Greenhouse Gas Emissions	Reducing Scope 1 and 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, internal inspections 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 U.S. 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

Stakeholder Engagement

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

Our business depends on our ability to maintain trusting and collaborative relationships with our stakeholders. We value listening to stakeholder feedback and using it to improve our strategy and operations. In addition to engaging stakeholders as part of our materiality assessment, we promote consistent shareholder engagement on ESG topics. In 2021, Williams engaged a diverse group of stakeholders, including employees, landowners, customers, industry and research associations, local communities, Native American tribes, investors and suppliers to understand different perspectives regarding 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.

BOARD OF DIRECTORS

Engagements in 2021

- Annual strategy process
- Regular management reports to board of directors
- Quarterly board and committee meetings

Environmental, Social and Governance Topics of Interest

Corporate Governance; Climate Change; Cybersecurity; Diversity and Inclusion; Public Perception; Pipeline Safety; Process Safety; etc.

EMPLOYEES

Engagements in 2021

- Daily online forums (Microsoft Teams channels, intranet)
- Training programs
- Town hall meetings with leadership
- Annual performance reviews

Environmental, Social and Governance Topics of Interest

Diversity and Inclusion; Employee Attraction, Retention and Development; Workforce Health and Safety; etc.

INVESTORS

Engagements in 2021

- Weekly investor calls and meetings
- Annual Meeting of Stockholders
- Biennial perception study
- Biannual institutional investor update
- 14 virtual investor conferences
- 15 ESG-focused investor conference calls
- Ongoing media campaigns

Environmental, Social and Governance Topics of Interest

Biodiversity and Land Use; Climate Change; Corporate Governance; Diversity and Inclusion; Public Perception; Operational Greenhouse Gas Emissions; etc.

CUSTOMERS

Engagements in 2021

- Annual digital brand survey
- Ongoing media campaigns
- Customer satisfaction survey
- Regular one-on-one meetings
- Conferences and industry events

Environmental, Social and Governance Topics of Interest

Climate Change; Energy Affordability and Access; Operational Greenhouse Gas Emissions; Workforce Health and Safety; etc.

COMMUNITY, LANDOWNERS, INDIGENOUS POPULATIONS, NONGOVERNMENTAL ORGANIZATIONS

Engagements in 2021

- Ongoing public awareness programs
- 2 in-person or virtual project open houses and 186 meetings with stakeholders
- Monthly newsletters
- Weekly social media
- Ongoing media campaigns
- 56,768 mailers to landowners
- 24-hour control centers

Environmental, Social and Governance Topics of Interest

Climate Change; Community Engagement; Diversity and Inclusion; Economic Development; Noise; Pipeline Safety; Public Perception; Workforce Safety; Pipeline Routing; etc.

REGULATORS

Engagements in 2021

- Regular corporate communications
- ~150 meetings with regulators
- 21,450 public awareness mailers to emergency response agencies
- Monthly newsletters
- Ongoing communications through our government affairs and outreach team

Environmental, Social and Governance Topics of Interest

Biodiversity and Land Use; Community Engagement; Energy Affordability and Access; Public Perception; Pipeline Safety; Workforce Health and Safety; etc.

SUPPLIERS

Engagements in 2021

- 11 supplier self-assessments
- Regular supplier training programs
- Onboarding and capturing diversity data through BlueSkies supplier portal
- Ongoing supplier qualification process

Environmental, Social and Governance Topics of Interest

Cybersecurity; Diversity and Inclusion; Supply Chain Management; Workforce Health and Safety; etc.

INDUSTRY ASSOCIATIONS

Engagements in 2021

- Board and/or committee leadership roles at 20 industry associations
- Regular workshops and meetings

Environmental, Social and Governance Topics of Interest

Climate Change; Cybersecurity; Operational Greenhouse Gas Emissions; Pipeline Safety; Public Policy; Public Perception; etc.

Performance Data Table

** Denotes data assured by ERM CVS*

Metric	Unit	2017	2018	2019	2020	2021
Environmental Metrics						
Greenhouse Gas Emissions & Energy Use						
Scope 1 greenhouse gas emissions[1]	million metric tons CO_2e	12.27	10.74	11.13*	10.43*	10.26*
Carbon dioxide, CO_2 (excluding emissions from exported power and heat)	million metric tons CO_2e	10.40	9.09	9.46	9.14	9.09
Methane, CH_4	million metric tons CO_2e	1.86	1.64	1.66	1.29	1.17*
Nitrous oxide, N_2O	million metric tons CO_2e	0.0051	0.0048	0.0048	0.0047	0.0047
Scope 1 greenhouse gas emissions, percent methane[1]	percent	15%	15%	15%	12%	11%*
Scope 1 carbon emissions intensity[2]	CO_2e/million USD revenue	1,524	1,232	1,363	1,351	965
Scope 1 methane (CH_4) emissions[3]	metric tons	74,400	65,600	66,400	51,600	46,655
ONE Future methane intensity, percent gathering and boosting[4]	percent	N/A	0.042%	0.032%	0.027%	0.021%
ONE Future methane intensity, percent processing[4]	percent	N/A	0.020%	0.017%	0.018%	0.017%

