



2022
Diversity & Inclusion
Report



WE MAKE CLEAN ENERGY HAPPEN®



We will be there.



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Introduction



Our Approach

At Williams, we consider diverse perspectives and backgrounds a competitive advantage.

Williams has a rich history with **more than 100 years of innovation**, determination and drive for excellence serving as the foundation of our success. 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 economy.

We know none of this is possible without two important elements: our refusal to stand still, changing as necessary to meet new challenges, and our people. 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. Just as the world and our business continues to change, so does the need to continue to learn, grow and strengthen our inclusive and welcoming culture.

At Williams, Diversity and Inclusion is not a program or a Human Resources function, but a culture – **based on real people** — running through every facet of our business. It requires:

- Creating inclusion and belonging for a diverse employee base, in every office and station across the 26 states where we work and operate, by teaching inclusion as a fundamental skill for all employees
- Helping each employee feel fully engaged and committed to our short- and long-term goals
- Understanding people metrics to ensure we continue to drive diversity in hiring, promotion and retention across our employee base and leadership team
- Utilizing our people metrics as meaningful reflections to drive process improvements in our culture and practices



“In some ways Diversity and Inclusion is a very complex matter with many opinions and perspectives to be reconciled. However, the business objective is pretty simple. To be the best, we must attract and retain the best talent regardless of race, gender or preferences, and we want all of our talent to be passionate about bringing their very best and authentic self to work everyday.”

Alan Armstrong
President and CEO

Diversity and Inclusion at Williams

At Williams, we see Diversity and Inclusion as a cultural foundation for our organization. We believe in having uncomfortable conversations in order to learn and grow, and that focusing on D&I is the right thing to do. The issues we face are often systemic in nature and cannot be solved with one-off programs and policies. Creating this foundational culture requires all of us to learn, grow and embrace necessary changes. To do that, we must have a clear understanding of how we view diversity, equity, inclusion and belonging.

- **Diversity** is all the many identities that make up the communities where we live and operate. It is anything that makes us different, including gender, race, ethnicity, life experiences, thoughts and perspectives. Each employee brings diversity to our organization. Incorporating our many differences into a team of people who are working toward the same goals gives us a competitive advantage.
- **Equity** involves looking at our programs, initiatives and individual cases to ensure opportunities are consistent and fair. We must remedy any potential gaps in opportunities like pay, promotions, development and leadership. We, like all organizations, must evaluate all processes for bias or inequity – either conscious or unconscious – from hiring, firing, promotions, task assignment, team creation and recognition, to other less obvious aspects like how meetings are run and how groups interact.
- **Inclusion** is embracing our diverse differences. We must take deliberate action to build and sustain a diverse workforce made up of many unique perspectives by creating an inclusive culture where employees feel valued, welcomed and compelled to meet their full potentials, actively collaborating with team members across the company and contributing to our business success.
- **Authentic belonging** is achieved when diversity, equity and inclusion are combined. Human nature drives us to be accepted as members of groups within our environments. Fostering belonging at work – where many spend most of their time – can positively affect mental and physical health and create happier, more committed employees. This commitment often shows itself in reduced absenteeism, increased engagement, higher productivity and a company culture that attracts top candidates. Creating belonging at work, through diversity and inclusion, also benefits the wider community as employees engage in volunteerism and interact in personal groups within their local communities.

The Business Case for Diversity and Inclusion

It matters to us, because it's the right thing to do for our employees and our business. Focusing on D&I improves the well-being of our employees, accelerates our innovation and helps us be the best-in-class operator of critical infrastructure that fuels the clean energy economy.

We know it matters to you, because like us, you take seriously access to reliable, clean, low-cost energy and its ability to positively improve communities. Natural gas addresses critical needs across the country, from heating buildings and water, cooking food, and drying clothes, to operating cooling equipment and providing lighting. Whether you're an indirect or direct customer, future or current employee, partner or investor, we know you have high expectations for us to step up and continue removing barriers to equality across the board.

It makes us all stronger, because when we work to remove barriers to equality, we all thrive. As a corporate citizen we recognize our responsibility to continue our D&I work for the betterment of our workforce, our neighbors and the communities where we live and work.



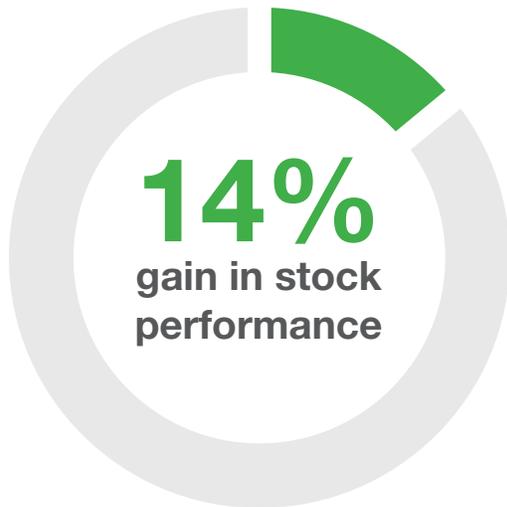
“ I’m proud of the work we do at Williams and the positive impacts for all the communities we serve. When we bring dependable, clean, low-cost energy to homes and industries within an area we fuel development and growth.”

