Williams®

WE MAKE CLEAN ENERGY HAPPEN®

Sustainability Report 2024

EXPERIENCE POWERS US

CONTENTS

Justin C., Operations Supervisor at the Pine Needle Facility in North Carolina.

GLOSSARY OF KEY TERMS

AI
Artificial intelligence

AIP
Annual Incentive Program

API
American Petroleum Institute

Bcf
Billion cubic feet

BERC
Williams Business Ethics Resource Center

CCD
Corrosion Control Documentation

CCS
Carbon capture and sequestration

CEO
Chief Executive Officer

CIV
Customer Impacted Volume

COO
Chief Operating Officer

CO_2
Carbon dioxide

CO_2e
Carbon dioxide equivalent

CSD
Corporate Strategic Development

DaaS™
Decarbonization-as-a-Service

DJ
Denver-Julesberg

DOE
U.S. Department of Energy

EAM
Enterprise Asset Management

EAP
Environmental Assessment Program

ECA
Engineering Critical Assessment

EHS
Environmental, health and safety

EMD
Electric motor drive

EPA
Environmental Protection Agency

ERG
Employee Resource Group

ERP
Emissions Reduction Program

ESG
Environmental, social and governance

FERC
Federal Energy Regulatory Commission

GHG
Greenhouse gas

GIS
Geographic information system

HDD
Horizontal directional drilling

HP-HR
Horsepower hours

ICS
Incident Command System

ILI
In-line inspection

IMP
Integrity Management Plan

INGAA
Interstate Natural Gas Association of America

ISO
International Organization for Standardization

LDAR
Leak detection and repair

LNG
Liquefied natural gas

LOPC
Loss of primary containment

Mbbls/d
Thousand barrels per day

MDth/d
Thousand dekatherms per day

MMBtu
Million British thermal units

MMcf/d
Million cubic feet per day

MT
Metric tons

MW
Megawatt

NEPA
National Environmental Policy Act

NGL
Natural gas liquid

NGO
Non-governmental organization

NO_x
Nitrogen oxides

NPC
National Petroleum Council

OGMP 2.0
Oil & Gas Methane Partnership 2.0

PHMSA
Pipeline and Hazardous Materials Safety Administration

QMRV
Quantification, monitoring, reporting and verification

RECs
Renewable energy credits

RNG
Renewable natural gas

RP
Recommended Practice

SBTi
Science Based Targets Initiative

SDGs
Sustainable Development Goals

SEC
U.S. Securities and Exchange Commission

SRA
Strategic Risk Assessment

STEM
Science, technology, engineering and math

TCFD
Task Force on Climate-related Financial Disclosures

TSA
Transportation Security Administration

UAS
Unmanned aircraft systems

UNEP
United Nations Environment Programme

U.S.
United States

WIMS
Williams Integrated Management System

COMPANY OVERVIEW

Williams makes clean energy happen by safely and reliably operating the vital infrastructure that supports a lower carbon future. With our best-in-class focus on sustainable practices, we remain committed to growing our extensive natural gas asset network to serve the needs of people now and for generations to come.

IN THIS SECTION

Willow Creek Gas Plant in Colorado.

EXECUTIVE CHAIRMAN & CEO LETTER

GRI 2-22

As demand for affordable, reliable and clean energy accelerates, Williams is leading the way with innovative, problem-solving solutions.

At Williams, we understand the critical role that natural gas must play to enable a lower carbon energy future that doesn't sacrifice energy reliability or energy affordability. As demand for energy and electricity grows, natural gas power generation is increasingly providing our nation's reliable base load power, while also serving as the primary partner for renewable energy by ensuring stability of the United States' (U.S.) electricity grid as intermittent power from wind and solar fluctuate throughout the day. In addition, U.S. natural gas and liquified natural gas (LNG) exports are the most powerful tools for reducing greenhouse gas emissions and improving air quality both domestically and internationally by replacing coal and other carbon intensive fuels worldwide.

With so much need and opportunity on the horizon for natural gas, Williams remains steadfast and focused on applying pragmatic solutions to further decarbonize the natural gas value chain, while at the same time exploring and advancing the next generation of energy technologies and energy infrastructure solutions.

Solutions for Today's Growing Energy Demand

Williams continues to deliver advancements that meet growing energy demand and achieve industry-leading emissions reductions. We are modernizing our infrastructure with advanced technologies that include low emissions turbines and high-efficiency electric-drive compression together with satellites, sensors and artificial intelligence (AI) to track and reduce our emissions profile. We are advancing our solar power program, including the construction of a utility scale solar facility in Lakeland, Florida, where we are repurposing a decommissioned phosphate mine from our legacy real estate holdings. We are also advancing carbon capture and storage projects that will further decarbonize the natural gas value chain.

Alan Armstrong, Williams Executive Chairman.

With the proliferation of data centers across our footprint and their incredible need for energy, we have established a Power Innovation team that is focused on delivering clean and reliable energy solutions for hyperscalers. Leveraging our extensive pipeline infrastructure, gas supply and project management expertise, Williams is well-positioned to provide clean, affordable and reliable power generation with speed to market, to ensure that our nation wins the race for the advancement of AI technology.

Additionally, our New Energy Ventures group continues to develop projects to advance the next generation of low-carbon energy technologies such as independently verified and certified NextGen Gas, carbon capture and sequestration, and solar and battery storage.

Operating Critical Infrastructure Safely & Responsibly

Williams' critical infrastructure spans across the country, moving approximately one-third of the nation's natural gas. Every day, we transport and deliver the natural gas that is essential for power generation, home heating and cooking, industrial and agricultural uses, and LNG exports to our friends and allies around the world.

In all that we do, the safety and well-being of our employees, contractors and communities is our top priority. We uphold the highest standards of integrity for our assets to maintain a safe and secure operating environment and our approach to safety is built on rigorous standards for governance, culture and continuous improvement. We're committed to achieving zero safety incidents and maintaining a safety culture that drives top-tier performance through individual ownership, operational discipline, shared learning and prompt action.

Empowering Employees, Strengthening Communities

For 117 years, we've built a reputation as a responsible, dependable company that prioritizes doing what's right for our people and for the communities in which we operate.

We prioritize hiring and developing top talent, fostering career growth and cultivating a workplace culture where employees feel motivated to perform at their best every day. We encourage employees to connect and collaborate with their colleagues and give back to their communities.

In 2024, employees volunteered more than 32,000 hours, including 77 organizations in 15 states during our annual Volunteer Week, and Williams invested nearly $14 million in corporate stewardship and in-kind giving across our operating footprint.

Committed to Doing Business the Right Way

As energy needs evolve, we remain committed to operating sustainably with strong governance, industry-leading environmental performance and ever-increasing transparency. This commitment was recently recognized by the Dow Jones Best-in-Class Index and S&P Global's Corporate Sustainability Assessment. Williams also achieved an 'A–' score on the 2024 CDP Climate Change Questionnaire.

In early 2024, we announced a new climate target to further lower our CO_2e emissions intensity by 30% by 2028, compared to a 2018 baseline. We are also committed to reducing fugitive methane emissions and aligning our efforts with the Oil & Gas Methane Partnership 2.0 (OGMP 2.0) objectives.

Additionally, we are leading public policy outreach through events like our Clean Energy Expo, where we hosted policy leaders and energy experts to explore and advance clean energy technologies. The Expo highlighted the importance of expanding our nation's critical natural gas infrastructure to deliver clean, reliable and affordable energy and emphasized the need for permitting reform, as challenges to building energy infrastructure in the U.S. poses the greatest risk to achieving decarbonization, energy affordability and energy reliability. We also showcased key technology advancements and partnerships for decarbonization solutions and included panels on the importance of U.S. energy leadership for energy security and independence.

Chad Zamarin, Williams President and Chief Executive Officer.

As the demand for clean, affordable and reliable energy continues to rise, Williams is uniquely positioned to solve the many complex energy challenges and opportunities that we face. We are committed to a long-term and sustainable strategy, driven by a talented team and culture focused on innovation, collaboration and always doing things the right way. With this commitment in mind, we are squarely focused on ensuring that we deliver energy solutions that support opportunity and prosperity today and for generations to come.

ALAN ARMSTRONG
Williams Executive Chairman

CHAD ZAMARIN
Williams President and Chief Executive Officer

On July 1, 2025, Alan Armstrong became Executive Chairman of the Williams Board of Directors and Chad Zamarin succeeded him as President and Chief Executive Officer.

ABOUT WILLIAMS

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

As global demand for dependable, affordable and lower-carbon energy rises, The Williams Companies, Inc. (Williams) (NYSE: WMB) remains committed to providing top-tier energy transport, storage and delivery solutions that reliably fuel the clean energy economy and drive long-term innovations that support a sustainable energy future.

Headquartered in Tulsa, Oklahoma, Williams is an industry-leading, publicly traded Fortune 500 company with more than 5,800 employees across the U.S.[1] Our operations, focused on natural gas, encompass much of the natural gas value chain, including gathering, processing, interstate transportation, storage, wholesale marketing and trading of natural gas and natural gas liquids (NGLs). With major positions in 12 top U.S. supply basins, Williams connects the best gas supplies with some of the largest centers of demand for clean, reliable and affordable energy.

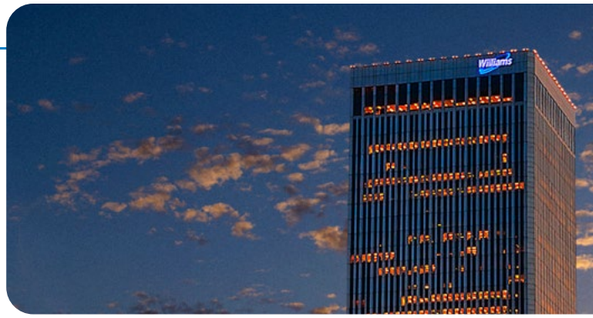
Williams owns and operates more than 33,000 miles of pipelines nationwide — including Transco, the nation's largest volume pipeline — and handles approximately one-third of the natural gas in the U.S. Our assets span 24 states in the Gulf Coast, Rockies, Pacific Northwest and Eastern Seaboard regions.

[1] Employee headcount as of July 1, 2024. This data excludes third-party workers.

Our Assets & Services

Each day, we deliver products vital for generating power, heating homes, cooking food and supporting industrial and agricultural activities. With strategically positioned storage assets and bi-directional flow capabilities in parts of our pipeline system, we can reliably supply natural gas as contracted, including during high and dynamic demand periods. We own an interest in and operate 34 natural gas processing facilities and nine NGL fractionation facilities, as well as approximately 417 billion cubic feet (Bcf) of natural gas storage capacity and 25 million barrels of NGL storage capacity. Our natural gas and NGL transmission and gathering and processing services support customers that include utilities, producers, industrial consumers and LNG export terminals. We also deliver gas and provide storage services to LNG export facilities, which helps drive the global shift toward cleaner energy in international markets that would otherwise use higher emitting fuels or not have access to energy.

In addition to Williams' natural gas assets, Williams owns and operates four deepwater crude oil pipelines and owns and operates production platforms serving the deepwater in the Gulf.



Williams Headquarters in Tulsa, Oklahoma.

Williams' offshore floating production platforms provide centralized services to deepwater producers such as compression, separation, production handling, water removal and pipeline landings.

Sequent, our gas and NGL marketing business, has a gas marketing footprint of over 7 Bcf/d and NGL marketing sales volume of 177 thousand barrels per day (Mbbls/d). Additionally, we operate natural gas and condensate production assets in the Wamsutter basin in Wyoming. For a complete list of our assets and activities, please see our 2024 Form 10-K, Part 1 Item 1. Business.

Growing Through Strategic Investments

We continue to create value for our stakeholders by growing in scale and geographic reach through strategic transactions.

In January 2024, Williams closed on the acquisition of natural gas storage facilities and pipelines from an affiliate of Hartree Partners LP, located in Louisiana and Mississippi. This strategic acquisition expands our natural gas storage capacity in the Gulf Coast region by approximately 118 Bcf and also adds approximately 230 miles of transmission pipeline. This positions Williams as the largest holder of natural gas storage in proximity to LNG demand in the U.S.

In addition, on January 1, 2024, Williams became the operator of Blue Racer Midstream, a gathering system in southeastern Ohio and the panhandle of West Virginia that primarily handles gas from Utica Shale and the southwestern portion of Marcellus Shale. This operatorship enables us to realize greater operational synergies across our business.

On August 1, 2024, we closed on the acquisition of the remaining 40 percent interest in Discovery Producer Services, LLC (Discovery). This acquisition gave Williams 100 percent ownership in the 594-mile offshore natural gas gathering and transportation system along the Gulf Coast, a 600 million cubic feet per day (MMcf/d) cryogenic natural gas processing plant and a 35 Mbbls/d NGL fractionator plant in Louisiana, along with certain other assets.

On November 1, 2024, we also closed on the acquisition of Crowheart Energy, LLC, resulting in a more than 90 percent ownership interest in natural gas and condensate producing properties in the Wamsutter basin in Wyoming, spanning 1.2 million acres. Prior to this acquisition, we held a 75 percent undivided interest in each well's working interest.

On January 31, 2025, we enhanced our asset base in the Denver-Julesburg (DJ) Basin by acquiring Rimrock Energy Partners' gathering and processing system. This acquisition bolsters our footprint in Colorado by enabling us to connect incremental natural gas processing capacity with Williams' constrained assets and increase utilization and optimization across the value chain and enhance synergies.

Additionally, in March 2025, we announced an investment to build two onsite power generation facilities powered by natural gas and associated pipeline infrastructure. With a committed generation capacity of 400 megawatts (MW), these advanced power generation facilities are designed with high-efficiency natural gas turbine and engine technology, along with best-in-class emission controls technology. The project will provide clean, reliable off-grid electricity that will not impact local utility customers.

As Williams continues with its integration activities, our priority is understanding current operational and environmental, health and safety (EHS) practices and establishing an integrated management strategy that magnifies strengths in safety, operational efficiency, customer service and environmental stewardship. Williams will begin reporting sustainability management practices and data from Crowheart Energy, LLC in next year's Sustainability Report, the remainder of acquired and operated assets from 2024 are included in this report.

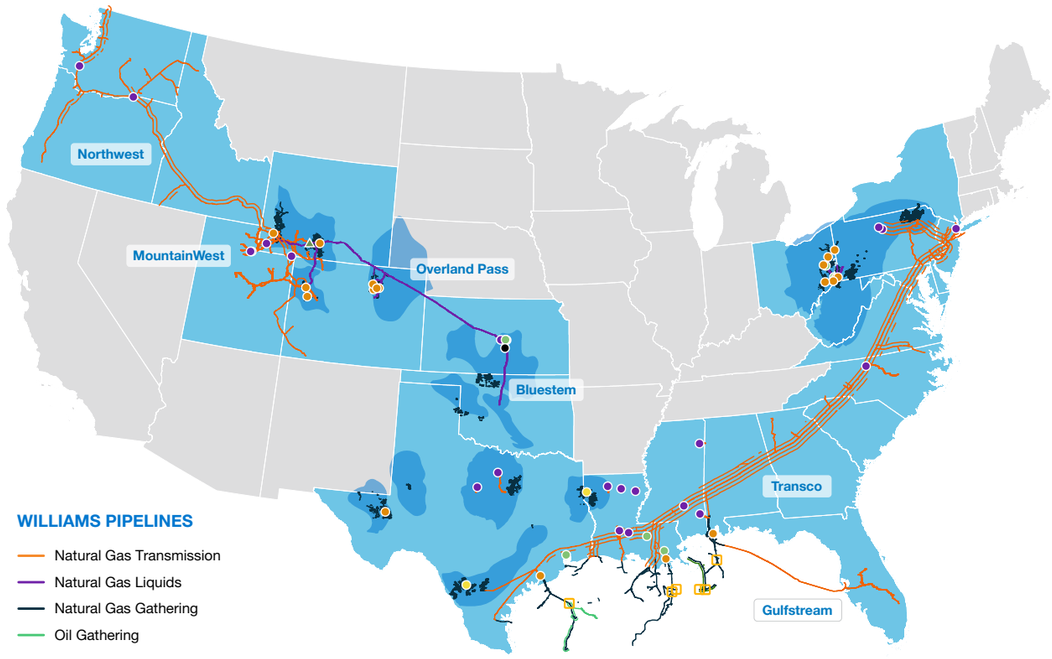
Innovation & Excellence

With increasing electricity demand and the growing need for LNG exports, the need for reliable, affordable and abundant energy has never been greater. Our access to essential natural gas supply markets and strong business relationships with U.S. customers and LNG exporters enables us to support the ongoing transition from higher-emitting fuels such as coal, heating oil and biomass, domestically and abroad. By responsibly transporting natural gas, certified low-emission NextGen Gas and investing in solar power and emerging energy solutions like carbon capture and sequestration (CCS), we are positioned to contribute to a cleaner economy now and in the future. We also acknowledge the need to scale emissions reduction technology across the industry and are working to accelerate the deployment of CCS through innovation and policy engagement.

For 117 years, Williams' legacy of innovation, determination and excellence has remained the foundation of our success. We owe much of our achievements to our dedicated and innovative employees, who are essential in providing safe, reliable products and services to fuel the clean energy economy.

WILLIAMS' OPERATIONS

Our assets and operations span the U.S., benefiting customers, investors, employees and communities by allowing them to maximize the opportunities offered by North America's vast supply of natural gas and natural gas products.[2]



[2] Includes Rimrock gathering and processing assets in the DJ Basin (acquired on January 31, 2025).

2024 HIGHLIGHTS

ACROSS THE U.S., WILLIAMS WILL BE THERE.

HANDLING

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

OPERATING

>33,000 miles
of pipeline in 24 states

34
natural gas processing facilities

417 Bcf
of natural gas storage capacity

9
NGL fractionation facilities

25 million
barrels of NGL storage capacity

>5,800
employees[3]

[3] The difference between counts of employees by region and full-time /part-time employees vs. employees broken down by gender is due to employees that have elected to not specify or disclose gender. Regional data presented is based on primary work location. Remote employees are counted in the region data based on the Williams locations supported by the employees. Excluding a small number of interns, Williams does not have temporary employees. This data excludes third-party workers. Employee data reflects a head count as of December 31, 2024.

2024 SUSTAINABILITY RATINGS & AWARDS

- Named for the fifth consecutive year to the Dow Jones Best-in-Class™ North America Index.
- Named for the fourth consecutive year to the Dow Jones Best-in-Class™ World Index.
- Scored in the top 5% of the oil and gas storage and transportation industry peer group for the S&P Global Corporate Sustainability Assessment 2025 Sustainability Yearbook.[4]
- 2024 CDP Corporate Questionnaire: Received an 'A–' score, maintaining our 2023 score which exceeds the industry average of 'B' and North American average of 'C'.
- Sustainalytics: Ranked in the top 3% in the Refiners and Pipelines industry.[5]
- MSCI: Upgraded to an 'AA' rating.[6]
- GRESB: Achieved an 'A' rating for our 2024 GRESB Public Disclosure Level for the second consecutive year, which ranks first within our comparison group.[7]
- Listed on America's Most Responsible Companies 2024 by Newsweek, ranking first in the Energy & Utilities industry and in the top 20 companies overall.[8]
- In 2025, three Williams directors were named to the Wall Street Journal's inaugural Top 250 Board Directors listing, which highlights the 250 most influential and effective corporate directors based on their standing on their boards and the performance and prominence of their companies.

PROVIDING CLEAN, AFFORDABLE & RELIABLE ENERGY

- Minimized disruptions to customers by maintaining a Customer Impacted Volume rate of 99.59%.
- Placed approximately half of the Regional Energy Access (REA) Expansion pipeline project in service in the fourth quarter of 2023 and placed the remainder of the project into service in August 2024. The REA Expansion increases Transco's existing capacity by approximately 830,000 dekatherms per day, bringing enhanced energy reliability during the winter months for customers in Pennsylvania, New Jersey and Maryland.
- Expanded our footprint through strategic acquisitions of natural gas storage, processing facilities and pipelines on the Gulf Coast, gas gathering systems in Ohio and West Virginia, production assets in Wyoming and gathering and processing systems in the Denver-Julesberg Basin.[9]

[4] Source: S&P Global. The Sustainability Yearbook — 2025 Rankings.

[5] As of May 2025.

[6] As of May 2025.

MINIMIZING OUR FOOTPRINT

- Replaced 92 Emissions Reduction Program (ERP) units in 2024, reducing emissions and OPEX while also generating a regulated rate of return.
- Held year-over-year absolute carbon emissions flat, even with the inclusion of strategic growth through significant M&A activity in 2024.
- Reduced absolute methane emissions to outperform our Annual Incentive Program (AIP) target of a 5% reduction from the previous year baseline.
- Became the first large-scale U.S. midstream company to join OGMP 2.0, an international methane emissions reporting initiative, and approved a Scope 1 methane intensity target of achieving a 0.0375% methane intensity by 2028 of operated assets.

PROTECTING PEOPLE & STRENGTHENING INFRASTRUCTURE

- In 2024, the Williams Integrity Program inspected a total of 4,028 miles of Liquid and Gas Transmission pipelines.
- Donated $660,704 to directly support 323 first responder organizations throughout our footprint.

BUILDING AN EMPOWERED WORKFORCE

- Administered over 299,000 total hours of employee training.
- Supported 10 Employee Resource Groups (ERGs) with total membership exceeding 1,450 employees, or 26% of our workforce.

STRENGTHENING OUR COMMUNITIES

- Contributed over $13.9 million to 2,151 organizations across 50 states, the District of Columbia and Canada.
- Volunteered at 77 nonprofit organizations in 15 states during Williams Volunteer Week.
- Participated in 607 unique engagements with local community stakeholders.

[7] As of May 2025.

[8] America's Most Responsible Companies 2024 (newsweek.com).

[9] The Rimrock acquisition occurred in early 2025. Source: Williams Investor Relations website.

United Nations Sustainable Development Goals

Although Williams' operations are primarily based in the U.S., we acknowledge our responsibility in supporting global efforts to achieve a more sustainable and prosperous future for the world. By contributing to the United Nations Sustainable Development Goals (SDGs), we align our sustainability efforts with a globally recognized framework and actively participate in the collective progress of these goals. We identified our highest priority goals through a benchmark assessment against the 17 SDGs, down to the target level. The assessment reviewed the SDGs based on key criteria, such as their connection to Williams' material topics, alignment with the company's business strategy and our ability to contribute to high-relevance indicators. For additional information regarding our material topics, see Materiality Assessment.

AFFORDABLE & CLEAN ENERGY

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

Contribution to Relevant Indicators: Williams' infrastructure network and dedicated employees help deliver affordable, safe and reliable natural gas to meet U.S. energy demand. Additionally, Williams plays a vital role in the LNG value chain, promoting global energy access and affordability. We remain committed to positioning ourselves as a long-term contributor to a lower-carbon economy by investing in natural gas, emerging energy markets and renewable energy projects. Additionally, we continue to support a sustainable, clean energy future, commit to reducing GHG emissions from our operations and assist our customers in achieving their emissions reduction goals.

For additional information regarding our contribution to this SDG, see Transition to a Lower-Carbon Economy, Energy Access, Affordability & Reliability and Climate Adaptation & Resilience.

DECENT WORK & ECONOMIC GROWTH

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

Contribution to Relevant Indicators: Our pipeline and asset integrity programs help protect the safety and security of our employees and communities living and working near Williams' natural gas infrastructure. We incorporate workforce, contractor and public safety performance into our core business activities, supported by our Human Rights Policy, and take proactive steps to advance our safety culture.

For additional information regarding our contribution to this SDG, see Pipeline & Asset Integrity, Workforce Safety, Public Safety and Employment Practices.

INDUSTRY INNOVATION & INFRASTRUCTURE

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

Contribution to Relevant Indicators: As one of the largest energy infrastructure companies in the U.S., Williams' products and services enhance quality of life by delivering reliable and affordable energy used to heat buildings and water, generate electricity, cook food and dry clothes. With rising electricity demand from growing economic activity, data centers, electric vehicles and other electrification trends, natural gas-fired power generation serves as a reliable source of base load power, backup for intermittent renewable power generation and overall stability to the U.S. electricity grid. Williams' assets link top natural gas supplies to major demand centers, including LNG export terminals that serve global markets. As we grow our operations, we invest in local economies and communities by creating jobs, generating tax revenue and investing in recreational and educational programs. We also lead industry innovation through our New Energy Ventures group, harnessing opportunities to grow our clean energy business.

For additional information regarding our contribution to this SDG, see Energy Access, Affordability & Reliability and Economic Impacts.

RESPONSIBLE CONSUMPTION & PRODUCTION

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

Contribution to Relevant Indicators: Williams takes a proactive leadership role in our industry and the midstream sector by setting the standard for transparent reporting and engaging with our business partners. For example, in 2024, Williams hosted a Supplier Summit that brought together key suppliers to discuss and align on our sustainability goals and share best practices. The event reinforced our collaborative approach to achieving higher standards across the supply chain. Alongside our voluntary reporting, we co-directed an initiative with the Energy Infrastructure Council to create the first-ever midstream company environmental, social and governance (ESG) reporting template. The template offers midstream energy infrastructure companies essential sustainability metrics to improve transparency and comparability in investor reporting.

For additional information regarding our contribution to this SDG, see Sustainability Governance and Public Safety.

Olivia N., Environmental Specialist at the Pine Needle Facility in North Carolina.

CORPORATE GOVERNANCE

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

Why This Matters to Williams

Achieving long-term business success hinges upon robust corporate governance principles. Our stakeholders expect us to maintain the highest standards of excellence in implementing our strategy and reaching our objectives. Williams prioritizes corporate governance by establishing clear criteria for selecting an effective board, conducting effective shareholder communications, performing robust risk and opportunity analysis and designing executive compensation programs that drive long-term shareholder value.

Our Corporate Governance Guidelines provide a framework for conducting business with integrity, honesty and accountability. The guidelines outline the role, structure and responsibilities of our board. At least annually, the Governance and Sustainability Committee of the board reviews these guidelines and recommends updates, as necessary, to align with the Williams Board of Directors structure, corporate governance best practices and emerging topics.

Board of Directors

Williams' Board of Directors oversees organizational planning, strategy and risk management and addressing key risks and opportunities inherent in our business. The board also creates and approves governance policies and integrates stakeholder feedback.

Our Corporate Governance Guidelines require the board to meet at least four times annually; in 2024, the board held five meetings. As of July 1, 2025, our board includes 12 members who all possess strategic, technical and industry expertise. Board members contribute perspectives from executive, regulatory and nonprofit leadership across the energy industry and beyond. Shareholders elect our directors annually by a majority vote in an uncontested election. All directors are independent apart from our President and Chief Executive Officer Chad Zamarin and our Executive Chairman Alan Armstrong, and our Corporate Governance Guidelines stipulate that independent directors must meet at every regularly scheduled full board meeting without management present. The board's current preferred governance structure is to have an executive chair and a lead independent director.

Harrison Hub Fractionation Plant in Ohio.

Williams' board consists of four standing committees: audit; compensation and management development; environmental, health and safety; and governance and sustainability. In 2024, we amended the Audit Committee Charter to include that this committee will annually review the Delegation of Authority Policy. For more information regarding the responsibilities of our board committees and 2024 changes to committee charters, please see the committee charters on our website.

BOARD OF DIRECTORS[10]

Chad Zamarin
Inside Director

Alan S. Armstrong
Executive Chairman

Stephen W. Bergstrom
Lead Independent Director

Michael A. Creel

Stacey H. Doré

Carri A. Lockhart

Richard E. Muncrief

Peter A. Ragauss

Rose M. Robeson

Scott D. Sheffield

William H. Spence

Jesse J. Tyson

[10] As of July 1, 2025.

The number of public boards that Williams directors may serve on are limited by our Corporate Governance Guidelines. 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 decline in the market value of company securities. These 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 and its committees conduct annual self-evaluations. The Governance and Sustainability Committee assesses each director's individual performance as needed.

To align with our vision for Williams' long-term success, we seek highly qualified board members with a wide variety of backgrounds, perspectives and expertise, along with a strong reputation for leadership, integrity and a commitment to act in the interest of shareholders. We seek to maintain a board with diverse occupational and personal backgrounds that advance the board's skills in a variety of key topics, including sustainability, finance and accounting expertise, human capital management, information technology and cybersecurity. In recognition of our commitment to board excellence, three of Williams' directors were named to the Wall Street Journal's inaugural Top Board Directors listing in 2025, which highlights the 250 most influential and effective corporate directors serving on an S&P 500 board. The ranking is based on directors' standing on their boards and the performance and prominence of their companies.

The required retirement date for a director is the first annual meeting of shareholders following the director's 75th birthday, unless an exception is granted by a board vote. When evaluating board tenure, we seek to balance the benefits of the experience developed through longevity and the fresh insights and perspectives which new directors possess. As of December 31, 2024, our average board member tenure was 6.36 years.

Enterprise Risk Oversight

Williams' risk management processes are modeled after the Committee of Sponsoring Organizations' Enterprise Risk Management framework to increase stakeholder confidence that Williams' board and executive management are aware of and addressing strategic risks. Williams follows a decentralized risk management approach where we implement risk identification and control measures as close as possible to the source. This decentralized approach facilitates prompt and agile responses by front line employees and managers, as risks arise. Our independent internal audit team, which reports directly to the CEO and indirectly to the board Audit Committee, develops annual audit plans that may include examination of risk management activities and processes from across the organization. Our executive leaders, with support from the internal audit team, retain responsibility for establishing and promoting risk compliance culture across the organization.

North DeSoto Compressor Station in Louisiana.

Williams' strategy team leads our annual strategic risk assessment (SRA) process, which was revised and updated in 2024. The basis of the assessment is a survey which is completed by key leaders across the organization to identify and score risks that could affect our strategic objectives. Risks identified in this survey are scored on potential impact and likelihood of occurrence. This structured approach allows Williams to systematically identify and prioritize potential top risks that could influence our long-term strategic direction.

Top risks are assigned a tolerance level and given a tolerance alignment rating. These tolerance levels are reviewed and approved by our executive leadership and shared with the organization to help leaders align risk mitigation efforts with the defined level of tolerance. Identifying top risks and tolerance levels also supports practical risk management discussions at the portfolio level. Williams is continuously working to find the "right" risk reward balance to produce the greatest benefits for our shareholders. Top risks may directly or indirectly align with the ESG topics determined to be material for purposes of our Sustainability Report through our ESG double materiality assessment, including climate-related risks. The results of the SRA are communicated to the board as a part of Williams' annual strategy process.

EXPERIENCE POWERS US

Streamlining Our Strategic Risk Assessment

In 2024, Williams performed an analysis and update for the SRA process. The team, comprised of Audit, Corporate Strategic Development (CSD) and ESG, evaluated the existing risk taxonomy, including risk definitions, and determined a revision was needed to improve clarity and understanding of the taxonomy. The number of risks in the taxonomy was reduced, new definitions were created and a variety of sub-risks were identified for each risk. The addition of sub-risks adds clarity for SRA survey participants to help recollection of risks surrounding Williams' business. Another improvement to the process was the identification of a Williams risk tolerance for all risks within the taxonomy. This has been influential in engaging conversations across the organization about risk and Williams' tolerance for different risks.

Shareholder Relations

Williams prioritizes financial strength, long-term value and a sustainable growth strategy — all designed to maximize long-term shareholder value and return. We communicate openly with shareholders to share insights into our strategy, and we strive to address concerns and align with shareholder expectations and priorities. We seek candid feedback on our corporate strategy and ESG initiatives from both shareholders and non-shareholders.

