# WILLIAMS 2024 SUSTAINABILITY REPORT PERFORMANCE DATA TABLE

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*Denotes data assured by ERM CVS

†Denotes restated data assured by ERM CVS

| METRIC | UNIT | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|
| **Environmental Metrics** | | | | | | |
| Greenhouse Gas Emissions & Energy Use | | | | | | |
| Scope 1 greenhouse gas emissions[39] | million metric tons $CO_2e$ | 12.62† | 12.42† | 13.29† | 13.75† | 13.39* |
| Carbon dioxide, $CO_2$ (excluding emissions from exported power and heat)[39] | million metric tons $CO_2e$ | 9.19 | 9.19 | 9.92 | 10.32 | 10.19 |
| Methane, $CH_4$[39] | million metric tons $CO_2e$ | 3.43 | 3.24 | 3.37 | 3.43 | 3.19 |
| Nitrous oxide, $N_2O$[39] | million metric tons $CO_2e$ | 0.0043 | 0.0043 | 0.0047 | 0.0052 | 0.0047 |
| Scope 1 greenhouse gas emissions, percent methane[39] | percent | 27%† | 26%† | 25%† | 24%† | 24%* |
| Scope 1 methane ($CH_4$) emissions[39] | metric tons | 122,615 | 115,760 | 120,189 | 122,665 | 113,974 |
| Scope 1 carbon emissions intensity[40] | $CO_2e$/million USD revenue | 1,630 | 1,165 | 1,207 | 1,251 | 1,275 |
| ONE Future methane intensity, percent gathering and boosting[41] | percent | 0.064% | 0.051% | 0.046% | 0.044% | 0.040% |
| ONE Future methane intensity, percent processing[41] | percent | 0.025% | 0.025% | 0.025% | 0.025% | 0.019% |
| ONE Future methane intensity, percent transmission and underground storage[41] | percent | 0.027% | 0.026% | 0.026% | 0.022% | 0.026% |

*Footnote numbering in this document is a continuation of the footnotes in Williams' 2024 Sustainability Report.*

[39] 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. Scope 1 emissions for 2020–2023 have been restated to reflect a fuel metering assignment correction in the Transmission segment. Emissions that are not applicable under GHGRP or ONE Future protocol are calculated using GHGRP protocols or best engineering practice. For new acquisitions in 2024 (with the exception of Crowheart), Williams included the entire RY2024 GHG emissions from these assets in our emissions totals in this report. With the integration of legacy Crowheart and Williams operations and management practices still ongoing, Crowheart's emissions were excluded this year and will be included in next year's calculations. Global Potential Warming rates are 28 for $CH_4$ and 265 for $N_2O$. Williams does not produce biogenic gases from its direct operations. Williams does not produce hydrochlorofluorocarbons, perfluorocarbons, sulfur hexafluoride or nitrogen trifluoride emissions.

[40] 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 2024 10-K Filing. For new acquisitions in 2024 (with the exception of Crowheart), Williams included the entire RY2024 GHG emissions from these assets in our GHG reporting. Williams did not have revenue generated from these assets until after their respective acquisitions were closed. This increase in emissions per revenue is skewed by the accounting of emissions and revenues for different time scales, as required by reporting convention. It is anticipated that the emissions per revenue metric of these assets to be lower in subsequent years.

[41] ONE Future methane intensities are expressed as a percent to align with ONE Future's goal to achieve an average rate of methane emissions across the entire natural gas value chain that is 1% or less of total (gross) natural gas production. ONE Future has also broken down this 1% goal into sub-goals for each sector of the oil and gas industry. Williams has committed to the ONE Future 2025 methane intensity goals for industry sectors of 0.080% for gathering and boosting, 0.111% for processing and 0.301% for transmission and storage. ONE Future methane intensity metrics in this data table are by Williams' segment and are calculated in accordance with the ONE Future methodology, including methane slip for reciprocating engines. 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 | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|
| GHG ($CO_2e$) intensity per energy throughput[42] | metric tons $CO_2e$/thousand MMBtu | 0.99 | 0.94 | 0.90 | 0.85 | 0.85 |
| Scope 2 greenhouse gas emissions[43] | million metric tons $CO_2e$ | 1.50* | 1.66* | 1.78* | 1.81* | 2.13* |
| Sum of Scope 1 and Scope 2 greenhouse gas emissions | million metric tons $CO_2e$ | 14.11† | 14.08† | 15.07† | 15.57† | 15.52* |
| Sum of Scope 1 and Scope 2 methane emissions | million metric tons $CO_2e$ | 3.4368† | 3.2450† | 3.3695† | 3.4387† | 3.1957* |
| Consumption of purchased or acquired electricity[44] | billion kilowatt-hours | 3.421 | 4.077 | 4.176 | 4.312 | 5.350 |
| Total renewable energy consumption (electricity plus fuel) | megawatt-hours (MWh) | 410,628 | 505,958 | 538,434 | 606,400 | 732,682 |
| Percent electricity used that is renewable power[45] | percent | 12.0% | 12.4% | 12.9% | 14.1% | 13.7% |
| Total non-renewable energy consumption (electricity plus fuel) | MWh | 45,538,682 | 46,928,329 | 50,373,984 | 52,318,978 | 52,409,687 |
| Total energy consumption (renewable and non-renewable; electricity plus fuel) | MWh | 45,949,311 | 47,434,287 | 50,912,417 | 52,925,378 | 53,142,368 |
| Energy consumption intensity (electricity plus fuel)[46] | MWh/million USD revenue | N/A | N/A | 4,643 | 4,852 | 5,060 |
| Gas flaring[47] | thousands of metric tons | 134.47 | 168.95 | 156.75 | 150.79 | 184.26 |