Lane Wilson
Senior Vice President and
General Counsel



Research shows Diversity and Inclusion delivers key results

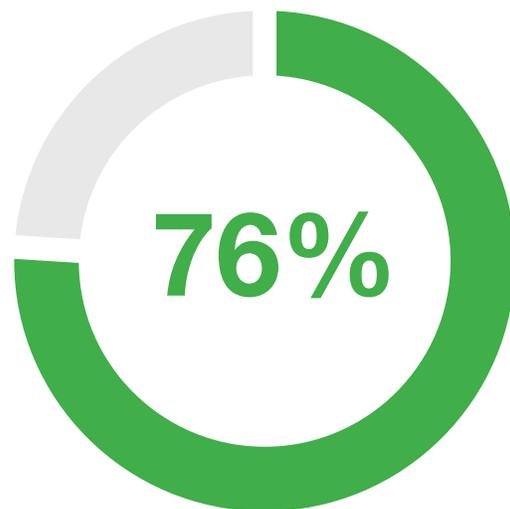
Highly diverse and inclusive companies experience



Inclusive teams improve performance by



Job seekers who say a diverse workforce is important when evaluating companies



Sources: Great Place to Work; BCG, 2018: "How HCM Technologies Can Scale Inclusion in the Workplace" Gartner, 2020; "Diversity & Inclusion Workplace Survey," Glassdoor 2020

Other business benefits include representation and reputation growth, employee retention and satisfaction, and customer attraction.



About the Report

The Williams Diversity and Inclusion Council, the governing body for companywide D&I opportunities — chaired by the CEO with members including the Executive Officer Team, organizational and operational leaders and individual employees who are selected via a self-nomination process — is pleased to share our 2022 Diversity and Inclusion report, intended to lean into trust and transparency to:

- Clarify our approach to D&I at Williams
- Provide key demographic metrics and trends
- Celebrate progress against our 2021 D&I goals
- Layout our goals for 2022 as we continue our D&I journey

Purposefully nurturing a diverse workplace by creating an inclusive culture takes time and dedication. Monitoring our numerical and qualitative data and looking honestly at our organization informs improvements in our processes and approach as we move forward.

We also know that real change happens through **honest conversations**. It's our hope that this report provides transparency for our Williams community so we can have those productive conversations about equity, fairness and diversity, building greater trust with our stakeholders as we work to create greater inclusion and unlimited possibilities for all.

We know we still have work to do – and priorities shift as the world continues to change – but we're proud of the progress we're making, and look forward to even greater strides in the future.



Our People Metrics



Methodology

In 2021, we led with the mindset to “widen the gate.” We explored strategies to increase our underrepresented populations by taking steps to make ourselves more attractive to the top talent who better represents the diversity of the populations we serve.

Currently, we are tracking baseline race and gender demographic data. Our D&I Council reviews similar data at each Council meeting to identify trends and opportunities for improvement. In this report, we focus on four of the five Catalyst¹ Vital Signs to help us analyze our workforce demographics.

As we continue to build employee trust, it’s our hope that people become more comfortable providing voluntary diversity data through our self-ID tools, so we can add more detail to our current data set. We provide opportunities to self-identify race and ethnicity, Veteran/active-duty military status, disability status, LGBTQ, parent/guardianship/caretaker, generational membership and first-generation college status so we can better understand employee experiences and backgrounds.

¹ Catalyst is a global non-profit organization, with over 800 supporting organizations and over 50 years of research and advice that helps companies understand the value of diversity and solutions for creating inclusive workplaces.



Representation

How is diverse talent represented at various levels of the organization?



Measurement: % of current workforce by demographic

This means a healthy percentage of our workforce should be made up of diverse populations like those where we live and operate, including diverse employees in leadership roles. For the purposes of this report, we are measuring representation of gender and ethnic diversity as identified by the employee (Black, Native American or Alaskan Native, Asian, Hispanic or Latinx, Native Hawaiian or other Pacific Islander, Multiracial or White). This does not consider other characteristics that may make an employee diverse, such as employees who self-identify as having a disability, LGBTQ and/or having a military background.