[1] Gross direct (Scope 1) greenhouse gas emissions in millions of metric tons of CO_2-equivalent (CO_2e). The consolidation approach is operational control and includes CO_2, CH_4 and N_2O. Emissions are based on calendar years. Emissions from facilities that are applicable under the U.S. EPA Greenhouse Gas Reporting Program (GHGRP) are calculated using the GHGRP methodology. Emissions from facilities that are not applicable to the GHGRP due to reporting thresholds are calculated referencing GHGRP and ONE Future protocols. Methane emissions from sources that aren't applicable under the GHGRP are calculated using ONE Future protocol for 2018–2021 only. Data excludes emissions from offshore assets, corporate office buildings and company vehicles. Global Potential Warming rates are 25 for CH_4 and 298 for N_2O. No Williams facilities are covered by permits with potential to emit (PTE) limits for greenhouse gases. Williams does not produce biogenic gases from its direct operations. Williams does not produce hydrochlorofluorocarbons, perfluorocarbons, sulfur hexafluoride or nitrogen trifluoride emissions.

[2] Gross direct (Scope 1) greenhouse gas emissions in metric tons of CO_2-equivalent (CO_2e), divided by total revenue in million USD. Greenhouse gas emissions include CO_2, CH_4 and N_2O. Revenue is based off Total Revenues as reported in the 2021 10-K Filing.

[3] For 2017-2020, Scope 1 methane (CH4) emissions in metric tons CH4 were calculated based upon Scope 1 methane emissions reported in metric tons CO2e. 2021 Scope 1 methane (CH4) emissions were reported directly as metric tons methane.

[4] ONE Future methane intensities are expressed as a percent to align with ONE Future's goal to achieve an average rate of methane emissions across the entire natural gas value chain that is 1% or less of total (gross) natural gas production. ONE Future has also broken down this 1% goal into sub-goals for each sector of the oil and gas industry. Williams has committed to the ONE Future 2025 methane intensity goals for industry sectors of 0.080% for gathering and boosting, 0.111% for processing and 0.301% for transmission and storage. ONE Future methane intensity metrics in this data table are by Williams' segment, and are calculated in accordance with the ONE Future methodology. 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.

Metric	Unit	2017	2018	2019	2020	2021
ONE Future methane intensity, percent transmission and underground storage[4]	percent	N/A	0.031%	0.032%	0.022%	0.020%
Scope 2 greenhouse gas emissions[5]	million metric tons CO_2e	N/A	1.15	1.55*	1.50*	1.66*
Sum of Scope 1 and 2 greenhouse gas emissions	million metric tons CO_2e	N/A	11.89	12.67*	11.94*	11.92*
Sum of Scope 1 and 2 methane emissions	million metric tons CO_2e	N/A	1.6358	1.6474	1.2808	1.1697
Energy use[6]	billion kilowatt-hours	N/A	2.204	3.234	3.421	4.077
Percent of energy use from renewable power[7]	percent	N/A	13.3%	12.5%	12.0%	12.4%
Gas flaring[8]	thousands of metric tons	N/A	N/A	130.60	134.47	163.92
Air Emissions						
Sulfur dioxide (SO_2) emitted[9]	tons	671	488	425	421	430
Nitrogen oxides (NO_X) emitted[9]	tons	30,696	29,697	32,196	30,191	28,177
Volatile organic compounds (VOCs) emitted[9]	tons	13,173	9,353	9,208	8,757	7,975
Persistent organic pollutants emitted[9]	tons	0	0	0	0	0

[5] Gross location-based energy indirect (Scope 2) greenhouse gas emissions in millions of metric tons of CO_2-equivalent (CO_2e). The consolidation approach is operational control. 2021 emissions were calculated using U.S. EPA Power Profiler Emissions Tool 2020, using emission factors from U.S. EPA eGRID2020 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. Corporate building energy use is excluded.

[6] Figure represents Williams owned and operated assets, and excludes corporate offices. Increased purchased power use in 2021 is principally the result of: (1) addition and operation of a third processing train at Williams' Oak Grove Gas Plant; (2) increased operation of electric equipment at Transco Stations 100, 175 and 185; (3) operation of Williams' new Transco Station 605; and (4) increased operation of electrical equipment at Williams' Parachute Gas Plant.

[7] In 2021, percent of renewable power used was calculated using percent renewables factors from U.S. EPA eGRID2020 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, excluding corporate office buildings, to get a company-wide percent of renewable power.

[8] Data represents metric tons of waste gas and pilot gas routed to a flare.

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

Metric	Unit	2017	2018	2019	2020	2021
Hazardous air pollutants emitted[9]	tons	N/A	N/A	2,655	2,444	2,088
Particulate matter emitted[9]	tons	N/A	N/A	1,156	1,057	1,024
Sulfur dioxides emission intensity[10]	kg/million USD revenue	76	51	47	49	37
Nitrogen oxides emission intensity[10]	kg/million USD revenue	3,467	3,102	3,561	3,548	2,405
Volatile organic compounds emission intensity[10]	kg/million USD revenue	1,488	977	1,019	1,029	681
Hydrocarbon Spills						
Number of reportable spills and releases[11]	number	150	102	83	56	80
Volume of reportable spills to soil or water[11]	thousands of barrels	1.684	1.118	0.598	0.382	0.740
Number of reportable spills to soil or water[11]	number	89	53	54	36	37
Number of reportable hydrocarbon spills > 1 bbl[12]	number	14	9	8	4	2
Volume of reportable hydrocarbon spills > 1 bbl[12]	thousands of barrels	0.793	0.512	0.068	0.031	0.046
Number of hydrocarbon spills > 1 bbl[13]	number	15	11	11	9	8
Volume of hydrocarbon spills > 1 bbl[13]	thousands of barrels	0.839	0.595	0.075	0.058	0.064
Volume of hydrocarbon spills > 1 bbl recovered[13]	thousands of barrels	0.232	0.290	0.061	0.050	0.059

[10] 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 2021 10-K Filing.