[42] Total company Scope 1 and Scope 2 emissions in metric tons of $CO_2e$ from gathering, processing and transmission segments divided by the sum (in thousand MMBtu) of natural gas transported in all three segments, Subpart NN fractionator outlets, bulk NGL processing plant outlets that are recorded in Subpart W (additional to Subpart NN), NGL and condensate gathered volume, NG and oil pipeline transported volume and storage injections into above and below-ground storage facilities that Williams owns and operates.

[43] 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. 2024 emissions were calculated using U.S. EPA Power Profiler Emissions Tool 2023, using emission factors from U.S. EPA eGRID2023 multiplied by kWh energy use for all assets that Williams operates. 2023 emissions were calculated using eGRID 2022, 2022 emissions using eGRID 2021, 2021 emissions using eGRID2020 and 2020 emissions using eGRID2019.

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

[45] In 2024, percent of renewable power used was calculated using percent renewables factors from U.S. EPA eGRID2023 multiplied by kWh energy use for all assets in each subregion. The renewable energy usage in all regions was summed and divided by the total kWh energy use for all assets that Williams owns and operates, including corporate office buildings, to get a company-wide percent of renewable power.

[46] Total energy consumption within the organization (renewable and non-renewable) in MWh. Revenue is based off Total Revenues as reported in the 2024 10-K Filing.

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

| METRIC | UNIT | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|
| Air Emissions | | | | | | |
| Sulfur dioxide ($SO_2$) emitted[48] | tons | 421 | 430 | 466 | 378 | 369 |
| $NO_x$ emitted[48] | tons | 27,809 | 28,177 | 29,576 | 30,064 | 25,551 |
| Volatile organic compounds (VOCs) emitted[48] | tons | 8,757 | 7,975 | 8,648 | 9,063 | 8,599 |
| Persistent organic pollutants emitted[48] | tons | 0 | 0 | 0 | 0 | 0 |
| Hazardous air pollutants[48] | tons | 2,444 | 2,088 | 2,379 | 2,053 | 1,639 |
| Particulate matter emitted[48] | tons | 1,057 | 1,024 | 1,237 | 1,200 | 1,080 |
| Sulfur dioxides emission intensity[49] | kg/million USD revenue | 49 | 37 | 39 | 31 | 32 |
| $NO_x$ emission intensity[49] | kg/million USD revenue | 3,548 | 2,405 | 2,447 | 2,501 | 2,207 |
| Volatile organic compounds emission intensity[49] | kg/million USD revenue | 1,029 | 681 | 715 | 754 | 743 |
| Hydrocarbon Spills | | | | | | |
| Number of hydrocarbon spills > 1 bbl[50] | number | 9 | 8 | 7 | 9 | 4 |
| Volume of hydrocarbon spills > 1 bbl[50] | thousands of barrels | 0.058 | 0.064 | 0.028 | 0.021 | 0.015 |
| Volume of hydrocarbon spills > 1 bbl recovered[50] | thousands of barrels | 0.050 | 0.059 | 0.021 | 0.018 | 0.008 |
| Volume of hydrocarbon spills > 1 bbl in areas of high biodiversity significance[51] | thousands of barrels | N/A | N/A | N/A | 0.000 | 0.008 |

[48] 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 or best available data 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.

[49] 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 or best available data 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 2024 10-K Filing.

[50] Spills include all hydrocarbon spills greater than one barrel that reached environment. Williams has no operations in the Arctic.