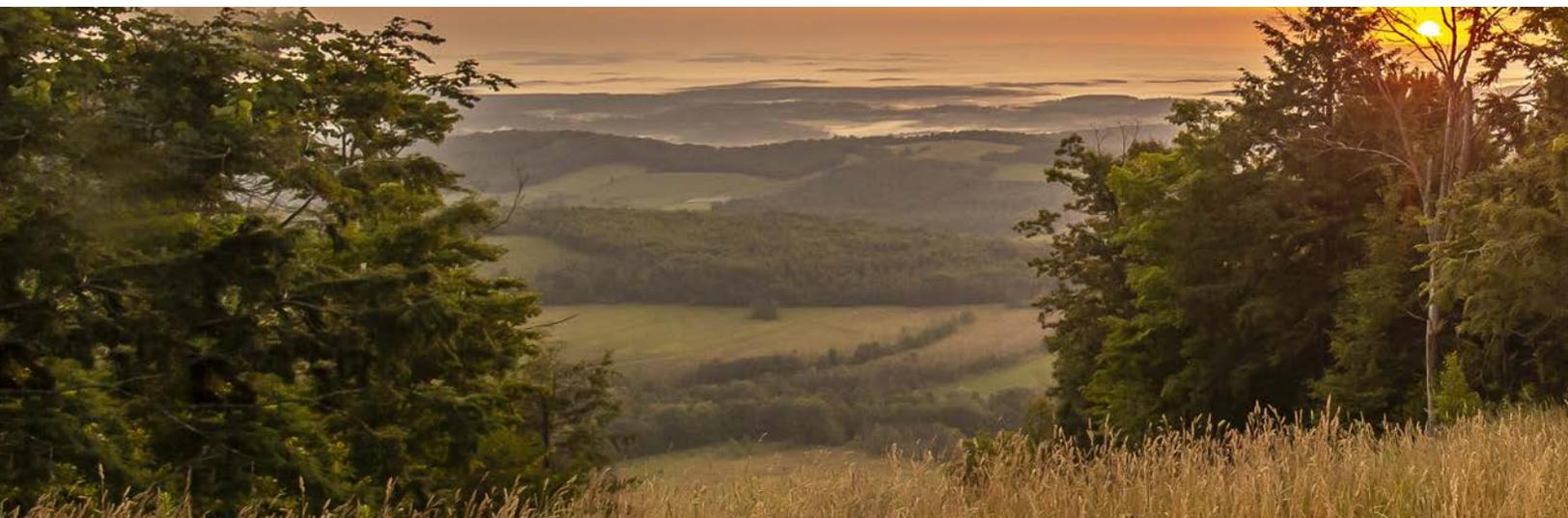
Hiring

Are we bringing in new diverse talent?



Measurement: % of qualified new hires

Changing the trajectory of diverse representation requires concerted change, rethinking both where and how we source talent. As we work to improve representation of diverse employees and leaders, it's important to understand if we are attracting qualified, diverse applicants, or if we should expand our recruitment efforts. Understanding any correlation between hiring and gender or race and ethnicity can help us identify better recruiting and hiring practices that ensure we maintain a healthy representation of diverse employees in our workforce as we backfill open positions.





Promotions

Who is chosen for development opportunities and advancement?



Measurement: Sum of promotions in last 12 months / total headcount

As we work to improve representation of diverse leaders, it's important to understand promotion rates for diverse employee populations and ensure they align appropriately with similar data for non-diverse employees. It is imperative that our systems, programs and processes are designed to support all employees so that all individuals have the same opportunities to grow to their full capabilities.



Voluntary Turnover

Who chooses to leave our organization?



Measurement: Sum of voluntary terminations in last 12 months / total headcount

We aspire to be an employer of choice. While it's our goal to help each employee understand that they are valued, we also need to understand why employees may voluntarily leave the company. Understanding any correlation between voluntary turnover (or exit rates) and gender, race or ethnicity can help us identify ways to better retain our diverse talent.



Summary of Williams' 2021 Diversity & Inclusion Metrics:

It's important to use these people metrics in combination with feedback and other measures of culture to gain the necessary insights for understanding and guiding future change. For comparison purposes, our 2020 EEO1 data may be accessed [here](#).

		Metric	Female	Male	Underrepresented Ethnicity and Race	White
Point-in-Time Metrics	Headcount		1,043 ↑8%	3,760 ↑2%	772 ↑14%	3,979 →0%
	% of Total		22% ↑1%	78% ↓-1%	16% ↑1%	84% ↓-1%
	Representation in Leadership		21% ↑3%	79% ↓-3%	14% ↑4%	86% ↓-4%
Rolling 12-Month Metrics	Representation in New Hires		30% ↑1%	70% ↓-1%	28% ↑6%	72% ↓-6%
	% of Population Promoted		12% → 0	10% → 0	10% ↑1%	10% ↓-1%
	Voluntary Turnover		6.4% ↑2.1%	5.8% ↑2.3%	6.1% ↑1.8%	5.8% ↓2.3%

This table further breaks out our point-in-time and rolling 12-month race and ethnicity data, providing a more detailed view of the populations we report.