[11] 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.

[12] 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.

[13] 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 2021. Williams had no accident releases or non-accident releases from rail transportation in 2021.

Metric	Unit	2017	2018	2019	2020	2021
Environmental Compliance & Biodiversity						
Number of environmental-related notices of noncompliance	number	45	26	18	21	21
Spending on environmental penalties and fines	dollars (USD)	299,891	351,150	98,639	836,544	29,528
Environmental accrual for remediation[14]	million USD	39.5	36.7	33.5	33.9	31.0
Number of active remediation sites managed by Williams	number	N/A	75	110	106	93
Total terrestrial acreage disturbed[15]	acres	N/A	N/A	24,132	7,851	602
Total terrestrial acreage restored[16]	acres	N/A	N/A	N/A	2,739	2,625
Percent of land owned, leased or operated within areas of protected conservation status or endangered species habitat[17]	percent	N/A	N/A	12.1%	12.3%	12.2%
Number of International Union for Conservation of Nature (IUCN) Red List Species in Williams' areas of operation[18]	number	N/A	140	155	132	129
Critically endangered	number	N/A	26	28	26	26
Endangered	number	N/A	42	47	40	43
Vulnerable	number	N/A	30	34	28	30
Near threatened	number	N/A	12	16	17	14
Least concern	number	N/A	30	30	16	16

[14] Accrued liabilities related to environmental cleanup, remediation and monitoring activities.

[15] 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.

[16] 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.

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

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

Metric	Unit	2017	2018	2019	2020	2021
Other						
Materials recycled at Tulsa headquarters[19]	tons	N/A	N/A	23	45	34
Metric ton-kilometers of natural gas transported by pipeline[20]	billion metric ton-kilometers	N/A	N/A	N/A	9,262	10,289
Social Metrics						
Communities						
Community investments	million USD	10.7	10.2	9.7	10.8	12.1
Total cash donations	million USD	10.3	10.0	9.6	10.7	11.7
Value of in-kind donations	million USD	0.40	0.17	0.12	0.10	0.46
Value of time contributed by employees[21]	million USD	0.26	0.66	0.84	0.52	0.66
Number of incidents of violations involving the rights of Indigenous Peoples[22]	number	N/A	0	0	0	0
Health & Safety						
Lost-time incident rate (LTIR) — employees[23] [24]	rate per 200,000 work hours	0.26	0.25	0.06*	0.48*	0.67*
Lost-time incident rate (LTIR) — contractors[25] [26]	rate per 200,000 work hours	N/A	N/A	0.09	0.11	0.03

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

[20] Billion metric tons of natural gas throughput times kilometers 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. In the 2021 report, we restated 2020 metric ton-kilometers natural gas transported by pipeline. This was due to a correction to the molecular weight of natural gas used in the calculation.

[21] Volunteer hours are calculated using a rate of $28.54 x 23,216 hours (Independent Sector, April 2021).

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

[23] 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.

[24] Data calculated based on 200,000 hours worked. Includes fatalities.

[25] 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.

[26] Data calculated based on 200,000 hours worked. Excludes fatalities.

Metric	Unit	2017	2018	2019	2020	2021
Total recordable incident rate (TRIR) — employees[23] [24]	rate per 200,000 work hours	1.09	0.81	0.55*	1.05*	1.23*
Total recordable incident rate (TRIR) — contractors[25] [26]	rate per 200,000 work hours	N/A	N/A	0.83	0.54	0.31
Number of contractor recordable accidents[25]	number	N/A	N/A	46	19	9
Number of days away, restricted or transferred (DART)[24] [27]	number	696	985	488	1,108	960
Rate of days away, restricted or transferred (DART)[24] [28]	rate per 200,000 work hours	0.42	0.35	0.18	0.50	0.82
Number of high-consequence work-related injuries — employees[23]	number	0	3	0	0	1
Rate of high-consequence work-related injuries — employees[23] [24]	rate per 200,000 work hours	0.00	0.06	0.00	0.00	0.02
Number of recordable work-related injuries — employees[23]	number	55	45	29	50	59
Rate of recordable work-related injuries — employees[23] [24]	rate per 200,000 work hours	1.15	0.87	0.57	1.08	1.26
Number of high-consequence work-related injuries — non-employee workers[23]	number	0	0	0	0	0
Rate of high-consequence work-related injuries — non-employee workers[23] [24]	rate per 200,000 work hours	0.00	0.00	0.00	0.00	0.00
Number of recordable work-related injuries — non-employee workers[23]	number	0	0	0	0	0
Rate of recordable work-related injuries — non-employee workers[23] [24]	rate per 200,000 work hours	0.00	0.00	0.00	0.00	0.00
Number of fatalities — employees[23]	number	0	0	0*	0*	0*
Employee fatality rate per 1,000 employees[23]	rate per 1,000 employees	0.00	0.00	0.00*	0.00*	0.00*
Employee fatality rate per 200,000 work hours[23]	rate per 200,000 work hours	0.00	0.00	0.00*	0.00*	0.00*

[27] DART numbers listed include employee and non-employee days away, restricted or transferred.