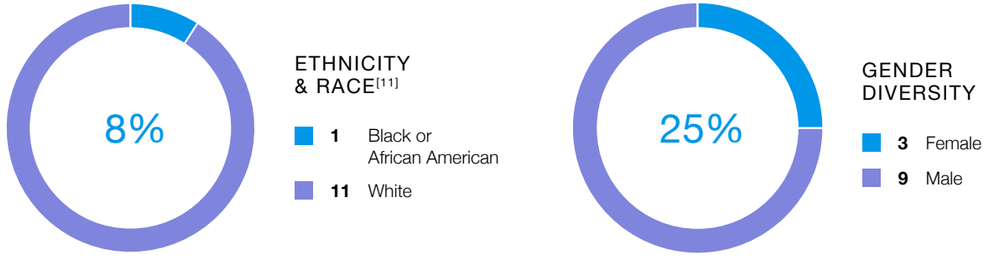
In 2024, members of our executive management team participated in 13 investor conferences, seven non-deal roadshows (NDR), including an ESG-specific NDR, 11 Q&A sessions, 36 conference calls and one Analyst Day in combination with our Clean Energy Expo. Through these shareholder engagement efforts, we connected with institutional shareholders from investment firms representing approximately 50% of Williams' institutional shares outstanding. For more information, see Public Policy & Perception.

During these efforts, discussions covered Williams' strategy, operations, financial performance and ESG initiatives, along with broader energy industry topics and trends. Throughout the year, our investor relations team reinforced these key messages with the financial community through phone calls, video calls and email correspondence. In 2024, the investor relations team facilitated approximately 250 investor calls.

We value investor perspectives and carefully consider their insights when assessing our long-term corporate strategy and associated ESG efforts. For more information, please visit our Investor Relations website.

We remain responsive to shareholder proposals and welcome opportunities to strengthen our management of sustainability topics in response to shareholder concerns. While investor pressure is lessening on specific ESG mandates, certain emission targets and climate goals, that lessening pressure has not changed Williams' belief that it makes good business sense to be a sustainable company and a responsible steward of the environment. Our commitment will continue to be reflected in our sustainability ratings and scores, target setting and incorporating ESG metrics in our compensation. In 2024, we held our second annual ESG-focused non-deal roadshow in New York, where we discussed topics such as our emissions reduction and clean energy efforts, safety culture, talent development and sustainability governance. In alignment with the interests of investors and other stakeholders, we remain steadfast in our climate commitment to align our goals for decarbonization of the natural gas value chain with the continued need for affordable and reliable growth in energy infrastructure.

BOARD COMPOSITION



[11] Data as of July 1, 2025. Williams considers all races and ethnicities in its board selection process, though it does not make any decisions on the basis of race or ethnicity. Other EEO-1 categories are not currently represented on the board and thus are not shown.

Roberson Creek Compressor Station in Wyoming.

SUSTAINABILITY GOVERNANCE

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

Why This Matters to Williams

ESG-related risks and opportunities are closely intertwined with other business risks. Therefore, it is crucial for Williams to maintain clear and effective expectations for managing and overseeing ESG-related matters. Strong sustainability governance empowers Williams' management to proactively address risks and capitalize on opportunities. It also allows us to track our ESG impacts, communicate transparently with stakeholders and accurately measure our ESG performance over time.

Williams exercises a robust governance structure on ESG matters from the full board, through the committees, driven by senior management, stewarded by the Director of ESG and supported by the Sustainability Steering Committee, whose members are a part of Williams' senior management team. Expectations, accountability and expansion of ESG concepts and activities are embedded throughout the organization at all levels and in all functional and operational areas. We have been proactively maturing internal governance structures for rapid, accurate, repeatable and transparent reporting that is essential for decision-making in a cleaner energy future.

Board of Directors Oversight

Shareholders, regulatory agencies and other stakeholders continue to show interest in our management, performance and disclosure of key ESG topics. Each of our board committees, as well as the full board, are responsible for overseeing the sustainability of our business and its impacts on the environment and people. Our board may delegate some oversight of ESG to each of its four standing board committees: Audit; Compensation and Management Development; EHS; and Governance and Sustainability.

Our board committee charters clarify committee responsibilities for overseeing climate change-related risks and opportunities.

Williams' Delegation of Authority Policy requires board approval for large projects and mergers and acquisitions with capital expenditures greater than $300 million. When seeking approval, management presents the board with a deal overview that includes strategic alignment and any identified project risks, which may include ESG risks and impacts.

ESG OVERSIGHT

BOARD OVERSIGHT

- Oversees our board composition, where we consider candidates of diverse backgrounds and experiences
- Oversees the management of top strategic, operational, financial and reporting risks, which may include ESG-related risks
- Oversees integration of ESG into our corporate strategy
- Reviews our annual sustainability report prior to publication

STANDING COMMITTEE ESG-RELATED OVERSIGHT

Audit Committee

- Discusses management policies related to our strategic risk assessment framework and risk management and steps taken to monitor and control exposures, which may include discussion of climate-related risks
- Oversees the numerical integrity of ESG disclosures in Security Exchange Commission (SEC) filings and the sustainability report

Compensation & Management Development Committee

- Oversees and approves the executive compensation philosophy, policies and programs that align the interest of our executives with our shareholders
- Advises on elements of human capital management, including annual reviews of diversity & inclusion efforts, succession planning and talent development encompassing attraction, retention and career development
- Shares oversight with the Environmental, Health and Safety Committee for employee health and development

Environmental, Health & Safety Committee

- Reviews and monitors Williams' environmental, health and safety activities, efforts to create a culture of continuous improvement in our practices and efforts to develop and effectively implement systems, programs and policies as well as ESG-related compensation metrics
- Reviews critical incidents regarding the company's assets or operations and oversees management's monitoring and enforcement of policies to protect the health and safety of employees, contractors, customers, the public and the environment
- Shares oversight with the Compensation and Management Development Committee for employee health and development

Governance & Sustainability Committee

- Oversees ESG policies and strategy, including matters that may arise due to climate change and energy transition, and reviews emerging issues, trends, major legislative and regulatory developments, stakeholder engagement or other public policy matters related to ESG that may affect business operations, material financial performance or Williams' reputation
- Receives progress updates on the development of our sustainability report during regularly scheduled committee meetings

MANAGEMENT OVERSIGHT

- Establishes a process to see that accountability for ESG performance cascades across the organization
- Identifies ESG-related risks and opportunities and creates processes and procedures to mitigate these risks
- Oversees the Williams Integrated Management System (WIMS), which contains operating requirements, project standards and policies to drive integrated ESG practices into our operations; WIMS applies to all employees, contractors, operations, assets, projects and offices

Management Oversight

Williams management keeps sustainability and ESG risks and opportunities front of mind as they make decisions regarding strategy. At a management level, our Director of ESG drives execution and is responsible for engaging with Williams' shareholders to understand ESG expectations and increase the visibility of our performance, including monitoring investor engagement and responding to ESG ratings and rankings organizations. The Director of ESG reports to Williams' Vice President of Investor Relations, ESG and Investment Analysis. Given the close working relationship between the corporate ESG and investor relations functions as well as the importance of ESG to our long-term business viability, the corporate ESG function is ultimately overseen by the Senior Vice President and Chief Financial Officer. In addition, our Sustainability Steering Committee supports the development and implementation of cross-functional sustainability initiatives, eliminating blind spots and coordinating resources helping to create value for shareholders. In 2024, we refreshed our Sustainability Steering Committee charter to represent the current needs of the business, clearly state the expectations of the members so that the ESG program stays responsive to these needs and incorporated recent changes in the regulatory environment.

Our corporate ESG function manages sustainability topics on a day-to-day basis, executing our sustainability strategy by coordinating with internal stakeholders across the organization. In addition to our organizational targets for critical topics such as emissions reduction and workforce safety, our corporate ESG team stays current with sustainability governance best practices, metrics and any potential regulatory reporting requirements while maintaining alignment with voluntary frameworks. As discussed in the 2024 Highlights section, Williams uses the S&P Global Corporate Sustainability Assessment questionnaire, CDP Corporate Questionnaire, MSCI ratings and Sustainalytics ratings to evaluate our sustainability governance practices and benchmark our overall sustainability performance.

Annual Incentive Program

Every Williams employee is offered an annual incentive opportunity. More than 98% of employees, including operating employees and executive leadership officers, participate in the AIP.[12] The AIP aligns compensation with company and stakeholder priorities and motivates our people to meet shared goals. It ties compensation incentives to Williams' financial, safety and environmental performance, with the goal of enhancing teamwork by aligning front-line and executive leadership goals, promoting organizational achievement and recognizing employee contributions.

Williams' 2024 AIP measures business performance through two financial metrics and three ESG metrics. Each ESG metric accounts for 5% of the total AIP, tallying 15% of total performance incentives. In 2024, the targets for these metrics were to reduce 2024 methane emissions by 5% compared to a 2023 average baseline; improve our safety-oriented High Potential Hazard Identification to Incident Ratio; and improve our Critical Tier 3 Loss of Primary Containment (LOPC) Ratio. These targets clearly communicated our focus on reducing environmental, safety and operational risks and align with our Core Values to be "Responsible Stewards" and "Safety Driven." ESG metrics are reviewed and approved by the board's EHS committee. Our 2025 AIP features the same ESG metrics, however the 5% methane emissions reduction target has been updated from an absolute reduction to an intensity-based reduction. For more information on our 2024 AIP, see Our Approach to Safety and Williams' 2025 Proxy Statement.

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

Near Compressor Station 610 in Pennsylvania.

Williams Integrated Management System

WIMS is a comprehensive enterprise-wide management system designed to streamline and integrate all aspects of building, operating and maintaining our assets, including the integration of new assets. It applies a systemic approach to managing operations, including the structures, policies and procedures we use to direct and control our activities. It ensures constant continuous improvement, data-driven decision-making and proactive risk management across the organization, driving a culture of operational excellence and strong business performance.

In 2023, we began a phased enhancement of our WIMS governance process over three years. The objectives are to clearly identify top management roles and responsibilities as defined in American Petroleum Institute (API) Recommended Practice (RP) 1173: Pipeline Safety Management Systems, establish a WIMS committee to uphold governance, redefine the WIMS elements to ensure they meet current and future needs and integrate Operations Leadership at every layer of the organization to stay aligned with strategic objectives and drive continuous improvement. These enhancements aim to strengthen our governance model, improve operational efficiency and support our commitment to sustainability and excellence.

Together, WIMS and Williams' corporate policies integrate ESG stewardship into our everyday operations. They apply to Williams employees, contractors, operating assets, projects and offices. Embodied within Williams' EHS Policy, as well as our Core Values, Williams is committed to the health and safety of our workforce and the protection of our neighbors, the environment and our assets. We uphold this commitment by strictly adhering to WIMS.

Jeff K, Manager of Operations at Compressor Station 145 in North Carolina.

CORPORATE BEHAVIOR & ETHICS

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

Why This Matters to Williams

Upholding the highest standards of integrity and ethics is fundamental to maintaining trusting relationships and serving the best interests of Williams' stakeholders and our business results. We expect our employees, contractors, suppliers and other authorized parties representing our organization to conduct themselves with honesty, integrity and accountability.

Williams' culture of integrity is underpinned by our Core Values — to be Authentic, Safety Driven, Reliable Performers and Responsible Stewards — and codified in our Code of Business Conduct. Williams' success has been and always will be a direct result of our employees' commitment to the highest standards of ethics and compliance. We enhance this culture among our personnel through employee ethics training programs and confidential reporting mechanisms.

CORE VALUES

AUTHENTIC

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

SAFETY DRIVEN

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

RELIABLE PERFORMERS

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

RESPONSIBLE STEWARDS

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

Code of Business Conduct

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

As outlined in the Code, we strictly prohibit any act of corruption, bribery, the making of facilitation payments, fraud, extortion and the giving or receiving of gifts designed to influence the beneficiary's judgment. We require the disclosure and mitigation of conflicts of interest or perceived conflicts of interest. Our board approves and oversees the implementation of our Code.

All employees must complete annual training on the Code. As part of this computer-based training, employees must acknowledge that they have read and understand the Code. In addition, all leaders must complete an annual certification to confirm their understanding of Code expectations.

In 2024, 100% of our employees completed compliance and ethics training courses. Violations of our Code, policies or the law may carry serious consequences for Williams and the individuals involved. Individuals who engage in, direct or facilitate unethical or illegal behavior may be subject to disciplinary action up to and including employment termination. Consistent with our Core Values, our disciplinary process treats each employee with dignity and respect.

In addition, Williams requires business partners to acknowledge our Code of Conduct for Suppliers and Contractors. For more information on our oversight and enforcement of supply chain business conduct and ethics, please see the Supply Chain & Responsible Procurement section.

Tracy M. and Jacqueline V., Accounting Managers at Sequent.

Governance

Williams' Chief Ethics and Compliance Officer leads our ethics and compliance program and oversees our corporate behavior and ethics guidance documents, training and reporting structure. The ethics and compliance team works closely with the legal and government affairs functions to monitor regulatory enforcement, understand legislative and regulatory developments and assist employees in remaining compliant with our Code. As necessary, the team develops internal communications, policy revisions and supplementary trainings to stay informed of legal and regulatory developments. These communications include, but are not limited to, those from the Department of Justice (DOJ), the National Labor Relations Board (NLRB), the Federal Energy Regulatory Commission (FERC) and the Commodity Future Trading Commission (CFTC). The Williams Business Ethics Resource Center (BERC), as part of the ethics and compliance program, serves as an employee resource for corporate behavior and ethics concerns. Additionally, Williams designates a compliance officer focused on FERC regulations, which are highly influential to our business.

The Williams Ethics Advisory Panel, composed of leaders from across the business, provides additional oversight and evaluates the effectiveness of the ethics and compliance program. The group meets regularly to review risks in the ethics and compliance program and uses comparative benchmarking metrics to better align with corporate behavior best practices.

The results of these reviews are communicated to the Governance and Sustainability Committee of the board and the internal audit department reviews the ethics and compliance program periodically.

The Audit Committee of the board maintains procedures for complaints regarding accounting, internal accounting controls or auditing matters. Our Chief Compliance Officer, or their delegate, and the General Counsel report to the Audit Committee of the board regarding complaints involving accounting and auditing concerns and to the Governance and Sustainability Committee of the board regarding all other Code of Business Conduct concerns or calls to our ethics hotline. Williams was not involved in any pending or completed legal actions, fines or settlements in 2024 related to bribery, corruption, allegations of anti-competitive behavior or violations of antitrust/monopoly legislation. Williams has specific policies addressing market manipulation and antitrust and provides regular training to personnel whose activities may involve those associated compliance risks.

Reporting Concerns

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

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

Williams maintains a commitment to promoting and fostering a "speak up" culture and will not tolerate retaliation against anyone who reports a concern in good faith. Our employee relations investigative team, consisting of legal, the BERC and human resources representatives, evaluates all alleged violations of law or company policies to determine the appropriate level of investigation and next steps. When necessary, Williams takes corrective action, up to and including dismissal. In 2024, we evaluated 198 concerns reported through ethics reporting channels. The board receives quarterly updates on these ethics and compliance complaints.

Maintaining a culture of ethics includes ensuring that Williams is a safe and dignified workplace for all employees. We do not tolerate discrimination, harassment or violence of any kind. Williams has established Employee Relations practices and policies to appropriately and impartially investigate complaints of discrimination or harassment. We assess all reported allegations or concerns, manage each with strict confidence and take corrective actions where necessary. We strive to monitor internal workplace trends and conflict areas, explore opportunities for continuous improvement in our policies and identify when increased training is needed for our employees to feel valued, heard and safe. For more information, see Diversity & Inclusion.

Mt. Vernon Compressor Station in Washington.

PROVIDING CLEAN, AFFORDABLE & RELIABLE ENERGY

Williams' vast natural gas gathering, transmission and storage network across the U.S. positions us to deliver affordable and reliable energy that drives the clean energy economy. We consistently seek opportunities to maximize the use of our infrastructure and invest in emerging energy solutions that support a cleaner environment, thriving communities and a sustainable future.

Alicia F., Operations Technician at Willow Creek Gas Plant in Colorado.

IN THIS SECTION

ENERGY ACCESS, AFFORDABILITY & RELIABILITY

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

Why This Matters to Williams

As a company that is responsible for transporting and handling approximately one-third of the natural gas in the U.S., Williams' vast infrastructure system is critical to delivering affordable and reliable energy both domestically and abroad. Around 2.1 billion people worldwide cook using open fires or inefficient stoves.[13]

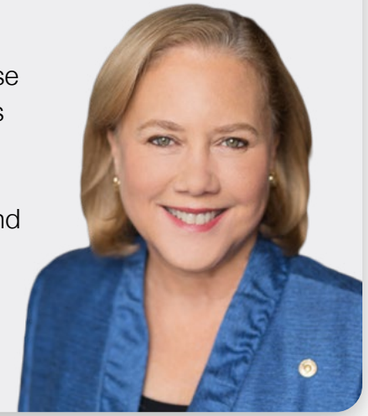
[13] Source: World Health Organization Household Air Pollution Key Facts

Providing access to affordable natural gas and LNG will drive improvements in living standards, help alleviate poverty and promote a higher quality of life. In turn, this stimulates economic growth in less developed economies. Global demand for affordable energy continues to rise at a rapid pace, and the U.S. is positioned to help meet that demand through LNG exports. Williams stands ready to connect affordable domestic gas supply areas to the U.S. LNG export terminals to meet this increasing energy demand.

Michael T. and Joseph S., Operations Technicians at Mount Vernon Compressor Station in Washington.

"The combination of insufficient infrastructure and increasing energy demands from AI could result in skyrocketing energy prices, falling reliability, and reliance on dirtier energy resources. This situation would be the worst-case scenario for families and the environment. Natural gas is the only practical low-carbon source of energy that can sustain our base load needs. Congress must prioritize energy affordability and reliability to keep up with demand and ensure working families don't pay the price."

FORMER SEN. MARY LANDRIEU (D-LA)
Natural Allies Leadership Council Co-Chair



At the same time, advanced economies such as the U.S. show a fast-growing need for reliable, affordable and uninterrupted electricity to support data center expansion and AI-driven technologies. According to the International Energy Agency, U.S. data center electricity consumption is expected to account for approximately 6.7% to 12% of total U.S. electricity demand by 2028.[14] Natural gas is a stable and easily dispatchable energy source that can fuel reliable power generation to support these advanced computing needs. Through our widespread natural gas infrastructure, operational excellence and dependable service, Williams stands as a preferred midstream partner to advance global energy security and affordability, meet domestic demand and reduce carbon emissions.

[14] Source: 2024 United States Data Center Energy Usage Report.

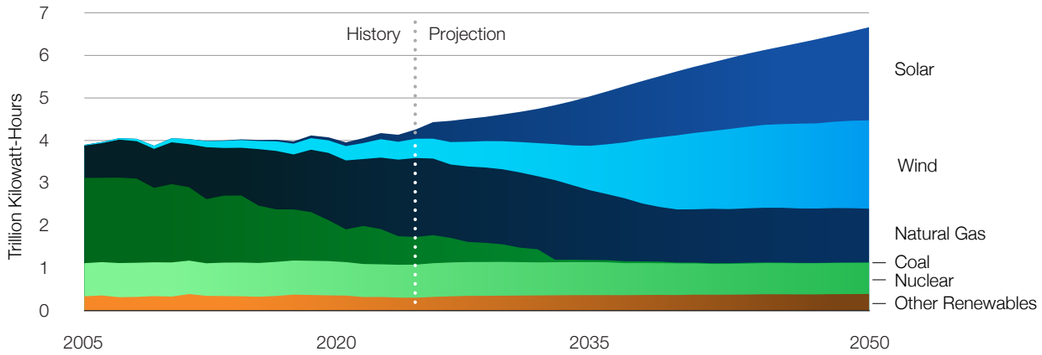
Meeting the Demand for Reliable Energy

As one of the nation's largest interstate pipeline transmission providers, Williams operates infrastructure that enables equitable access to affordable and reliable energy. We believe that continued investment in natural gas infrastructure is essential to meet growing energy demand driven by continued electrification and AI technologies. According to the U.S. Energy Information Administration, natural gas remains one of the top three sources of U.S. electricity generation mix through 2050, even as the share of renewables is projected to grow, as illustrated in the graph. We anticipate the data center boom and international LNG market will drive additional growth in natural gas demand not captured in this graph.

Natural gas will continue to serve as a dependable backup for intermittent renewable power for years to come. Any interruption in wind and solar deployment or limited advancements in extending scaled battery technology will extend the necessity of gas infrastructure.

Williams' infrastructure connects the best supplies of natural gas with the country's largest energy demand centers. By enhancing operational efficiencies and expanding our safe transmission network, we can achieve our business goals while lowering costs, increasing access in underserved regions and alleviating supply constraints for our customers.

2005–2050 U.S. ELECTRICITY GENERATION[15]



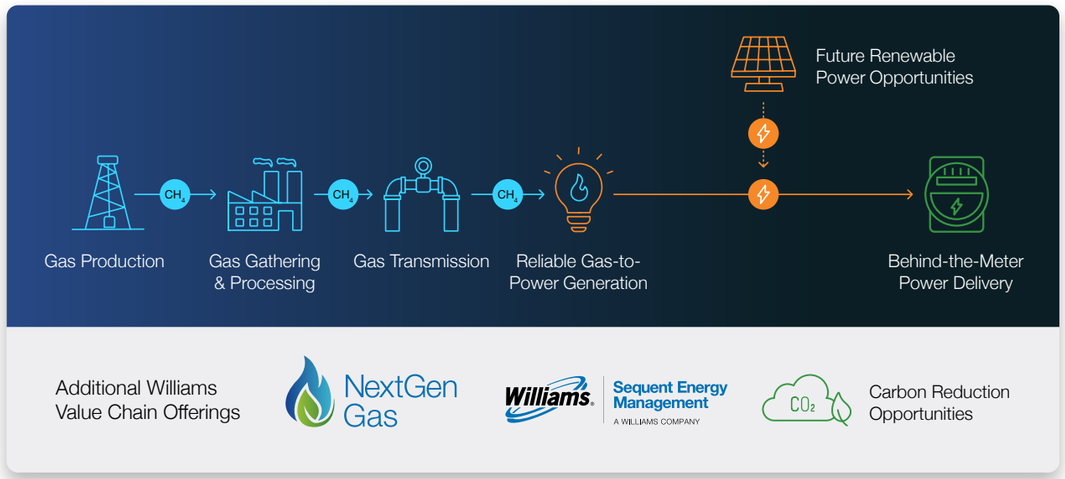
[15] Source: U.S. Energy Information Administration, Annual Energy Outlook 2025. Data in chart excludes generation from Petroleum and Other sources (e.g., hydrogen, batteries, etc.), which are negligible in EIA's 2050 projections based on the 2025 Annual Energy Outlook.

POWER INNOVATION

To meet rapidly growing energy demand, Williams is leading the way in offering complete, turnkey power solutions that deliver quick and cost-effective behind-the-meter power to a variety of customers, such as data centers. These solutions, which can reach the market quicker than a typical grid interconnect, include direct gas supply, advanced power generation facilities with best-in-class emissions reduction technologies that may leverage NextGen Gas certification, emissions netting opportunities and pathways for further decarbonization through CCS and renewable power. Customer-side power solutions help support access to affordable and reliable energy by reducing the burden on general rate payers who would otherwise be allocated incremental costs for utilities to support large load connections. With the added benefit of incorporating NextGen Gas, we also aim to help our customers secure reliable power while supporting their sustainability goals.

In March 2025, Williams announced a first-of-its-kind investment to build two onsite power generation facilities and associated natural gas pipeline infrastructure for a large, investment-grade customer. These advanced power generation facilities, each with a committed power generation capacity of 200 MW, are designed with high-efficiency natural gas turbine and engine technology, along with best-in-class emission controls technology. The project will provide clean, reliable behind-the-meter electricity to our customer, with no impact to local utility customers. These projects will help bolster the local economy, further establishing the metro area as a growing hub for technology and innovation.

BEHIND-THE-METER POWER VALUE CHAIN



Expanding Energy Access Through Stakeholder-Informed Growth

Our current portfolio of natural gas transmission projects is designed to improve energy access, accommodate rising demand and deliver our customers with a reliable gas supply. We carefully assess the most effective ways to design and execute projects that minimize negative environmental and community impacts while enhancing customer service and community well-being. Specifically, we conduct socioeconomic demographic assessments to analyze potential effects on overburdened communities and implement emissions reduction strategies to mitigate environmental impacts. These initiatives strengthen our ability to fulfill our social and environmental commitments while enabling Williams to continue delivering affordable energy to our customers.

In 2024, Williams' stakeholders continued to express interest in various aspects of energy access, affordability and reliability, including inquiries about the purpose and need for expanded natural gas infrastructure. In response, we prioritize educating the public on the drivers of energy demand and prevailing market expectations around energy growth that support improved quality of life and demonstrate the critical role natural gas plays in providing reliable, accessible and affordable energy. We also received feedback emphasizing the importance of engaging with communities near existing natural gas facilities, particularly those that have historically faced environmental justice challenges. As part of our community stakeholder engagement efforts, we refined our approach to environmental justice outreach and implemented targeted actions to improve response times and follow-up measures. For more information regarding our engagement efforts, see Stakeholder Relations, Economic Impacts and Environmental Justice.

"Southern Company Gas is deeply committed to the communities we serve and has continually worked with Williams to help meet the needs of our customers. Critical infrastructure investments, like the proposed Southeast Supply Enhancement project, will improve access to clean, safe, reliable and affordable natural gas for our customers and help meet the growing needs of our communities."

TIM SHERWOOD
Vice President of Gas Supply Operations, Southern Company Gas

EXECUTIVE OVERSIGHT

Williams' executives oversee our strategic initiatives focused on energy access, affordability and reliability. They are responsible for communicating the market need to expand natural gas as an immediate, cleaner energy solution, while also exploring emerging energy technologies. They proactively advocate for the expansion of our services, particularly within our existing operating areas. Our executives also participate in outreach efforts that highlight the positive impacts of natural gas, such as eliminating emissions from coal-fired power generation, boosting local economies and improving living standards.

Expansion Projects

In 2024, we advanced multiple expansion projects seeking to enhance pipeline infrastructure and bring additional volumes of natural gas to areas of growing domestic demand. For example, our proposed Southeast Supply Enhancement project is an expansion of the existing Transco pipeline's capacity that will provide reliable natural gas deliveries to Virginia, the Carolinas, Georgia and Alabama. Once approved by federal and state agencies, the expansion project will add approximately 1,597 thousand dekatherms per day (MDth/d) of pipeline capacity to the Transco system as early as the fourth quarter of 2027. The Southeast Supply Enhancement project is our largest expansion project currently underway, and it will provide enough affordable, reliable natural gas to meet the needs of 9.8 million homes.

We placed six FERC-regulated transmission projects into service during 2024 and announced an additional six projects. In total, we have 13 high-return transmission projects in execution, which will add over 4.20 Bcf/d of capacity to our transmission systems over the next few years. For example, our Dalton Lateral II project is an expansion of our Transco lateral pipeline in Georgia that will support the conversion of an existing power generation facility from coal to natural gas. The expansion is projected to add 460 MMcf/d of pipeline capacity by the end of 2029. Learn more about other expansion projects on our website.

EXPANDING LNG ACCESS

We also continued efforts to expand our connections to LNG infrastructure in 2024, which supports energy accessibility, affordability and reliability around the globe. Currently, we are the largest natural gas storage operator in proximity to LNG demand.[16] Williams is evaluating additional partnership opportunities to connect low-emission natural gas supply basins to LNG export facilities along the Gulf Coast. If successful, we anticipate these partnerships will expand transmission services to domestic producer customers and ultimately ease supply constraints overseas.

[16] Williams 4th Quarter 2024 Earnings Presentation, p. 54.

Service Reliability Performance

Service reliability refers to our ability to maintain the continuous transfer of gas products despite operational disruptions, including disruptions due to necessary maintenance. Williams conducts monthly evaluations across our gathering and transmissions systems to assess operational conditions or maintenance activities that may have affected customer receipts or deliveries. We convert these evaluations into the Customer Impacted Volume (CIV) percentage, where a higher percentage means higher reliability and fewer interruptions. In 2024, we achieved a CIV rate of 99.59%, showcasing the exceptional performance of our operations and maintenance teams in minimizing customer impacts while meeting demand. For more information on how we maintain reliability of our systems, see Pipeline & Asset Integrity.

Compressor Station 505 in New Jersey.

WILLIAMS SERVICE RELIABILITY IN 2023–2024

PRIORITIZED RELIABILITY

Maintained track record of transporting volumes safely and dependably to our customers, delivering nearly 100% of scheduled product on average.

SUSTAINED PERFORMANCE LEVELS

Met or exceeded customer expectations during winter months across our Transmission and Gathering & Processing assets footprint.

Washington LNG Storage Stays Ready for Cold Weather

Williams' Plymouth LNG storage facility in southeast Washington could be compared to a bank account, but instead of cash being socked away for a rainy day, it's natural gas that is stored for peak demand like during winter storms.

Our bi-directional Northwest Pipeline system is the primary provider of natural gas to the population centers of Seattle and Tacoma, Washington; Portland, Oregon; and Boise, Idaho, serving local distribution companies that power homes and businesses, industrial users and power plants.

In a process called peak shaving, natural gas is liquefied and stored in cryogenic tanks until needed. Then it is regasified and moved to where it is needed most via Northwest Pipeline. That ability was critical when an Arctic cold front blasted into the Pacific Northwest in January 2024, leading to record volumes along Northwest Pipeline.

The Plymouth facility remains staffed day and night so that supply is available for any situation, says Tom Clouse, supervisor of operations for Eastern Washington, and our employees work hard to prepare for changing conditions. Clouse says natural gas is also an "always on" back-up fuel for renewable energy, which can be intermittent during winter storms.

"In the winter, we have to be 100% reliable and our equipment must be fully functioning at all times so that businesses and homes have heat during the harshest conditions. We perform a lot of preventive maintenance, testing and calibrations and take a lot of pride in what we do here."

TOM CLOUSE
Manager of Operations, Plymouth District, Eastern Washington Division

TRANSITION TO A LOWER CARBON ECONOMY

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

Why This Matters to Williams

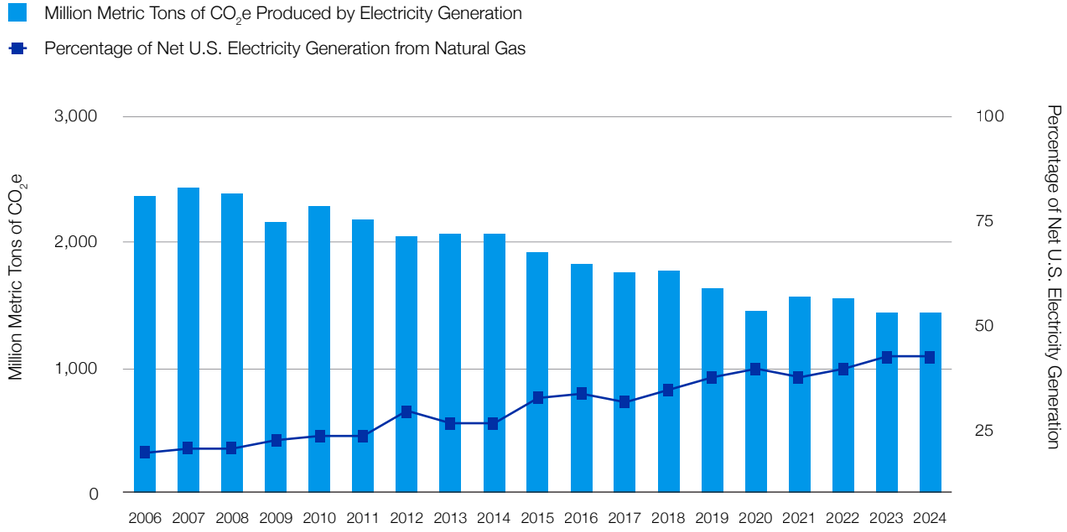
Williams supports the global transition to a lower carbon economy by delivering clean, reliable and affordable natural gas to energy systems around the world, benefiting our environment, economy and communities now and for generations to come. Because natural gas is an abundant, reliable and readily dispatched energy source, it can provide the lower carbon economy with much needed energy security and affordability. These strengths are more important than ever before, as projections for electricity demand continue to grow at an unprecedented rate.