[51] Volume of hydrocarbon spills in areas of high biodiversity significance as defined by the United Nations Environment Programme World Conservation Monitoring (UNEP — WCMC). Williams utilized the UNEP — WCMC approved alternative methodology to identify areas of high biodiversity significance.

| METRIC | UNIT | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|
| Environmental Compliance & Biodiversity | | | | | | |
| Number of environmental-related notices of noncompliance[52] | number | 21 | 22 | 19 | 14 | 21 |
| Spending on environmental penalties and fines[53] | dollars (USD) | $836,544 | $29,528 | $27,893 | $387,463 | $3,813,875 |
| Environmental accrual for remediation[54] | million USD | $33.9 | $31.0 | $41.3 | $48.2 | $41.6 |
| Number of active remediation sites managed by Williams | number | 106 | 93 | 94 | 92 | 94 |
| Total terrestrial acreage disturbed[55] | acres | 7,851 | 602 | 2,395 | 2,092 | 3,674 |
| Total terrestrial acreage restored[56] | acres | 2,739 | 2,625 | 1,092 | 3,418 | 2,325 |
| Percent of land owned, leased or operated within areas of protected conservation status or endangered species habitat[57] | percent | 12.3% | 12.2% | 12.0% | 13.4% | 13.0% |
| Number of International Union for Conservation of Nature (IUCN) Red List Species in Williams' areas of operation[58] | number | 127 | 129 | 167 | 218 | 182 |
| Critically endangered[58] | number | 26 | 26 | 34 | 43 | 39 |
| Endangered[58] | number | 40 | 43 | 56 | 70 | 53 |
| Vulnerable[58] | number | 28 | 30 | 42 | 49 | 44 |
| Near threatened[58] | number | 17 | 14 | 17 | 21 | 20 |
| Least concern[58] | number | 16 | 16 | 18 | 35 | 26 |
| Water Use for Hydrostatic Pressure Testing | | | | | | |
| Total volume of water withdrawal | millions of gallons | N/A | 7.91 | 9.78 | 23.98 | 3.66 |
| Total volume of water discharge | millions of gallons | N/A | 7.91 | 9.78 | 23.98 | 3.66 |
| Total water consumption | millions of gallons | N/A | 0 | 0 | 0 | 0 |

[52] Williams' Environmental Notice of Violation Process WIMS Operating Requirement defines a Notice of Violation as "a written notice of a regulatory violation or noncompliance issue received from an appropriate Regulatory Authority. A NOV may or may not include the assessment of an associated penalty."

[53] Dollar amount paid in the reporting year including penalties and fines for notices of noncompliance that may have occurred in previous years.

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

[55] Land disturbed total includes all land disturbed from project activities. Rights-of-way are assumed to be restored according to federal, state and other agency requirements post-construction.

[56] 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.

[57] Percentage includes operated facilities and pipeline rights-of-way within 5 km of areas designated as protected conservation or endangered species habitats. From 2024 onward, assets are limited to those under Williams' operational control. Prior to 2024, JV assets were subject to double counting by both Williams, as a partial owner, and by our JV partners, as partial owners and operators of some assets. 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.

[58] Data collected using the U.S. Fish and Wildlife Service Information for Planning and Consultation online tool and cross referenced with International Union for Conservation of Nature Red List Species. Data collected at the county level and includes all listed species within the county. In 2024, we updated the metric to only include assets under Williams' operational control. Also in 2024, we updated the 2020 total Number of IUCN Red List Species to align with the categories reported in the Sustainability Report Performance Data Table.

| METRIC | UNIT | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|
| Other | | | | | | |
| Materials recycled at Tulsa headquarters[59] | tons | 45 | 34 | 40 | 32 | 46 |
| Metric ton-kilometers of natural gas transported by pipeline[60] | billion metric ton-kilometers | 4,716 | 5,267 | 5,743 | 6,608 | 6,835 |
| **Social Metrics** | | | | | | |
| Communities | | | | | | |
| Community investments | million USD | $10.80 | $12.17 | $14.31 | $14.17 | $13.91 |
| Total cash donations[61] | million USD | $10.71 | $11.68 | $13.81 | $13.55 | $13.51 |
| Value of in-kind donations | million USD | $0.10 | $0.46 | $0.43 | $0.62 | $0.40 |
| Value of time contributed by employees[62] | million USD | $0.52 | $0.66 | $0.63 | $1.12 | $1.09 |
| Number of incidents of violations involving the rights of Indigenous Peoples[63] | number | 0 | 0 | 0 | 0 | 0 |
| Health & Safety | | | | | | |
| Lost-time incident rate (LTIR) — employees[64] | rate per 200,000 work hours | 0.48* | 0.67* | 0.16* | 0.19* | 0.21* |
| Lost-time incident rate (LTIR) — contractors[65] | rate per 200,000 work hours | 0.11 | 0.03 | 0.18 | 0.03 | 0.09 |
| Total recordable incident rate (TRIR) — employees[66] | rate per 200,000 work hours | 1.05* | 1.23* | 0.64* | 0.90* | 0.77* |

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

[60] Sum of the product of billion metric tons of natural gas transported through gathering pipelines times kilometers of gathering pipelines and product of billion metric tons of natural gas transported through transmission pipelines times kilometers of transmission pipelines. 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.

[61] In 2024, we restated our 2023 Total Cash Donations due to a payment that was made to a charitable organization outside of the Williams' charitable giving payment process.

[62] Volunteer hours are calculated using a rate of $33.49 x 32,668 hours (Independent Sector, April 2024).