[28] DART rate includes employee and non-employee days away, restricted or transferred.

Metric	Unit	2017	2018	2019	2020	2021
Number of fatalities — contractors[25]	number	1	0	0	1	0
Non-employee worker fatality rate[23]	rate per 200,000 work hours	0.00	0.00	0.00	0.00	0.00
Number of fatalities — third-party[29]	number	0	0	0	0	0
Number of fatalities — non-employee workers[23]	number	0	0	0*	0*	0*
Number of hours worked — employees[23]	number	9,538,142	10,307,130	10,243,612*	9,254,759*	9,345,181*
Number of hours worked — non-employee workers[23]	number	339,831	327,882	306,112	231,468	225,370
Preventable motor vehicle accident rate — employees[23] [30]	rate per 1,000,000 miles	2.34	1.90	2.27	1.83	1.67
Pipeline Performance						
Number of Tier 1 process safety events[31]	number	57	29	16	13	9
Number of Department of Transportation reportable releases as a result of third-party damages	number	1	0	0	0	0
Number of reportable pipeline incidents[32]	number	15	4	10	9*	11*
Percent of reportable pipeline incidents considered significant[33]	percent	60%	50%	50%	44%*	64%*
Miles of natural gas and hazardous liquid pipelines inspected[34]	miles	3,063.0	4,374.8	3,872.4	2,360.4	3,016.7

[29] 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.

[30] 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.

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

[32] Natural Gas Incidents and Hazardous Liquid accidents (as defined in U.S. 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).

[33] 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.

[34] 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). Miles of pipeline inspected includes inspections done through all techniques, including direct assessments. Direct Assessments are done based on testing in certain sites that are deemed to be highest risk or highest potential for integrity concerns and the miles from the whole segment are assumed inspected.

Metric	Unit	2017	2018	2019	2020	2021
Percent of natural gas pipelines inspected[35] [36]	percent	17.5%	28.4%	23.1%	13.2%*	21.2%*
Percent of hazardous liquid pipelines inspected[36] [37]	percent	26.6%	13.3%	26.2%	22.2%*	4.6%*
Number of pipeline assessments that required no remediation in High Consequence Areas[38]						
Gas	number	12	42	51	52	30
Liquid	number	8	7	11	7	1
Employment & Diversity						
Number of new-hire employees	number	578	583	389	279	471
Voluntary turnover rate[39]	rate	6.4	6.1	6.1	4.6	6.0
Total number of temporary employees	number	0	0	0	0	5
Percent of employees under collective bargaining agreements at year end	percent	0%	0%	0%	0%	0%

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

[36] Miles of pipeline inspected include inspections done through all techniques, including direct assessments. Direct Assessments are done based on testing in certain sites that are deemed to be highest risk or highest potential for integrity concerns and the miles from the whole segment are assumed inspected.

[37] 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.

[38] 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.

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

Metric	Unit	2017	2018	2019	2020	2021
Number of permanent employees at year end[40]	number	5,460	5,337	4,793	4,729	4,814
Percent men	percent	79%	79%	80%	79%	78%
Percent women	percent	21%	21%	20%	21%	22%
Percent underrepresented ethnicity & race[41]	percent	16%	15%	14%	15%	16%
Percent of technical and support roles held by men[42]	percent	N/A	86%	88%	88%	88%
Percent of professional and managerial roles held by men[43]	percent	N/A	73%	72%	72%	71%
Percent of technical and support roles held by women	percent	N/A	14%	12%	12%	12%*
Percent of professional and managerial roles held by women	percent	N/A	27%	28%	28%	29%*
Percent of technical and support roles held by underrepresented employees	percent	N/A	13%	12%	12%	13%*
Percent of professional and managerial roles held by underrepresented employees	percent	N/A	16%	16%	17%	19%*
Percent of professional roles held by underrepresented employees	percent	N/A	18%	18%	18%	21%
Percent of managerial roles held by underrepresented employees	percent	N/A	12%	10%	10%	14%
Percent of senior managerial roles held by underrepresented employees[44]	percent	N/A	4%	9%	12%	12%
Percent of managerial roles held by women or underrepresented employees	percent	N/A	24%	23%	26%	30%

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

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

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

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

Metric	Unit	2017	2018	2019	2020	2021
Percent of managerial roles held by underrepresented women	percent	N/A	3%	3%	3%	5%
Percent of managerial roles held by underrepresented men	percent	N/A	9%	7%	7%	9%
Number of permanent employees by region[45]						
Atlantic-Gulf	number	N/A	1,586	1,408	1,438	1,562
Northeast	number	N/A	1,366	1,287	1,250	1,224
West	number	N/A	1,192	1,007	928	912
Tulsa Headquarters	number	N/A	1,193	1,091	1,113	1,116
Number of full-time employees by gender						
Women	number	1,099	1,107	979	958	1,024
Men	number	4,143	4,176	3,813	3,747	3,757
Number of part-time employees by gender						
Women	number	35	30	26	22	19
Men	number	6	3	3	0	3
Percent of employees under 30 years old	percent	11%	11%	11%	10%	9%
Percent of employees between 30–50 years old	percent	51%	53%	57%	60%	60%
Percent of employees over 50 years old	percent	38%	36%	32%	30%	31%