		American Indian or Native Alaskan	Asian	Black or African American	Hispanic or Latino	2+ Races	White
Point-in-Time Metrics	Headcount	80	139	182	292	77	3,979
	Representation in Leadership	2.5%	2.3%	3.3%	4.6%	1.0%	85.7%
	Representation in New Hires	1.5%	8.2%	6.2%	10.8%	1.7%	71.6%
Rolling 12-month metrics	% of Population Promoted	16.7%	10.7%	11.2%	8.4%	8.1%	10.4%
	Voluntary Turnover	5.6%	7.4%	9.5%	5.5%	4.0%	5.8%

Point-in-Time Metrics reflect the count or percentage on Dec. 31, 2021.

Rolling 12-Month Metrics reflect data from Jan. 1 – Dec. 31, 2021.

The indicator arrows and values reflect change from Dec. 31, 2020, to Dec. 31, 2021.

The % of Population Promoted reflects the percentage within the specific demographic group (female, male, ethnic underrepresented or white).

Observations

We share and examine our data as a benchmark for year-over-year progress, keeping in mind that we also must learn from the people behind the numbers.

Representation

Both women and underrepresented race and ethnicity groups continue to increase as a percentage of our total workforce. Additionally, representation in formal leadership roles is increasing at a greater rate for both groups, closing the gap between total representation in the organization and representation in leadership.

There are several factors that supported our increase in underrepresented groups. It's also worth mentioning that our acquisition of Sequent Energy Management, including its talented workforce, brought additional diversity and a new group of employees to our organization, many of whom have a passion for propelling our D&I work.

Hiring

Representation in new hires continues to **increase for both women and underrepresented race and ethnicity groups.** While our overall hiring rates have increased moderately, hiring rates for women and underrepresented race and ethnicity groups are increasing at a greater rate than others.

Promotions

There is minimal difference in promotions as a percentage of the population across all demographic groups.

Voluntary Turnover

Overall, we ended the year with a voluntary turnover rate of 6%. While that is up from 2020, it is in line with our historical average of 5-7%. Voluntary separation rates continue to be slightly higher for women and underrepresented race and ethnicity groups. However, we are making progress to close the gap.



Year in Review

2021 Goals

We've made significant progress in recent years, but our aspirations are higher. In 2021, we set ambitious Diversity and Inclusion goals focused on areas of opportunity that could provide immediate and impactful improvements as we continue our D&I journey. Our goals articulate our desire for growth and concrete benchmarks. However, we know we must push ourselves to improve even more by building on our progress, responding to the changing landscape and moving towards embedding D&I into all facets of the way we work.



Workplace Demographics

- Enhance talent acquisition efforts by defining, implementing and **driving diversity-based recruitment strategies**
- Continue to drive visibility and awareness to overall diversity metrics by **publishing the Diversity & Inclusion Report**
- **Increase diverse representation in leadership**



Workplace Inclusion

- **Launch baseline D&I training** — Inclusive Communication and Managing Diverse Teams Inclusively — required for all formal leaders
- **Launch D&I training for individual contributors**
- **Re-energize and grow Employee Resource Groups**
- Create space for **employee-led community events** aligned to our D&I initiatives



Sustainability & Accountability

- Bring clarity to D&I at Williams through a **simplified strategy and roadmap** to increase employee understanding
- Develop and publish **diverse supplier statement**; implement **diverse supplier initiative, program or policy** within purchasing, catering and RFP process



Community Partnership

- Collaborate with Charitable Giving to **drive visibility into inclusive giving** across the enterprise
- **Match our 2020 charitable giving goal** that supports D&I efforts



Workforce Demographics

We made strides in recruiting, awareness and leadership opportunities for female and underrepresented (based on race and ethnicity) employees.

Annual Diversity & Inclusion Report

We prepared our first Diversity & Inclusion report — much like this one — and, published it internally for our employees.

Gathering information for the report gave us key insights into the current state of our workforce demographics and our historical D&I practices, providing benchmarks and enabling us to set 2022 goals that help us continue our journey.

Masked Candidate Recruiting Feature

We implemented the Workday² Masked Candidate Screening feature to enable our hiring decision-makers to focus only on job-relevant information during the initial phase of the recruiting process. Information that could lead to unintended biases toward external candidates is proactively hidden, using only work history and education entered by the candidate on their application to determine next steps in the recruiting process. We believe actively removing potential bias is another step in improving representation in our recruiting efforts.