U.S. natural gas and LNG remain important tools for reducing GHG emissions and other air pollution from the energy sector, especially when natural gas replaces coal in domestic power generation and LNG exports replace more carbon intense fuels abroad. This trend in the emissions-reducing power of natural gas is illustrated in the graph titled "U.S. Electric Power Sector: CO_2 Emissions vs. Natural Gas Market Share" where, since 2006, electricity generation from natural gas in the U.S. has increased while overall U.S. electric power sector carbon dioxide (CO_2) emissions, have decreased.[17]

More countries are looking to invest in deep decarbonization technologies and incremental growth of renewables, and they can rely upon natural gas as the backbone of their increasingly lower carbon energy systems. In the U.S. alone, by 2050, renewables (hydropower, solar and wind energy) are projected to account for 70% of domestic electricity generation[18]. This presents an opportunity for Williams to continue supporting grid reliability by bridging the gaps caused by intermittency of renewable electricity generation sources and meet growing demand with its network of natural gas infrastructure.

Williams and our stakeholders all benefit from supporting the world's transition to a lower carbon future, and our business remains instrumental in this transition by continuing to deliver a secure supply of natural gas to our customers. As we drive ongoing emissions reductions in our value chain, the gas we supply will benefit from an increasingly smaller emissions footprint. We also continue to explore opportunities to spur innovation and deploy alternative, lower-carbon technologies, such as certified NextGen Gas, carbon capture and sequestration, and solar and battery storage that enhance our core business.

U.S. ELECTRIC POWER SECTOR: CO_2 EMISSIONS V. NATURAL GAS MARKET SHARE



[17] Source: U.S. Energy Information Administration March 2025 Monthly Energy Review, Table 7.2a Electricity Net Generation Total (All Sectors). Table 11.6 Carbon Dioxide Emissions from Energy Consumption: Electric Power Sector.

[18] Source: U.S. Energy Information Administration, Annual Energy Outlook 2025, Table 8: Electricity Supply, Disposition, Prices, and Emissions; Total Energy Monthly Data — U.S. Energy Information Administration (EIA), Table 7.2a Electricity Net Generation Total (All Sectors).

Our Approach

Williams is contributing to the transition to a lower carbon economy using three main strategies. We are optimizing our operations to reduce emissions or make future reductions more actionable; modernizing and upgrading our assets to reduce emissions, improve reliability and reduce maintenance costs; and innovating solutions to create step changes in our emissions footprint. We are taking practical, immediate actions to lower our GHG emissions by investing in technology that is essential for building a clean energy future that meets the rapidly increasing demand for energy, maintains affordability and spurs a thriving economy.

In 2024, Williams continued our efforts to modernize and decarbonize our systems by replacing 92 compressor packages through our ERP. These upgrades are projected to deliver an average reduction of 91% in methane emissions and 83% in NO_x emissions at these sites. Along with these substantial environmental gains, the ERP also maintains transmission system reliability. In addition, the 100 new facilities in our quantification, monitoring, reporting and verification (QMRV) program provide timely, measurement-informed emissions data that further strengthens our understanding of emissions and natural gas flow, which are tied to meeting customer demand for reliable service. These efforts contribute to a lower carbon economy that will be energy abundant, cleaner, customer-focused, reliable and affordable.

For more details on Williams' progress in achieving our GHG emissions goals, including our emissions reduction programs and our membership in industry partnerships such as the United Nations Environment Programme's (UNEP) OGMP 2.0, see Operational GHG Emissions.

Additionally, our investments in lower carbon gas and alternative energy technologies, outlined in this section, play a crucial role in helping our customers understand and achieve their objectives for reducing carbon emissions in their value chains, including Scope 3 emissions. Through NextGen Gas, we are working to generate market demand for differentiated, lower-carbon natural gas and other products. We are also advocating for transparency and increased rigor in emissions QMRV from industry participants and third-parties.

Ben B., Operations Technician, and Brent L., Maintenance Coordinator, in Louisiana.

Listening to Our Stakeholders

For over 100 years, Williams has been committed to providing value to our long-term shareholders while creating positive impacts for our stakeholders. Our strategy to reliably fuel a lower carbon economy positions us to explore emerging clean energy opportunities so that we can deliver on this commitment for the next 100 years. Shifts in stakeholder priorities and the evolving regulatory landscape continue to inform the scale and pace of Williams' lower carbon strategy. For example, our investors and customers continue to show interest in understanding our progress on reducing operational GHG emissions and investments in scalable, practical and lower carbon technologies. Meanwhile, federal and state regulatory agencies hold a range of priorities, from strengthening U.S. energy affordability and reliability to continuing progress on reducing emissions from the national energy mix. Williams' ESG strategy balances regulatory compliance with capitalizing on immediate opportunities to support the lower carbon economy through these shifting priorities. Our New Energy Ventures group took several actions to pursue sustainable investments to execute this strategy, including the following:

- Placed new, behind-the-meter solar projects and battery storage into service at two Transco compressor stations in early 2025.
- Successfully completed NextGen Gas transactions with 13 different counterparties, totaling 25 transactions and transferring more than 108 cumulative Bcf of emissions-certified gas. NextGen Gas leverages our natural gas value chain coupled with new technology to reduce emissions and develop tomorrow's energy solutions.
- Received two Department of Energy (DOE) CarbonSAFE Grants which will help fund our Echo Springs and Longleaf hub CCS projects. Echo Springs CCS also received an Energy Matching Fund from the Wyoming Energy Authority.
- Continued to include New Energy Ventures investments alongside our more traditional growth projects as they compete on a like-for-like basis as part of our growth capital budget.

Rod S., Safety & Health Specialist in Pennsylvania.

New Energy Ventures

Williams is strengthening our contribution to the lower carbon economy and progressing toward our climate commitment by optimizing operations, modernizing our assets and developing decarbonization projects through our New Energy Ventures group. New Energy Ventures is a business development team dedicated to innovating new technologies, markets and business models that expand our clean energy business and support emissions reductions.

The group works closely with internal experts, external partners and customers to assess and implement projects that deliver both environmental and financial benefits. The team follows the guiding principles outlined below to prioritize key areas of focus and investment.

The strategy behind New Energy Ventures aligns with Williams' core business by enhancing the infrastructure services we provide to energy markets.

NEW ENERGY VENTURES GUIDING PRINCIPLES

ACHIEVE
Carbon reductions for ourselves, our customers and our partners

CREATE
Economic value with actionable investments

TARGET
Opportunities where our midstream competencies provide strong competitive advantages

PROVIDE
Scalable options for the future

NEXTGEN GAS: POWERING THE CLEAN ENERGY ECONOMY

Williams' NextGen Gas represents the latest advancement in certified, lower-emissions natural gas as one of the many lower carbon solutions we are developing in collaboration with our customers and technology partners. Our industry-leading NextGen Gas program facilitates the QMRV of the entire natural gas value chain from production to gathering and transmission, enabling the measurement of methane and carbon dioxide equivalent (CO_2e) emissions intensity from wellhead to market.

The reductions in CO_2e and methane emissions intensity achieved by Williams' operations, customers and suppliers can be captured through our NextGen Gas program by using advanced measurement practices and monitoring technologies such as satellites, aerial surveys, multiple sensing devices and real-time internal operational data. NextGen Gas is designed to meet the OGMP 2.0 Gold Standard protocols for measurability. To support the certification of our emissions, Williams collaborated with Context Labs to deploy a blockchain-secured emissions accounting and quantification platform called Decarbonization as a Service (DaaS™). This platform tracks methane emissions across our assets and operations, providing insights into operational efficiencies at both the facility and equipment levels. Additionally, Williams has invested in or deployed multiple emissions monitoring and sensing technologies to enhance the NextGen Gas program, partnering with companies such as Context Labs, Encino Environmental, Kuva, LongPath Technologies and Orbital Sidekick. As a result, Williams is enhancing trust and data transparency regarding value chain emissions intensity for our downstream markets, supporting involved customers in reducing emissions and achieving their climate commitments.

Williams' strong operational emissions performance positions NextGen Gas as a lower carbon gas product for our customers. Through our Sequent marketing platform, we are developing a portfolio to supply NextGen Gas to utilities, LNG export facilities and other energy users wanting to reduce their carbon footprint. As customers establish sustainability goals and certain state and international governments push to advance emissions reduction objectives, we expect our NextGen Gas offering to unlock further commercial opportunities. For more information, see NextGen Gas on our website.

DaaS™ also provides Williams with deeper insights into our value chain emissions, while also supporting a clearer path to achieving our GHG emissions targets. The platform strengthens internal transparency by emphasizing key performance areas and fostering accountability between the Williams teams responsible for meeting reduction targets. For more information on Williams' emissions reduction efforts, see Operational Greenhouse Gas Emissions.

RENEWABLE NATURAL GAS

Renewable Natural Gas (RNG) is a lower-carbon or even carbon negative alternative to fossil-derived natural gas. It is typically captured and transported from landfill waste, municipal water treatment, livestock farms or food waste facilities by diverting emissions that would otherwise be released or combusted as waste gas for beneficial use. As part of Williams' commitment to advancing RNG adoption, we develop interconnects and pipeline extensions to support RNG production. The production of RNG generates environmental attributes, such as California Low Carbon Fuel Standards credits, U.S. Environmental Protection Agency (EPA) Cellulosic Biofuel Renewable Identification Numbers, Renewable Thermal Credits or Voluntary Carbon Offsets.

Williams delivers RNG by partnering with renewable energy developers across the U.S. to transport captured methane emissions from landfills or dairy farms that result as a byproduct of the waste decomposition process. Williams' pipeline systems are interconnected with 12 RNG facilities as of February 2025.

Williams' expertise in gathering, treating and transporting natural gas, combined with our vital infrastructure, offers a distinct opportunity to collaborate with customers to connect RNG supplies to lower carbon energy markets. We have integrated approximately 98 MMcf of RNG per day to our system, equivalent to removing nearly 457,349 gasoline-powered passenger cars from the road for one year.[19] Williams continues to explore partnerships to generate renewable gas and develop the necessary infrastructure to gather these resources in a cost effective manner.

Williams also engages the public on RNG through our involvement with the Leadership Advisory Board on the Coalition for Renewable Natural Gas, a public policy advocacy and education platform for the North American RNG industry. The coalition promotes the sustainable development, deployment and use of RNG to expand access to domestic, renewable, clean fuel and energy for present and future generations.

[19] According to the November 2024 U.S. EPA Greenhouse Gas Equivalencies Calculator.

Williams right of way near Harrison Hub Fractionation Plant in Ohio.

CARBON CAPTURE & SEQUESTRATION

Another tool we are using to advance our climate commitment and support the lower carbon economy is CCS. Williams currently captures CO_2 at two of our gas processing and treatment plants, including our Dilley treatment facility in Texas and Parachute Creek gas processing plant in Colorado. Engaging in the CCS value chain can reduce our operational emissions and support our customers' emissions reduction goals.

Williams leverages our core competencies to develop the necessary infrastructure for capturing, transporting and sequestering CO_2. We are exploring opportunities to:

- Capture CO_2 at existing Williams gathering and processing assets, compressor stations and customer facilities.
- Establish partnerships to capture and permanently sequester CO_2.
- Build, own and operate greenfield CO_2 infrastructure.

Danny K., Engineer at the Pine Needle Facility in North Carolina.

Williams is a member of the Global Carbon Capture and Storage Institute, an international think tank dedicated to accelerating CCS deployment worldwide. Through this membership, we collaborate with the broad network of industry experts to advance innovative projects and shape policies that support CCS initiatives. We are also assessing CCS opportunities across our operations and work alongside customers and industry peers to evaluate regional sequestration hubs.

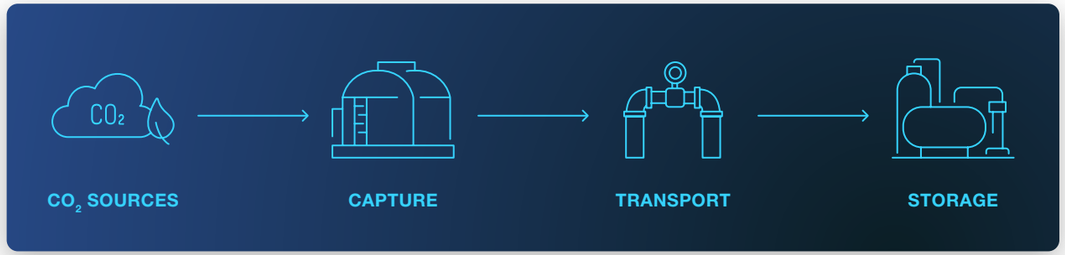
We continue to execute on our Louisiana Energy Gateway pipeline project. The expansion increases our natural gas gathering capacity in Haynesville by 1.8 Bcf/day, while an accompanying CCS project will capture and sequester up to an estimated 750,000 tons of CO_2 per year.

Another project along the Gulf Coast is Longleaf CCS hub. We are conducting a feed study on one of our compressor stations and a feed study on pipeline infrastructure in Alabama as part of the CarbonSAFE grant received in 2024.

Williams is also breaking ground this year on the Echo Springs CCS project, using funds from CarbonSAFE and a Wyoming Energy Authority grant received in 2024. Wyoming is one of the largest emerging hubs for CO_2 pipeline infrastructure and projects in the Western U.S.

As part of our Corporate Venture Capital program, we invested in ION Clean Energy, a carbon capture technology firm that has developed tools that Williams and our customers can use to further decarbonize operations. In 2025, we kicked off two different feasibility studies that utilize ION's capture technology.

CARBON CAPTURE & STORAGE PROCESS



LOW-CARBON HYDROGEN RESEARCH & DEVELOPMENT

Williams continues to explore a variety of hydrogen projects and opportunities, ranging from hydrogen transportation and storage to hydrogen blending.

Williams is studying the integration of low-carbon hydrogen into our natural gas pipeline infrastructure. Williams designed recent expansions of Transco, including Regional Energy Access and Southside Reliability Enhancement, to be compatible with hydrogen. This will help facilitate early adoption of hydrogen transportation by Williams and our customers.

As a founding member of the Clean Hydrogen Future Coalition, Williams collaborates with fellow energy companies, labor unions, utilities, non-governmental organizations, equipment suppliers and project developers. Together, we are identifying actionable steps the U.S. can take to establish and expand the low-carbon hydrogen economy.

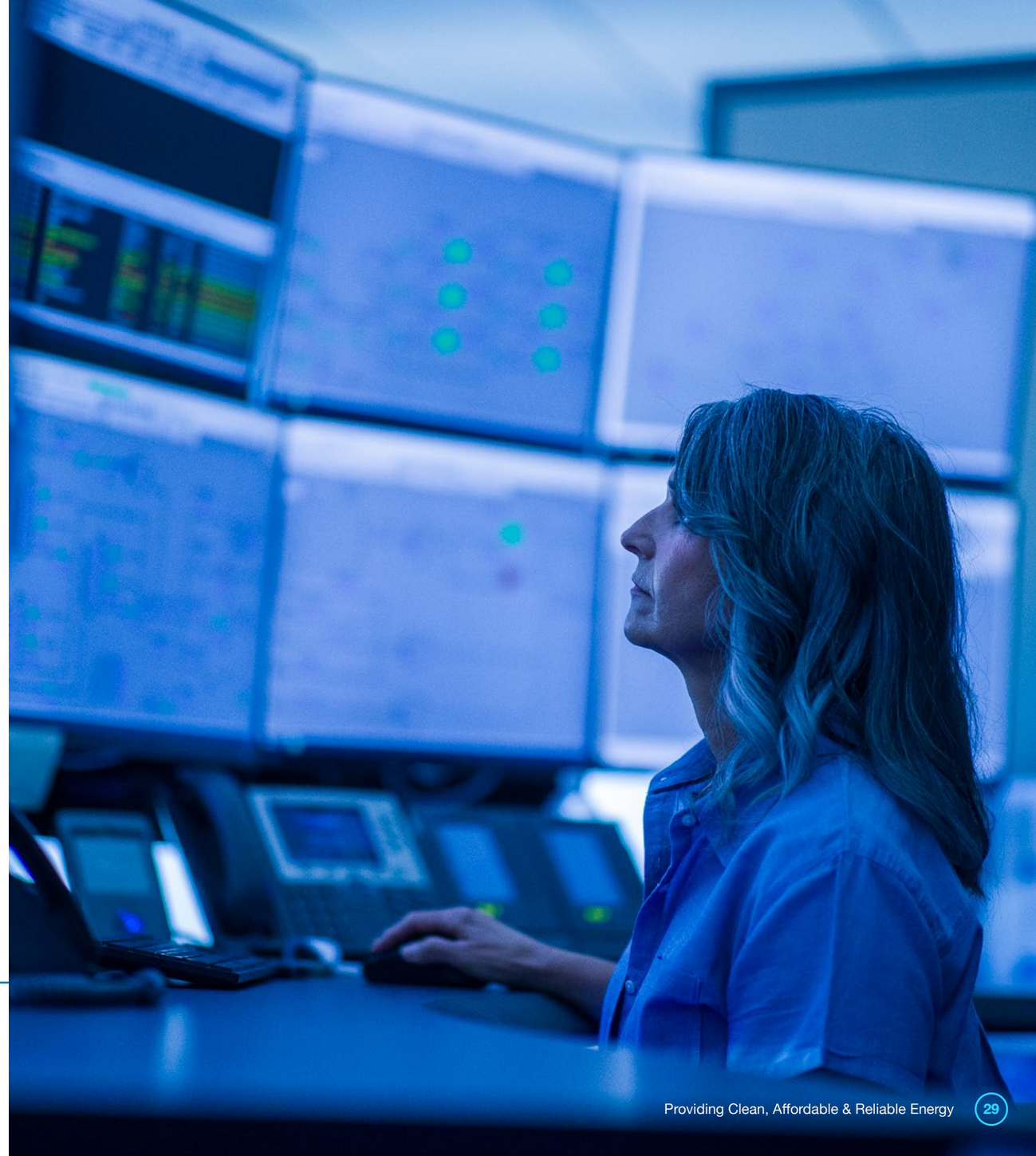
SOLAR & BATTERY STORAGE

Williams' solar and battery storage program allows us to offset electricity consumption at existing facilities by integrating photovoltaic solar and battery systems behind-the-meter. Battery storage allows us to deliver stored energy during peak demand, enhance the reliability of current infrastructure and optimize operational efficiency across the grid.

Within our operations, Williams has identified multiple opportunities to develop both behind-the-meter and utility-scale solar and battery storage facilities to meet the energy needs of our business and of third-parties. Across our land portfolio, including on brownfield land, our solar team oversees 17 projects across the commissioned, sanctioned and early development pipelines. Our commissioned and sanctioned projects will add approximately 125 MW of total solar capacity and 24 MW of total battery capacity. These facilities will generate renewable energy credits to sell to the market or retire to offset our Scope 2 emissions.

In early 2025, we placed new solar and battery projects into service at two Transco compressor stations, which we expect to have a combined solar power production of 22 megawatts alternating current (MWac)) and 24 megawatts direct current (MWdc) of battery storage per year. These projects will equate to emissions savings of 13,000 tons CO_2e per year, equivalent to removing 3,032 gasoline-powered passenger vehicles from the road for one year, when renewable energy credits (RECs) are claimed and retired.[20]

[20] According to the November 2024 U.S. EPA Greenhouse Gas Equivalencies Calculator.



Andrea S., Pipeline Controller in Tulsa, Oklahoma.

A digital rendering of the future solar farm in Lakeland, Florida.

EXPERIENCE POWERS US

Edge Solar Farm in Lakeland, Florida

Edge Solar is a 94MWdc utility-scale solar facility set to be developed on approximately 450 acres of land owned by Williams in Lakeland, Florida. Lakeland Electric will utilize all of the energy produced, which will be directly integrated into their local distribution system. The energy from Edge Solar aligns with Williams' climate commitment objectives, broadens our clean energy initiatives and strengthens collaborations with local communities aiming to achieve a cleaner energy mix. This solar project will also replace a notable share of the electricity previously supplied by a coal plant recently decommissioned in the area.

Edge Solar is being constructed on a reclaimed phosphate mine that was originally operated by a Williams subsidiary in the 1970s. After the mine's closure and subsequent reclamation, Williams collaborated with local farmers to cultivate the land, which was unsuitable for conventional real estate purposes. The remaining reclaimed land will now serve as a clean energy resource for the local community, while also preserving a substantial area for cattle grazing.

The energy generated by Edge Solar represents approximately 5% of Lakeland Electric's current total energy consumption. Additionally, it will offset around 150,000 metric tons of CO_2 each year and produce enough electricity to power approximately 75,000 homes throughout Central Florida.

CORPORATE VENTURE CAPITAL PROGRAM

Williams' Corporate Venture Capital program strategically invests in early-stage, innovative technologies at the forefront of the energy transition. The program focuses on integrating our large-scale energy infrastructure with emerging technologies to serve our customers better and advance the clean energy marketplace. In this space, Williams:

- Invests directly into start-up companies.
- Participates as a limited partner in funds set up expressly to invest in lower-carbon technologies.
- Partners with other like-minded companies with net-zero ambitions to fund and advise the development of technical solutions for decarbonizing energy-intensive products or services.

Additionally, for 2025, Williams Safety & Operational Discipline team is partnering with Safety Radar, a Tulsa-based AI company, to enhance visibility into safety trends and improve concern report processing. This collaboration will provide valuable insights to our field teams, helping safeguard employees, the public, the environment and Williams assets.

Since launching the Corporate Venture Capital program in 2021, Williams has made 12 deals totaling $58 million into a combination of energy-focused venture funds and directly into startup equity positions. See our website for more information on recent investments made through our Corporate Venture Capital program.

Williams' investments in lower-carbon technology helps reduce emissions across our operating footprint.

PUBLIC POLICY & PERCEPTION

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

Why This Matters to Williams

Securing public support for our expanding energy infrastructure is crucial to improving our success in providing cleaner, more reliable energy both domestically and internationally. Federal, state and local legislative and regulatory environments continue to evolve and influence our ability to optimize existing operations and expand our asset network. For instance, challenges in the permitting process make obtaining approvals for new pipeline construction more difficult and restrict our ability to meet customer demand for affordable, reliable energy, while also extending reliance on higher-emissions fuels. To overcome these challenges, it is essential for Williams to actively engage in educating public officials on the benefits of developing dependable and affordable natural gas infrastructure.

Advocating for effective energy policy also requires addressing public perception through education. In partnership with industry peers, Williams continues to inform stakeholders about the critical role and benefits of natural gas, particularly in supporting the transition to a lower carbon economy and improving standards of living around the world.

Our Approach

Williams' government and regulatory affairs team collaborates with legislators, regulators and staff at state and local levels to shape the execution of our policy and regulatory priorities. The team provides regular updates to members of our executive leadership, including our CEO, who is accountable for public policy engagement at Williams. Members of our executive team also engage directly with stakeholder organizations and elected officials and participate in community events to enhance public awareness of our projects and strengthen perceptions of Williams and our commitment to a cleaner energy future. Our CEO also holds key positions on several policy councils.

We maintain a bipartisan approach to public policy outreach, led by the active advocacy of our CEO. This bipartisan approach includes engaging with Governors Associations, Congress, FERC and other executive branch agencies. Williams also meets with non-governmental organizations (NGOs) and nonprofits to gain their perspective and look for opportunities to align goals. Additionally, we continue leveraging our comprehensive stakeholder management system to strengthen bipartisan engagement through newsletters and other corporate communications. This system allows us to track support for company initiatives and measure engagement effectiveness.

Chad Zamarin, President and Chief Executive Officer, participating in a panel at the inaugural Clean Energy Expo.

In 2024, Executive Chairman of the Williams Board, Alan Armstrong, served as the chair of the National Petroleum Council (NPC), which brings energy companies together to address the biggest issues facing our industry and the country. Williams was a significant contributor to two NPC studies, one on reducing GHG emissions and another on harnessing hydrogen, both of which were approved and published in April 2024.

REMAINING COMMITTED TO SUSTAINABILITY

Williams' focus on operating and growing responsibly remains steady through shifts in the public policy environment. Our climate commitments and emission reduction goals remain important to us, and we will continue to progress towards lower carbon economy goals, with a keen recognition of the economic and physical realities and complexities of the future energy system.

Williams' public policy engagement aligns with our climate goals and our stance that natural gas and pipeline infrastructure are essential to a cleaner energy future. We believe this position aligns with the intent of the Paris Agreement: to decrease global emissions in areas that can be decarbonized while innovating and leveraging lower-carbon technologies, in pursuit of a net-zero future where energy is abundant, affordable and reliable for all.

EXPERIENCE POWERS US

Williams Hosts Inaugural Clean Energy Expo

Williams is taking a lead in public policy outreach through hosting events such as a Clean Energy Expo in 2024. We invited politicians and industry experts to the Clean Energy Expo to talk about the benefits of natural gas and pathways to decarbonization. The event centered around the need for natural gas and permitting reform by showcasing key partnerships for decarbonization. We also hosted collaborative panels with both industry and external speakers to discuss the importance of using U.S. resources to ensure reliability and energy independence.

Lane Wilson, SVP & General Counsel, testified before the U.S. House of Representatives Natural Resources Subcommittee.

EXPERIENCE POWERS US

Williams Leader Highlights Importance of Natural Gas in U.S. House Testimony

In early 2025, Williams continued its leadership position in advocating for bipartisan permitting reform, as our SVP & General Counsel testified before the U.S. House of Representatives Natural Resources Subcommittee on Energy & Mineral Resources. He emphasized the critical role pipelines play in powering America, as they are the safest, cleanest and most cost-efficient means of transporting natural gas. He also highlighted the increasing demand for natural gas, driven by LNG exports, electrification, data centers and overall energy consumption. Despite the U.S. having abundant energy resources to meet these needs, a complex permitting system and opposition from activist groups hinder infrastructure development. Our SVP & General Counsel urged Congress to prioritize permitting reform to unlock the power of our natural resources and achieve U.S. energy independence.

Williams will continue to look for ways to be resilient in the face of shifting political decisions and actions, while providing affordable and reliable energy and pursuing the best interest of our customers and shareholders.

Political Contributions

Williams adopts a bipartisan approach to political contributions, supporting initiatives that advance our business and industry interests, including energy infrastructure modernization, permitting and affordable decarbonization policy. Before Williams contributes to candidate campaigns, our legal department conducts a thorough review to ensure compliance with all legal and regulatory requirements. The Governance and Sustainability Committee of our board evaluates our political contributions at least annually.

Williams' nonprofit political action committee, WILLCO PAC, is registered with the Federal Election Commission. As an independent nonpartisan entity, WILLCO PAC collects contributions from eligible Williams employees to support candidates for congressional and state offices, where legally permitted. Through WILLCO PAC, our employees help advocate for policies that facilitate the delivery of all forms of cleaner energy. Participation in WILLCO PAC is entirely voluntary. In addition to WILLCO PAC giving, in 2024, Williams made corporate political contributions to members of both political parties totaling $269,750.

Our political actions and contract lobbyists adhere to all applicable lobbying registration requirements. The Center for Political Accountability's CPA-Zicklin Index evaluates political transparency and accountability policies for election-related spending by S&P 500 companies. In 2024, Williams was recognized as a "Trendsetter Company" and scored over 90% on this comprehensive rating index for the sixth consecutive year.

We provide a link on our website to the Office of the Clerk for the U.S. House of Representatives, where our federal disclosures for lobbying activities are available, including our aggregate spending for lobbying and payments to lobbying service providers. Our website also includes annual reports on corporate political contributions and disclosures of corporate fund expenditures to trade associations.

"We directly engage with bipartisan legislators, regulators and policymakers to build support for durable changes that allow us to meet growing demands for clean American natural gas."

LIZ BOWMAN
Vice President Government Affairs & Outreach

Industry Associations

Williams actively engages with a broad range of trade associations at the national, state and local levels. We recognize the value in collaborating with trade associations that share our positions on key public policy issues. We also find value in engaging with trade associations that may not fully align with our positions to foster dialogue, educate and influence industry discussions. The following is a small sample of trade associations and industry coalitions that we engaged with in 2024:

- American Petroleum Institute
- Differentiated Gas Coordinating Council
- GPA Midstream
- Interstate Natural Gas Association of America (INGAA)
- Natural Gas Innovation Network

For a full list of our industry coalition and trade association engagements, please see GRI 2-28 in our Content Indices.

Maintaining active membership and leadership roles in these organizations allows us to amplify the voice of our industry and collectively advance public policy priorities. For example, Williams' CEO has served as chair of the National Petroleum Council since 2023. Williams' executive leadership also engages with key industry research groups such as GPA Midstream and the Pipeline Research Council Board.

Public Perception & Education

We believe natural gas plays a vital role in supporting the energy transition by offering energy security and driving economic development. Williams has a responsibility to clearly and effectively articulate the significance of affordable natural gas, its benefits and the essential role that our services play in supporting a lower carbon future. Improving public understanding also leads to stronger community support for our operations and infrastructure projects.

Public education is a responsibility of every employee, from our executive officers to our field teams. In addition to our stakeholder engagements related to public policy, our executives meet regularly with stakeholder organizations and elected officials, attend community events and provide insights to media organizations about Williams, the natural gas industry and the role that we are playing in the energy transition. Through these efforts, we hope to enhance public understanding of our business and knowledge of our projects so that we can work together to build a cleaner energy future.

In 2024, Williams' community outreach and government affairs team used ongoing project execution work to strengthen our relationships with customers' government affairs teams. This engagement helps build coalitions that support project execution, legislative priorities and position natural gas as a cleaner, reliable and affordable fuel source. This team also conducted several notable national outreach efforts to raise awareness of Williams' role with non-traditional stakeholder organizations. These efforts included attendance at events and speaking opportunities as well as engagements with elected officials to broaden awareness of the benefits of natural gas.

Williams uses various initiatives and partnerships to manage stakeholders' perception of our business. As a founding member of Natural Allies for a Clean Energy Future, Williams collaborates with industry leaders, labor partners and other allies of the natural gas industry. The coalition executes multi-channel campaigns through television and digital advertising, media outreach and social media to highlight the critical role of natural gas, alongside renewable energy, in advancing the clean energy transition affordably and reliably.

Social media has become an essential tool for educating the public on the value and vital benefits of natural gas and Williams' commitment to a clean energy future. Our social media efforts focus on engaging with local communities where we have proposed expansion projects or new developments. We use polling and research services to gauge public perception of our brand, operations and proposed projects, and we use a local municipal tracking service to monitor discussions in community meetings that mention Williams.

Williams' ability to provide cleaner, reliable energy in the U.S. depends on garnering support for energy infrastructure expansion.

CLIMATE ADAPTATION & RESILIENCE

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

Williams recognizes the potential impact that climate-related risks and opportunities can have on our business. In 2024, we considered these risk factors by including them in various strategic scenarios incorporated into our annual strategy process. This approach allowed our executive leaders and board to gain insight into potential variations in our long term business results. Understanding the potential risks and opportunities for Williams is essential for long-term shareholder, customer, consumer and community value.

Governance

Our stakeholders continue to express interest in our climate-related governance, management and performance. To that end, Williams continues to align our climate change reporting with the recommendations established by the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD). Since 2021, we have developed a TCFD Index that maps our disclosures against the four TCFD reporting pillars to increase transparency and help stakeholders easily locate climate-related information.

Jess P., Engineer at Willow Creek Gas Plant in Colorado.

CDP, a widely recognized climate reporting and assessment questionnaire, issued Williams an "A–" score in 2024 for its commitment to transparency around climate change. Our score signifies that we incorporate effective governance practices and are taking coordinated action on climate change. 2025 will be our sixth consecutive year participating in CDP's disclosure and evaluation process. For additional information on Williams' governance, strategy and management of climate-related risks and opportunities, see our latest response to the CDP Corporate Questionnaire.

We demonstrate our commitment to addressing climate impacts from our business through our public, near-term climate commitment, which is supported by our board. In 2024, our board reviewed the company's progress on emissions reductions in our core business and advancement towards our climate commitment. For information regarding how our board oversees ESG, see Sustainability Governance. For details on our near-term climate commitment, see Operational GHG Emissions.