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

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

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

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

| METRIC | UNIT | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|
| Total recordable incident rate (TRIR) — contractors[67] | rate per 200,000 work hours | 0.54 | 0.31 | 0.53 | 0.61 | 0.60 |
| Number of contractor recordable accidents[68] | number | 19 | 9 | 15 | 19 | 27 |
| Number of days away, restricted or transferred (DART)[69] | number | 1,108 | 960 | 670 | 1,008 | 1,389 |
| Rate of days away, restricted or transferred (DART)[70] | rate per 200,000 work hours | 0.50 | 0.82 | 0.31 | 0.36 | 0.40 |
| Number of high-consequence work-related incidents — employees[71] | number | 0 | 1 | 0 | 0 | 3 |
| Rate of high-consequence work-related incidents — employees[72] | rate per 200,000 work hours | 0.00 | 0.02 | 0.00 | 0.00 | 0.05 |
| Number of recordable work-related incidents — employees[72] | number | 50 | 59 | 31 | 47 | 44 |
| Recordable work-related injuries | number | 35 | 33 | 30 | 39 | 34 |
| Recordable work-related ill health[73] | number | 15 | 26 | 1 | 8 | 10 |
| Rate of recordable work-related incidents — employees | rate per 200,000 work hours | 1.08 | 1.26 | 0.65 | 0.92 | 0.79 |
| Number of high-consequence work-related incidents — non-employee workers[74] | number | 0 | 0 | 0 | 0 | 0 |
| Rate of high-consequence work-related incidents — non-employee workers[75] | rate per 200,000 work hours | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Number of recordable work-related incidents — non-employee workers[75] | number | 0 | 0 | 0 | 0 | 0 |
| Recordable work-related injuries | number | 0 | 0 | 0 | 0 | 0 |
| Recordable work-related ill health[76] | number | 0 | 0 | 0 | 0 | 0 |
| Rate of recordable work-related incidents — non-employee workers[76] | rate per 200,000 work hours | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Number of fatalities — employees | number | 0* | 0* | 0* | 0* | 0* |

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

[68] 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.

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

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

[71] Incidents include both injuries and illnesses for Company employees.

[72] Incidents include both injuries and illnesses for Company employee hours. Data calculated based on 200,000 hours worked.

[73] Incidents include recordable illnesses for Company employees.

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

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

[76] Incidents include recordable illnesses for non-employees only. Non-employee workers are supplied by a third party that are intended to supplement or temporarily replace existing workforce and are given direction directly from a Williams employee.

| METRIC | UNIT | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|
| Employee fatality rate per 1,000 employees | rate per 1,000 employees | 0.00* | 0.00* | 0.00* | 0.00* | 0.00* |
| Employee fatality rate per 200,000 work hours | rate per 200,000 work hours | 0.00* | 0.00* | 0.00* | 0.00* | 0.00* |
| Number of fatalities — contractors[77] | number | 1 | 0 | 0 | 0 | 0 |
| Number of fatalities — non-employee workers[78] | number | 0* | 0* | 0* | 0* | 0* |
| Non-employee worker fatality rate[79] | rate per 200,000 work hours | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Number of fatalities — third-party[80] | number | 0 | 0 | 0 | 0 | 0 |
| The number of fatalities as a result of work-related ill health: employees[81] | number | N/A | N/A | 0 | 0 | 0 |
| The number of fatalities as a result of work-related ill health: non-employee workers[82] | number | N/A | N/A | 0 | 0 | 0 |
| Number of hours worked — employees[83] | number | 9,254,759* | 9,345,181* | 9,512,397* | 10,166,313* | 11,093,252* |
| Number of hours worked — non-employee workers[84] | number | 231,468 | 225,370 | 238,161 | 289,653 | 326,707 |
| Preventable motor vehicle accident rate — employees[85] | rate per 1,000,000 miles | 1.83 | 1.67 | 1.89 | 1.60 | 1.59 |

[77] 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.

[78] Incidents include both injuries and illnesses for non-employee hours. 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.

[79] Non-employee workers are supplied by a third party that are intended to supplement or temporarily replace existing workforce and are given direction directly from a Williams employee. Data calculated based on 200,000 hours worked.

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

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

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

[83] Company employees hours.

[84] Non-employee hours. 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.