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

Metric	Unit	2017	2018	2019	2020	2021
Corporate and technical training hours completed by employees	thousands of hours	182	172	175	174	232
Corporate and technical training hours completed per employee	hours	33	32	37	37	48
Corporate and technical training expenditures	million USD	3.71	3.54	3.77	1.69	2.14
Average amount spent per FTE on training and development	dollars (USD)	N/A	N/A	N/A	360.00	444.54
Percent of employees who received a performance review[46]	percent	100%	100%	100%	100%	100%
Governance Metrics						
Spending on taxes[47]	million USD	260.9	261.2	263.8	266.0	266.8
Percent votes for the company's executive compensation program[48]	percent	97%	97%	97%	77%	94%
Percent of employees that completed compliance and ethics training	percent	100%	100%	100%	100%	100%
Number of inquiries received through ethics reporting channels	number	215	203	210	186	164
Number of inquiries received through ethics reporting channels by Code of Business Conduct category						
Work environment	number	149	134	134	92	91
Health, safety and the environment	number	30	31	45	62	41
Conflicts of interest	number	18	19	10	15	8
Protecting company assets	number	18	19	21	17	24

[46] 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.

[47] 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.

[48] Percentage is calculated based on votes reported in the applicable Form 8-K and is defined as votes "for" divided by the sum of votes "for" plus votes "against." Percentage is from the Annual Meeting that occurred the year of the report (i.e., for the 2021 Sustainability Report, it includes the results from the 2021 annual meeting of stockholders) not the most recent annual meeting of stockholders.

Metric	Unit	2017	2018	2019	2020	2021
Number of inquiries received through ethics reporting channels by reporting channel[49]						
Human resources	number	71	74	58	55	55
Action line	number	55	51	32	15	17
Management	number	56	40	70	74	50
Business ethics resources center	number	13	5	6	4	1
Other reporting channels	number	20	33	44	38	41
Percent of board members between 30–50 years old[50]	percent	0%	8%	8%	8%	8%
Percent of board members over 50 years old[51]	percent	100%	92%	92%	92%	92%
Female board members[51]	percent	18%	25%	25%	25%	25%
Ethnically diverse board members[51]	percent	0%	8%	8%	8%	0%
Percent of employees that completed cybersecurity training	percent	N/A	99.0%	99.4%	99.7%	98.7%
Monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations[51]	dollars (USD)	53,500	0	1,944,700	209,002	41,050
Legal and regulatory fines and settlements associated with violations of bribery, corruption or anti-competitive standards	dollars (USD)	0	0	0	0	0

[49] Other reporting channels include the Williams call center, social media and enterprise security.

[50] Percentages are determined as of December 31, 2021. Ms. Vicki Fuller resigned from the Board effective December 1, 2021, leaving the Company with 12 directors as of December 31, 2021. However, the Company had one diverse director, Ms. Fuller (African American), out of a total of 13 directors during the first 11 months of 2021. This equates to the board comprising approximately 8% ethnically diverse directors for approximately 92% of 2021. Similarly, Ms. Fuller's resignation affected the calculation of female representation on the board which, as of December 31, 2021, was three females out of 12 directors (25%) while for the first 11 months of 2021, it was four females out of 13 total directors (approximately 31%). Ages are based on the director responses to the Company's D&O Questionnaire, which is completed annually by directors. Note that the information reported here differs from that reported in the Company's proxy statement. For the proxy statement, age is determined as of the date of the annual meeting of stockholders and includes the directors appointed in March of 2022, and excludes the directors who retired after the April 26, 2022 annual meeting of stockholders.

[51] In 2021, the Company paid a total of $41,050 in monetary losses associated with legal proceedings associated with federal pipeline and storage regulations. These involved a Notice of Probable Violation from PHMSA at Station 240, which was resolved with a final order and penalty payment of $41,000 on December 1. 2021; and a Notice of Violation from the North Carolina DOL at Station 145, which was resolved with a penalty payment of $50 on May 6, 2021.

Content Index

GRI Index

Material Topic	GRI Disclosure		Report Section or Direct Response
Organizational Profile			
	GRI 102: General Disclosures 2016	102-1: Name of the Organization	The Williams Companies, Inc.
		102-2: Activities, brands, products, and services	About Williams
		102-3: Location of headquarters	Tulsa, Oklahoma
		102-4: Location of operations	About Williams
		102-5: Ownership and legal form	Fortune 500 company, About Williams See our 2021 Filing 10-K Annual Report PDF page 6 for additional information on ownership and legal form.
		102-6: Markets served	About Williams
		102-7: Scale of the organization	About Williams See our 2021 Filing 10-K Annual Report PDF page 72 for information on net revenues and quantity of products provided in 2021.
		102-8: Information on employees and other workers	About Williams 2022 Diversity & Inclusion Report PDF page 10
		102-9: Supply chain	Supply Chain Management
		102-10: Significant changes to the organization and its supply chain	Williams acquired Sequent Energy Management, L.P. and Sequent Energy Canada, Corp. on July 1, 2021.