Strategic Scenario Analysis

Williams creates a range of strategic scenarios based on diverse market fundamentals as part of our annual company-wide strategy development. Our scenario analyses include signposts that allow us to test our strategy against a range of possible futures. The assumptions used to develop these scenarios incorporate themes such as macroeconomic trends, commodity pricing, the energy transition and technologies such as solar and battery storage. The focus is to determine the impact these themes may have on the overall supply of or demand for natural gas. Assumptions about technology advancements may include the scaling of emerging innovations, such as CCS and RNG and the potential impact these, or similar technologies, may have on the overall natural gas supply and/or demand. The scenarios primarily focus on a 10-year time horizon and evaluate the enterprise as a whole, encompassing all Williams operations. At this time, we do not forecast an energy mix breakout in the scenarios.

We compare our internally developed scenarios to a variety of energy transition scenarios which could include the IEA or third-party consultants. We provide results of the strategic scenarios to the board as a part of the annual strategy meeting. Strategic risks and opportunities regarding the scenarios, which could include climate-related risks, are considered as we evaluate potential changes to our enterprise strategy.

Juan L., Operations Technician at Plymouth LNG Storage Facility in Washington.

Climate-Related Physical Risks

Our business is subject to various types of climate-related physical risks. Williams' assets and operations, as well as those of our customers, may be adversely affected by weather hazards such as flooding, hurricanes, wildfires, landslides, extreme temperatures and drought. The magnitude of these physical risks may increase with the rise in average global temperature. Extreme weather conditions can damage facilities, pipelines or equipment, requiring more system backups. This can lead to adding costs, increasing system stresses and service interruptions. For more details on these risks, see our 2024 Form 10-K.

WIMS is one of the primary controls we use to mitigate physical risk. Through the platform, we are able to conform to asset design standards that prioritize safety and operational reliability, carry out integrity programs that maintain asset health and functionality and implement safety procedures that keep people and equipment safe in the event of severe weather. Our business continuity planning and training include potential impacts from future weather hazards and help our employees appropriately respond when such challenges arise. As part of our operational risks process, we incorporate sufficient resiliency into our operations and systems based on historical weather patterns in our regions. We leverage multiple databases from the National Oceanic and Atmospheric Administration, U.S. Geological Survey, the Federal Emergency Management Agency and other sources, including third-party services that use advanced probabilistic modeling.

For more information on how our process safety systems are equipped to handle risks such as weather-related risks, see Pipeline & Asset Integrity.

Climate-Related Transition Risks

Natural gas offers a solution for addressing the limitations associated with wind and solar energy's intermittency as these energy sources continue to scale and comprise more of the global energy mix. Williams' natural gas infrastructure is critical to keeping energy reliable and affordable, which will help support better quality of life and improved living standards in a lower carbon future.

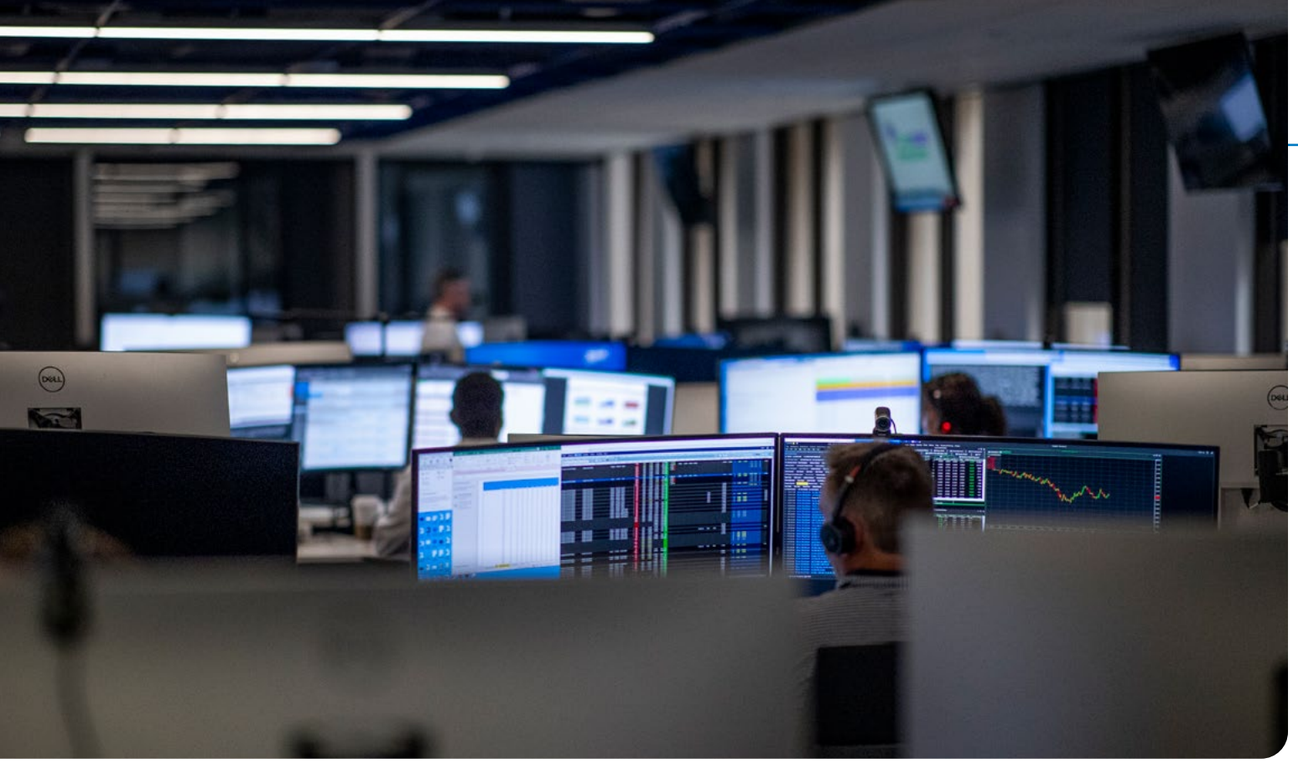
We evaluate climate commitments, emissions goals and physical climate risks to understand our climate-related transition risks and opportunities. We then integrate these risks and opportunities into various strategic decision making processes.

Our operations are subject to environmental laws and regulations, many of which relate to climate change and GHG emissions. Recently, several U.S. states have introduced or have planned to introduce climate-related disclosure requirements, including California's SB 253 and SB 261, New York's SB 3456, New Jersey's SB 4117 and Illinois' HB 3673, all of which mandate reporting of GHG emissions. Williams is a proponent of increased disclosure comparability among our peers, and we are prepared to comply with the requirements of applicable state laws.

We have also faced opposition to operating and expanding our pipelines and facilities from some elected officials, environmental groups, landowners, Indigenous communities, local groups and others. Although we advocate for the importance of natural gas in a lower carbon economy, we recognize that stakeholder opposition may affect our ability to maintain and expand our operations. For more information on how we work to address these concerns, see Public Policy & Perception.

For a complete list of Williams' risk factors, including both physical and transition climate change-related risks, see our 2024 Form 10-K.

With regard to climate-related opportunities, Williams continues to evaluate and invest in a variety of lower-carbon energy solutions to complement our natural gas business, including CCS, RNG, hydrogen and solar and battery projects installed on Williams-controlled land. For more information on the opportunities Williams is pursuing in this space, see Transition to a Lower Carbon Economy.



The trading floor at the Sequent office in Houston, Texas.

Metrics & Targets

We have adopted several GHG emissions goals designed to minimize our climate impact while continuing to deliver affordable, reliable energy and maintain the growth needed to meet our business objectives. During our 2024 Analyst Day, Williams announced the transition of our near-term climate commitment to a 30% intensity-based carbon reduction of Scope 1 and Scope 2 operational greenhouse gas (GHG) emissions from 2018 levels by 2028. This commitment aligns with both the growth and decarbonization priorities of shareholders and customers and is also informed by guidance and methodology of the Science Based Targets Initiative's (SBTi) Target Setting Manual. The SBTi is developing a standard for companies within the Oil & Gas Sector, scheduled to launch in the fall 2026. Additionally, as part of our OGMP 2.0 membership, Williams committed to enhancing our emissions monitoring and measurement capabilities, reporting methane emissions on an operational control and equity share basis and establishing a methane reduction target. Our OGMP 2.0-aligned methane target is to achieve a Scope 1 methane intensity of 0.0375% per unit of methane throughput by 2028. Furthermore, we maintain an ambition of achieving net zero emissions by 2050. For details on all Williams' climate-related objectives, see Operational GHG Emissions.

CREATING VALUE THROUGH CLIMATE GOVERNANCE

Internal Carbon Pricing

Williams uses case-by-case analyses to determine option-specific costs to reduce our operational GHG emissions. Currently, we are building out a framework to have visibility of the potential emissions reductions from projects and work practices. These will be incorporated into emissions forecasts that include our climate targets.

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 $22.23 per metric ton of CO_2 in 2024, the gross expense to offset Williams' 2024 Scope 1 CO_2e emissions would be $297.7 million, which could be partially mitigated through customer agreements.[21] This mindset of mitigating risks and delivering long-term value to shareholders also drives our integration of cleaner energies and technologies, which will help mitigate climate change regulation risk.

[21] Clearing prices used to calculate weighted average price per metric ton of CO_2e sourced from The Regional Greenhouse Gas Initiative's website.

MINIMIZING OUR FOOTPRINT

Williams demonstrates environmental stewardship by incorporating environmental considerations throughout all stages of our operations. These measures and initiatives enable us to assess, reduce and manage our GHG emissions, non-GHG air emissions, land use, water use and waste generation impacts and operate more efficiently.

IN THIS SECTION

Arc Park Compressor Station in Texas.

OPERATIONAL GHG EMISSIONS

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

Why This Matters to Williams

As one of the largest midstream operators in the U.S., we recognize that we must effectively monitor, report and reduce our Scopes 1 and 2 GHG emissions generated by the assets that Williams operates and the products we transport. Our efforts to lower operational GHG emissions also help to reduce Scope 3 emissions in our value chain. Our goal is to minimize the climate impact of our operations, while continuing to deliver safe, affordable and reliable energy. This commitment is reinforced through our EHS Policy by requiring employees to "operate in a manner that reduces the impacts of our business activities on climate."[22]

We also recognize the importance of addressing our climate impact while continuing to create value for our shareholders and customers. In early 2024, we announced a new near-term climate commitment to lower our CO_2e emissions intensity by 30% by 2028 against a 2018 baseline. This commitment aligns with our growth ambitions to transition the economy from higher carbon-intensity fuels to natural gas as a decarbonization tool. To reach this goal, we will remain focused on key emissions reduction efforts, including enhancing operating efficiencies, investing in equipment modernization and adopting advanced technologies like satellite monitoring and real-time leak detection.

[22] Williams EHS Policy.

"Measuring greenhouse gas emissions is only the starting point. The real challenge lies in translating those measurements into sustained emissions reductions. Through our partnership with Williams, we have pioneered the industry's first comprehensive approach that integrates measurement, reconciliation and mitigation — delivering rapid, cost-effective emissions reductions at scale."

ARVIND RAVIKUMAR
Co-Director, Energy Emissions Modeling and Data Lab

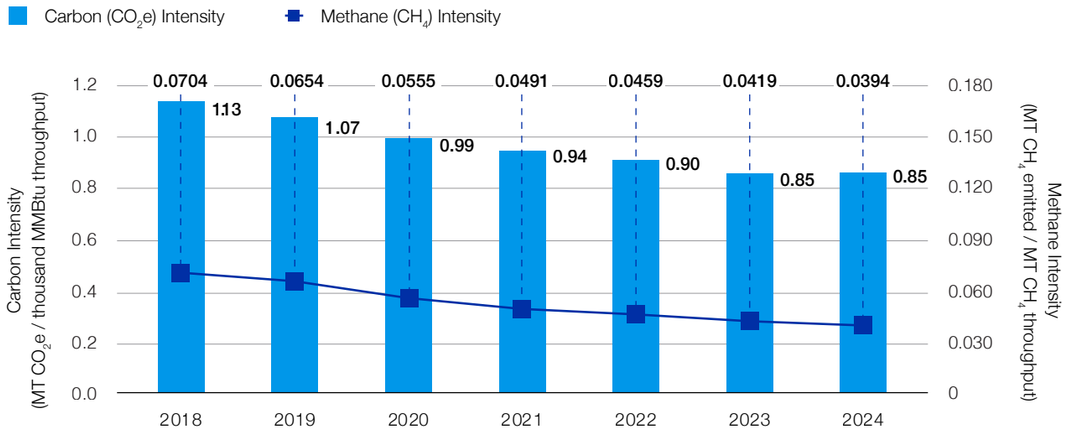
Williams' Near-Term Climate Commitment

Achieve 30% reduction of intensity-based GHG emissions from 2018 levels by 2028. Williams has achieved a 24% reduction in emissions intensity since 2018.

Compressor Station 201 in New Jersey.

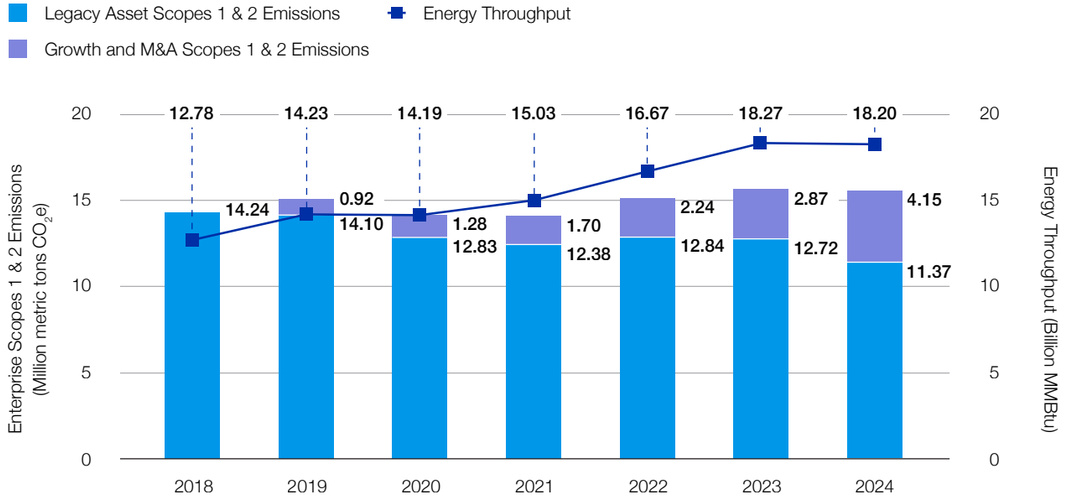
Additionally, we are committed to reducing our methane emissions, a particularly potent GHG. We align our methane intensity reduction efforts with the OGMP 2.0 objectives. We continued to achieve improvements in methane reduction by optimizing operations and operational design. We maintained excellent performance in minimizing blowdowns and vented volumes, expanded our Leak Detection and Repair (LDAR) programs to all compressor stations and carried out timely repair of leaks. Additionally, we successfully decreased the number of large release incidents and incorporated more direct measurement techniques in lieu of generic emissions factors, enhancing the accuracy of our emissions data. Our ERP made substantial progress by switching from higher-emitting reciprocating engines to modern turbines and electric motor drive engines. We also installed seal vent capture systems on these units, further reducing methane emissions.

CARBON & METHANE EMISSIONS INTENSITY*



* For new acquisitions in 2024 (with the exception of Crowheart), Williams included the entire RY2024 GHG emissions from these assets in our emissions totals. See Footnote 1 in the Performance Data Table for more information.

SCOPES 1 & 2 EMISSIONS VS. ENERGY THROUGHPUT*



* For new acquisitions in 2024 (with the exception of Crowheart), Williams included the entire RY2024 GHG emissions from these assets in our emissions totals. See Footnote 1 in the Performance Data Table for more information.

Quantification, Monitoring, Reporting & Verification

Our primary sources of operational GHG emissions come from natural gas combustion and methane emissions venting. We accurately track and report these emissions through rigorous data collection methods, measurement technologies and calculation standards. These make up our GHG QMRV programs. QMRV serves as the foundation of our emissions reduction and reporting efforts as well as our compliance with federal and state reporting requirements. We use WIMS to manage our GHG emissions and QMRV protocols. Our QMRV programs are further guided by industry-leading partnerships and standards, including our participation in OGMP 2.0.

Williams collaborates with technology partners such as Context Labs, Encino Environmental, LongPath Technologies, Kuva and Orbital Sidekick to develop tools that help detect emissions at nearly real-time speeds. Context Labs' DaaS™ platform integrates satellite data, point sensors, machine learning, AI and cryptographic blockchain technologies to track and measure emissions across the value chain. Williams then monitors these emissions through the DaaS™ Dashboard and Insight Explorer Report. The data collected from across our value chain enables us to quantify the emissions footprint for our NextGen Gas offering. For more information on how Williams is advancing NextGen Gas to expand certified lower-emissions natural gas, see Transition to a Lower Carbon Economy.

We track emissions at the facility level using a comprehensive GHG emissions dashboard that monitors emissions across all Williams compressor stations, processing plants and fractionators, regardless of whether they meet regulatory reporting thresholds. This dashboard allows our subject matter experts, engineering groups, environmental specialists and operations personnel to better evaluate data to drive emissions reduction strategies, create operational efficiencies and reduce costs.

We compile and submit annual GHG emissions inventories to the U.S. EPA for our midstream gathering, processing and interstate transmission and storage operations. We also collect, quantify and disclose Scopes 1 and 2 emissions data following ONE Future and CDP technical guidance. ERM Certification and Verification Services (ERM CVS) provides third-party verification of the following GHG emissions data: total absolute Scope 1 GHG emissions, total location-based Scope 2 GHG emissions and total Scopes 1 and 2 GHG emissions. Since 2021, ERM CVS has also verified Williams' methane emissions data. Please see the Climate Change section of our CDP Corporate Questionnaire response for detailed breakdowns of our GHG emissions[23] and for more on our verified data, see our ERM CVS Assurance Statement.

[23] Williams CDP Corporate Questionnaire Response.

The Markham Gas Processing Plant in Texas.

EXPERIENCE POWERS US

Achieving OGMP 2.0 Gold Standard Pathway

In 2024, Williams achieved the OGMP 2.0 Pathway to Gold Standard as a result of our planning and efforts to enhance our reporting to Level 4. Gold Standard is achieved when all assets with material emissions, where there are no restrictions on reporting, report at Level 4 and demonstrate efforts to move to Level 5 as defined by the UNEP. Our performance in transparency and planning toward achieving Gold Standard received external recognition in UNEP's International Methane Emissions Observatory (IMEO) 2024 Report.[24]

[24] UNEP IMEO 2024 Report, p. 8.

OGMP 2.0

Williams was the first large-scale integrated midstream company in the U.S. to join OGMP 2.0, the UNEP's methane reporting and mitigation framework. This multi-stakeholder, measurement-based reporting initiative improves the accuracy and transparency of methane emissions reporting across the oil and gas sector. Our membership and active participation in OGMP 2.0 demonstrates our commitment to industry leadership in accurate and credible methane emissions monitoring and ongoing efforts to reduce emissions from the energy value chain. More details on OGMP 2.0 member organizations can be found at the International Methane Emissions Observatory's Methane Map website.

Williams set a methane intensity goal in 2024 in alignment with OGMP 2.0 membership requirements, shown to the right. Throughout 2024, our QMRV team deployed new measurement campaigns to meet the OGMP 2.0 Level 4 reporting standards for our material assets and emissions sources.[25]

[25] Material assets make up 95% of Williams portfolio's (combined operated and non-operated assets) total emissions. Material emission sources make up 90% of an individual asset's total emissions.

GHG Emissions Reduction Targets & Progress

Williams sets, monitors and reports progress toward ambitious yet growth-oriented GHG emissions reduction targets. These targets turn our climate commitment into action while advancing our mission to expand access to affordable and reliable natural gas.

We actively reduce emissions across our operations through preventive maintenance, the installation of emissions reduction equipment such as compressor vent gas recovery systems and emission control devices, conducting LDAR surveys, recompression measures and the deployment of electric motors to replace or supplement gas-driven equipment.[26]

[26] We study the risks of interdependence on electric power grids. While electric motors can reduce equipment downtime and emissions, in certain areas, using electric driven compression equipment could actually reduce grid reliability and natural gas pipeline reliability while increasing our combined Scopes 1 and 2 emissions.

Williams' OGMP 2.0 Methane Target

Achieve a Scope 1 methane intensity of 0.0375% methane emitted per unit of methane throughput by 2028.

John G., Operations & Maintenance Optimizer at the Spring Ridge South Facility in Louisiana.

NEAR-TERM CLIMATE COMMITMENT

Williams updated our near-term climate commitment in early 2024 by setting a GHG intensity target to reduce metric tons CO_2e per thousand million British thermal units (MMBtu) of gas and liquid throughput by 30% from 2018 levels by 2028. Our target was informed by the guidance and methodology of the SBTi's Target Setting Manual and also aligns with shareholder and customer priorities to grow our business while decarbonizing operations. Achieving our emissions intensity target will also contribute to our ambition of reaching net-zero GHG emissions by 2050.

We expanded the scope of our emissions reduction goal to include residual Scopes 1 and 2 emissions sources, extending our data collection and reporting beyond regulatory requirements to account for all known sources of Scopes 1 and 2 emissions in our inventory. Our new approach contributed to an adjustment in our AIP methane emissions goal, shifting from a three-year baseline to a one-year baseline.

Liberty Compressor Station in Pennsylvania.

In updating our climate target, we recognized that an intensity-based metric more accurately reflects our climate performance than an absolute emissions metric. This approach accounts for our efficiency improvements as we scale our operations to meet growing energy demand. While our operational emissions may increase with business growth, this expansion enables natural gas to replace more emissions-intensive fuels, supporting broader climate change mitigation efforts across the entire energy value chain. In 2024, we made significant strategic acquisitions that positioned us for future growth. In spite of these changes, we successfully managed to keep our Climate Commitment progress steady. Notably, even with the additional emissions from taking operatorship of BlueRacer Midstream and acquiring more Gulf Coast storage assets, we achieved a decrease in both year-over-year methane and CO_2e emissions across the enterprise. From 2018 through 2024, Williams' expansion projects and acquisitions led to a 41% increase in energy throughput. Our emissions intensity goal reflects this growth while highlighting the strides we are taking to expand efficiently and responsibly.

Williams' 24% reduction in emissions intensity since 2018 coupled with our 53% Adjusted EBITDA growth over the same period, reflects our commitment to improving emissions efficiencies across gathering, treating, processing, transporting and storing natural gas. We apply best practices and proven emissions reduction strategies to newly acquired assets, taking immediate action to lower emissions while developing long-term emissions reduction plans for these assets.

METHANE EMISSIONS

Methane accounts for approximately 20.5% of our Scopes 1 and 2 emissions. To track these emissions, we use a comprehensive GHG emissions dashboard that enables our regional loss of primary containment and emissions reduction teams to drive our reduction efforts. These cross-functional teams enhance visibility across regions and help drive progress toward our methane AIP, Critical Tier 3 LOPC AIP ratio, OGMP 2.0 and climate targets.

Our AIP includes a methane reduction target to link emissions performance with employee compensation. In 2024, we set an absolute methane reduction target of 5% from a 2023 baseline, and through the hard work and dedication of Williams' employees, we once again outperformed our target. For our 2025 AIP, we pivoted from a 5% absolute methane reduction target to a 5% intensity-based methane reduction target, for the same reasons as our near-term climate commitment, as it better captures our efficiency gains in the context of company growth.

Payton P., Operations Technician, dons a gas monitor at Markham Gas Processing Plant in Texas.

2024 AIP Methane Reduction Target

Outperformed target to reduce one-year absolute methane emissions by 5% compared to 2023.

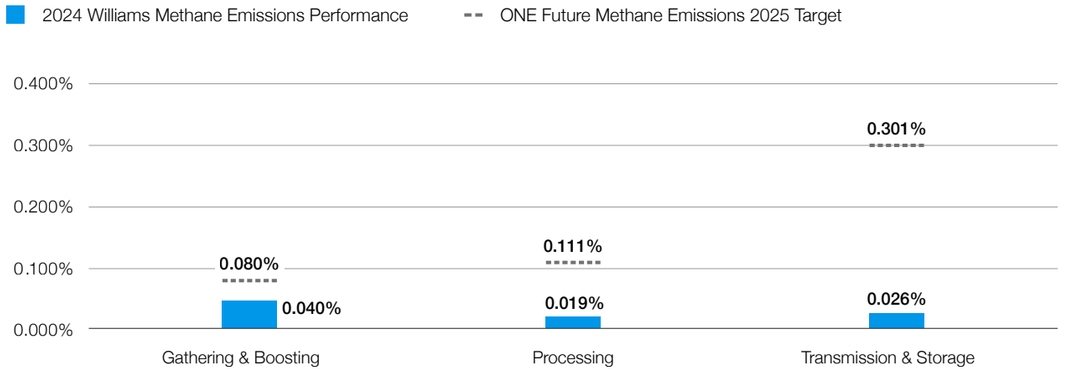
Williams targets methane emissions through our ERP, a multi-year investment project that aims to considerably reduce nitrogen oxides (NO_X), as discussed in Non-GHG Air Emissions and methane emissions from compressor stations along our Transco and Northwest Pipelines (NWP). As part of our ERP, we are phasing in replacements of natural gas-fired compressor units with natural gas-fired turbines and electric motor drive systems equipped with seal gas recovery systems. In 2024, we completed seven Transco compressor station modernization projects, reducing both methane and NO_X emissions at each location. These modernization projects are crucial steps toward our anticipated 50% reduction in methane emissions from ERP compressor stations by 2030, along with driving significant NO_X reductions.[27]

Additionally, our operations in Washington state are governed by the Cap-and-Invest program, where we began purchasing allowances in 2023. Our emissions management strategy focuses on evaluating site-specific emissions reduction opportunities and weighing the costs of abatement against the need to purchase additional allowances. In 2024, we identified several actionable projects and began discussions with our customers.

Williams is a member of Our Nation's Energy Future Coalition, Inc. (ONE Future), a consortium of energy companies voluntarily working to reduce methane emissions by developing policy and technical solutions to improve emissions management across production, gathering and boosting, processing, transmission and storage and distribution. In 2024, Williams again beat ONE Future's segment targets — 0.080% for gathering and boosting, 0.111% for processing and 0.301% for transmission and storage, all by 2025. Overall, Williams' methane intensity has fallen by approximately 44.0% since 2018, even as natural gas throughput increased, reflecting the company's aggressive methane mitigation efforts.

[27] 4Q and Full-Year 2024 Earnings Call, pg. 50

ONE FUTURE METHANE INTENSITY GOALS & PERFORMANCE BY SEGMENT



EXPERIENCE POWERS US

Abating G&P Emissions Through System Optimization & Upgrades

In support of our climate commitment, Williams continues to implement practical solutions that reduce the emissions footprint of our Gathering & Processing (G&P) segment. In 2024, we achieved a 45.1% reduction in CO_2e emissions and a 72.5% reduction in methane emissions from glycol dehydrators in our Central G&P operating area, as compared to 2023. Several asset improvements contributed to these reductions. In Haynesville, which lies within Central G&P, we improved emissions controls by installing modulating fuel valves to reboilers, which enables noncondensable emissions from flash tanks and still vents to be burned as fuel before the onsite fuel supply. This recapturing of methane emissions for use as fuel increased the control destruction efficiency from 75% to 90%. Also, at our Omaha Treating Facility, dehydrator vented emissions not consumed by reboilers are now routed to the facility's flare, raising control efficiency to 98%. These changes help raise the Trace-Haynesville West facilities acquired in 2022 to Williams' emissions expectations. Furthermore, combustion emissions reductions were achieved in Central G&P by optimizing compression through a combination of consolidating horsepower and reducing fuel consumption.

DEVELOPING A MEASUREMENT-INFORMED INVENTORY

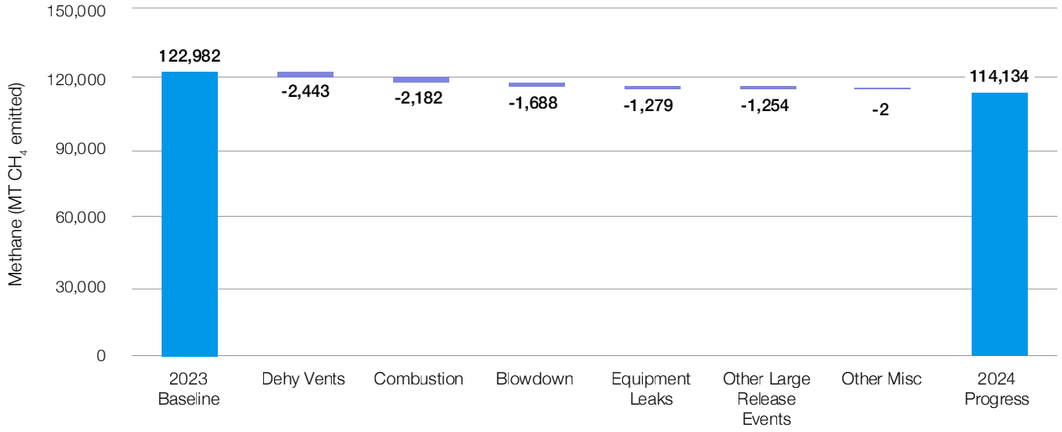
One key to our success is translating methane measurement into action. Williams has implemented a multi-faceted methane reduction strategy that goes beyond traditional estimates. In 2024, Williams enhanced our data collection and reporting by developing a measurement-informed methane inventory aligned with recent updates to Subpart W of the EPA's Greenhouse Gas Reporting Program, which allows for more direct measurement methods. As part of this shift, we voluntarily incorporated direct emissions measurements into our inventory, leading to lower reported emissions for particular source categories. For example, using direct wet seal measurements at our Wyoming centrifugal compressors resulted in significantly lower reported emissions compared to previously used required EPA emission factors.

Additionally, through our partnership with the Energy Emissions Modeling and Data Lab (EEMDL) at the University of Texas at Austin, Williams is pioneering a probabilistic statistical approach to source-level and site-level measurement reconciliation. The developed framework will help direct effective methane mitigation across our operations and will be used for OGMP Level 5 reporting. In 2024, the research evaluated measured emissions at three Williams compressor stations and will continue in 2025 by incorporating additional facility types and different measurement technologies. Williams is not only measuring methane better but also using those measurements to target substantive source-specific reduction opportunities and drive down emissions.

The waterfall chart below illustrates the main drivers of absolute methane emissions reduction in 2024. Reduction factors are:

- Glycol dehydrators (dehy) vents from installing modulating fuel valves and improving emissions controls
- Combustion from ERP impacts and seasonal variances on Transco horsepower hours (HP-HRs)
- Blowdown from overall reduction in physical blowdown volumes across Gathering, Processing and Transmission
- Equipment leaks from more facilities having more frequent LDAR surveys and faster repair times
- Other large release events occurring less frequently and at smaller volumes
- Other miscellaneous activities contributing to overall reduction

2024 SCOPES 1 & 2 METHANE EMISSIONS REDUCTION SOURCES*



* For new acquisitions in 2024 (with the exception of Crowheart), Williams included the entire RY2024 GHG emissions from these assets in our emissions totals. See Footnote 1 in the Performance Data Table for more information. Reported methane emissions represent equivalent asset bases year-over-year.

Compressor Venting & Efficiencies

Emissions from our compressors constitute a significant portion of our overall emissions profile, particularly for methane and CO_2e. Recognizing this, our technical experts have prioritized emissions reduction efforts focused on compression sources. These include methane slip from engine exhaust, compressor venting from rod packing and dry seal emissions and unit blowdowns.

Methane Slip Reduction: Methane slip is the largest category of emissions we are targeting. Through our ERP program, we are converting older legacy horsepower to modern turbines with minimal slip. Additionally, we were the recipient of the U.S. DOE's Methane Emissions Reduction Program (MERP) grants for two key projects: a reciprocating engine upgrade kit that improves combustion efficiency, thereby reducing methane slip, and a methane plasma catalyst technology that eliminates methane in the exhaust stream. The knowledge gained from these pilot projects could be applied across all our reciprocating compressors, significantly impacting our emissions.