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

| METRIC | UNIT | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|
| Pipeline Performance | | | | | | |
| Total number of Tier 1 process safety events[86] | number | 13 | 9 | 15 | 22 | 15 |
| Total number of Tier 2 process safety events[87] | number | N/A | N/A | 31 | 33 | 34 |
| Tier 1 process safety events by business activity: Gathering & Processing[88] | number | N/A | N/A | 10 | 15 | 8 |
| Tier 2 process safety events by business activity: Gathering & Processing[89] | number | N/A | N/A | 24 | 24 | 28 |
| Tier 1 process safety events by business activity: Transmission & Gulf[88] | number | N/A | N/A | 5 | 7 | 7 |
| Tier 2 process safety events by business activity: Transmission & Gulf[90] | number | N/A | N/A | 7 | 9 | 6 |
| Critical Tier 3 Loss of Primary Containment Ratio[91] | number | N/A | N/A | N/A | N/A | 19.98* |
| Number of Department of Transportation reportable releases as a result of third-party damages | number | 0 | 0 | 2 | 2 | 0 |
| Number of reportable pipeline incidents[92] | number | 9 | 11 | 18 | 17 | 15 |
| Percent of reportable pipeline incidents considered significant[93] | percent | 44% | 64% | 56% | 65% | 73% |
| Miles of natural gas and hazardous liquid pipelines inspected[94] | miles | 2,360.4 | 3,016.7 | 3,199.6 | 4,345.6 | 4,028.0 |
| Percent of natural gas pipelines inspected[95] | percent | 13.2% | 21.2% | 9.4% | 12.9% | 23.0% |
| Percent of hazardous liquid pipelines inspected[96] | percent | 22.2% | 4.6% | 21.3% | 17.3% | 16.0% |

[86] Process Safety Tier 1 Data based on API RP 754 guidance.

[87] Process Safety Tier 2 Data based on API RP 754 guidance. 2022 was the first year reporting this metric for ESG.

[88] Process Safety Tier 1 Data based on API RP 754 guidance. 2022 was the first year reporting this metric for ESG.

[89] Process Safety Tier 2 Data based on API RP 754 guidance. 2022 was the first year reporting this metric for ESG.

[90] Process Safety Tier 2 Data based on API RP 754 guidance. 2022 was the first year reporting this metric for ESG.

[91] Critical Tier 3 Loss of Primary Containment (LOPC) Ratio measures the ratio of Tier 3 LOPC incidents that have been deemed Critical to the total number of Tier 1 and Tier 2 LOPC process safety incidents. Critical Tier 3 events are those which have the potential to become a more severe (Tier 1 or 2) LOPC event.

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

[93] 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.

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

[95] 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.

[96] Hazardous liquid pipeline is defined per U.S. 49 CFR 195 as all parts of a pipeline facility through which a hazardous liquid or $CO_2$ 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.

| METRIC | UNIT | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|
| Employment & Diversity | | | | | | |
| Number of new-hire employees | number | 279 | 471 | 637 | 798 | 935 |
| Percent of new-hires by region: Northeast | percent | N/A | N/A | 11% | 7% | 3% |
| Percent of new-hires by region: South | percent | N/A | N/A | 72% | 43% | 55% |
| Percent of new-hires by region: Midwest | percent | N/A | N/A | 5% | 5% | 14% |
| Percent of new-hires by region: West | percent | N/A | N/A | 12% | 45% | 28% |
| Percent of new-hires by gender: Male | percent | N/A | N/A | 75% | 81% | 82% |
| Percent of new-hires by gender: Female[97] | percent | N/A | N/A | 25% | 19% | 18% |
| Percent of new-hires under 30 years old | percent | N/A | N/A | 30% | 29% | 25% |
| Percent of new-hires between 30–50 years old | percent | N/A | N/A | 59% | 53% | 55% |
| Percent of new-hires over 50 years old | percent | N/A | N/A | 11% | 18% | 20% |
| Percent of employees promoted | percent | N/A | N/A | N/A | 16% | 14% |
| Percent of all job postings filled with internal candidates | percent | N/A | N/A | N/A | 39% | 42% |
| Percent of leadership job postings filled with internal candidates | percent | N/A | N/A | N/A | 92% | 87% |
| Total employee turnover rate | percent | N/A | N/A | N/A | 9.7% | 7.2% |
| Involuntary turnover rate | percent | N/A | N/A | 1.3% | 2.5% | 2.2% |
| Voluntary turnover rate | percent | 4.6% | 6.0% | 7.8% | 7.2% | 5.0% |
| Voluntary turnover rate by region: Northeast | percent | N/A | N/A | 7% | 5% | 3% |
| Voluntary turnover rate by region: South | percent | N/A | N/A | 8% | 8% | 6% |
| Voluntary turnover rate by region: Midwest | percent | N/A | N/A | 6% | 5% | 3% |
| Voluntary turnover rate by region: West | percent | N/A | N/A | 9% | 9% | 5% |
| Voluntary employee turnover rate, by gender: Male | percent | N/A | N/A | 8% | 8% | 5% |
| Voluntary employee turnover rate, by gender: Female | percent | N/A | N/A | 8% | 6% | 6% |
| Voluntary employee turnover rate, by age group: under 30 years old | percent | N/A | N/A | 10% | 12% | 6% |
| Voluntary employee turnover rate, by age group: between 30–50 years old | percent | N/A | N/A | 7% | 6% | 4% |
| Voluntary employee turnover rate, by age group: over 50 years old | percent | N/A | N/A | 9% | 7% | 8% |