Material Topic	GRI Disclosure		Report Section or Direct Response
	GRI 102: General Disclosures 2016	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.
		102-12: External initiatives	Williams aligns with the following voluntary initiatives: ONE Future Coalition (Member since 2019); U.S. Environmental Protection Agency's Natural Gas STAR (Member since 1993); API Environmental Partnership (Member since 2020); Collaboratory for Advancing Methane Science (Member since 2021); Gas Machinery Research Council since 2012. For more information, see the Operational Greenhouse Gas section of this report.
		102-13: Membership of associations	Trade Associations
Strategy			
	GRI 102: General Disclosures 2016	102-14: Statement from senior decision-maker	CEO Letter
Ethics and Integrity			
	GRI 102: General Disclosures 2016	102-16: Values, principles, standards and norms of behavior	About Williams, Ethics & Compliance
		102-17: Mechanisms for advice and concerns about ethics	Reporting Concerns, Performance Data Table
Governance			
	GRI 102: General Disclosures 2016	102-18: Governance structure	Corporate Governance
		102-20: Executive-level responsibility for economic, environmental, and social topics	Sustainability and Risk Oversight
		102-23: Chair of the highest governance body	Corporate Governance
		102-24: Nominating and selecting the highest governance body	Selecting Board Members
		102-32: Highest governance body's role in sustainability reporting	Sustainability and Risk Oversight

Material Topic	GRI Disclosure		Report Section or Direct Response
Stakeholder Engagement			
	GRI 102: General Disclosures 2016	102-40: List of stakeholder groups	Stakeholder Engagement
		102-41: Collective bargaining agreements	Maintaining Relationships with Union Labor, Performance Data Table
		102-42: Identifying Stakeholders	Stakeholder Engagement
		102-43: Approach to stakeholder engagement	Stakeholder Engagement
		102-44: Key topics and concerns raised	Materiality Assessment
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 15 for a list of all entities included in Williams' consolidated financial statements.
		102-46: Defining report content and topic Boundaries	Report Details, Materiality Assessment
		102-47: List of material topics	Materiality Assessment
		102-48: Restatements of information	[Placeholder explanation for any restatements in 2021]
		102-49: Changes in Reporting	There were no changes in Williams' reporting from the previous reporting period.
		102-50: Reporting period	This 2021 Sustainability Report covers Williams' operations from January 1, 2021, through December 31, 2021, unless otherwise indicated.
		102-51: Date of most recent report	Williams' 2021 Sustainability Report published on July 28, 2021.
		102-52: Reporting cycle	Report Details

Material Topic	GRI Disclosure		Report Section or Direct Response
	GRI 102: General Disclosures 2016	102-53: Contact point for questions regarding the report	Report Details
		102-54: Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.
		102-55: GRI Content index	Content Index
		102-56: External assurance	Report Details, Assurance Statement
Diversity and Equal Opportunity			
Diversity and Inclusion	GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Board of Directors, Diversity & Inclusion, Materiality Assessment
		103-2: The management approach and its components	Board of Directors, Diversity & Inclusion
		103-3: Evaluation of the management approach	Board of Directors, Diversity & Inclusion
	GRI 405: Diversity and Equal Opportunity 2016	405-1: Diversity of governance bodies and employees	Board of Directors, Employee Representation, Performance Data Table
Economic Performance			
Climate Change	GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Climate Change, Materiality Assessment
		103-2: The management approach and its components	Climate Change
		103-3: Evaluation of the management approach	Climate Change
	GRI 201: Economic Performance 2016	201-2: Financial implications and other risks and opportunities due to climate change	Risk Management For additional information on risks and opportunities of climate change, please see our 2021 CDP response PDF page 7.

Material Topic	GRI Disclosure		Report Section or Direct Response
Emissions			
Operational Greenhouse Gas Emissions	GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Operational Greenhouse Gas Emissions, Air Emissions, Materiality Assessment
		103-2: The management approach and its components	Operational Greenhouse Gas Emissions, Air Emissions
		103-3: Evaluation of the management approach	Operational Greenhouse Gas Emissions, Air Emissions
	GRI 305: Emissions 2016	305-7: Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	Air Emissions, Performance Data Table
Employment			
Employee Attraction, Retention and Development	GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Employee Attraction, Retention & Development, Materiality Assessment
		103-2: The management approach and its components	Employee Attraction, Retention & Development
		103-3: Evaluation of the management approach	Employee Attraction, Retention & Development
	GRI 404: Training and Education 2016	404-3: Percentage of employees receiving regular performance and career development reviews	Employee Attraction, Retention & Development, Performance Data Table
Occupational Health and Safety			
Workforce Health and Safety	GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Workforce Safety, Workforce Health, Materiality Assessment
		103-2: The management approach and its components	Workforce Safety, Workforce Health
		103-3: Evaluation of the management approach	Workforce Safety, Workforce Health