Bo P., Operations Technician at Thistle Creek Compressor Station in Utah.

Compressor Venting: Compressor venting is another major source of emissions. We are addressing this by piloting the Spartan Slipstream rod packing vent capture technology, which routes the gas back to the air inlet of the engine for reciprocating compressors. For our new ERP gas turbines with centrifugal compressors, we are installing industrial gas turbine recovery systems for dry seal emissions. Additionally, we are progressing our patent-pending E2C system, which captures seal and packing emissions by utilizing the pressure differential at a facility.

Minimizing Compressor Blowdowns: To minimize compressor blowdowns, we are increasing our pressurized hold logic on compressors equipped to handle either 14-day or indefinite hold times.

Through these comprehensive efforts, we are making significant strides in reducing emissions from our compressors, contributing to a cleaner and more sustainable future.

Leak Detection & Repair

Williams strives to minimize fugitive emission leaks of methane, volatile organic compounds (VOCs) and volatile hazardous air pollutants (VHAPS) from our natural gas operations through our LDAR programs. We conduct monthly, quarterly, semiannual and annual LDAR surveys on our facilities using Method 21, Optical Gas Imaging and other advanced leak detection technologies. In 2023 through 2024, our LDAR Program performance resulted in a 30% reduction in Equipment Leak emissions enterprise-wide.

We maintain Leak Detection and Repair Program standards for each of our industry segments and we are developing a comprehensive, company-wide standard that outlines roles and responsibilities related to LDAR. This new standard will be the roadmap to communicate the procedures necessary for improving the efficiency and effectiveness of our LDAR programs.

Additionally, we utilize various fugitive equipment component and leak tracker software platforms to catalog and store inspection records from each leak survey that we conduct in our Gathering, Processing and Transmission franchises.

The leak and component tracking software platforms identify specific leaking equipment components such as valves, connectors, flanges, pumps and open-ended lines, allowing operators to make any necessary repairs. We analyze leak survey results to identify equipment with recurring failures, so we can improve maintenance practices and equipment purchases that will reduce future leaks at our facilities. Effective and quick LDAR contributes to our emissions reduction targets, enhances operational reliability and reduces maintenance costs. See Pipeline & Asset Integrity for more information.

Other GHG Emissions Reduction Initiatives & Opportunities

Williams' Emissions Reduction Technical Committee evaluates proposed emissions reduction opportunities based on impact and feasibility alongside other benefits, including maintaining compliance and reliability. Several committee working groups comprised of engineers, field specialists and operators focus on opportunity evaluation and implementation. We continue to explore new operational GHG emissions reduction prospects, including those coupled with our New Energy Ventures commercial opportunities like CCS, detailed in Transition to a Lower Carbon Economy.

Our technical experts also innovate process and equipment improvements that reduce emissions such as piloting our PAGER system in 2023. The PAGER system recovers and burns off pigging emissions via catalytic heater, within our Wetzel Gas Gathering System and Ohio River Supply Hub. By 2024, improvements to the PAGER system led to a 77% increase in the efficiency to the current 20% reduction in pigging emissions.

William F. And Josh H., Operations Technicians at the Parachute Gas Plant in Colorado.

CROWHEART ENERGY

Williams acquired Crowheart Energy, a company in the Upstream Oil and Gas segment, in late 2024. Crowheart Energy maintains a proactive approach to emissions management through its dedicated Optical Gas Imaging (OGI) team, which conducts quarterly inspections on all Well Pads to identify and mitigate leaks. This commitment to monitoring ensures regulatory compliance and helps reduce environmental impact. The company's Operation Technicians are well-trained to perform immediate repairs on any leaks detected during surveys, reinforcing a culture of swift response and environmental responsibility.

Williams intends to expand upon the proactive work Crowheart has in place to reduce emissions by implementing our own environmental best practices and guidelines for common emissions sources. This acquisition represents an opportunity to further strengthen emissions reduction efforts, improve operational efficiency and reinforce sustainability objectives. By integrating best practices from both companies, Williams is set to build upon Crowheart Energy's strong foundation, ensuring continued environmental stewardship and regulatory compliance.

EXPERIENCE POWERS US

Gathering & Sharing Emissions Data with Our Gas Loss App

In 2024, Williams developed a new gas loss application to aid in collecting, reporting and communicating gas loss data from across our operations. Previously, Williams had regional differences in collection and reporting methods, resulting in redundant reports for three core types of gas loss: blowdowns, purges and other releases. To improve ease of data collection and reporting and increase operational efficiency, Williams assembled a team to align internal customer needs with industry requirements. The team then developed an enhanced mobile application that significantly streamlines gas loss reporting and standardizes the process and calculation methods. The first phase of the application was completed in 2024, which included optimizing our major gas loss sources, such as compressor blowdowns, pig trap blowdowns and pipeline blowdowns. The team plans to optimize additional features in 2025, such as purging and vessels, to expand its capabilities to meet user and downstream internal customer needs, allowing it to be implemented across all areas.

BLOWDOWN MANAGEMENT

Williams works to reduce emissions from large pipeline blowdowns. Our pipeline maintenance emissions reduction work group, supported by senior leadership, focuses on improving the efficiency and effectiveness of large pipeline blowdown events and provides resources to project managers to streamline the emissions reduction and outage planning process. The work group creates blowdown optimization tools, develops work practices and onboards new mobile compression and flaring vendors. These efforts increase emissions reduction opportunities while working within project budgets and scheduling constraints. Our operating procedures guide our employees on when to employ emissions reduction practices such as pressure drawdown and recompression to lower gas line pressure before pipeline maintenance. We work closely with our customers to plan, schedule and execute pressure drawdown procedures to reduce blowdowns, limit downtime and optimize project schedules and costs.

In 2024, Williams reported 62 distinct blowdown events in which natural gas was redirected or captured and recompressed instead of being vented. As a result, we prevented 1.22 Bcf of gas from releasing into the atmosphere. This recovered gas is capable of powering more than 89,028 homes for a year and eliminated an estimated 662,920 metric tons of CO_2e emissions.[28]

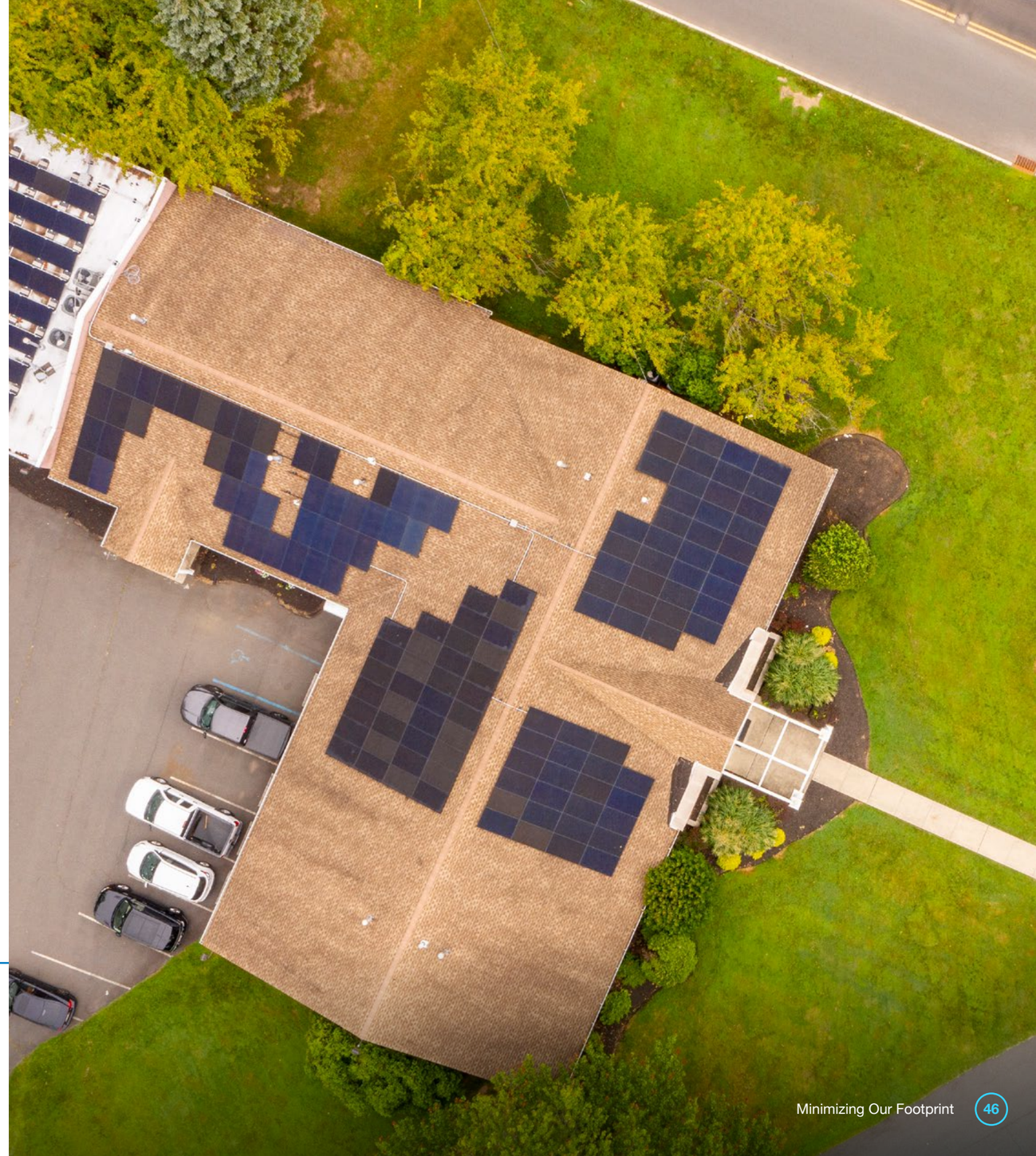
[28] According to the November 2024 U Greenhouse Gas Equivalencies Calculator.

WASTE HEAT RECOVERY

Williams is piloting waste heat recovery technology at our Wilcox station, with preliminary engineering in progress. This technology captures exhaust gas typically vented into the atmosphere to generate electricity. This offsets the power consumption at the facility and eases demand on the grid. The process produces no emissions, making it a clean and very reliable form of energy.

ROOFTOP SOLAR

Williams' Rooftop Solar initiative directs investments in panels that produce intermittent solar power. These investments reduce utility electricity costs and generate RECs. Our Princeton Division office installed their system in 2021. In 2024, the office produced 63.4 megawatt-hours of electricity, saving $11,600 worth of electricity previously purchased from the grid. Additionally, as solar power production rose over the spring and summer months, we secured $9,500 of RECs, for a total annual cost savings of $21,000. For information on how Williams is scaling solar energy across our footprint as a commercial solution, see Transition to a Lower Carbon Economy.



Rooftop solar panels at the Williams Princeton office in New Jersey.

NON-GHG AIR EMISSIONS

SASB EM-MD-120a.1

At Williams, we actively monitor and reduce our impact on air quality to minimize impacts to human health and the environment, as formalized in our EHS Policy. Our efforts to reduce operational GHG emissions align with our approach to minimizing our non-GHG air emissions.

Air emissions from our facilities include, but are not limited to, NO_X, volatile organic compounds, hazardous air pollutants, sulfur oxides and particulate matter.

Williams is in compliance with non-GHG air emissions regulations and is actively reducing these emissions through our ERP. The ERP reduces our NO_X footprint, improves local air quality, supports regional haze and ozone reduction efforts and lowers future compliance risks and costs. In 2024, NO_X, volatile organic compounds, hazardous air pollutants, sulfur oxides and particulate matter emissions all decreased. Changes in our non-GHG air emissions are associated with our ERP projects as well as seasonal variances on Transmission HP-HR.

Our air emissions reduction efforts prioritize preventing impacts to human health and go beyond what is required to achieve regulatory compliance. We collaborate with communities, some with existing air quality challenges, to make sure air emissions do not negatively affect them. In many cases, such as when natural gas replaces coal-fired electricity generation, our natural gas provides a much cleaner source of energy, helping to reduce air emissions. For more information about how we consider community impact, see Environmental Justice.

Sumas Compressor Station in Washington.

EXPERIENCE POWERS US

Driving Emissions Reductions Through Equipment Upgrades

In 2024, Green River and Sumas Compressor Stations ERP projects went into service. These projects replaced 10 old reciprocating engines, which are expected to result in a reduction of permitted emissions by 98%. Two additional facilities, Meacham and Pleasant View, replaced conventional turbines with lower emitting $SoLoNO_X$ turbines that are expected to reduce 81% of permitted emissions.

In 2024, under the Transco ERP, updated compressor equipment went into service at Station 80, Station 100, Station 150, Station 155, Station 160, Station 505 and Station 515 as projected. This effort required replacing 65 legacy natural gas-fired reciprocating compressor engines with 69 new natural gas-fired turbine compressors and three electric motor drive units. This is expected to result in a reduction of permitted emissions by approximately 19,180 tons of NO_X, 3,704 tons of carbon monoxide, 1,534 tons of volatile organic compounds and 295 tons of formaldehyde per year.

Air Emissions Tracking

Williams maintains a dashboard to track air emissions data, focusing on criteria air pollutants at compressor stations, processing plants and fractionators.[29] We report annual emissions data to regulatory agencies as required by permit regulations. Employees involved in facility maintenance and capital projects receive air quality permit training to encourage responsible execution of our activities.

In addition, the Williams Environmental Assessment Program (EAP), a set of protocols and tools we use to evaluate environmental compliance in our operations, establishes a process for conducting internal audits of air emissions and other environmental compliance activities. We leverage third-party emissions testing firms to monitor our NO_x emissions. Internal specialists at Williams audit environmental data and compliance, and approximately 25% of these internal audits involve third-party auditors annually.

[29] Criteria Air Pollutants | US EPA.

Offshore platform GA244 in the Gulf.

Fort Lupton Gas Plant in Colorado.

Air Emissions Reduction Strategy

Our approach for mitigating air emissions includes retiring and replacing legacy equipment, optimizing operational efficiency, adhering to best practices in operations and maintenance and deploying new technologies.

Our ERP is a multi-year modernization investment project to significantly reduce NO_x, as well as reduce methane emissions from Transco and NWP compressor stations. The project replaces legacy natural gas-fired compression equipment with a combination of modern, NO_x-limiting natural gas-fired turbine compressors and electric motor drive (EMD) compressors, both equipped with vent gas reduction systems. We use decision matrices to determine whether to install an EMD compressor or a natural gas-fired compressor. This decision considers factors such as installation and operational costs, emissions potentials, power reliability and complexities of electrifying natural gas transmission compression. EMDs are especially effective at reducing localized air emissions and GHG emissions when conditions allow. The ERP initiatives also are expected to reduce equipment downtime and improve reliability for customers.

The ERP also incorporates gas recovery technology to reduce vented methane, while the turbine compressors use combustion technologies that are lower emitting than current air quality regulations. We anticipate total ERP projects completed through year-end 2024 will contribute an approximate 46% reduction in NO_x and 27% reduction in methane through replacement of our legacy natural gas-fired compressors.[30] We project that the full ERP will reduce NO_x emissions from system-wide Transco and NWP transmission sector compression by over 75% and compressor methane emissions by approximately 50% from legacy levels.

[30] 2024 Analyst Day Presentation (williams.com), p. 51.

BIODIVERSITY & LAND USE

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

As Williams develops and maintains critical infrastructure for the clean energy economy, we strive to protect biodiversity and manage land responsibly. Our goal is to safeguard the environment for future generations by avoiding, reducing and mitigating potential impacts on biodiversity and land during the routing, siting, construction, maintenance, remediation and retirement of pipelines and facilities, as described in our Biodiversity Statement.

While compliance with local, state and federal regulations forms the basis for our biodiversity and land management practices, Williams goes beyond these requirements by implementing voluntary, more stringent commitments. Our approach to protecting the health of our local ecosystems aligns with the core principles of the International Finance Corporation's environmental and social sustainability performance standards. As such, we apply an adaptive mitigation hierarchy — "avoid, minimize, restore and offset" — to responsibly manage potential impacts on sensitive land and aquatic ecosystems during project development and execution, both onshore or offshore.

"I want to sincerely thank The Williams Companies for the multi-year approval of $200,000, which will significantly advance vital conservation efforts at the Cameron Prairie and Lacassine National Wildlife Refuges. Together we are ensuring that future generations can experience the magic and memories that only natural places can render."

ADAM PUTNAM
CEO of Ducks Unlimited

Biodiversity Management

Williams' potential to impact biodiversity arises during the construction, operation and maintenance of our pipelines. As a result, we prioritize opportunities to mitigate biodiversity impacts during project planning and ongoing maintenance. During the early stages of expansion project and maintenance planning, we conduct environmental reviews that include Geographic Information System (GIS) analyses, computer-based reviews and site-specific surveys to identify sensitive environmental, cultural and historic areas. This process includes recognizing areas of High Conservation Value to safeguard these areas from construction impacts and prevent alterations to natural habitats.

We give special attention to streams and wetlands; rare, threatened or endangered species; historic properties; and culturally important sites, including those valued by Indigenous communities. Engaging with stakeholders helps to understand interdependencies between natural resources and local communities, which is essential for the long-term success of our stewardship efforts and community well-being. See Stakeholder Relations for additional context on how we gather community feedback. All of these elements inform our natural resource management strategies that identify and implement plans for mitigating potential adverse effects from project construction and operation.

To effectively implement both regulatory and voluntary natural resource management strategies, Williams assigns an Environmental Inspector or designated Environmental Responsible Person to oversee environmental compliance of project plans and permits during construction.

When feasible, we design projects that use or run parallel to existing rights of way, reducing habitat fragmentation and avoiding biodiversity hot spots. All new projects are developed and executed in compliance with all applicable wildlife regulations, including those issued or enforced by the U.S. Fish and Wildlife Service, Bureau of Land Management, National Oceanic and Atmospheric Administration Fisheries, U.S. Army Corps of Engineers and FERC.

In 2024, 13% of land owned, leased and operated by Williams was within or near areas of protected conservation status or endangered species habitat. This assessment utilized GIS layering data from sources including the 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. These areas were then compared against species listed on the International Union for Conservation of Nature (IUCN) Red List of Threatened Species. This includes 39 critically endangered species as defined by the IUCN Red List.

When avoiding sensitive natural habitats is not possible, we implement the adaptive mitigation hierarchy of “avoid, minimize, restore and offset.” For operational pipelines, our sustainable land management strategy, particularly along rights of way, is designed to support biodiversity, adhere to environmental regulations and maintain the safety and integrity of our pipeline system.

Williams places seasonal restrictions on routine maintenance to mitigate impacts on breeding and migrating bird and bat species. Additionally, we have adjusted mowing frequencies in most areas to two- and three-year cycles and limit herbicides use, allowing native vegetation to grow and thrive. This approach promotes the growth of flowering plants that attract pollinators and other beneficial species. Similar methods are applied to expansion and non-routine maintenance projects. For example, in areas where our operations overlap with endangered and/or threatened bat species, we schedule clearing activities in the winter months when bats are not active to avoid disturbances.

Environmental stewardship is core to Williams’ operations.

By assessing potential resource impacts early in the project planning process, Williams can reroute projects away from sensitive biodiversity areas, identify additional natural resource impacts and evaluate permitting feasibility. Williams also collaborates with interest groups, subject-matter experts, community organizations and land management agencies to develop impact minimization and mitigation and restoration plans. For example, Williams collaborated with local partners to address wildlife crossings on HWY 189 in Wyoming, helping to prevent $20–$23 million in wildlife-related damages and $24–$29 million in personal injury costs due to vehicle collisions. Over the past three years, we have supported the The WYldlife Fund, the partner foundation to the Wyoming Game and Fish Department (Department), by contributing a total of $30,000 to help address this critical issue.

Williams’ standard minimization measures include following seasonal land-clearing restrictions, reducing construction footprints and implementing specialized construction methods. We regularly engage with business partners, such as GIS data service providers, to keep our biodiversity and land use data up-to-date.

EVALUATING ALTERNATIVE PIPELINE ROUTES TO AVOID BIODIVERSITY IMPACTS

For all pipeline expansion projects, Williams evaluates impacts to sensitive resource areas alongside the planned route and multiple alternate routes. In this example from the Housenick Pipeline, the final proposed route crossed some streams, but still had much less overall impact to high-value sensitive resource areas, such as wetlands and forested areas, than the alternate route.

Williams operates throughout the Appalachian region.

EXPERIENCE POWERS US

Supporting Freshwater & Forest Conservation in the Appalachians

In 2024, Williams also entered into a $1 million commitment with The Nature Conservancy (TNC) on their Appalachians Waters and Forests: Solutions for Our Planet program. This multi-year grant will support TNC's efforts to improve freshwater and forests in southern Appalachia through prescribed burns to help protect the forests from invasive species, encourage new growth and protect waterways by removing obsolete dams and replacing old culverts. This Williams investment will help plant over half a million trees, improve more than half a million acres of forest, connect hundreds of river miles and unlock millions of dollars in public investment for communities throughout the Appalachians.

Land Use

We aim to protect the integrity of land and water on or near Williams' operations throughout our asset installation, operation and retirement process. This includes preserving and restoring soil, minimizing erosion and restoring land back to its original state or beneficial reuse. We strive to complete restoration on all owned, leased or operated land, with timelines for restoration varying based on factors such as local climate conditions.

Williams intersects many areas with extreme terrain that is susceptible to landslides. These areas are the most prevalent in the Northeast and the Northwest. Landslides may occur due to soil erosion following tree-clearing activities and earth work during pipeline construction and can compromise pipeline integrity, disrupting the environment and nearby communities. To minimize the risk, a dedicated team evaluates landslide potential along proposed pipeline routes, following guidelines from The Nature Conservancy (TNC) and other industry standards. When needed, we reroute pipelines to avoid problem areas as much as possible. For sites that predate TNC guidelines, our team assesses the need for remediation plans to prevent landslides. Additionally, we monitor susceptible sites using field and aerial patrols coupled with annual light detection and ranging (LiDAR) surveys and satellite based ground deformation monitoring. Williams remains focused on implementing landslide risk mitigation procedures, rerouting evaluations and pollinator-friendly seed mix plantings across our enterprise, especially for newly acquired assets. For more information on our landslide risk mitigation efforts, see Pipeline & Asset Integrity.

In 2024, Williams disturbed 3,674 acres of land across all owned, leased and operated land. However, we restored 2,325 acres during the same reporting period. We prioritize the temporary stabilization of disturbed soils immediately after construction is completed, and for permanent restoration, our goal is to restore vegetative cover and stabilize disturbed soils within two growing seasons. Our restoration plans meet state and local regulatory standards and often go beyond minimum regulatory requirements.

After construction is completed, Williams works to restore the land surrounding our assets back to, or beyond, its pre-disturbed condition. One way we achieve this is through site- and habitat-specific vegetation seed mixes designed to support pollinators, native species, wildlife foraging and overall biodiversity. We collaborate with restoration specialists at the Natural Resources Conservation Service, land managing agencies, private consultants, local or regional conservation advocacy groups and seed suppliers to develop these seed mixes tailored by region, county and even specific pipeline mileposts. The data from these collaborations create baselines for evaluating the success of revegetation and restoration. Additionally, we track restoration and disturbance metrics in our permit-tracking tool to assess the effectiveness of our post-construction restoration efforts.

Williams recognizes the long-term potential impact we may have on forested areas. Right of way clearing and pipeline maintenance often require tree removal, as tree roots directly above pipelines can compromise pipeline integrity and monitoring. However, forests play a vital role in ecological biodiversity and climate stability by serving as nature's carbon sinks. Our commitment to climate action includes the responsible management of this valuable resource. Whenever feasible, we aim to avoid routing new right of way construction through forested areas and minimize tree removal during clearing. This is especially critical for interior forests where tree removal can cause habitat fragmentation. It is also standard practice to replant trees in temporary construction workspaces and shrubs to serve as riparian buffers, where they do not impact pipeline integrity.

Williams also supports reforestation and habitat restoration through corporate giving and partnerships with non-governmental organizations like the Arbor Day Foundation. Since 2020, we have supported nine Arbor Day Foundation projects that planted 160,490 trees across 310 acres in seven states. In 2024, Williams contributed to the Arbor Day Foundation's efforts to plant trees in 10 sites in underserved neighborhoods in Shreveport, Louisiana.

Site Closure & Rehabilitation

Williams is committed to responsible environmental management throughout the site closure and rehabilitation process. We plan for asset retirement and land restoration well ahead of a site's closure date and set aside appropriate funding. We engage in state voluntary clean-up programs and consent agreements to restore these sites until all regulatory requirements are met. Occasionally, we voluntarily participate in these processes when closed or surplus properties are reprioritized and we may choose to address the condition of these sites to enhance their value. Our goal for legacy sites is to remediate soil and groundwater, ultimately restoring the land for reuse by the company, the public and third-parties. We often integrate this work with our biodiversity practices to protect habitats for native plants and wildlife.

Williams' asset retirement and removal obligation review process serves as a planning tool to identify the potential environmental impacts and associated costs of retiring an asset. As part of the process, we conduct a property assessment and subsurface investigation prior to any activity. The assessment's findings help determine an appropriate approach for restoring land no longer used in our operations. For more information on our restoration efforts, see Land Use.

Williams' environmental services team currently manages 94 active remediation sites, with a total environmental accrual for remediation of $41.6 million.

Managing social impact is crucial to the successful closure and rehabilitation of sites. When needed, Williams engages with multiple stakeholders, including local community members and leaders, to minimize disruptions throughout the site closure process. We are responsible for remediation projects throughout our nationwide footprint, aiming to return remediated landscape to a beneficial use.

Remediation efforts on Williams' right of way in Pennsylvania.

WATER

TCFD: Metrics and Targets

Waterfowl at McPherson Valley Wetlands Area in Kansas.

Water is a valuable resource, and Williams is committed to using it responsibly throughout construction, operation and asset retirements. Water stewardship is a priority for our stakeholders, including local communities and non-governmental organizations. Our environmental inspection, compliance and corrective action programs, such as Williams' EAP, adhere to all relevant environmental laws, regulations and permit conditions regarding water.

Water Use & Effluents

While normal pipeline operations do not involve significant water usage, our largest water impact occurs during hydrostatic testing at the initial commissioning stages of pipelines. In 2024, we withdrew approximately four million gallons of water for hydrostatic testing. In total, Williams used about 83% less water for hydrostatic testing in 2024 than in 2023, driven by a decrease in expansion project construction. Additionally, 850,000 gallons were recycled for reuse during the year rather than sourcing fresh or potable water.

Williams uses the World Resources Institute Aqueduct tool in our GIS analyses to track our impact in water-stressed regions. This tool was updated in 2024 to assess newly acquired assets. As a result of this review, Williams identified approximately 656,000 gallons of water consumed from water-stressed areas for our processing activities.

Loyalsock Creek in Pennsylvania.

Partnerships & Initiatives

Williams actively supports a wide range of research and initiatives on water-related issues, collaborating with peer companies, academic institutions and advocacy organizations to advance water stewardship.

The South Santiam Watershed Council in Oregon is leading the Hamilton Creek Riparian Enhancement project, which benefits both watershed health and drinking water quality for downstream communities. The creek also provides essential rearing habitat for two federally listed fish species. In 2024, Williams continued to fund this project and supported their capital project to restore an old school for the council's office and working space.

The Consortium to Study Trends in Seismicity (CSTS) is a public-private initiative studying seismicity trends in Kansas. Data collected through the CSTS project helps improve our understanding of the increases in seismicity in Kansas and Oklahoma observed since 2013.

The Arbuckle Study Group, formed at the direction of the Kansas governor, studies the impact of increased injection zone pressures on the Arbuckle formation. Williams closely monitors the group's findings to apply to future injection practices.

As part of our comprehensive routing and construction process for pipeline rights of way and other assets, we carefully review routing options to minimize impacts to water resources. We avoid construction through wetlands and sensitive streams and aim to reduce disturbances by limiting workspaces near water features. Where feasible, we use specialized construction techniques, such as horizontal directional drilling (HDD) and implementing soil erosion and sediment controls. We also monitor and take action to prevent water withdrawals from watershed basins that could impact sensitive species. To assess HDD feasibility and apply best practices, Williams engages HDD subject matter experts to oversee every phase of the HDD project lifecycle. We adhere to industry best practices and standards when evaluating, designing and constructing HDDs on pipeline infrastructure projects. For more information regarding impacts to species, see Biodiversity & Land Use.

We strive to recycle or reuse water whenever possible to enhance operational efficiency and environmental stewardship. This includes drilling fluid, “regen” water removed from natural gas during dehydration and groundwater recovered from remediation activities. For example, groundwater pumped from remediation projects at our Conway, Kansas, area facilities is recycled for use in facility brine operations, diverting it from disposal. On occasion, freshwater is pumped into the brine ponds to maintain proper salinity levels.

We adhere to stringent federal and state water quality standards and permitting requirements for water discharges. We take a variety of approaches to discharge water in the most efficient and environmentally friendly manner at each site. Most of the water used in hydrostatic testing is either reused or returned to the same basin from which it was sourced. Before releasing it, we test the water against permitted quality standards and minimize soil erosion by directing the water to vegetated areas. At our Dilley Amine facility, Williams utilizes a 0.86-acre farm for the land application of reverse osmosis reject wastewater, which also reduces the need for transportation and disposal resources.

Williams valve site in New Jersey.

WASTE & RESOURCE EFFICIENCY

Our operations generate waste during the transportation, gathering, processing and treating processes. Types of waste commonly generated at our facilities and pipeline systems include used oil, pipeline liquids, pipeline and vessel sludge, used filters, pipeline coating, scrap metal and contaminated soils. Williams strives to reduce and effectively manage our waste to minimize our impact, promote safe operations, protect human health and optimize costs.

Josh M., Operations Technician at Compressor Station 185 in Virginia.

Waste Generation & Management

WIMS establishes a standardized approach for characterizing, storing, handling, packaging, transporting and disposing of hazardous and nonhazardous waste at Williams sites. Environmental Specialists support each site with waste characterization, disposal and reporting. We assess the effectiveness of our waste management practices through our EAP to comply with regulations and continuously improve our performance. These efforts are bolstered by training we provide for personnel involved in waste handling and compliance assessments, such as waste categorization training, which has contributed to reducing waste.

Some of our specific waste management measures include using designated, labeled containers for waste, maintaining waste storage areas, conducting regular inspections and disposing of waste according to applicable regulations. WIMS includes protocols for managing specific operational waste streams in line with state and federal requirements.

Accurate reporting on hazardous substances is a regulatory requirement that enhances community safety. Williams maintains an internal operating requirement for Tier II chemical inventory reporting and hazard communication. We also met the 2024 reporting deadline for Toxic Release Inventory reporting requirements for gas processing plants under NAICS code 211130, which mandates reporting on releases and waste management activities related to Toxic Release Inventory-listed chemicals.[31] To provide transparency, Williams' makes our Safety Data Sheets publicly available, providing clear information on how we manage hazardous substances.

Williams has identified mercury contaminants, which can accumulate in the piping and vessels of our operating assets, as a key area to improve hazardous waste management. We first conducted a large-scale mercury evaluation across the Transco system to identify receipt points with elevated mercury concentrations in gas and gas condensate in 2022. Building on this work, in 2024, we carried out smaller site-specific evaluations at high-risk points to properly characterize and dispose of mercury waste streams. In addition, we conduct X-ray fluorescence surveys on piping and vessels removed from service or require repair to determine if decontamination or specialized recycling is required. We also continued mercury-in-gas sampling to assess the risk of liquid metal embrittlement in braised aluminum heat exchangers. These efforts help us to safely manage mercury exposure risks.

Radioactive waste is not a major concern in our operations; however, we monitor evolving regulations around Technologically Enhanced Naturally Occurring Radioactive Materials. When applicable, we analyze our waste streams for specific radionuclides commonly found in the oil and gas industry. As regulations develop, we will follow management and disposal requirements that may impact our waste streams.