[97] The decrease in % of female new hires in 2023 and 2024 was largely due to the acquisitions of operational assets in those years. Employees who join Williams through an acquisitions are considered New Hires and operations roles tend to have higher % of men in these roles.

| METRIC | UNIT | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|
| Number of permanent employees at year end[98] | number | 4,729 | 4,814 | 5,023 | 5,319 | 5,843 |
| Percent Male | percent | 79% | 78% | 78% | 78% | 79% |
| Percent Female | percent | 21% | 22% | 22% | 22% | 21% |
| Percent White | percent | N/A | N/A | N/A | N/A | 82% |
| Percent American Indian or Alaska Native | percent | N/A | N/A | N/A | N/A | 2% |
| Percent Asian | percent | N/A | N/A | N/A | N/A | 3% |
| Percent Black or African American | percent | N/A | N/A | N/A | N/A | 3% |
| Percent Hispanic or Latino | percent | N/A | N/A | N/A | N/A | 7% |
| Percent Middle Eastern or North African | percent | N/A | N/A | N/A | N/A | < 1% |
| Percent Native Hawaiian or Other Pacific Islander | percent | N/A | N/A | N/A | N/A | < 1% |
| Percent Two or More Races | percent | N/A | N/A | N/A | N/A | 2% |
| Number of permanent employees by region | | | | | | |
| Northeast | number | 786 | 759 | 755 | 757 | 743 |
| South | number | 3,089 | 3,204 | 3,403 | 3,464 | 3,706 |
| Midwest | number | 254 | 258 | 261 | 272 | 358 |
| West | number | 599 | 592 | 604 | 826 | 1,036 |
| Number of full-time employees by gender | | | | | | |
| Male | number | 3,747 | 3,757 | 3,905 | 4,150 | 4,605 |
| Female | number | 958 | 1,024 | 1,083 | 1,133 | 1,205 |
| Number of part-time employees by gender | | | | | | |
| Male | number | 0 | 3 | 5 | 4 | 5 |
| Female | number | 22 | 19 | 22 | 23 | 21 |
| Percent of employees under 30 years old | percent | 10% | 9% | 10% | 11% | 11% |
| Percent of employees between 30–50 years old | percent | 60% | 60% | 59% | 59% | 59% |
| Percent of employees over 50 years old | percent | 30% | 31% | 30% | 31% | 30% |

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

| METRIC | UNIT | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|
| Percent of business (or office) roles, by gender: Male[99] | percent | 66% | 65% | 65% | 65% | 65% |
| Percent of business (or office) roles, by gender: Female[99] | percent | 34% | 35% | 35% | 35% | 35% |
| Percent of business (or office) roles, by ethnicity[99] | | | | | | |
| White | percent | 79% | 78% | 77% | 76% | 76% |
| American Indian or Alaska Native | percent | N/A | N/A | N/A | N/A | 3% |
| Asian | percent | N/A | N/A | N/A | N/A | 5% |
| Black or African American | percent | N/A | N/A | N/A | N/A | 5% |
| Hispanic or Latino | percent | N/A | N/A | N/A | N/A | 8% |
| Middle Eastern or North African | percent | N/A | N/A | N/A | N/A | < 1% |
| Native Hawaiian or Other Pacific Islander | percent | N/A | N/A | N/A | N/A | < 1% |
| Two or More Races | percent | N/A | N/A | N/A | N/A | 2% |
| Percent of field based roles, by gender: Male[100] | percent | 98% | 98% | 98% | 98% | 98% |
| Percent of field based roles, by gender: Female[100] | percent | 2% | 2% | 2% | 2% | 2% |
| Percent of field based roles, by ethnicity[100] | | | | | | |
| White | percent | N/A | N/A | N/A | N/A | 90% |
| American Indian or Alaska Native | percent | N/A | N/A | N/A | N/A | 1% |
| Asian | percent | N/A | N/A | N/A | N/A | < 1% |
| Black or African American | percent | N/A | N/A | N/A | N/A | 2% |
| Hispanic or Latino | percent | N/A | N/A | N/A | N/A | 6% |
| Middle Eastern or North African | percent | N/A | N/A | N/A | N/A | 0% |
| Native Hawaiian or Other Pacific Islander | percent | N/A | N/A | N/A | N/A | < 1% |
| Two or More Races | percent | N/A | N/A | N/A | N/A | 1% |

[99] Business (or office) based roles are defined as non-technical professional or support functions. Examples include Financial Analyst, Engineer, Compensation Analyst, Measurement Analyst, etc.