Textio

We incorporated the Textio³ writing tool to help create more inclusive job descriptions through advanced language insights. We believe that creating a welcoming recruitment experience helps us reach the very best talent.

Historically Black Colleges and Universities (HBCUs)

By analyzing the proximity of Historically Black Colleges and Universities to our office locations and hiring needs, we identified and added two HBCU partner schools – North Carolina A&T and Langston University – to our University internship and full-time hiring recruiting programs.

² Workday is a financial and human capital management software vendor.

³ Textio is a writing-enhancement service that uses Artificial Intelligence to analyze job descriptions for masculine or feminine tones.



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

We 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. The steps outlined in the pledge were already incorporated into Williams' practices, not just in Tulsa but all our locations across the nation.

We:

- Conduct annual pay equity analyses to promote the company's equal employment opportunity policy
- Do not include salary history questions in our application process
- 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 gender or race – and provide compensation based on skills and experience rather than salary history. Additionally, placing our brand 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





Workplace Inclusion

We completed considerable work in support of our workplace inclusion goals. Recognizing that inclusion requires engagement at all levels of the organization, we provided leaders and individual contributors with opportunities to learn more about those different from themselves and promote a culture of understanding and belonging.

Formal Training Opportunities

In 2021, all formal leaders were required to participate in four hours of Catalyst's Lead with Inclusion training. This provided a consistent set of inclusive leadership knowledge and tools for all leaders across the company. Currently, 94% of formal leaders have completed the training. We will continue to require completion of Lead with Inclusion for those who are hired or promoted into leadership roles.

We also incorporated D&I content into our Employee Essentials and Exploring Leadership development programs, available to all employees.

Additionally, we partnered with McKinsey & Company to offer its Black Leadership Academy to interested leaders. The Academy offered differentiated support designed to equip Black leaders with the capabilities, mindsets, behaviors and network to help them achieve professional aspirations.



Reinvigorated Employee Resource Groups (ERGs)

Part of an authentically inclusive culture is creating space for employees to share personal experiences and perspectives and to appreciate and celebrate what makes people different. To help create that space, a new formal structure was created to reinvigorate our Employee Resource Groups (ERGs). ERGs are formed based on similar interests and experiences, represent diverse communities and their allies, and are open to everyone.

These employee-led groups participate in community events, volunteer, lend professional and personal support to one another, and promote inclusion across the company, helping create a stronger culture of belonging.

In 2021, we reestablished processes and leadership roles for nine ERGs, with membership totaling over 1,400 employees.

Active ERGs include:

- Asian Pacific Islander
- Black
- Latin
- LGBTQ+
- Men Advocating Real Change
- Parents in Williams
- Veterans
- Young Professionals
- Women of Williams
- Native ERG (underway for 2022)



“ERGs are a space for open dialog and networking. They also provide a structure to give valuable information to the D&I Council about our employees’ needs and experiences, helping us prioritize efforts and continue progress toward a truly inclusive culture where all employees feel welcome.”

Mikeale Campbell
Diversity & Inclusion
Program Manager



“By being vulnerable and sharing experiences, we help people embrace and appreciate the unique qualities of those different from themselves.”

Suzanne Wong, asset integrity tech specialist, and API ERG Coordinator



Employee Resource Group leaders share their perspectives on the value these employee-led groups provide.



“

What started as an informal online support network for working moms at the onset of the pandemic quickly widened to a larger group of working parents across Williams. The support we provide one another – new parents, those juggling remote learning, and just the everyday challenges of working parents – coupled with an intention to create more supportive partnerships at work and at home, has helped many of our employees continue to succeed professionally during a very challenging time.”

Missie, engineer,
Technical Services, and
Working Parent ERG lead



“

We’re excited to reenergize our Latin ERG through ongoing conversations about culture that help us appreciate individual differences. We’re also excited about creating a structured program for mentorship and development that will help each of us reach our full potential.”

James, director,
Supply Chain and Digital
Transformation, and Latin
ERG lead



“

We have a responsibility as men to leverage our majority, moving out of our comfort zones, to advocate for equality and real change. It’s our intent to enhance gender partnerships and accelerate our progress toward an inclusive workplace where all employees are excited to bring their best every day.”

Stephen, director, Operations,
and MARC ERG lead



Employee Resource Groups stand united in support of community organizations that help celebrate individual differences and continue to break down barriers to bring lasting change.



The Black ERG sponsored companywide Black History Month programming and other volunteer opportunities and events.

The LGBTQ+ ERG coordinated employee participation in PRIDE parades in Tulsa and Houston.