Similarly, we recognize growing public concern and regulatory scrutiny surrounding per- and polyfluorinated substances. Williams has a per- and polyflourinated substances working group to stay aware of new regulatory developments and potential impacts to our business. In addition to our waste management and minimization efforts, we also discuss our approach to managing spills and releases, as well as our LOPC performance, which is detailed in the Pipeline & Asset Integrity and Process Safety sections of this report.

[31] Reporting required in 2024 using 2023 data.

Waste Targets & Minimization

Waste minimization efforts begin with reliable data. In 2024, Williams improved and enhanced our waste tracking tool, increasing internal visibility and transparency of waste data throughout the organization. The tool facilitates the collection and disclosure of waste generation and disposal data from our facilities and allows us to continue making progress toward establishing a consistent, enterprise-wide approach to waste data collection and reporting.

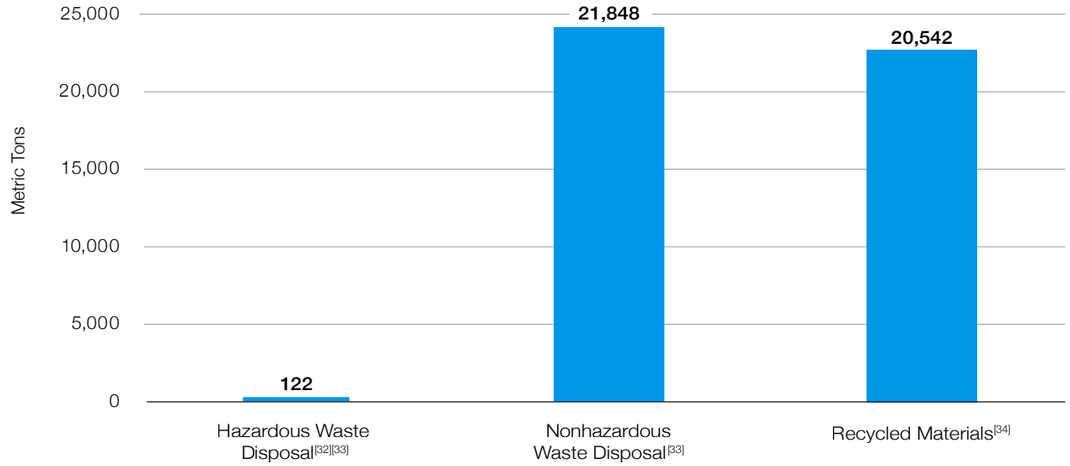
In 2024, Williams advanced its Waste Handling Optimization goal in our Transmission and Gulf segment by achieving two key milestones:

1. Established a process for evaluating third-party software to expand waste tracking capabilities, enabling us to track waste from its point of generation to final disposal. This vendor review will continue in 2025.
2. Developed several one-page training guides on waste labeling for common waste streams. These guides are designed for operations personnel and are incorporated into periodic site meetings.

In 2024, Williams generated 42,512 metric tons (MT) of operational waste, with the vast majority classified as non-hazardous. We recycled, reused or recovered approximately 48% of this waste material.

We continuously explore waste minimization opportunities while ensuring the reliability of natural gas operations. For example, our underground hydrocarbon storage facilities in Conway, Kansas, operate caverns developed in natural salt formations to store millions of barrels of natural gas liquids. The Kansas Department of Health and Environment authorized a waste minimization emplacement process as an alternative to landfill disposal for salt-impacted earthen materials. Through this process, Williams returns natural materials to the subsurface as a form of beneficial reuse. As a result, Williams has diverted approximately 36,000 tons of salt-impacted soil from landfill disposal since 2017. In addition, the emplacement of these solids helps to stabilize caverns that are no longer in service for natural gas liquid storage.

2024 OPERATIONAL WASTE DISPOSAL & RECYCLING



[32] Hazardous wastes include wastes classified by US EPA federal regulations as hazardous waste.

[33] Waste shipped from Williams operating facilities.

[34] Recycled Materials consists of hazardous and nonhazardous wastes sent offsite for recycling/recovery, and includes used oil.

At our corporate offices, Williams partners with third-party waste handlers to recycle paper, plastic and cardboard. In 2024, our Tulsa headquarters building collected and recycled approximately 46 tons of these materials, which includes recyclables from all tenant-occupied floors. Paper use is a key focus of our office-based waste minimization efforts. We encourage employees to evaluate the necessity of printing documents and support paper recycling through a shred services program.

In addition, Williams recycles and donates older electronic hardware, such as computers and electronic accessories. Each quarter, our supply chain team conducts Obsolescence Reviews to identify equipment that is no longer needed for operations but remains in good condition for donation or recycling. A key feature of this program is our laptop donations to nonprofits or local schools, such as recent donations to Grove Public Schools in Northeastern Oklahoma, helping them to establish a computer lab for elementary and middle school students.

Spill & Release Performance

Williams is committed to preventing spills and releases in our operations by adhering to rigorous operational requirements designed to minimize their occurrence. When a spill or release does occur, we prioritize transparent reporting. Williams has spill prevention and response plan operating requirements, for both onshore and offshore assets, in our WIMS procedures. These requirements help determine when we use spill plans and how we continuously develop, implement and maintain effective plans. The plans define when and how spill response measures are activated, continuously developed and maintained for effectiveness. Our plans also address compliance with regulatory requirements for pollutant prevention at our owned and operated assets.

In the event of a spill, Williams has established processes and tools to control and mitigate its impact. We report spills to regulatory and community stakeholders, remediate affected areas, investigate root causes and apply lessons learned to improve program management and preventative controls to reduce future risks.

Williams tests our spill response preparedness and capabilities through a comprehensive drill program that assesses Williams' response to our designated "worst-case" discharges under real-time weather and operational conditions.

We use a predetermined scenario without informing the operations teams that engage in the drill. Our plans and drills evaluate our teams' response capabilities and facilitate Williams' ability to protect sensitive local and coastal ecosystems and recover and properly manage discharged products.

Williams integrates preventive maintenance procedures as a key component of our spill and release reduction efforts by keeping assets operating as intended. In addition, we use a safety and environmentally critical equipment checklist to identify critical equipment and prioritize maintenance activities. This proactive measure was voluntarily adopted in response to industry incidents, reinforcing our work to implement best practices based on both internal experiences and industry-wide learnings.

Beyond preventive controls, we continually strive to improve our spill and release performance by leveraging data collection initiatives. These initiatives improve transparency of spill and release incidents from operations and project sites, allowing thorough investigation and the sharing of lessons learned. This process results in improved procedures and reduced likelihood of additional spills or releases.

Williams set a goal in 2024 to reduce company-wide reportable spills and releases by 20% compared to 2023 performance. In 2024, Williams recorded 92 total agency reportable spills and releases,[35] experiencing a 17% decrease from 2023. For 2025, we established a new goal targeting a 10% reduction in total agency reportable spills and releases.

[35] The reportable spills and releases include excess gas emissions and spills of any substance reportable to a state or federal agency.

For more information about our hydrocarbon spill performance and reportable pipeline incidents, see the Performance Data Table. See Pipeline & Asset Integrity and Process Safety for more information on release prevention and mitigation.

Eric G., Operations Technician at Compressor Station 185 in Virginia.

Resource Efficiency

Evolving our processes to use resources more efficiently generates benefits that reduce our environmental impact, drives cost savings, enhances our competitive advantage and contributes to a less resource-intensive world. Williams continuously explores opportunities to improve resource efficiency, including circularity.

INVENTORY MANAGEMENT

Williams began the implementation of a streamlined inventory management strategy in 2024 and integrated newly required inventory management procedures into WIMS in early 2025. These inventory management procedures aim to enhance operational efficiency by increasing inventory visibility, reducing costs associated with wasted inventory, improving resiliency against supply chain challenges and promoting on-time project delivery. Standardized inventory management also promotes resource efficiency. These changes are also anticipated to reduce inventory-related waste by enabling informed decisions regarding resource allocation.

BUILDING EFFICIENCIES

Building efficiency improvements can drive Scope 2 emissions reductions and reduce our waste generation, particularly when focusing on high-consumption locations like offices or processing plants.

In 2024, Williams continued our ongoing pursuit to modernize 11 floors in our Houston offices, at the Williams Tower and Two Allen Center. Led by Williams' Facilities and Construction team, we aim to achieve Leadership in Energy and Environmental Design (LEED) Silver certification through this remodel program.

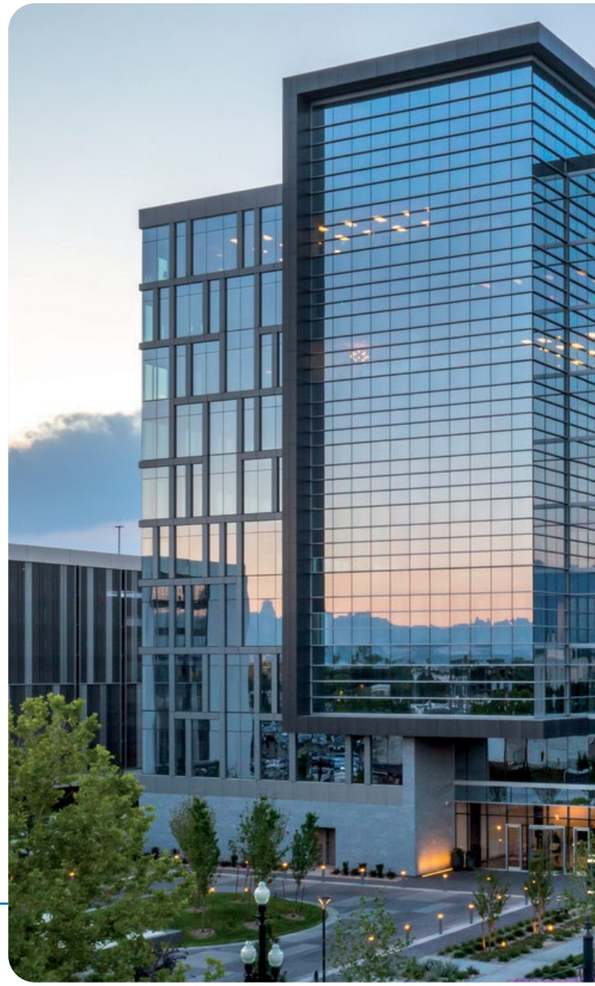
Energy efficiency and circularity measures include:

- Reducing volatile organic compounds and other toxic materials during construction
- Recycling, donating and selling old furniture
- Increasing use of natural light by placing private offices internally on the floors and workstations along the perimeter, allowing sunlight to fill the space
- Integrating mechanical, electrical and plumbing controls to reduce electricity and water consumption
- Using EnergyStar® rated appliances
- Installing office furniture designed for circularity, including furniture made from the carbon-neutral vendor, Steelcase, a global design, research and thought leader in the world of work

In 2024, Williams completed renovations of two floors, now totaling nine renovated floors since 2021. New remodeled floor break rooms are equipped with water dispensers, offering flavored and carbonated options. Thanks to these innovative machines, we've saved over 135,000 plastic bottles, contributing to a more sustainable workplace. Throughout the renovations, Williams accumulated over 8,040 cubic yards of waste such as concrete, sheet rock, metal, wood, plastic and cardboard, and thus far, over 82% of this waste has been recycled. Upon completion, anticipated in 2025, we will submit for the LEED Silver certification.

In Salt Lake City, following the acquisition of MountainWest, the Williams' Facilities and Construction team achieved efficiencies by consolidating two offices into one space. This transition enabled Williams to utilize LEED standards for the construction of the new Salt Lake City office where we ultimately achieved LEED Silver certification in 2025. Utilizing energy star computer equipment and appliances and energy efficient architecture, we dramatically reduced our energy consumption across our footprint in the Salt Lake area. Additionally, Williams was able to donate office supplies to local schools and furniture to local nonprofit organizations, allowing these resources to be repurposed rather than discarded.

To support ongoing resource efficiency efforts, Williams provides employees with optional LEED Green Associate training through LinkedIn Learning, which covers ways to reduce energy and water use.



Williams' new office in Salt Lake City, Utah.

PROTECTING PEOPLE & STRENGTHENING INFRASTRUCTURE

The safety and well-being of our employees, contractors and communities are our highest priority. As part of our commitment to operating responsibly, we uphold the highest standards of integrity for our assets to maintain a safe and secure working environment.

IN THIS SECTION

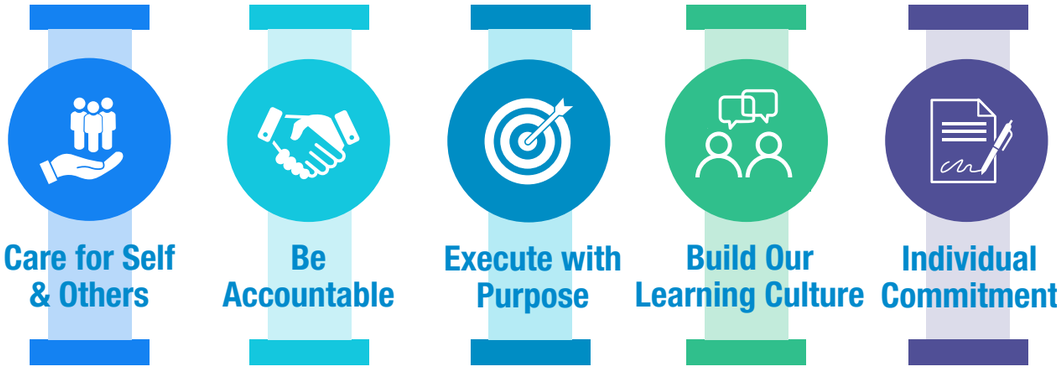
Damon F., Operations Technician in Texas.

OUR APPROACH TO SAFETY

At Williams, safety is our highest priority. As one of the largest midstream operators in the U.S., Williams has a responsibility to protect the health and safety of our employees, our communities and the environment. Our approach to maintaining safe operations is built upon the rigorous standards we uphold for our safety governance, safety culture and continuous improvement. We are committed to delivering top-tier safety performance through individual ownership, operational discipline, shared learning and prompt action. We commit to zero incidents because we care about each other, our families and the communities where we live, work and serve our customers.

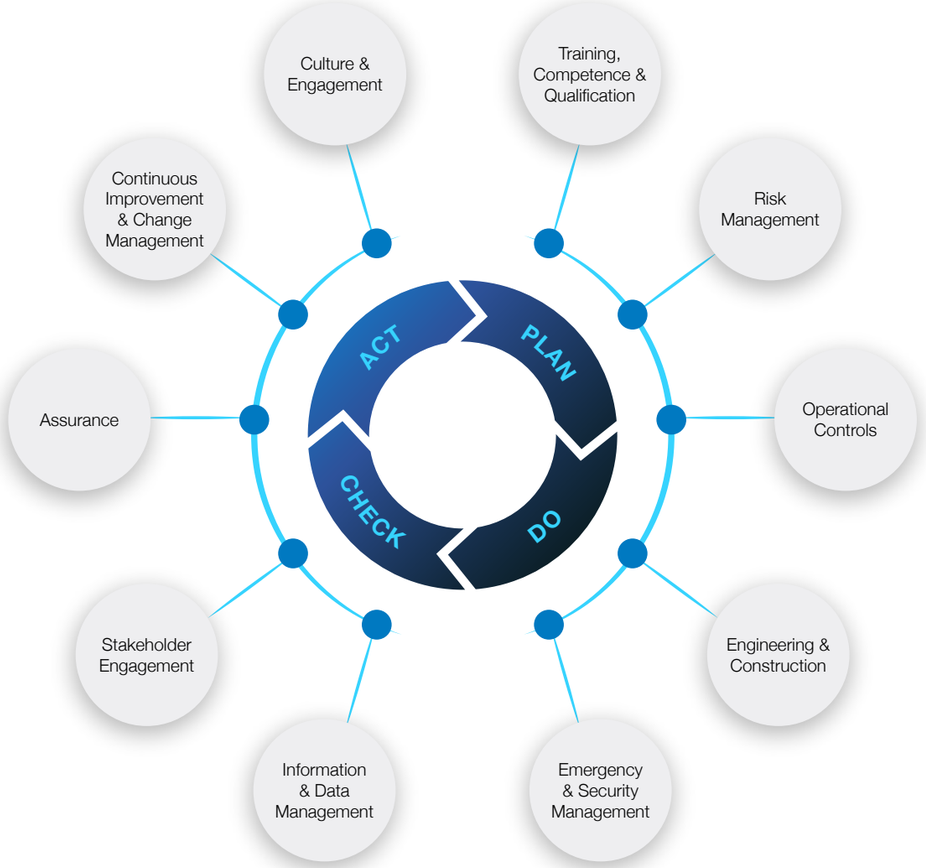
Beginning in 2023, Williams embarked on a three-year journey to align our WIMS governance model with the management system framework API RP 1173: Pipeline Safety Management Systems. This operations management system consists of specific key elements that represent our approach to all our safety-related sustainability topics, encompassing our people, our assets and our neighbors, and centralizing continuous growth through the Plan-Do-Check-Act cycle.

OUR SAFETY PILLARS



Williams made several key strides toward achieving alignment with RP 1173 in 2024. We created a new WIMS Governance Committee to supplement our existing WIMS steering committee. This new committee is responsible for establishing and reviewing high-level performance measures, assessing the integration of WIMS elements across the enterprise and identifying key leaders responsible for implementing and continuously improving each WIMS element. Williams also began the process of establishing individual teams responsible for overseeing and managing each WIMS element.

WILLIAMS INTEGRATED MANAGEMENT SYSTEM (WIMS)



Luke D. and Hector O., Operations Technicians at Meacham Compressor Station in Oregon.

Safety Governance

The EHS Committee of the board oversees safety at Williams and our EHS Policy, which details our commitment to integrate safety into our operations, evaluate our performance and communicate to our stakeholders. Our executive management endorses this policy which, together with our Safety Commitment and Safety Pillars, forms the foundation of our safety culture and expectations.

We implement our EHS Policy using WIMS and manage enterprise safety risks using appropriate operating requirements, project standards and site-specific procedures. Our procedures align with regulations of the Occupational Safety and Health Administration (OSHA) and the Pipeline and Hazardous Materials Safety Administration (PHMSA), and they incorporate lessons learned from internal and industry incidents to make continuous progress toward our goal of zero incidents.

In order to prioritize and create action plans to mitigate EHS risks, we use an operational risk assessment methodology within WIMS that uses risk tools to identify the probability and severity associated with the risk. Each assessment follows a defined risk delegation of approval to identify and prioritize the action plan for mitigation.

Life Critical Procedures & Hazard Recognition

In 2017, we adopted 12 life-saving procedures universally across all operations. These Life Critical safety-related operating requirements have improved our safety culture, operational discipline and hazard recognition. Our safety culture contributes to every decision and action our employees make. Therefore, we regularly reassess the strength of our safety culture. We use Life Critical Safety Culture Assessments, performed at each of our twenty regional franchises, to track our safety culture evolution, audit compliance with Life Critical procedures and address any regional variations across our business. We have completed 42 baseline assessments and reassessments across all Williams franchises since launching the program in 2019.

We continue to expand the on-the-job training and feedback portions of our Life Critical Safety Program, which facilitate discussions between leaders and employees on Life Critical processes while the tasks are performed in real-time. Our Life Critical Field Engagement Program integrates this effort across the company. Williams continues to improve our Life Critical Operating Requirements using performance data and employee feedback.

We use our Hazard Recognition Focus program to train our personnel to recognize and respond to workplace hazards before an incident occurs. We recognize and celebrate employees each month who display leadership in identifying and mitigating workplace hazards through this program.

The baselines for our process safety goals are set by various regulatory requirements and industry standards. Our uniform approach to process safety reviews uses standardized management of change and pre-startup safety review software, which tracks and facilitates thorough evaluation of modifications to our assets.

Our Safety Assurance team provides compliance assurance of the Life Critical elements in WIMS and arranges for third-party audits on our Tier 1 Process Safety Management and Risk Management Program-regulated facilities. Although regulations do not require the use of a third party, conducting third-party audits gives us an outside perspective of our performance so we can incorporate the best of industry practices in our efforts to keep our people safe and maintain regulatory compliance. We conduct supplementary audits internally. See the Process Safety section for more information on Williams' efforts related to process safety.

Billy A., Operations Technician Lead at offshore platform GA244 in the Gulf.

WORK EXPERIENCE MOBILE APP

Williams also uses the Work Experience mobile app, which is connected to the Enterprise Asset Management (EAM) system, to provide our employees a single application for many functions required for daily tasks. This mobile app provides efficiencies for our operations teams and streamlines the work permitting process digitally. We continuously evaluate new improvements to the app that bring resources to the hands of our employees.

The Work Experience app and our Safe Work Management Operating Requirement help employees practice operational discipline and hazard recognition when completing work permitting, work plans and job safety analyses. Williams expects every employee and contractor to report all hazards, incidents and near-misses.

ANNUAL INCENTIVE PROGRAM SAFETY METRICS

Our ultimate desire is to eliminate incidents entirely. To this end, in 2024, Williams implemented two new safety-related AIP metrics. The High Potential Hazard Identification to Incident Ratio is a leading indicator that measures the ratio of high potential severity hazards observed and documented to each high actual severity incident. It replaces the lagging indicator Behavioral Near Miss to Incident Ratio used previously. This new metric supports our continually improving reporting culture by prioritizing leading indicators that promote hazard identification before they progress into severe safety incidents. In our first year with this new target, we outperformed the 2024 High Potential Hazard Identification to Incident Ratio target of 20:1. This new metric encourages a more proactive safety culture by enhancing our ability to detect the highest potential hazards in our work environment.

Williams also introduced a new Critical Tier 3 LOPC Ratio that compares Critical Tier 3 LOPC events with the number of actual Tier 1 and 2 incidents that occurred. By implementing this metric, we saw a reduction in process safety incidents. For more information on this AIP metric, please see the Process Safety section.

PIPELINE & ASSET INTEGRITY

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

Why This Matters to Williams

Williams operates a pipeline and asset network spanning over 33,000 miles across the U.S. and passing through thousands of communities. These communities depend on Williams to uphold operational discipline, prevent ruptures and leaks, and keep gas flowing to our customers. Maintaining the integrity of our infrastructure is the foundation of protecting local communities and ecosystems from the potentially harmful effects of hydrocarbon releases.

Williams can only deliver safe, reliable energy when we keep our product inside our pipelines and assets and avoid accidents that cause harm to our communities and operational downtime. Avoiding accidents and release events of all sizes is critical to preserving our strong reputation as a safe, responsible operator and meeting the expectations of our investors, customers and business partners. While scheduled maintenance of our assets does create planned downtime, this maintenance ultimately enhances the reliability and safety of our systems. We strive to operate safely and securely as part of our mission to deliver reliable energy to our customers and create value for our shareholders.

Maintaining a set of comprehensive asset integrity management programs helps us to identify and address anomalies before they escalate into concerns. We implement measures that enhance safety; prevent leaks, ruptures, and releases to the environment; and mitigate impacts should leaks occur. In the event of a rupture or release, we follow thorough processes and procedures designed to minimize impact on our operations, the environment and local communities.

Governance & Oversight

Williams' executive leadership, led by our Chief Operating Officer, oversees our pipeline and asset integrity management. Together, they oversee planning and budgeting for integrity activities, integrity risk assessment reviews and approvals for preventive and mitigating measures.

Williams uses a formal EAM system based on ISO 14224. The EAM incorporates Maximo software to integrate multiple formalized business processes and systems, such as Work Management, Maintenance Management, Supply Chain-Inventory Management, Management of Change/ Pre-Startup Safety Review, Life Critical Permitting, Concern/Incident Reporting, Compliance Assurance and action item tracking. We also maintain a formalized equipment hierarchy standard, standardized equipment classifications and associated attributes. The EAM and WIMS direct and control our pipeline and asset integrity activities to facilitate compliance, proactive risk management and continuous improvement. The EAM also facilitates our regular business process analyses by using a variety of reports and metrics to benchmark our performance.

Kevin J., Operations Technician, and Michael S., Coordinator of Maintenance, at Markham Gas Processing Plant in Texas.

INTEGRITY RISK MANAGEMENT & ASSESSMENT

Asset integrity is a critical part of our overall risk management system. We use Integrity Management Plans (IMPs) to structure our evaluations of integrity risks based on consequence and probability. Williams has three IMPs: Gas, Liquids and Facilities. The requirements in these IMPs help us prioritize integrity remediation activities, including appropriate preventive and mitigating measures. Williams' asset integrity team evaluates IMPs annually by examining requirements, assessing effectiveness, identifying improvement opportunities and developing action plans. The team reports the results to executive leadership. Williams also engages external, third-party evaluators to audit one of the IMPs every year, ensuring that each IMP is independently audited at least once every three years. Williams internal assurance team also completes an annual audit of records, documentation and implementation.

All Williams facilities, regardless of their regulatory requirements, use an operational risk management approach. Our Pipeline and Facility Risk Models track leading indicators of possible pipeline safety events using probability-based corrosion modeling, excavation damage trend data, pipeline control data and weather event data. We refresh our Pipeline and Facility Risk Models at least annually using the latest field data to advance our understanding of threats, drive more meaningful discussions of future risk mitigation options and promote new industry best practices.

In 2024, the Williams Integrity Program inspected a total of 4,028 miles of Liquids and Gas Transmission pipelines. Williams also completed integrity assessments on 13 gas gathering pipeline segments totaling 109 miles. Regulations do not require integrity assessments for gas gathering pipelines, so our assessments demonstrate our commitment to going beyond compliance when promoting asset integrity.

Shaun S., Operations Technician at Willow Creek Gas Plant in Colorado.

CONTROL ROOM MANAGEMENT

Our Control Room Management Plan (CRMP) mitigates human risk factors that could compromise asset integrity by using a supervisory control and data acquisition system for more effective remote control and monitoring. Controllers monitor and evaluate pipeline facilities and take appropriate actions to avoid exceeding system Maximum Allowable Operating Pressure/ Maximum Operating Pressure. Controllers monitor for signs or developments of abnormal or emergency conditions and respond to pipeline and compressor/pump station pressure alarms 24 hours a day, seven days a week. Promoting the health and safety of our controllers remains a priority for Williams, since our controllers help maintain the safe operation of our assets. Our CRMP standardizes methods for both assessing and managing controller workload and identifying, mitigating and managing fatigue. The CRMP enables rapid and effective controller response to alarms and deepens controller understanding of the systems they operate. The CRMP also provides a training framework for controllers and their teams for both pipeline operation and developing contingency plans and systems to use in the event of an emergency where the primary control rooms and systems are not accessible.

REGULATORY COMPLIANCE & INDUSTRY COLLABORATION

Williams takes action to comply with all applicable laws and regulations regarding our pipelines. We monitor federal, state and local regulatory developments and industry best practices to keep our procedures in WIMS up to date.

PHMSA's "Mega Rule" Part Three reclassified many of our facilities as DOT Type-C Facilities. At all our facilities, including those now under DOT jurisdiction, Williams will maintain our safety practices to adequately identify, mitigate and monitor risk, such as management of change (MOC) processes, pre-startup safety reviews (PSSRs) and process hazard analyses (PHAs). We also developed a new facility integrity program in 2024 designed to augment our practices at facilities previously outside of DOT jurisdiction. This program goes beyond regulatory compliance by implementing a right-size-fit approach where potential corrosion and other integrity concerns are properly identified and managed.

While our expectation is 100% compliance with all federal, state and local regulations, we welcome feedback from our regulators, both informal and in the form of formal enforcement, and consider all feedback we receive for incorporation into our compliance programs. In 2024, Williams incurred fines and penalties of $176,400 resulting from enforcement associated with federal pipeline and storage safety regulations.

Williams regularly engages with industry trade associations, including INGAA, API, Southern Gas Association (SGA), Liquids Energy Pipeline Association (LEPA), Association for Materials Protection and Performance (AMPP) and GPA Midstream (GPA) to evaluate new proposals for rules, regulations and standards and to provide valuable feedback prior to implementation. Williams also engages directly with PHMSA leadership and the Pipeline Safety Trust, an independent nonprofit that represents public interest, to support a variety of efforts. For example, our specialists are leading the API's feedback effort on a PHMSA proposed rule for CO_2 pipelines.

In 2024, Williams continued to collaborate with the Pipeline Research Council International's (PRCI) Geologic Hazard Strategic Research Program on important industry topics such as mitigating geotechnical and hydrotechnical risks. In 2024, we launched a new project with our industry partners to develop an industry guide on hydrotechnical mitigation alternatives that is scheduled for completion by the end of 2025. We value the ability to engage with industry peers on research and continuous improvements for preventing adverse integrity events, as it allows Williams to hold ourselves and our industry to a higher standard.

Williams' pipeline integrity subject matter experts are also supporting efforts through INGAA on the development of the Integrity Management — Continuous Improvement (IMCI) 3.0 program, Class Location redesign and GPAC reform efforts. Working closely with INGAA helps our industry speak with one voice when discussing regulatory rules or concerns with PHMSA.

INCIDENT NOTIFICATION & REPORTING

WIMS includes our incident notification and concern reporting procedures that guide our notification and recordkeeping activities for both potential and actual incidents. Our process mandates that operators notify the Williams Security Operations Center immediately by phone in the event of an incident, followed by additional notification requirements, documentation and process improvement review. Williams manages all environmental and safety-related incidents through the Incident Management module within Maximo. The EAM system collects event response data for non-events (e.g., hazard identification), events with no negative consequences (e.g., near misses) and events with negative consequences (e.g., incidents). In 2024, our IT partners updated Williams' systems to the latest version of the Maximo software, MAS9. This version contains new, out-of-the-box AI capabilities that can identify enhancements to our asset maintenance management strategies.

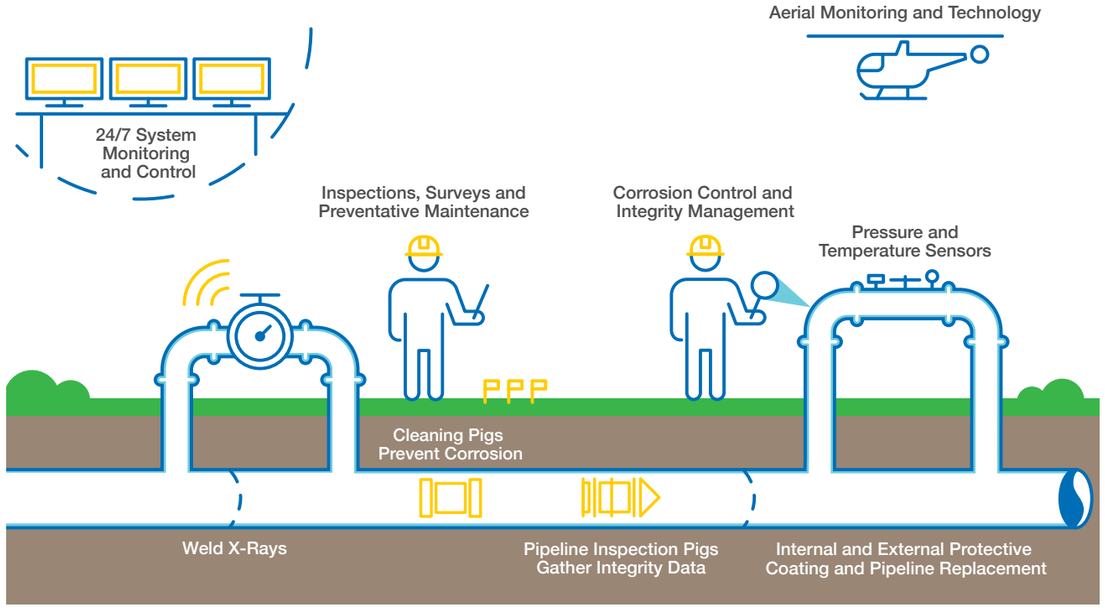
MAS9 facilitates many business processes, including Work Management, Maintenance Management, WIMS Baseline Maintenance (BLM), Supply Chain Inventory Management & Purchase Requisitions, Management of Change and Pre-Startup Safety Reviews, Life Critical Permitting, Concerns and Incidents and Compliance Assurance.