Material Topic	GRI Disclosure		Report Section or Direct Response
Workforce Health and Safety	GRI 403: Occupational Health and Safety 2018	403-1: Occupational health and safety management system	Workforce Safety
		403-2: Hazard identification, risk assessment, and incident investigation	Workforce Safety
		403-3: Occupational health services	Workforce Safety, Workforce Health
		403-4: Worker participation, consultation, and communication on occupational health and safety	Workforce Safety, Workforce Health
		403-5: Worker training on occupational health and safety	Implementing Safety Training Programs
		403-6: Promotion of worker health	Workforce Health
		403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Workforce Safety
		403-8: Workers covered by an occupational health and safety management system	Workforce Safety
		403-9: Work-related injuries	Workforce Safety, Performance Data Table
Public Policy			
Public Policy	GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Public Policy, Materiality Assessment
		103-2: The management approach and its components	Public Policy
		103-3: Evaluation of the management approach	Public Policy
	GRI 415: Public Policy 2016	415-1: Political contributions	Political Contributions

Material Topic	GRI Disclosure		Report Section or Direct Response
Energy Affordability and Access (Non-GRI Topic)			
Energy Affordability and Access	GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Energy Access, Materiality Assessment
		103-2: The management approach and its components	Energy Access
		103-3: Evaluation of the management approach	Energy Access
	Self-Selected Metric	Percent deliverability of Transmission business	Energy Affordability and Reliability
Pipeline Safety (Non-GRI Topic)			
Pipeline Safety	GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Pipeline Safety, Materiality Assessment
		103-2: The management approach and its components	Pipeline Safety
		103-3: Evaluation of the management approach	Pipeline Safety
	Self-Selected Metric	Number of reportable pipeline incidents, percentage significant	Pipeline Safety, Materiality Assessment
Public Perception (Non-GRI Topic)			
Public Perception	GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Public Perception, Materiality Assessment
		103-2: The management approach and its components	Public Perception
		103-3: Evaluation of the management approach	Public Perception
	Self-Selected Metric	Public Perception Statistics	Public Perception

SASB Index

Material Topic	SASB Disclosure	Report Section or Direct Response
Greenhouse Gas Emissions		
Climate Change	EM-MD-110a.1: Gross global Scope 1 emissions, percentage methane, percentage covered under emissions-limiting regulations	Transparent Reporting, Performance Data Table[1]
	EM-MD-110a.2: Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets and an analysis of performance against those targets	Greenhouse Gas Emissions Reduction, Performance Data Table Climate Commitment
Air Quality		
Air Emissions	EM-MD-120a.1: Air emissions of the following pollutants: NO_X (excluding N_2O), SO_X, volatile organic compounds and particulate matter (PM10)	Air Emissions, Performance Data Table[2]
Ecological Impacts		
Biodiversity and Land Use	EM-MD-160a.1: Description of environmental management policies and practices for active operations	Biodiversity Management[3]
	EM-MD-160a.2: Percentage of land owned, leased, and/or operated within areas of protected conservation status or endangered species habitat	Biodiversity Management, Performance Data Table
	EM-MD-160a.3: Terrestrial acreage disturbed, percentage of impacted area restored	Land Use, Performance Data Table
	EM-MD-160a.4: Number and aggregate volume of hydrocarbon spills, volume in Arctic, volume in Unusually Sensitive Areas and volume recovered	Spill Performance, Performance Data Table

[1] Data excludes offshore assets, corporate office buildings and company vehicles. Data excludes emissions associated with the 2021 acquisition of Sequent Energy Management.

[2] Williams is unable to separately disclose its emissions of particulate matter 10 micrometers or less in diameter (PM10). Data represents total PM2.5 and PM10.

[3] Williams does not disclose the degree to which our policies and practices are aligned with the International Finance Corporation's Performance Standards on Environmental and Social Sustainability.

Material Topic	SASB Disclosure	Report Section or Direct Response
Competitive Behavior		
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, Ethics & Compliance, Performance Data Table
Operational Safety, Emergency Preparedness and Response		
Safety	EM-MD-540a.1: Number of reportable pipeline incidents, percentage significant	Pipeline Safety, Performance Data Table
	EM-MD-540a.2: Percentage of natural gas pipelines inspected and hazardous liquid pipelines inspected	Performance Data Table
	EM-MD-540a.3: Number of accident releases and nonaccident releases from rail transportation	Performance Data Table
	EM-MD-540a.4e: Discussion of management systems used to integrate a culture of safety and emergency preparedness throughout the value chain and throughout project lifecycles	Emergency Preparedness
Activity Metric		
	EM-MD-000.A: Total metric ton-kilometers of: natural gas, crude oil and refined petroleum products transported, by mode of transport	Performance Data Table

TCFD Index

TCFD Recommendations	Williams Companies Reporting
Governance	
Describe the board's oversight of climate-related risks and opportunities.	Climate Change, Progressing Greenhouse Gas Emissions Targets 2021 CDP Climate Disclosure pages 3–5 2021 Proxy Statement pages 8–9 Governance and Sustainability Committee Charter pages 2–3
Describe management's role in assessing and managing climate-related risks and opportunities.	2021 CDP Climate Disclosure pages 5–6
Strategy	
Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	2021 CDP Climate Disclosure pages 7–9 and 13–24
Describe the impact of climate-related risks and opportunities in the organization's businesses, strategy and financial planning.	2021 CDP Climate Disclosure pages 7, 9, 12, 28–33 and 37
Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Risk Management 2021 CDP Climate Disclosure pages 28–32 2021 Annual Report page 31