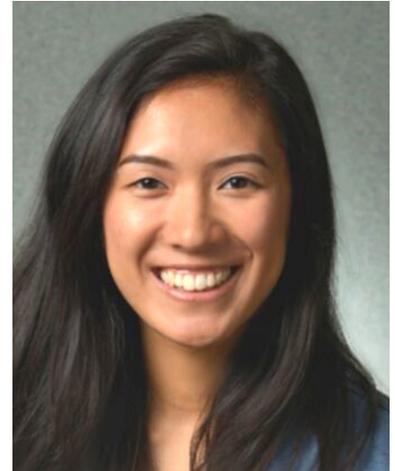
Candid Conversations

Our first Candid Conversation was held in mid-2020, with the intent to learn from one another, develop a deeper understanding of our diverse backgrounds and inherent challenges, and create a more inclusive and welcoming work culture.

We've continued to build the quarterly **all-employee educational program** throughout 2021. Each quarter an Employee Resource Group (ERG) hosts a one-hour webinar about a topic they would like to share with all employees. This year we added facilitator-led, small-group breakout sessions after each webinar to explore the topics in more detail. Small-group facilitators are employee volunteers who receive additional training and resources to engage attendees in meaningful dialog to learn more and take actions to make improvements in our culture.

Nearly 2,200 employees attended Candid Conversations live or as a recorded playback in 2021. Additionally, 450 employees participated in small-group breakout sessions for the following topics:

- **Working Across Generations:** hosted by the Young Professionals ERG, focused on multi-generational collaboration
- **Supportive Partnerships:** hosted by the Women of Williams ERG, focused on promoting organizational gender partnerships
- **Inclusion in Action:** hosted by the Asian Pacific Islander ERG, focused on promoting inclusion and allyship to combat anti-Asian discrimination
- **Mental Health Matters:** hosted by the Veterans ERG, focused on providing insights and resources to help colleagues and friends who battle mental health conditions



“As a resource to young professionals, we focus a lot on building community and more deeply connecting within the organization through honest conversations about the challenges we face, networking and learning from one another.”

Lauren, engineer II,
Tech Services, and Young
Professionals ERG co-lead



Employee Recognition

The annual Randy Barnard Leave the Ladder Down Award recognizes those who support the growth of others, especially those different from themselves, creating a welcoming environment where everyone feels heard and comfortable bringing their authentic selves to work each day. The award carries the namesake of Randy Barnard, Williams' 2008 award recipient, who served as President of Williams Gas Pipeline Company until he lost his battle with cancer in 2012.

Historically an award to recognize a formal leader, an additional Individual Contributor category was added in 2021, recognizing the importance of promoting inclusions at all levels of the organization.

2021 Randy Barnard Leave the Ladder Down Award recipients describe why inclusion matters to them.



The focus for my organization has always been to communicate and educate. We are all better when we learn, value and embrace our differences, when we are allowed to bring ideas and solutions on a daily basis. If I'm doing that well, I'm empowering people."

Brian, vice president and CIO
Award Recipient, Leader Category



A philosophy I've always used in life, both professional and personal, is to work smarter not harder and I've used this philosophy in the development of the Women of Williams ERG. There will always be someone who has experienced something similar or has resources or the knowledge to share with you."

Cassandra engineer III, Project Execution
Award Recipient, Individual Contributor Category



Sustainability & Accountability

Diversity & Inclusion Report and Roadmap

Along with our Diversity & Inclusion Report, we released a 2021 D&I roadmap to all employees, helping create greater understanding for the next steps in our work and our path toward a truly inclusive culture.

Diverse Suppliers

While we continue to work on our supplier diversity statement, we made progress by adding members of our Supply Chain organization to the Tulsa Regional Chamber's Supplier Diversity Coalition. We're excited to see what this partnership will yield in 2022.

Leadership Competencies

Ensuring the success of every employee and our business, depends on our leaders' abilities to help drive results and employee engagement that optimizes our diverse talent. In 2021, we introduced two new Leadership Competencies that leaders will be accountable for and rated against at the end of 2022. Individual performance directly influences compensation actions including annual salary planning and any awards under the Annual Incentive Program. The new leadership competencies are Values Differences and Builds Effective Teams.

Employee Engagement Survey

A confidential, companywide survey was conducted to help us gain insight into employee engagement (how committed and connected our employees are to the company).

The 86% participation rate gives us confidence that results are representative of employees' outlooks. Of 33 total agreement statements – ranging from teamwork and safety, to career opportunities and other criteria deemed important to employee engagement – five statements were dedicated to collecting feedback about Diversity and Inclusion at Williams. We believe there is great value in learning more about where we can improve.

Based on these responses, action plans were created to help us provide clarity for our employees about our longer-term D&I strategy and ongoing emphasis on improving inclusion in our culture. These action plans are embedded in our 2022 Organizational Goals and range from tools and resources for all employees, to increasing leadership accountability.