[100] Field based roles are defined a technical roles directly supporting field operations activities. Roles include, but not limited to, Operations Technician, Asset Integrity Specialist, and Coordinator of Maintenance.

| METRIC | UNIT | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|
| Percent of all management positions, by gender: Male | percent | N/A | N/A | N/A | 79% | 79% |
| Percent of all management positions, by gender: Female | percent | N/A | N/A | N/A | 21% | 21% |
| Percent of all management positions, by ethnicity | | | | | | |
| White | percent | N/A | N/A | N/A | 85% | 84% |
| American Indian or Alaska Native | percent | N/A | N/A | N/A | N/A | 2% |
| Asian | percent | N/A | N/A | N/A | N/A | 3% |
| Black or African American | percent | N/A | N/A | N/A | N/A | 3% |
| Hispanic or Latino | percent | N/A | N/A | N/A | N/A | 5% |
| Middle Eastern or North African | percent | N/A | N/A | N/A | N/A | < 1% |
| Native Hawaiian or Other Pacific Islander | percent | N/A | N/A | N/A | N/A | < 1% |
| Two or More Races | percent | N/A | N/A | N/A | N/A | 1% |
| Percent of front line management roles, by gender: Male[101] | percent | N/A | N/A | N/A | 81% | 80% |
| Percent of front line management roles, by gender: Female[101] | percent | N/A | N/A | N/A | 19% | 20% |
| Percent of front line management roles, by ethnicity[101] | | | | | | |
| White | percent | N/A | N/A | N/A | N/A | 85% |
| American Indian or Alaska Native | percent | N/A | N/A | N/A | N/A | 2% |
| Asian | percent | N/A | N/A | N/A | N/A | 3% |
| Black or African American | percent | N/A | N/A | N/A | N/A | 3% |
| Hispanic or Latino | percent | N/A | N/A | N/A | N/A | 5% |
| Middle Eastern or North African | percent | N/A | N/A | N/A | N/A | 0% |
| Native Hawaiian or Other Pacific Islander | percent | N/A | N/A | N/A | N/A | < 1% |
| Two or More Races | percent | N/A | N/A | N/A | N/A | 1% |
| Percent of middle management roles, by gender: Male[102] | percent | N/A | N/A | N/A | 72% | 71% |
| Percent of middle management roles, by gender: Female[102] | percent | N/A | N/A | N/A | 28% | 29% |
| Percent of middle management roles, by ethnicity[102] | | | | | | |
| White | percent | N/A | N/A | N/A | 84% | 82% |
| American Indian or Alaska Native | percent | N/A | N/A | N/A | N/A | 2% |

[101] Front line management roles reflect positions at the Supervisor or Manager level.

[102] Middle management roles reflect positions at the Director level.

| METRIC | UNIT | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|
| Asian | percent | N/A | N/A | N/A | N/A | 5% |
| Black or African American | percent | N/A | N/A | N/A | N/A | 2% |
| Hispanic or Latino | percent | N/A | N/A | N/A | N/A | 6% |
| Middle Eastern or North African | percent | N/A | N/A | N/A | N/A | 1% |
| Native Hawaiian or Other Pacific Islander | percent | N/A | N/A | N/A | N/A | 0% |
| Two or More Races | percent | N/A | N/A | N/A | N/A | 1% |
| Percent of senior management roles, by gender: Male[103] | percent | N/A | N/A | N/A | 70% | 72% |
| Percent of senior management roles, by gender: Female[103] | percent | N/A | N/A | N/A | 30% | 28% |
| Percent of senior management roles, by ethnicity[103] | | | | | | |
| White | percent | N/A | N/A | N/A | 86% | 85% |
| American Indian or Alaska Native | percent | N/A | N/A | N/A | N/A | 2% |
| Asian | percent | N/A | N/A | N/A | N/A | 0% |
| Black or African American | percent | N/A | N/A | N/A | N/A | 7% |
| Hispanic or Latino | percent | N/A | N/A | N/A | N/A | 4% |
| Middle Eastern or North African | percent | N/A | N/A | N/A | N/A | 2% |
| Native Hawaiian or Other Pacific Islander | percent | N/A | N/A | N/A | N/A | 0% |
| Two or More Races | percent | N/A | N/A | N/A | N/A | 0% |
| Percent of revenue-generating management positions held by women | percent | N/A | N/A | N/A | 13% | 13% |
| Percent of STEM related positions held by women | percent | N/A | N/A | N/A | 28% | 28% |
| Percent of employees under collective bargaining agreements at year end | percent | 0% | 0% | 0% | 0% | 0% |
| Corporate and technical training hours completed by employees | thousands of hours | 174 | 232 | 181 | 201 | 299 |
| Corporate and technical training hours completed per employee | hours | 37 | 48 | 37 | 38 | 53 |
| Corporate and technical training hours completed per employee, by gender: Female | hours | N/A | N/A | 14 | 10 | 14 |
| Corporate and technical training hours completed per employee, by gender: Male[104] | hours | N/A | N/A | 43 | 45 | 63 |