Programs & Initiatives

Williams adheres to the asset integrity, quality assurance, data management and inspection requirements and guidelines as prescribed by WIMS. We monitor our pipelines for flow, pressure, temperature and other factors at dedicated control centers that feature automated system responses to potential leak conditions. Williams employs the latest technologies and measures to keep our infrastructure safe and secure 24/7, every day of the year.

An illustration of Williams' Pipeline Integrity Program is depicted in the infographic below.

WILLIAMS' PIPELINE INTEGRITY PROGRAM



A drone in use at Oak Grove Processing Plant in Ohio.

AERIAL MONITORING TECHNOLOGIES & LANDSLIDE PREVENTION

Williams supplements our ground-based assessments with unmanned aircraft systems (UAS) that monitor our pipeline and asset integrity from the skies. We deploy UAS for facility and equipment inspections, land surveying and 3D modeling, construction monitoring and general environmental compliance. We also use them to conduct right-of-way inspections, vegetation growth monitoring and thermal imaging for leaks. UAS enhance our asset security by observing activities in our rights-of-way that may need investigation or response and are also considerably safer for our field employees than in-person inspections. Williams currently employs 21 registered Federal Aviation Administration Part 107 Remote Pilots, and owns and operates 16 different UAS.

Our aerial leak detection solutions provide more accurate and efficient identification of leaks than ground-based solutions alone. We conduct aerial flyovers more frequently than PHMSA's minimum requirements for our regulated pipeline systems to enhance our damage and leak prevention programs beyond regulatory compliance. We are also evaluating drone technology for aerial leak surveys, including the use of more continuous data gathering and migration into GIS for field follow-up. In 2024, Williams continued to perform top-down aerial flyovers of selected assets as part of our QMRV and NextGen Gas program, verifying the completeness and accuracy of previous measurement programs pursuant to OGMP 2.0 standards.

Landslides and geologic hazards can pose a risk to the integrity of our pipelines. To monitor changing conditions and mitigate large-scale hazards in landslide-prone areas, we utilize LiDAR technology and public, satellite-based InSAR data. InSAR data can offer millimeter-level precision and has become a crucial tool in augmenting our aerial and Earth Observation assessments in regions where LiDAR has proved less effective, such as monitoring slow-moving landslides in certain geographic regions.

In 2024, we used LiDAR data to identify and remediate landslide sites in southeastern Ohio, northern West Virginia and southeastern Pennsylvania. We delineated 99 landslides near operational pipelines and repaired 54 of those landslides to minimize pipeline integrity issues and avoid long-term impacts on local streams and habitats. Our Ohio River Supply Hub Engineering & Construction group also remediates landslides on newly installed pipelines to comply with construction permit restoration requirements. In 2024, we remediated five landslides on new pipeline rights-of-way as part of restoration measures to comply with permit restoration requirements.

In 2024, Williams completed replacing a two-mile pipeline section along our Northwest Pipeline system lying within an active, slow-moving landslide, successfully mitigating a large risk to the integrity of the NWP system. The project also involved the implementation of continuous on-pipe, fiber-optic strain monitoring. Williams is one of the first adopters of this technology and among the first U.S. operators using it for direct, on-pipe strain measurement.

Williams continues to improve and maintain our geohazard monitoring program throughout the West. The program implements strain monitoring best practices, primarily through the use of strain gauges and IMU bending strain evaluations. Williams maintains conservative limits for mitigating strain on pipelines, and we perform periodic strain relief excavations based on monitoring data.

Williams' Northwest Pipeline pioneered geohazard monitoring programs, creating one of the first programs in the U.S. in 1987, and our current practices push us to remain at the cutting edge of geohazard monitoring through rugged and difficult to access terrain.

PIPELINE INSPECTIONS & CORROSION PREVENTION

Williams runs cleaning pigs and uses in-line inspection (ILI) tools for flow assurance and threat management of internal and external corrosion, stress corrosion cracking, manufacturing and construction-related defects, third-party damage and pipe movement. We apply modern coating systems to new or replaced pipelines, which serve as the primary barrier to corrosion. We also use cathodic protection as an additional line of defense. Throughout 2024, we expanded our use of ILI crawler tools to reduce our reliance on hydrotesting and collect detailed data on pipe segments that cannot support traditional ILI activities. Using smart cleaning pigs and other cleaning instruments with adjustable travel speeds improves our data-gathering capabilities and reduces impacts to customers. We also use high-definition “ultra” tools that can identify smaller, pinhole-like corrosion and inspect for corrosion within long seam welds.

In response to new regulations in U.S. 49 Code of Federal Regulations Part 192, Williams is involved in API efforts to develop a new Recommended Practice on Engineering Critical Assessments (ECA), which will allow operators to reconfirm their Maximum Allowable Operating Pressure. The ECA process uses innovative ILI tools to inspect for relevant threats. These tools avoid the blowdowns required by traditional hydrotesting or pipe replacement methods, improving continuity of service for our customers. The ECA process also has a much smaller environmental footprint than pressure testing or replacement, since the work can be completed while the pipeline is still in service.

Cleaning pigs help Williams inspect and maintain our pipelines.

HARD SPOT INTEGRITY MANAGEMENT

Pipeline hard spots are created by unintentional, localized quenching during the manufacturing process of older pipeline steel. Hard spots are a threat to our entire industry, since pipes containing hard spots can be susceptible to hydrogen-induced cracking. Damaged or degraded pipe coating and higher levels of cathodic protection can increase the potential for hydrogen to exploit a hard spot and result in a crack. Williams has developed a Hard Spot Management Plan that centralizes accumulated knowledge and industry best practices about hard spots into one document within WIMS. Williams also documents the decisions made while responding to hard spot threats along with risk analyses, mitigation methods, assessments conducted and repairs completed.

In 2024, PCRI published the MAT 7-2 Hard Spot Susceptibility Report, designed to advance industry knowledge around the structural, environmental and operational conditions that can increase risk. The goal is to better understand the threat and improve identification measures to reduce the risk of future hard spot-related events. Williams’ specific contributions to this report include developing an industry-leading approach to modeling the risk of hard spots by directly considering how cathodic protection interacts with hard spot susceptible piping. This updated Pipeline Risk Model positively influenced hard spot management by leading to new ILI deployments targeting potential hard spots. Williams is also conducting a cathodic protection review designed to reduce risks for assets susceptible to hard spots.

“Our collaboration with industry peers has been crucial in advancing our understanding of the hard spot threat and managing it effectively. Williams is now championing additional joint industry projects to better understand in-line inspection capabilities, cathodic protection’s influence on hard spots and measurement techniques. This effort highlights the power of industry working together toward a common goal.”

SEAN MORAN
Staff Engineer

FACILITY MECHANICAL INTEGRITY

Williams uses condition-based scheduling and a corrosion-based analysis when conducting assessments and visual inspections of our facilities, with special emphasis placed on assessments in higher-risk areas. We are transitioning from condition-based monitoring to risk-based inspection management using historical data and a quantitative approach informed by API 581 modeling. During this transition, our Williams PSM facilities will continue to practice condition-based monitoring until the facility undergoes the risk-based inspection conversion process. We perform inspections prior to startup or asset commissioning involving new equipment to create a mechanical integrity assessment baseline. Through this process, we identify which assets require comprehensive engineering assessments for continued safe operations.

In the ever-evolving regulatory and safety landscape, we commit to evolving our mechanical integrity program to strengthen our operational risk strategy. All of our facility programs have adopted modeling processes that follow API's recommended approach to Corrosion Control Documentation (CCD), which identifies damage modes and profiles associated with design and operational conditions posing varying levels of operational risk, and we augment the CCD with Integrity Operating Windows for creating inspection plans. We also maintain a Risk-Based Inspection module in the Plant Condition Monitoring System to further enhance the CCD program to manage inspection event processes and scheduling based on risk profiling and outage opportunities.

PREVENTIVE MAINTENANCE

Our preventive maintenance plan is another key element of our integrity efforts. We use voluntary equipment checklists to designate environment and safety-critical equipment at our facilities so we can prioritize preventive maintenance activities around these designations. In 2024, we performed these risk assessments and prevention mitigation reviews on all our assets, including those that are not required by regulation. We work to implement industry best practices based on both our experiences and those of our industry peers.

We use the Maintenance Readiness business process to ensure new, changed or removed equipment data is reflected in our data hierarchy. In 2024, we completed implementing the Maximo Target State Dashboard, which monitors the baseline usage of the Maximo suite. Using the dashboard ensures data integrity, consistent alignment to defined business processes and consistent usage and adoption of the Maximo system.

We also conduct run-hour and condition-based maintenance on our rotating equipment to ensure timely completion of preventive maintenance. The data captured by the system provides an advanced set of metrics that allows Williams to monitor the performance of our maintenance program ensuring the reliability and availability of our equipment.

HYDROGEN BLENDING & PIPELINE INTEGRITY RESEARCH

Williams participates in multiple research projects studying the effects of hydrogen blending on pipeline infrastructure integrity. Williams is a member of PRCI Emerging Fuels Initiative (EFI), a collaborative international research project that supports special projects. Key EFI projects include the DNV joint industry project, which aims to measure the effect of hydrogen and natural gas blending on vintage pipeline fracture resilience, and the C-FER Technologies full-scale hydrogen testing program, which studies vintage pipeline materials and defects. Williams also participated in the Hyblend-Pipeline Blending Cooperative Research and Development Agreement Phase I and Phase II. This innovative, multi-year collaboration between government and industry seeks to study hydrogen's effects on pipeline materials and existing infrastructure.

Sam L., Senior Operations Manager
at Compressor Station 165 in Virginia.

WORKFORCE SAFETY

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

Why This Matters to Williams

Our people are the driving force behind our ability to transport safe, affordable and reliable energy to millions of people across the country, and their safety is paramount. At Williams, we pursue innovative, data-driven solutions to enhance our workforce safety. We monitor industry trends and regulatory changes for opportunities to improve our programs by incorporating new best practices.

We have a responsibility to establish the governance, practices and training necessary to protect personal safety of our employees and contractors. Safe operations mean reliable and profitable operations. Prioritizing workforce safety not only aligns with our ethical standards of conduct as a “Safety Driven” company but also supports business continuity, regulatory compliance and builds trust between Williams and our communities.

Worker Safety

At Williams, we prioritize identifying hazards proactively and maintaining operational discipline to uphold the safety of our team. Stop Work Authority is a mandatory obligation for our employees that they must use to protect themselves, their peers and the public. Any employee or contractor, regardless of position or level of responsibility, should invoke Stop Work Authority to stop any work or process that they feel is unsafe — and we prohibit reprisal against employees and contractors who suspect a hazard and exercise Stop Work Authority.

We use industry-standard metrics to evaluate the effectiveness of our workforce safety management safety culture. We set a 2024 safety performance goal of reducing our employee recordable incident rate by 10% compared to 2023 levels. Williams fell short of our target, achieving a 6% decrease in recordable incidents in 2024. The most common injuries were associated with soft tissue, open wounds and fractures. Most of our recordable injuries were lower severity injuries that occurred due to failure to recognize hazards in day-to-day tasks. Efforts are underway to provide the tools and resources necessary to combat the occurrence of these injuries and achieve our target next year.

Our goal will always be to eliminate safety incidents completely. To achieve this, we continue to shift from a reactive to a proactive safety culture. To encourage this, we transitioned to using a High Potential Hazard Identification to Incident Ratio as our 2024 AIP safety performance metric. This leading indicator measures the ratio of high potential severity hazards observed and documented to each high actual severity incident. The new ratio encourages a more proactive safety culture by strengthening our ability to detect and mitigate the highest potential hazards in our work environment.

COMMUNICATING TO DRIVE CONTINUOUS IMPROVEMENT

Williams regularly communicates lessons learned from across the company with all employees so that different functions can learn from one another and accelerate continuous improvement. All employees receive preliminary incident communications to raise awareness of certain high-potential or actual-severity incidents, typically within one week of the incident. Every month, our health and safety focus team meets to review and approve operating requirements or standard changes that could affect workforce safety. The focus team includes members from functions across Williams, including managers, directors and individual contributors. Our Continuous Improvement Council also meets regularly to review and approve improvement initiatives across the enterprise. The Council works to align and support management perspectives from key stakeholder groups for proposed continuous improvement initiatives.

Cody F., Operations Technician at Markham Gas Processing Plant in Texas.

SAFETY TRAINING

Williams' comprehensive and relevant safety training equips our employees with the necessary skills and mindset to protect themselves and others. We require all employees to complete both universal and function-specific safety trainings. We develop unique training plans for individual employees and functions based on tasks expected in their roles, as determined by their managers. Employees complete written knowledge checks or performance evaluations after completing safety trainings to demonstrate proficiency and knowledge retention. In 2024, we achieved a 99% safety training completion rate.

We also offer a Safety Leadership training program for our people leaders, so they can bring our Safety Commitment to life. The interactive and personalized course emphasizes the importance of leading by example and modeling the best safety behaviors and practices. The training also provides executive leaders and directors with the knowledge and skills necessary to craft and deliver safety leadership messages and incorporate meaningful safety conversations into their teams' daily routines. The course contains modules for operations managers and supervisors on engaging employees and contractors in difficult safety conversations, as well as ways to create an environment where employees and contractors uphold our safety culture.

Process Safety

Process safety refers to Williams' management systems for preventing uncontrolled or hazardous releases that can threaten workforce safety, public safety, our assets, product delivery and the environment. We integrate multiple layers of process safety controls across our operations, from day-to-day facility operation to long-term business strategy. We categorize process safety incidents using API RP 754 guidance, with Tier 1 and 2 events representing the highest severity and consequence.

Williams uses WIMS to manage our comprehensive process safety policies and standards, which include management of change, pre-startup safety reviews and hazard analysis requirements. We also leverage Mechanical Integrity Quality Assurance Programs for OSHA Process Safety Management and EPA Risk Management Plan-regulated facilities.

In 2024, Williams continued in earnest the Process Safety Boot Camp that we launched in late 2023 to improve our process safety performance and strengthen our proactive process safety culture. While we initially planned for eight full-day sessions across the organization in 2024, interest was high and we completed 33 sessions with over 750 total participants by the end of 2024.

These extra sessions were offered at the request of our local operations teams, demonstrating their individual commitment to grow our process safety culture at the local level and the effectiveness of this training to achieve that goal.

Williams also developed a Process Safety Hazard Identification tool as an additional means of identifying hazards and preventing potential incidents from occurring. This tool allows teams to perform thoughtful reviews and have conversations about identifying process safety hazards and appropriate mitigations in their facilities.

PROCESS SAFETY PERFORMANCE

In 2024, we reduced Tier 1 and Tier 2 process safety incidents by 11% compared to 2023, exceeding our goal to reduce process safety incidents by 10%. Additionally, we reduced high severity Tier 1 process safety incidents by 32%, a strong improvement that reflects our continued efforts to enhance safety. Many factors contributed to this reduction, such as increased safety training and awareness, new hazard identification and incident prevention tools and the introduction of our 2024 AIP metric. This achievement demonstrates our commitment to the safety of our employees, business partners and communities.

Damon R., Operations Technician at Spring Ridge South Facility in Louisiana.

In 2024, we achieved a Tier 1 process safety incident rate (per 200,000 hours worked) of 0.26, a 37% reduction from 2023, and a Tier 2 process safety incident rate of 0.60, a 5% reduction from 2023. These year-over-year improvements demonstrate our success in reducing both our Tier 1 and Tier 2 process safety incidents relative to company growth. We use these process safety incident rates as reliable measures of progress that account for variations resulting from the acquisition and divestiture of assets.

Robust data collection, performance evaluation and continuous improvement are vital for maintaining effective process safety performance and pursuing future improvement. Our process safety group meets quarterly with representatives from our Operations and EHS teams to discuss recent successes and opportunities for improvement. The group also works to promote consistent and uniform implementation of these controls and best practices across Williams and facilitates collaboration between internal and external stakeholder experts. Senior leaders regularly review our live performance data dashboard, which tracks process safety incidents and identifies trending causes and other issues for evaluation. Leaders can use the dashboard to drill down from the enterprise level to individual assets depending on how granular the issue or trend may be. We evaluate the process safety management practices at local operations using an assurance process. Operations teams often meet with our Safety Assurance group to identify, review and discuss solutions to remedy common gaps.

An Emergency Shutdown Switch at Parachute Gas Plant in Colorado.

LOSS OF PRIMARY CONTAINMENT

LOPC incidents, which are unplanned or uncontrolled releases of any substance from primary containment, remain a high priority for Williams. In 2024, Williams placed a high emphasis on how LOPC reporting and corrective actions could be used to prevent more hazardous process safety incidents from occurring. This increased emphasis on reporting and correcting led to an overall increase in reported LOPC events. By increasing our attention toward LOPC events, such as through identifying trending factors and implementing mitigation strategies, we contributed to the success previously described in reducing our Tier 1 and Tier 2 process safety incidents.

In 2024, we introduced a new Critical Tier 3 LOPC Ratio that compares Critical Tier 3 LOPC events (those most likely to escalate to Tier 1 or 2 incidents) with the number of actual Tier 1 and 2 incidents. This metric better reflects our efforts to identify leading indicators for Tier 1 or 2 incidents and take action before they escalate. We incorporated this into our 2024 AIP with a target ratio of 13:1, or 13 Critical Tier 3 LOPC events for every Tier 1 or 2 incident. Williams exceeded this target, achieving a ratio of 19.98:1. This high ratio underscores our commitment to a proactive safety culture through prioritizing leading indicators and driving reductions in process safety events.

Our enterprise and franchise LOPC focus teams meet regularly to discuss LOPC performance, review incidents and investigations and share any lessons learned. The focus teams also share successful strategies with the broader organization to reduce both total and high-severity LOPC events. We leverage industry best practices such as voluntary LDAR and regular maintenance of critical components to improve our LOPC performance. For more information on reducing emissions, including those resulting from LOPC, see Operational GHG Emissions and Non-GHG Air Emissions.

Contractor Safety

Williams works with a wide array of contractors, subcontractors and suppliers that help support our pipelines and assets. Our responsibility to foster a safe work environment goes beyond just our employees and extends to our contractors as well. We engage with contractor groups on workplace safety regularly, including through our third-party compliance provider. We also support our contractors with safety orientations that detail our on-site expectations for contractors and visitors, as well as potential facility hazards. Contractors hold accountability for meeting safety, performance and competency requirements, satisfying contractual requirements and complying with all applicable laws, regulations and industry standards.

We require all contractors and site visitors to complete a Safety Awareness Orientation upon arriving to a Williams site, which includes site-specific safety policies and information. Once the orientation is complete, contractors and visitors receive a hard hat sticker to show they have completed orientation, and they must sign in to the location's visitor log system prior to starting work. Contractors can access our Contractor Safety Handbook in the field by scanning a QR code on all hardhats with their mobile device.

Williams uses our contractor safety management operating requirement and contractual obligations to pre-screen contractors, confirm compliance with safety guidelines and monitor performance. Our safety-grading process assesses contractors using industry-standard key performance indicators such as total recordable incident rate (TRIR), experience modification rate (EMR), fatalities, citations, drug and alcohol program compliance and safety management system robustness. Contractors who fail to meet our standards must complete all corrective actions prescribed in their assigned Contractor Improvement Plan (CIP).

We use third-party safety audits to confirm that contractors meet regulatory and contractual safety requirements and take the same proactive approach to safety as Williams. We monitor contractor action items and suspend relationships with contractors who fail to close all corrective actions by their due dates. The suspension remains in place until the contractor completes and implements all corrective actions.

We collaborate with our contractors to advance safe practices, integrate contractors into our safety culture and support compliance with our comprehensive safety standards. Every year, Williams hosts an annual, two-day Contractor Safety Symposium. In 2024, the Symposium's theme was "Beyond Compliance." The Symposium facilitates discussion between safety leaders, so they can meet and exchange ideas, best practices and lessons learned with a shared goal of keeping all employees safe.

We gather and evaluate contractor safety data to support engagement with our process safety efforts. We expect contractors to report all incidents and share lessons learned by completing incident investigations. Contractor-related hazard identification entries contributed to 19% of all hazard identifications submitted by Williams in 2024. In 2024, our contractor lost time incident rate (LTIR) was 0.09 and the total recordable incident rate (TRIR) was 0.60.

Motor Vehicle Safety

We have a responsibility to keep our workforce and the public safe by preventing motor vehicle accidents when our personnel operate motor vehicles when visiting sites and inspecting pipelines. Each year we strive to achieve zero accidents. Williams conducts driver safety trainings for all employees expected to drive for Williams, and we install telematics units in all company vehicles to collect metrics on acceleration, cornering, speeding and braking. We also continually monitor driving records for employees who drive for Williams to assess for at-risk violations. We share this data with our people leaders, and we work with employees to improve their safe driving behaviors.

Zach K., Director of ESG presenting at the 2024 Strategic Supplier Safety Summit.

We perform regular equipment updates and institute engineering controls to protect our employees. We require personnel to report all major and minor motor vehicle safety incidents and evaluate them on an ongoing basis. In 2024, our preventable motor vehicle accident rate was 1.59, a small improvement from 2023.

Williams has experienced very few high severity vehicle accidents for several years, so we have found that our greatest opportunity for improvement lies with reducing low severity vehicle incidents. These incidents may pose a lower risk to workforce safety, but they can still damage our assets and vehicles. We continue to improve administrative controls such as training and monitoring, and we focus on engineering controls, such as using smaller vehicles when possible, redesigning parking lots and improving lighting.

EXPERIENCE POWERS US

Strategic Supplier Safety Summit Highlight Story

In May 2024, our construction and safety team held the Williams 2024 Construction Contractor Safety Symposium. Over the course of two days, we engaged with our suppliers and contractors on a variety of important safety topics. Senior leadership from across Williams attended events, presented talks, facilitated discussions and engaged with our contractors. The Symposium offers a valuable avenue for our suppliers and contractors to engage with Williams so we can all enhance our safety practices. During the Symposium, Williams leaders presented on a variety of topics, including contractor safety management, insights into effective investigations, fatigue management, psychological safety and optimizing human and organizational performance. We hope that our contractors and suppliers will use the lessons and knowledge shared at the Symposium to enhance contractor and overall safety both at Williams and beyond.

WORKFORCE HEALTH & WELL-BEING

GRI 403-3, 403-6; SDG 3

Supporting the mental, physical and emotional health and well-being of our employees matters deeply to us. We provide our people the resources they need to feel supported and healthy, both on the job and away from work. Supporting the health and well-being of our employees promotes operational excellence, enhances employee engagement and enables us to move safe, affordable and reliable gas into millions of homes and businesses every day.

Health & Wellness Benefits

We offer comprehensive medical plans, disease management programs and wellness coaching to all full-time and most part-time employees across our operations through our Total Rewards Program. We also provide special leave and flexible work arrangements for our employees to encourage a healthy work-life balance, and we aim to offer competitive health and well-being programs.

Our medical plan provides valuable health coverage to our employees and helps minimize potential financial impacts resulting from a serious medical diagnosis. Our program features lower out-of-pocket maximums compared to industry standards, and we have now gone eight consecutive years without a medical premium increase. Our focus remains on educating our employees on how to engage and utilize their benefits more effectively. Once an employee reaches the out-of-pocket maximum, Williams covers 100% of Eligible Expenses for Covered Health Services for the remainder of the year.

In 2024, we began offering several new health and wellness programs for our employees free-of-charge. For example, we introduced Kaia, a virtual physical therapy resource as an alternative to in-person physical therapy. We also introduced Teledoc Health, a telehealth approach to managing chronic conditions such as diabetes, prediabetes and weight management. These telehealth-based alternatives to in-person care enable our employees to use these services when and where they need them. Other voluntary benefits for our employees introduced in 2024 include legal services and identity theft prevention and support benefits.

Williams offers biomedical screenings and wellness assessments to our employees at many of our facilities through our Williams Way to Wellness program. These assessments help employees monitor their physical health and identify potential medical risks early.[36] The Williams Way to Wellness program rewards employees and their eligible spouses or domestic partners for participating in preventive health and holistic wellness-focused activities, ranging from physical activity to mental health awareness and financial planning.

We also offer emotional well-being support through our Emotional Well-being Solutions, where employees have access to free therapy sessions and various apps to support well-being. Employees also have access to fitness centers at our Tulsa, Pittsburgh, Houston and Salt Lake City offices. In addition, employees enrolled in our medical plan have access to discounted gym membership through OnePass Select.

Williams works to provide multiple opportunities for our employees to understand their health risk factors. Our medical plan covers 100% of eligible, in-network, preventive screenings for early detection of potential health conditions to keep employees healthy. We believe early detection is key to managing overall health for successful treatment.

Williams evaluates program participation and effectiveness to understand employee health and well-being priorities, then we adjust the tools, programs and resources we offer to best care for our employees' needs.

Nearly two-thirds of our employees have enrolled in a consumer-driven health plan that provides access to a health savings account (HSA). Participating employees receive an annual employer contribution to the HSA and may elect to make additional voluntary contributions to their HSA. The consumer-driven health plan also covers 100% of certain maintenance medications, including medications required for managing high cholesterol or high blood pressure.

We continued our three-part "Mental Health Minutes" series during Mental Health Month in May 2024. All employees were invited to participate in the series, and the resources accompanying these events provide employees with simple ways to focus on and improve their mental well-being.

Benefits for Parents

We provide six weeks of paid parental leave for both birthing and non-birthing parents for births, adoption and foster-care placement. Our employees choose how best to participate in this benefit by taking their leave in either one-week increments over a 12-month period or as six consecutive weeks. Full-time and part-time (20+ hours per week) employees become eligible upon hire if the birth, adoption or foster-care placement event occurs while the caregiver is employed by Williams. We also offer designated lactation facilities across our operations. For more information on our benefits, see Employee Attraction, Retention & Development.

[36] In compliance with regulatory requirements, we maintain confidentiality measures when conducting wellness screenings in the workplace. Any employee who interacts with personal health information must complete HIPAA training upon hire and periodic refresher training.

PUBLIC SAFETY

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

Why This Matters to Williams

Being “Safety Driven” is one of Williams’ Core Values. The communities that house our infrastructure rely on Williams to uphold the highest safety standards, as we continue delivering safe, affordable and reliable gas. Accidental line strikes and resulting product releases can threaten the safety of the people and the ecosystems surrounding our pipelines. Therefore, it is critical that we maintain public safety and system reliability across our operations, especially in densely populated areas.

Williams is committed to the safe, responsible operation of our infrastructure, and our teams work hard to build relationships with local communities and educate the public on right-of-way, leak and hazard recognition and response. Our Damage Prevention and Public Awareness programs protect life, property and the environment. We drive public safety education by working closely with local communities and communicating any public safety risks. We also take preventive, excavation-related safety measures that align with or exceed regulatory and industry standards. We collaborate with local first responders to build incident resilience and response plans designed to minimize accidental pipeline damage caused by excavation, construction, farming and home maintenance.

We also planned and developed an API RP 1185-based pilot program for enhancing our engagement with rural stakeholders in 2024, which launched in early 2025. API RP 1185 focuses on engagement rather than awareness, and we have found value in incorporating elements of the RP that will positively impact our stakeholders.

Ryan W., Operations Technician, placing pipeline markers on Williams right of way in Louisiana.

Spencer P., Supervisor Operations, and Colby S., Technical Specialist, attended the annual Eastern Idaho Ag Show in Pocatello, Idaho, to raise awareness about the importance of safe digging.

Public Awareness & Damage Prevention

Williams’ Damage Prevention and Public Awareness Steering Committee, comprised of key operations, public safety, corporate communications, land and Geospatial Intelligence personnel, meets quarterly to review progress and metrics for our Public Awareness and Damage Prevention programs. The committee also submits our programs to industry SMEs for review and additional input. Our programs incorporate best practices from Common Ground Alliance, a member-driven association committed to preventing damage to underground infrastructure through initiatives like the national 811 “Call Before You Dig” number.

In alignment with API RP 1162, Williams evaluates the effectiveness of our Public Awareness Program using the API Public Awareness Program Effectiveness Research Survey program. We use this program to benchmark our public safety performance against like-sized peers to identify possible areas of improvement.

We comply with all relevant U.S. Department of Transportation requirements, including an annual manual assessment of the alignment of our operating requirements with regulatory, technical or industry standard developments.

COMMUNICATING THE IMPORTANCE OF SAFE DIGGING

We engage with community stakeholders such as landowners, residents, farmers, businesses, schools, emergency responders, public officials and professional excavators using awareness and education efforts aimed at protecting both the public and our assets.

Our excavation-related safety measures align with industry best practices for mitigating risks posed by third-parties digging near pipelines. By law, all excavators are required to call 811 at least 48–72 hours, varying by state, before starting any digging project to allow time for marking underground utilities with temporary flags or spray paint.

A Williams pipeline marker near Station 505 in New Jersey.

Williams sends annual public awareness mailers to farming and ranching stakeholders located within one mile of our pipelines and to public officials, emergency responders and excavators. We send biannual mailers to other stakeholder groups, including non-farmer landowners, tenants, businesses and schools. We also use mailers to answer questions and provide important safety information to emergency response personnel in communities surrounding Williams' three LNG storage facilities as well as our underground storage assets.

In 2024, we conducted email campaigns for National Safe Digging Month in April and for 811 Day in August, where we sent emails to everyone who submitted a One Call locate request near our assets in the 12 months leading up to each campaign.

In 2024, Williams recorded zero DOT-reportable line strikes from third parties, an improvement from 2023 that demonstrates the effectiveness of our enhanced safety measures.

DAMAGE PREVENTION RESOURCES

Stakeholders can reach Williams' 24-hour control center by phone to report any abnormal conditions, suspicious activities or emergencies near Williams' pipelines and facilities. Our stakeholder identification process makes sure that annual mailers are distributed to stakeholders in high-consequence areas every year.

Our teams conduct supplemental outreach activities with landowners, farmers, professional excavators and other stakeholders. Topics covered in these supplemental mailers include agriculture, logging and forestry, new excavators, underground and LNG storage and hydrogen sulfide (H_2S) risks. Employees document these interactions using Williams' electronic form via a mobile application or web browser. We also provide field personnel with tools, resources and technologies to identify and prevent line strikes through our online damage prevention toolkit and near-miss and line-strike reporting dashboard.

Emergency Preparedness

Williams has a dedicated Crisis Management Team that strengthens our emergency preparedness and response culture by implementing programmatic changes across our operations to enhance our public safety efforts. Through WIMS, we communicate company-wide pipeline and asset emergency response procedures and requirements. Williams annually reviews and updates our requirements and emergency plans to remain compliant with evolving regulations and to identify new opportunities for improvement.

EMERGENCY RESPONSE PLANS

Site operating managers are responsible for establishing site-specific emergency plans at our facilities and pipeline areas, which contain public notification lists, evacuation procedures and operating applicable regulation. WIMS operationalizes our required safety processes and procedures throughout a project's lifecycle, from land acquisition to decommissioning.

Williams uses SMARTPLAN™, a third-party platform that houses all our site-specific emergency plans, Spill Prevention, Control and Countermeasure Plans and Oil Spill Response Plans. We have integrated SMARTPLAN™ with our Human Resources management platform and update contacts weekly to minimize the possibility of outdated contacts being included in an emergency plan. All employees can access emergency plans, contact key personnel and view site maps from either their computer or a smartphone, increasing their situational awareness.

In April 2024, Williams' Enterprise Emergency Management team completed an initiative to develop a standardized set of emergency preparedness and response guidelines for natural disasters that supplement site-specific emergency plans for all operations sites. The team assembled working groups comprised of operations personnel who had either an interest in or experience with the following disaster types: earthquake, flooding, hurricane, severe storm (including lightning), tornado, wildfire and winter weather. Each working group began with a set format of basic "preparedness" guidelines, then they developed templates specific to each disaster type. These templates are now included in SMARTPLAN™ as the starting point for building emergency plans at all Williams operational sites.

Our Crisis Management Team promptly reviews and integrates emergency plans for new facilities acquired through acquisition. In 2024, we added 50 new plans to our SMARTPLAN™ system through acquisition and reorganization of existing sites. In total, SMARTPLAN™ now contains 384 emergency response plans for our operations sites, as well as 26 business continuity plans for our non-operations sites.