Community
Partnership

Community Partnerships

Doing our part to strengthen the communities where our employees work and live is part of who we are. Our investments, in support of our neighbors, help create the workforce and leaders of tomorrow. Examples include gifts to educational, health and human services, arts and cultural organizations that support our diversity and inclusion strategies.



\$900,000+ in corporate giving to D&I-focused organizations in 2021

Community Giving

In 2021, our employees recorded more than 23,000 volunteer hours, and we awarded more than \$12 million to more than 2,100 organizations across 48 states.

More than \$900,000 of our corporate giving was to Diversity and Inclusion-focused organizations within the communities where we work and live. Some examples include gifts to the American Indian Science & Engineering Society, the Foundation for Indigenous Education Leadership Development & Sustainability, Helping Heroes, Inc., A Center for Veteran Resources, Veterans of Foreign Wars Post 577, Deutsch Institute Applied Research Center for Handicapped, Goodwill Industries, KIPP Tulsa College Preparatory, United Negro College Fund, North Carolina A&T State University, Cristo Rey Jesuit College Preparatory School of Houston, Genesys Works, Oklahomans for Equality and many others. This total excludes our annual United Way campaign giving, Homegrown Giving Grant, Matching Gifts and PAC Match programs that are employee-driven and may also be directed to diversity and inclusion-focused organizations.

23,000
volunteer hours

\$12 million
award to

2,100
organizations

48 states
across



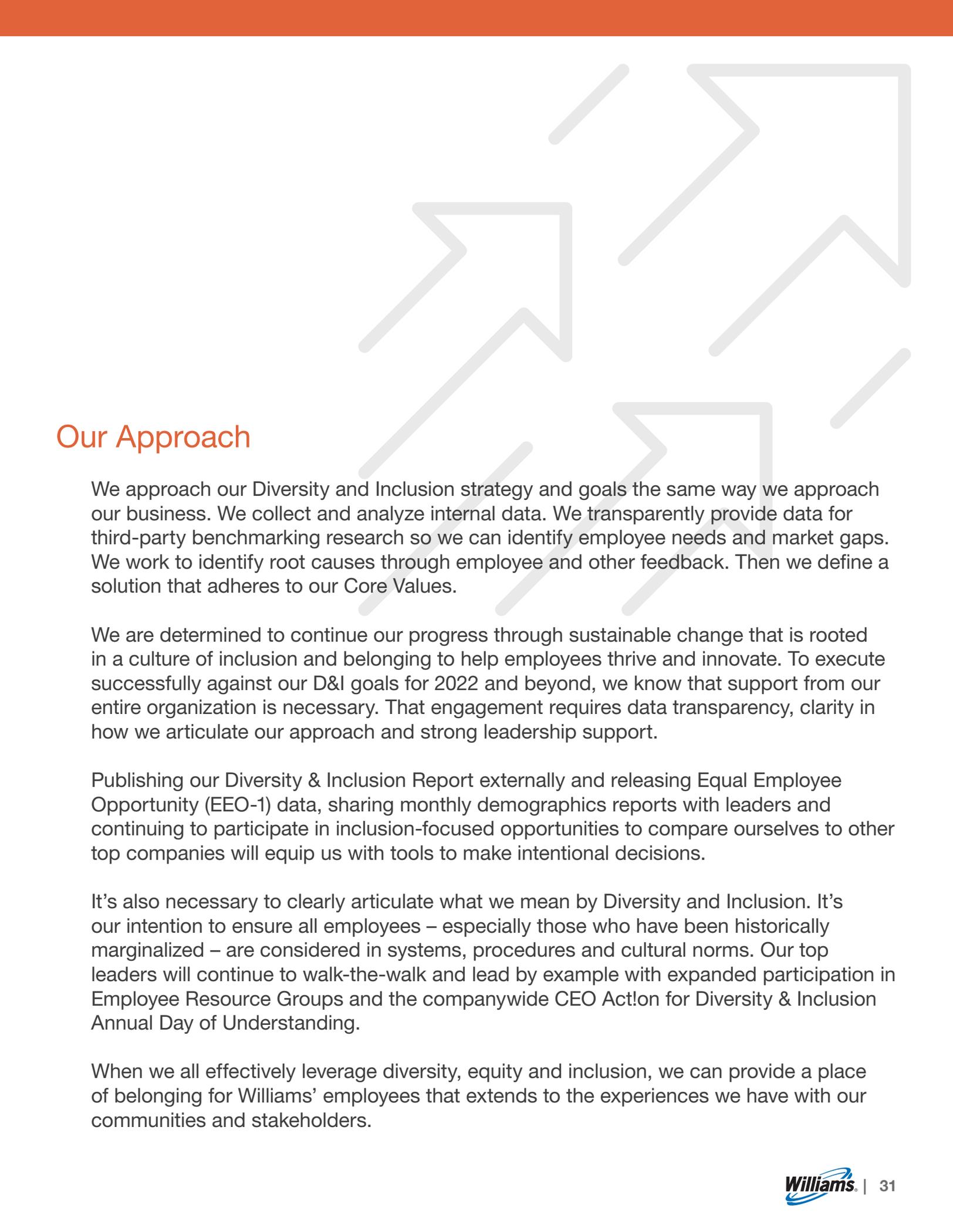
Supporting important events like the centennial commemoration of the Tulsa Race Massacre helps employees like Erma and many others across our community begin to reconcile and heal.