TCFD Recommendations	Williams Companies Reporting
Risk Management	
Describe the organization's processes for identifying and assessing climate-related risks.	Transition Risks 2021 CDP Climate Disclosure pages 7–8 and 10
Describe the organization's processes for managing climate-related risks.	2021 CDP Climate Disclosure pages 4 and 7–8
Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	2021 CDP Climate Disclosure pages 7–8
Metrics and Targets	
Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Corporate Governance, Climate Change, Transition Risks, Greenhouse Gas Emissions Reduction, Providing Competitive Employee Benefits, Performance Data Table 2022 Proxy Statement page 58
Disclose Scope 1, Scope 2, and if appropriate, Scope 3 GHG emissions and the related risks.	Transparent Reporting, Performance Data Table 2021 CDP Climate Disclosure page 44
Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Transparent Reporting, Greenhouse Gas Emissions Reduction, Air Emissions 2021 CDP Climate Disclosure page 44

Independent Assurance Statement to Williams Companies, Inc.

GRI 102-56

ERM Certification and Verification Services, Inc. (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 2021 Sustainability Report (the 'Report') for the year ending December 31st, 2021.

Engagement Summary

SCOPE OF OUR ASSURANCE AGREEMENT

Whether the 2021 information and data for the specified indicators listed below are fairly presented in the Report and in accordance with the reporting criteria:

GHG Emissions

- Total Scope 1 GHG emissions (absolute) 'facility-direct emissions' using an operational control boundary (excludes Corporate office buildings and company vehicles) [million metric tons CO2e]
- Total Methane emissions [million metric tons CO2e]
- Scope 1 GHG emissions CO2e, percent methane [%]
- Total Scope 2 GHG emissions (location based) (excludes Corporate office buildings) [million metric tons CO2e]
- Total GHG emissions (Scope 1 & 2) [million metric tons CO2e]

Environment, Health & 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]
- Hours worked – employees [number]
- Fatalities: employees [number]
- Fatalities: non-employee workers [number]

Pipeline Integrity

- Reportable pipeline incidents [number]
- Pipeline incidents classified as significant [%]
- Natural gas liquid pipelines inspected [%]
- Hazardous liquid pipelines inspected [%]

Diversity & Inclusion

- Professional and managerial roles held by underrepresented employees [%]
- Technical and support roles held by underrepresented employees [%]
- Professional and managerial roles held by women [%]
- Technical and support roles held by women [%]

REPORTING CRITERIA

- WBCSD/WRI Protocol for GHG emissions
- EPA GHG Reporting Sources under 40 CFR 98 Subpart W
- OSHA definitions for safety indicators (as appropriate based on selected scope)
- Williams' internal reporting criteria and definitions (where relevant)
- U.S. Equal Employment Opportunity Commission Standards for Maintaining, Collecting, and Presenting Federal Data on Race and Ethnicity for diversity categories
- DOT/PHMSA Guidelines

ASSURANCE STANDARD

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 a conclusion on the agreed scope based on the assurance activities performed and exercising our professional judgement.

Our Conclusion

Based on our activities, as described below, nothing has come to our attention to indicate that the 2021 selected data listed under 'Scope' above are not fairly presented in the Report, 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 relevant corporate and field-level GHG specialists, measurement teams, pipeline integrity specialists, and other subject matter experts, including emission source specialists for Gathering & Boosting and Transmission & Storage for greenhouse gas data, 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 data management systems with relevant personnel for each of the metrics in scope;
- A review at corporate level of a sample of greenhouse gas calculation workbooks, Diversity & Inclusion ethnicity and gender spreadsheets, as well as safety incident reporting and hours worked system reports;
- Virtual site visits with two locations (Compressor Station 165 and Potter Compressor Station) to evaluate the 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;
- An in-person visit to Williams' HQ in Tulsa, OK to conduct interviews with corporate-level data owners and for a review of data consolidation, calculation processes and QA/QC procedures;
- Examination of a sample of incidents reported internally and to external regulatory bodies and governmental agencies (such as the Occupational Safety & Health Administration, Department of Transportation, Pipeline and Hazardous Materials Safety Administration);
- An analytical review of the annual data trends for metrics in scope, including accuracy checks such as criteria for classification of incidents and emission factors used;
- Review of a sample of third-party reports (i.e. leak data, pipeline inspections) where applicable, to validate source of data;
- Assessment of system outputs for alignment with consolidated data workbooks used to calculate final indicators (i.e. BAP, Leak Tracker Pro, SQL, FLOWCAL, GIS); and
- Reviewing the presentation of information relevant to the scope of our work in the Report to ensure consistency with our findings.

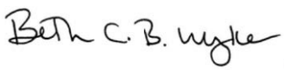
The Limitations of Our Engagement

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, our assurance engagement site visits moved to a virtual format. While we believe this approach does not affect our limited assurance conclusion 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.

Our Independence

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 exercise provide no consultancy related services to Williams in any respect.



ERMCVS
Informed Assured

Beth Wyke
Partner, Global Head of Corporate Assurance Services
15 July 2022
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