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

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

| METRIC | UNIT | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|
| Corporate and technical training hours completed per employee, by employee category: part-time | hours | N/A | N/A | 10 | 13 | 38 |
| Corporate and technical training hours completed per employee, by employee category: full-time | hours | N/A | N/A | 37 | 38 | 53 |
| Corporate and technical training expenditures | million USD | $1.69 | $2.14 | $3.13 | $3.28 | $3.18 |
| Average amount spent per FTE on training and development | dollars (USD) | $360 | $445 | $638 | $622 | $563 |
| Percent of employees who received a performance review[105] | percent | 100% | 100% | 100% | 100% | 100% |
| Total number of employees who took parental leave, by gender: Female[106] | number | N/A | N/A | 35 | 35 | 9 |
| Total number of employees who took parental leave, by gender: Male[106] | number | N/A | N/A | 150 | 217 | 248 |
| Total number of employees that returned to work after parental leave ended, by gender: Female | number | N/A | N/A | 34 | 34 | 9 |
| Total number of employees that returned to work after parental leave ended, by gender: Male | number | N/A | N/A | 147 | 215 | 248 |
| Return-to-work rate for employees that took paid parental leave | percent | N/A | N/A | 98% | 99% | 100% |
| Retention rate (still employed 12 months after leave) of employees who took parental leave, by gender: Female[107] | percent | N/A | N/A | 83% | 94% | 91% |
| Retention rate (still employed 12 months after leave) of employees who took parental leave, by gender: Male[107] | percent | N/A | N/A | 91% | 96% | 93% |
| **Governance Metrics** | | | | | | |
| Spending on taxes (total)[108] | million USD | $266 | $267 | $334 | $382 | $448 |
| Percent votes for the company's executive compensation program[109] | percent | 77% | 94% | 96% | 96% | 96% |
| Percent of employees that completed compliance and ethics training | percent | 100% | 100% | 100% | 100% | 100% |

[105] 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.

[106] Includes employees that initiated paid parental leave in 2024 — even if they have not yet returned from leave.

[107] Includes employees who initiated parental leave in 2023 and were still employed 12-months later.

[108] Includes Social Security, Medicare, state franchise, property, state income, foreign income, federal income and state/federal/foreign transaction taxes. Property tax numbers reflect assets owned and operated by Williams and does not reflect JV ownership interest. Property taxes for 2024 calculated based on taxes paid in calendar year. Federal transaction taxes: The Federal portion is primarily Federal Excise Tax and Federal PERC Fees. State transaction taxes: The State portion is primarily Sales/Use, OH CAT Tax, TX Utility Tax and WV Motor Fuel Tax.

[109] 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 2024 Sustainability Report, it includes the results from the 2024 annual meeting of stockholders) not the most recent annual meeting of stockholders.

| METRIC | UNIT | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|
| Number of inquiries received through ethics reporting channels | number | 186 | 164 | 172 | 162 | 198 |
| Number of inquiries received through ethics reporting channels by Code of Business Conduct, by category | | | | | | |
| Work environment | number | 92 | 91 | 121 | 107 | 160 |
| Health, safety and the environment | number | 62 | 41 | 22 | 25 | 13 |
| Conflicts of interest | number | 15 | 8 | 8 | 12 | 16 |
| Protecting company assets | number | 17 | 24 | 21 | 18 | 9 |
| Number of inquiries received through ethics reporting channels by reporting channel[110] | | | | | | |
| Human resources | number | 55 | 55 | 72 | 53 | 43 |
| Action line | number | 15 | 17 | 14 | 31 | 39 |
| Management | number | 74 | 50 | 46 | 48 | 80 |
| Business ethics resources center | number | 4 | 1 | 4 | 10 | 9 |
| Other reporting channels | number | 38 | 41 | 36 | 20 | 27 |
| Percent of board members between 30–50 years old[111] | percent | 8% | 8% | 8% | 0% | 0% |
| Percent of board members over 50 years old[111] | percent | 92% | 92% | 92% | 100% | 100% |
| Percent of female board members[111] | percent | 25% | 25% | 25% | 25% | 25% |
| Percent of board members, by ethnicity[111] | | | | | | |
| White | percent | 92% | 100% | 92% | 92% | 92% |
| Black or African American | percent | 8% | 0% | 8% | 8% | 8% |
| Percent of employees that completed cybersecurity training | percent | 100% | 99% | 97% | 98% | 100% |
| Monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations | dollars (USD) | $209,002 | $41,050 | $0 | $33,300 | $176,400 |
| Legal and regulatory fines and settlements associated with violations of bribery, corruption or anti-competitive standards | dollars (USD) | $0 | $0 | $0 | $0 | $0 |

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

[111] Information as of July 1, 2025. The board is comprised of 12 directors including CEO and President Chad Zamarin. Ages are based on the director responses to the Company's D&O Questionnaire which is completed annually by directors. Director Stacey Doré turned 51 in July of 2023 and, as she is our youngest director, we have no directors aged 50 or less. For ethnicity, other EEO-1 categories are not currently represented on the board and thus are not shown in the breakout.