Our Veterans ERG members were instrumental in coordinating the company's participation in Tulsa's annual Veterans Day parade.





Moving Forward



Our Approach

We approach our Diversity and Inclusion strategy and goals the same way we approach our business. We collect and analyze internal data. We transparently provide data for third-party benchmarking research so we can identify employee needs and market gaps. We work to identify root causes through employee and other feedback. Then we define a solution that adheres to our Core Values.

We are determined to continue our progress through sustainable change that is rooted in a culture of inclusion and belonging to help employees thrive and innovate. To execute successfully against our D&I goals for 2022 and beyond, we know that support from our entire organization is necessary. That engagement requires data transparency, clarity in how we articulate our approach and strong leadership support.

Publishing our Diversity & Inclusion Report externally and releasing Equal Employee Opportunity (EEO-1) data, sharing monthly demographics reports with leaders and continuing to participate in inclusion-focused opportunities to compare ourselves to other top companies will equip us with tools to make intentional decisions.

It's also necessary to clearly articulate what we mean by Diversity and Inclusion. It's our intention to ensure all employees – especially those who have been historically marginalized – are considered in systems, procedures and cultural norms. Our top leaders will continue to walk-the-walk and lead by example with expanded participation in Employee Resource Groups and the companywide CEO Act!on for Diversity & Inclusion Annual Day of Understanding.

When we all effectively leverage diversity, equity and inclusion, we can provide a place of belonging for Williams' employees that extends to the experiences we have with our communities and stakeholders.

Our 2022 Diversity and Inclusion Goals



Workplace Demographics

- **Enhance talent acquisition efforts** by defining and implementing diversity-based recruitment strategies that improve diverse representations across the organization
- **Increase diverse representation in leadership roles**



Workplace Inclusion

- **Further develop Employee Resource Groups** to create greater collaboration across the organization
- **Continue to create space for employee-led community events** aligned to our D&I initiatives
- **Improve employee recognition** of leaders and individual contributors who champion inclusion
- **Provide greater visibility** into learning and development and promotional opportunities
- **Explore opportunities** to provide diverse employees with capabilities, mindsets, behaviors and networks to achieve professional aspirations



Sustainability & Accountability

- **Improve stakeholder understanding of diversity metrics** and provide clarity on longer-term D&I strategy
- **Develop Employee Resource Group senior leader sponsorship program**
- **Develop diverse supplier statement** and publish and implement a diverse supplier initiative, program or policy within our purchasing, catering and Request for Proposals (RFP) processes
- **Participate in CEO Act!on for Diversity & Inclusion Annual Day of Understanding** to improve employee appreciation for differences
- **Improve awareness, education and accountability** by measuring new Values Differences and Builds Effective Teams leadership competencies



Community Partnership

- **Enhance stakeholder visibility** into inclusive giving and its positive impact on our communities
- **Ensure charitable giving supports D&I efforts**, including improved access to education for underprivileged children



Summary



It's important to remember that for over 100 years, and at our core, we are a community. A community made up of diverse individuals around the country. Each of us with different stories, backgrounds and perspectives. Williams is open to everyone. Our connections become stronger as we gain greater understanding of one another and our differences. We build on shared values while appreciating the views that make us different.

We understand that tackling important areas of Diversity and Inclusion might make us uncomfortable, but we also know that temporary personal discomfort is key to permanently improving our company at every level across our workforce, as well as the broader communities where we work and live.

In a report like this – focused on data and highlights – it's easy to get lost in the graphics and numbers and focus only on incremental growth. However, we should be proud that we're moving in the right direction. Keeping our sights on the fact that ultimately our goal is for every employee to feel supported, valued and a sense of belonging at Williams.

Addressing the pragmatic and strategic elements of D&I often feels heavy. That's ok. Some of the most important work comes with pressure. The challenges are known, the opportunity is clear, and we are dedicated in our commitment to make a difference, now and in the future. Always with the intention of creating a sense of belonging at the heart of our efforts.

The Diversity & Inclusion Council







We will be there.