EMERGENCY TRAINING DRILLS & FIRST RESPONDER OUTREACH

Conducting emergency response drills helps challenge our teams to respond appropriately to complex scenarios and ensures they are as prepared as possible in the unlikely event of a real emergency. Williams' Crisis Management Team works closely with our operations to strengthen Williams' emergency response culture by updating Emergency Preparedness training provided to our operations personnel. Our training includes modules on the Incident Command System (ICS), commonly used by first responders across the country, allowing for seamless integration of emergency response teams.

Our site personnel complete annual emergency response drills and training exercises to prepare for multiple emergency scenarios, including accidental releases and security incidents. All incident support managers undergo ICS training, and operations teams complete ICS tabletop simulations. In 2024, Williams conducted multiple full-scale and tabletop drills with external agencies. Our sites go beyond minimum compliance expectations to train employees on safety procedures.

To properly prepare for active assailant incidents, our Enterprise Emergency Management team created a framework for our in-development "Active Assailant Protocol." This framework encompasses all Williams personnel, providing training to increase awareness of potential threats and resources on how to respond to and recover from active assailant incidents.

Our teams across the country strive to build close relationships with first responders in their communities. Through regular emergency drills and exercises, Williams employees meet face-to-face with local fire, law enforcement, emergency medical and emergency management personnel, allowing all parties to understand each other's needs, resources and experience. Williams requires sites to conduct full-scale exercises with local emergency response agencies at least once every three years and to conduct discussion-based tabletop exercises annually.

In 2024, we created specialized redacted versions of our emergency response plans for first responders through SMARTPLAN™. This gives responders the capability to use plans for facilities in their jurisdiction at any time for training and development of their own site-specific plans and for reference during emergency situations.

In addition, we successfully piloted a new mobile app for first responders in 2024. The app provides first responders with access to a central database containing relevant information on pipeline operators and assets in their counties. The app also allows first responders to communicate directly with Williams personnel. This app will enhance our already close relationships with first responders and their communities by providing easy access to essential information in the event of an emergency.

In addition to drills, Williams' sites regularly work with local response agencies in less formal settings. We conduct first-responder outreach efforts that include in-person meetings, facility tours, web-based training courses on our online portal and informational mailers. In 2024, Williams sent 20,828 mailers to emergency response agencies. Some Williams personnel also attend Local Emergency Planning Committee meetings to network with organizations that operate within their local jurisdictional region.

In 2024, Williams donated $660,704 to support 323 organizations that serve first responders in our local communities. For more information on first responder and other outreach, see Community Investment.

EMERGENCY INCIDENT RESPONSE

In the event of an emergency, our operations managers are prepared to arrive at the incident site, notify appropriate emergency response officials and resolve the incident as soon as possible. Williams maintains operating requirements that outline the incident notification and reporting process. Our process requires immediate telephonic notification to the Williams Security Operations Center, then it facilitates other required notifications, documentation of incident details and process improvement review. We comply with the PHMSA Potential Valve Rupture Notification Rule, which requires pipeline operators to inform local emergency dispatch centers immediately anytime a sudden and unexplained loss of pressure is identified, regardless of whether a rupture or emergency has been confirmed. We maintain updated notification lists and coordinate with local emergency response organizations to effectively communicate information to local communities. Following an incident, we conduct a full investigation to uncover the cause and prevent future occurrences. In addition, we employ a standard method for managing post-emergency response and remediation efforts at company sites.

Emergency personnel conducting a training exercise at Station 201 in New Jersey.

CYBERSECURITY

GRI 3-3

Why This Matters to Williams

We operate vital energy infrastructure that delivers natural gas to some of the largest population and economic centers in the U.S. Thus, we must safeguard our operations against cyberattacks and loss of business-critical information. Cybersecurity threats pose physical, financial and reputational risks to our business and to national security. They also could result in disruptions to the energy ecosystem and the safety of communities who rely on the affordable gas we deliver. Williams recognizes the increasing volume and sophistication of cyber threats and the importance of maintaining the security and reliability of our system. We collaborate with industry and government stakeholders to lead the industry in creating and implementing cybersecurity resilience measures across our business. In doing so, we can continue to transport the natural gas needed to power and heat our communities.

Governance

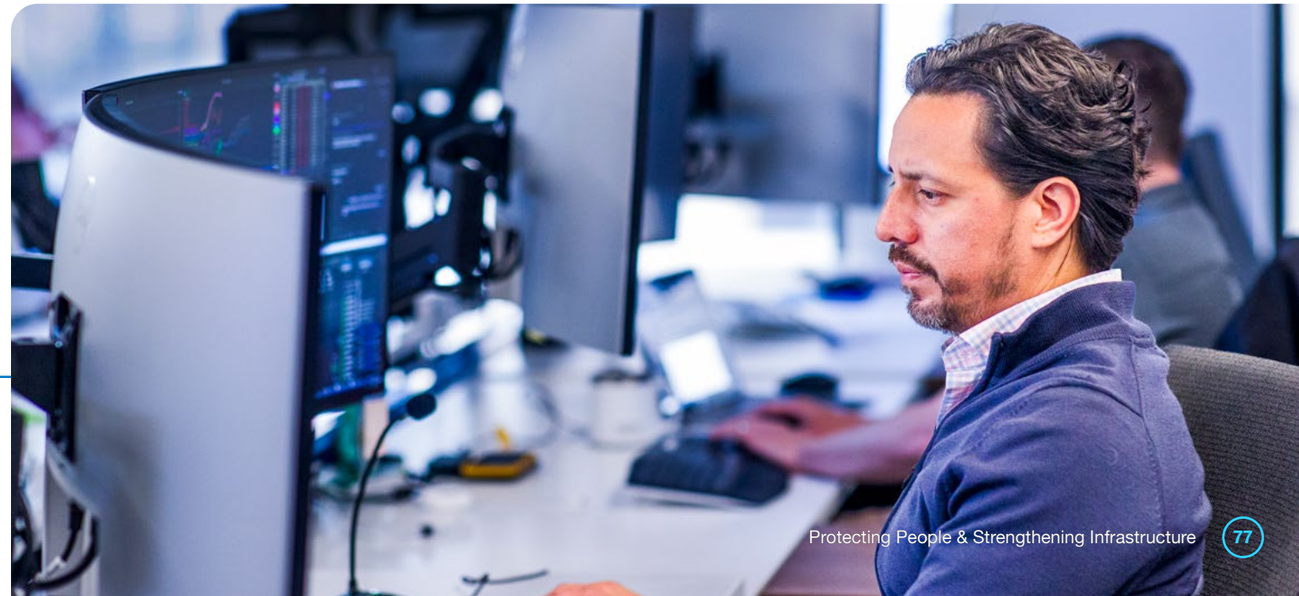
Cybersecurity remains an important part of our risk management processes and a focal point for our board of directors and management. Our Chief Information Security Officer (CISO) is responsible for our cybersecurity strategy and execution, while the board and its Audit Committee are responsible for oversight of our cybersecurity risk. However, every member of Williams, from facility operators to board members, has a responsibility to uphold our cybersecurity.

The Cybersecurity Executive Advisory Board (Advisory Board) is led by the CISO, with the Chief Information Officer (CIO), Chief Financial Officer, Chief Human Resources Officer, the General Counsel and the Chief Operations Officer serving as standing members. The Advisory Board provides executive oversight of our cybersecurity program and makes sure the enterprise is aligned to its objectives.

The board of directors oversees cybersecurity-related policy and strategy. As part of this oversight, our CISO prepares a cybersecurity dashboard that the board reviews at every regularly scheduled board meeting. The dashboard includes key performance indicators for cybersecurity process maturity, operational performance and enterprise performance toward Transportation Security Administration (TSA) compliance. The Audit Committee, comprised of independent directors, reviews the implementation and effectiveness of cybersecurity risk management protocols and reviews our cybersecurity performance as part of the Williams accounting and internal control policies. Our CIO presents to the Audit Committee at least twice per year and to the entire board with our CISO at other times in conjunction with any internal audits related to cybersecurity.

Additionally, we have protocols that establish which cybersecurity incidents to escalate internally and, where appropriate, to report to the board. The protocols also prescribe ongoing updates for any high priority incidents until they have been addressed.

At the management level, our cyber-risk and cyber-operations teams oversee cybersecurity issues. The cyber-risk team specializes in establishing strong governance practices, conducting risk assessments and facilitating regulatory compliance. The cyber-operations team is responsible for practices such as access fulfillment, technical security control management, security event monitoring, security standards development and incident response. Our teams coordinate their actions in alignment with our three-year cybersecurity roadmap, last refreshed in 2024, and track their effectiveness using internal reporting tools.



Nicolas G., Trader Lead at the Sequent office in Houston, Texas.

Cybersecurity Risk Management Program

Williams maintains a comprehensive cybersecurity risk management program (Cybersecurity Program) aligned with the National Institute for Standards and Technology Cybersecurity Framework. Our Cybersecurity Program provides a risk-based approach to cybersecurity, and we tailor our security controls for the risk and sensitivity of specific information systems, control systems and enterprise data. Our Cybersecurity Program incorporates best practices and industry standards from multiple sources to comply with applicable regulations. The Cybersecurity Program includes, but is not limited to, risk assessments, policies and procedures, training and awareness, audits, compliance monitoring and testing and incident response.

Williams also has cybersecurity continuity plans that outline procedures to prevent and contain potential threats, limit damage through contingency measures, and rapidly recover systems in the event of an incident. These plans are complemented by a clear escalation process: all employees are required to promptly report any cybersecurity incident, vulnerability, or suspicious activity through designated channels for immediate investigation. This structured approach ensures any threat is quickly escalated to Williams' incident response team, enabling swift action to protect critical systems and maintain business continuity.

Colby D., Operations Technician at Markham Gas Processing Plant in Texas.

We integrate our cybersecurity processes into our overall risk management system. Our cybersecurity risk professionals collaborate with subject matter experts to gather insights for identifying and assessing material cybersecurity threat risks, their severity and potential mitigations.

As part of our risk factor disclosures at Part I, Item 1A of our Annual Report, we describe how risks from cybersecurity threats could materially affect us, including our business strategy, results of operations or financial condition. For more information, please see our 2024 Form 10-K.

AI represents a rapidly growing area of opportunity for cybersecurity. Over the last few years, Williams has incorporated AI threat-hunting tools, which continue to improve as we learn about the environment and evolving cyber threats. We have also established processes to oversee and identify material cybersecurity risks that may be associated with third-party service providers with whom we engage.

EXPERIENCE POWERS US

Cross-Functional Collaboration Results in Technology Software Supplier Program

In 2024, our Supply Chain and Cybersecurity teams collaborated to implement a new Technology Software Supplier Program. This initiative is particularly noteworthy for several reasons. First, all new technology suppliers at Williams are now tagged in our system with a "Technology" label to promote clear visibility and streamlined management. New Technology-tagged suppliers must complete a questionnaire, helping to ensure that the Cybersecurity Team has evaluated each supplier and that they meet Williams' standards. Upon completion, each supplier receives a risk score that considers operational, business continuity and security risks, which are crucial for assessing the overall risk profile of each supplier. Suppliers are tiered into three categories based on their risk scores. Suppliers undergo evaluations to ensure ongoing cybersecurity compliance, the frequency of which is determined based on supplier tier and compliance status. The program has significantly improved the security standards of our technology software suppliers by requiring all partners adhere to stringent cybersecurity protocols.

Nathan S., Project Director, Michael M., E&C Project Manager, and Tara M., Environmental Specialist, at the Williams office in Pittsburgh, Pennsylvania.

Training

All Williams employees, contractors and vendors must complete baseline cybersecurity and data privacy trainings within 30 days of joining Williams. We regularly deploy simulated phishing emails for employees to practice identifying and responding to email attacks. These simulations prompt our employees to remain vigilant in identifying and reporting possible cybersecurity threats, and employees who fail phishing simulations then receive supplementary training to aid in their recognition of potential phishing attacks.

We supplement our employee training programs with awareness initiatives such as posters, presentations, newsletters and events. In 2024, nearly 100% of employees completed cybersecurity training. Williams hosts company-wide cyber awareness events every October in recognition of National Cybersecurity Awareness Month. We use this time to engage our employees in-person and educate our people about different types of cybersecurity risks.

Performance

We have designed our data collection and reporting processes to comply with the Sarbanes-Oxley Act. Our Executive Advisory Board oversees our cybersecurity metrics, which we track and use to inform internal performance targets. Setting these targets helps us to identify improvement areas and communicate progress to our stakeholders.

We conduct regular internal audits and IT risk strategy sessions to assess and respond to cybersecurity threats. We often engage with specialized third-party assessors, consultants, auditors and other experts to review, validate and enhance our cybersecurity practices. Their independent assessments provide an external perspective on our cybersecurity posture, allowing us to leverage best practices from the industry and ensure our defenses remain robust. We screen all third parties engaged for such processes to ensure they meet our security standards.

Potential risks associated with our use of third-party service providers do exist, and we have processes established to oversee and identify material cybersecurity risks that may be associated with third-party service providers. This includes conducting thorough, risk-based due diligence before onboarding, performing security assessments and confirming adherence to our cybersecurity requirements. We also maintain active communication channels with these providers to stay informed about any potential security incidents or concerns.

BUILDING AN EMPOWERED WORKFORCE

At Williams, our success is fueled by the dedication of our people. For 117 years, we have built a reputation as a responsible, dependable business that puts our employees first. We go the extra mile to empower our people to reach their full potential and foster a respectful, welcoming work environment for all.

IN THIS SECTION

Matt R. and Joel R., Operations Technicians at Compressor Station 505 in New Jersey.

EMPLOYEE ATTRACTION, RETENTION & DEVELOPMENT

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

Why This Matters to Williams

Innovative, skilled and dedicated professionals drive success at Williams in both field operations and support functions. They ensure the reliable delivery of clean natural gas and seize opportunities for business transformation and growth in a dynamic industry. To achieve our goals and maintain our industry leadership, we prioritize hiring top talent, fostering career growth and cultivating a workplace culture where employees feel motivated to perform their best every day.

Roy B., Operations Technician, and Joey P, Operations Manager, at the Pine Needle Facility in North Carolina.

Employee Attraction

Williams uses various recruiting strategies and platforms to engage the industry's top talent. We leverage social and digital platforms such as our Careers site, external job boards, virtual and in-person career fairs and community events to target candidates who have the specific skills we need. Our talent pipeline remains strong through active recruitment of interns and entry-level employees through university and technical school programs.

We utilize various tools to reach and appeal to a broader set of candidates and implement processes to remove potential for unintended biases in hiring. We showcase our inclusive, growth-oriented culture by sharing employee stories on our website and digital platforms, helping prospective candidates envision themselves as a part of our team. We also use a writing augmentation software to enhance inclusive language in job descriptions and communications so candidates can better see themselves in specific roles. To support our digital transformation goal, we include digital transformation and technology content into various aspects of our processes. This includes our job postings; Interview Skills training; tools for developing interview questions; and tools for assessing and recommending talent progression. Our hiring process emphasizes job-relevant qualifications, utilizing Masked Candidate Screening to conceal details such as names and graduation years to promote unbiased evaluations. To identify and secure the best talent for the job, our leaders and hiring managers are trained to evaluate candidates holistically by conducting structured, inclusive interviews.

In 2024, Williams saw the total number of applications for open roles, not including internships, increase to 29,000, compared with 23,000 in 2023. For internships, Williams saw an 89% increase in applications for our summer internship program, jumping from over 1,200 applicants in 2023 to more than 2,300 in 2024. We will continue to evaluate and leverage AI and machine learning where possible to help facilitate or enhance processes even further.

RECRUITING VETERANS

In 2024, one in 13 Williams employees reported themselves as a military veteran. The exceptional experience, leadership attributes and technical skills that military veterans bring to Williams directly align with our need for adaptability, quick learning, accountability and effective project execution. To increase reach for military candidates looking for a purpose-driven civilian career, we maintain a military recruiting strategy and participate in virtual career fairs, targeted social media campaigns, virtual information sessions and direct partnerships with organizations that assist veterans with their transition to civilian careers. Williams participated in 20 Hiring Our Heroes virtual career fairs, sourced veterans through general interest job postings and secured nearly 70 applications to be considered for future posted roles. Our efforts to recruit, hire and retain veterans earned Williams recognition as a Veteran Employer Champion from the Oklahoma Veterans United organization. We also were named as a 2024 VETS Indexes Recognized Employer.

Our Veterans Employee Resource Group assists with recruiting and onboarding efforts, offering new employees an immediate peer network to help them adjust to their new roles. We also offer a variety of short-term and extended-leave benefits, including continued medical, dental and vision coverage. Additionally, we provide paid time to bridge the gap between their Williams and military salaries for various active, guard and reserve services, in compliance with applicable federal, state and local laws.

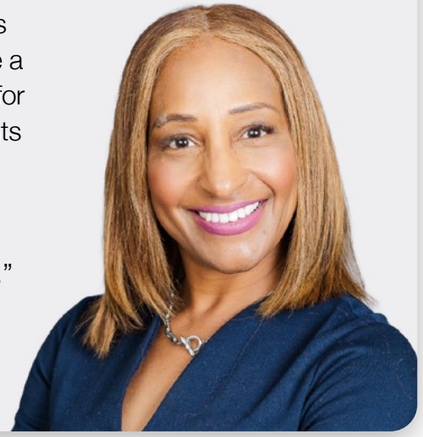
EXTERNAL PARTNERSHIPS

Williams partners with 14 universities and 28 technical schools in the U.S. to strengthen our talent pipeline and recruit for entry-level roles and internship opportunities. In 2024, we continued funding scholarships at 16 technical schools through our partner school program to strengthen our partnerships and help students attend programs that align with the skills we need in operations roles.

Each year, we participate in on-campus events to help develop and attract the best early career talent for our internships and entry level roles. These events include resume reviews, interview and soft-skills trainings, industry nights and networking events. In 2024, to support specific business needs for engineering, we expanded our university partnerships to include Carnegie Mellon University, Rice University and West Virginia University. Additionally, Williams expanded our technical school footprint to include partnerships in South Carolina and Texas. This initiative provides internships in these areas to build our operations talent pipeline.

"Every young professional who walks through Williams' doors isn't just gaining an internship — they're stepping into a future filled with possibility. Williams has become more than a corporate partner; they're a community builder, a mentor-maker and a catalyst for change. By believing in the brilliance of our students and investing in their journey, Williams is helping families dream bigger and entire communities rise. This partnership is a testament to what's possible when a company leads with both heart and vision."

DAPHANE CARTER-HOUSTON
Executive Director of Genesys Works Houston



At our Houston and Tulsa offices, Williams partners with Genesys Works, a program that provides career pathways for high school students in underserved communities by helping them gain meaningful relationships with mentors and build professional skills for future careers. Since 2011, 132 high school students have interned at Williams through this program.

We also partner with NextGen Talent. Their mission is to boost enrollment of low-income students in post-secondary programs that lead to well-paying careers. In 2024, we hosted three high school students, exposing them to various areas of the business and assisting with resume creation.

In addition to our more traditional recruiting pathways, other partnerships with community organizations that help us expand our candidate pools include Grow with Google, Atlas School-Tulsa software engineering training (Computer Science School), Oklahoma Women in Technology, Disabled American Veterans and Hiring Our Heroes.

EARLY CAREER DEVELOPMENT & INTERNSHIPS

Our early career development program for recent graduates is an intensive, three-year rotational program. It helps entry-level employees, most of whom are local to the communities in which we operate, build a broad range of company experience and industry knowledge. Each rotation lasts one year. In 2024, we added 26 new employees to this 60-employee program. We also partnered with SHL Assessments to provide skills assessments to our second- and third-year rotational employees to support their learning and development plans.

In 2024, we also welcomed 70 summer interns from universities and technical schools across the country. Approximately half of the interns who complete this selective program join Williams as full-time employees.

Williams' 2024 summer interns gathered in Tulsa, Oklahoma, for the annual Intern Institute.

Employee Retention

Retaining experienced, high-performing employees is essential to our success. Our consistently low voluntary turnover rate, which was 5% in 2024, highlights our success of investing in our people. Our retention efforts include offering professional development, leading benefits, flexible work arrangements and opportunities to collaborate with one another and give back to our communities.

Williams' strategic transactions often lead to new employees joining the company through acquisitions. We ended the year with over 500 new employees who joined Williams through acquisitions during 2024. We take a thoughtful and efficient approach to integrate these employees, which supports their personal success and optimizes Williams' growth efforts. Successfully integrating new employees supports their personal success and helps maximize the benefits of our strategic growth efforts.

Carlos H., Pipeline Controller Lead, Bradley D., IT Business Systems Analyst and Suzanne W., Technical Specialist, at the Williams Headquarters in Tulsa, Oklahoma.

JoAnna R., Operations Supervisor at Opal Gas Plant in Wyoming.

WORKFORCE CULTURE

Williams fosters a high-performing, inclusive culture where employees are encouraged to respect diversity of thought, experiences, skills and identities to help us drive innovation and collaboration. Respecting one another's differences fuels employee engagement and enhances our ability to solve unique problems together. We create opportunities for employees to find connection with peers through ERGs and support employees giving back to our communities through donations and volunteerism. We support employees in taking an active role in their career development and offer opportunities to expand work experience and company knowledge through role mobility throughout the company. In an effort to promote in-person collaboration and demonstrate our commitment to development, Williams made the shift from three to four days in-office in 2024. For more information on the programs and resources supporting our inclusive culture, see Diversity & Inclusion. To learn more about our support for nearby communities, see Community Involvement.

EMPLOYEE ENGAGEMENT

In 2024, we completed an all-employee engagement survey and collaborated with the organization in action planning. The survey participants included over 5,600 employees, with an average response rate of 86% and over 7,800 total comments provided. The surveys showed an average employee engagement index score of 77. The index is composed of two questions related to happiness and willingness to recommend Williams as a place to work. Employees responded to additional questions related to job satisfaction, purpose and work-life balance. Overall engagement was +2 percentage points above benchmark, and participation ended +9 percentage points above benchmark. Our next biannual all-employee engagement survey is scheduled for 2026.

PERFORMANCE ASSESSMENTS & PROMOTIONS

We encourage employees to engage in open professional development dialogue through regular one-on-one meetings with leaders and formal performance reviews. Our performance process consists of setting goals and milestones at the beginning of the year, measuring progress to date at mid-year and again at year end. Organizational goals, defined by the CEO and Executive Officer Team, are communicated throughout the organization each January. This process ensures employees understand how their roles contribute to the business and informs them of the key objectives to be included in their goal setting. Achieving these goals and demonstrating core behavioral competencies are central to our mid-year and year-end performance review processes.

Our online performance management system includes features for requesting and providing feedback at all levels, facilitating continuous improvement. We also conduct leader accelerations and 360 assessments as necessary. Additionally, all employees complete a self-assessment for the year-end review, promoting agile and meaningful conversations between leaders and employees. In 2024, 100% of employees went through a performance assessment.

All employees are able to view and apply for all posted job requisitions through our human capital management system, often resulting in internal hires filling open positions. In 2024, our transparency and investment in employee development resulted in promotions for 14% of employees, transfers to new roles or temporary assignments for 6% of employees and an internal fill rate of 42% for all open positions, including 87% for leadership positions.

EMPLOYEE BENEFITS

Williams provides eligible employees with a comprehensive Total Rewards program to protect current and future physical, emotional and financial health. In addition to a base salary, our program includes an AIP; multiple discipline-specific awards and bonuses; and a range of retirement, medical, wellness and other benefits. To demonstrate our long-term commitment to our employees, we continue to improve our benefits program, which has been assessed by a third party and proven to exceed our industry segment and entire industry benchmarks. Our full suite of benefits and Total Rewards programs can be found on our Careers website and additional sustainability-related benefits information in Workforce Health & Well-Being.

In 2024, 97% of Williams employees saved for retirement through our 401(k) plan. Whether or not they contribute to the Williams 401(k) plan, all employees receive company-paid retirement benefits.

Williams allows employees to carry over 80 hours of accrued (and unused) paid time off each year. We also benchmark current pay practices to keep Williams aligned with industry standards.

Giving our employees a stake in our company motivates them to take ownership of our success and seek opportunities to strengthen our business. We provide an employee stock purchase plan for non-executive employees to purchase company stock at a 15% discount. In 2024, 49% of eligible employees chose to participate in the program.

All full-time and part-time employees (20+ hours per week) are immediately eligible for paid parental leave if the event (e.g., birth, adoption, foster care placement) occurs while employed at Williams. For more information, see Workforce Health & Well-Being. We also provide an optional dependent care flexible spending account to support working parents as they manage childcare expenses upon return to work.

Winston W., Engineer Principal, and Christopher I., Director Information Technology, at the Williams Tower in Houston, Texas.

Employee Development

We believe our ability to continuously learn and transform learning into agile 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. To support our employees' professional development, Williams offers robust corporate and technical training programs and on-the-job learning opportunities. All of these offerings are designed to support an employee's position, specific responsibilities and the local regulatory environment. In 2024, we reviewed and evaluated our training modality and made a purposeful shift away from a CBT (computer-based training) approach to a more in-person approach where feasible. Proposals were made for select trainings to be delivered in-person starting in 2025, including new employee orientation and new leader training.

OPERATIONS TECHNICIAN CAREER DEVELOPMENT PROGRAM

In 2024, we conducted 11 different in-person workshops to aid operating areas in setting up their area technical development plans for the Op Tech Career Development Program. Additionally, a new skill gap assessment tool was launched that allows leaders to gather data points to determine the specific technical skills on which their people need to focus. In 2024, over 200 courses and content were reviewed or updated to help increase the knowledge of our employees.

OTHER DEVELOPMENT PROGRAMS

In addition to a robust package of on-demand soft and technical skills trainings, we have programs that focus on enabling employees to achieve success in their current roles and prepare for future roles of interest. These programs are designed to further business and industry acumen and strengthen the skills and core competencies identified as necessary to meet business goals.

Jennifer E., Director Operations, and John C., Operations Technician, at Compressor Station 23 in Texas.

We also publish "Building our Bench," an internal series that highlights examples of employee mobility or development within the organization and provides information about development opportunities to help employees consider steps they should take to develop into their next role at Williams.

Additionally, we provide support for employees planning their retirement, including through resources such as retirement planning seminars and numerous online retirement planning resources available via our intranet. For certain terminated employees, we offer temporary, complimentary outplacement support via a third-party.

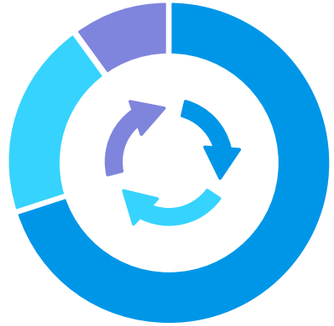
WILLIAMS LEARNING MODEL

20% Learning from Others

- GET/GIVE Feedback
- Networking, Mentorship & Collaboration
- 360 Assessments
- ERG Membership & Involvement

10% Learning from Instruction

- Computer-based Training
- Instructor-led Courses
- External Conferences, Offsites & Continued Education



70% Learning from Experience

- Challenging Work & Problem Solving
- On-the-Job Training
- Gigs & Cross-Functional Projects
- Community Involvement

WILLIAMS DEVELOPMENT PROGRAMS

NEW EMPLOYEE EXPERIENCE

Available to all new employees, focusing on company-related information to help them succeed over the first 90 days in their role

EMPLOYEE ESSENTIALS

Available to all employees intended to expand foundational knowledge and career development skills established in New Employee Experience

EXPLORING LEADERSHIP

Helps individual contributors assess and develop their formal and informal leadership capabilities to gauge their interest in future leadership roles

LEADER ESSENTIALS

Required of all new formal leaders and focuses on leadership fundamentals such as managing conflict, providing feedback and upholding key Williams processes

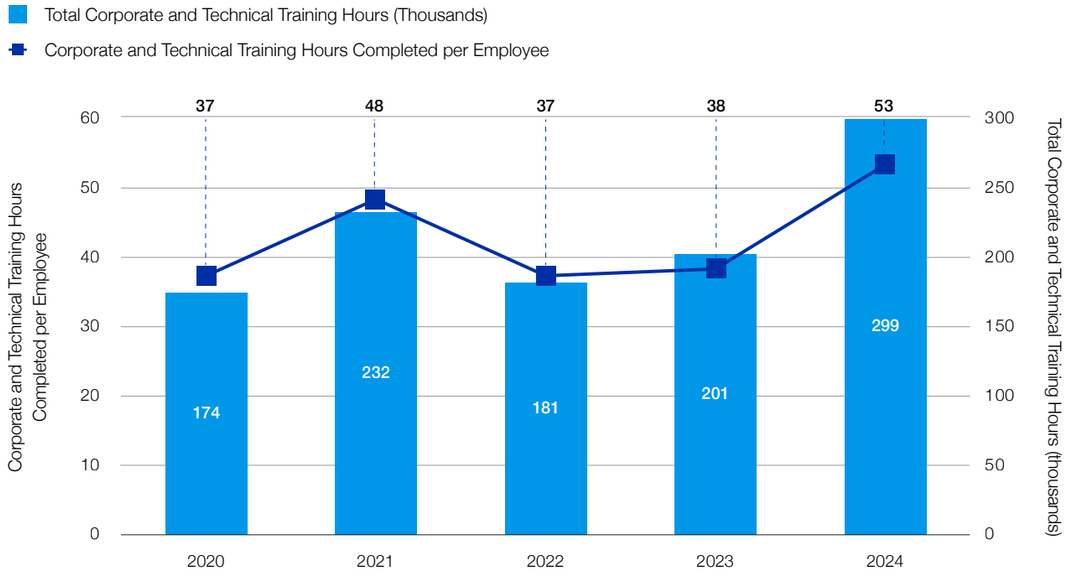
TALENT ASSESSMENT & SUCCESSION PLANNING

Williams continues to prioritize effective talent assessment, talent development and succession planning. We annually assess our workforce by using our talent assessment data to inform development conversations and development opportunities in order to offer employees a more individualized approach.

At the executive officer level, we engage in targeted conversations about high-potential talent within the organization and what intentional development to offer.

Our succession analysis and planning process helps us evaluate people across the company, think strategically about Williams' broader organizational needs, identify needs for development and calibrate accordingly. In 2024, Williams made significant progress in driving succession planning deeper into the organization. This helps mitigate business continuity risk and informs intentional efforts to develop key talent. We prioritized expanding Director-level plans as we continue to mature in this process. Therefore, we have succession plans in place for 100% of Vice President and above level roles and 73% of current Director roles. Many of these plans include several candidates who are ready now or who we believe could be developed to take on different or expanded roles in the future.

2019–2024 EMPLOYEE TRAINING



Transforming Work with Gigs

Led by our Senior Vice President and Chief Human Resources Officer Debbie Pickle and her team, Williams has reimagined the way we work to align the skills of our workforce with the fast-changing demands of our business.

First launched in 2022, "Opportunity Marketplace" is a hub where our employees can showcase their skills and take on Gigs — short-term, project-based assignments such as temporary work in our operating areas or supporting campus recruiting at our partner schools.

The launch of the platform marked a cultural shift for our workforce development efforts. The initiative works by leveraging technology to remove barriers and connect skills with opportunities. Now, Gigs are a standard offering, allowing our employees to learn by doing, growing skill sets, participating in networking across the enterprise and gaining more exposure to others in the organization. In 2024, 465 employees participated in 67 Gigs.

Gigs have accelerated project completion, boosted engagement and fostered cultural change. Participation in these development opportunities is now a valued metric in performance reviews, with executives and even the CEO recognizing impactful contributions. Amid talent shortages and shifting market demands, our data-driven approach has empowered employees and built a foundation for long-term success.

"Gigs aren't just a tool; it's part of our everyday landscape. We continue to spotlight success, drive project clarity and ensure recognition for those participating. This approach isn't just unleashing talent; it's standardizing how we learn, grow and innovate."

DEBBIE PICKLE
Senior Vice President and Chief Human Resources

DIVERSITY & INCLUSION

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

Williams remains committed to employing the brightest individuals who possess diversity of thought, experiences, skills and identities to drive innovation, collaboration and our ability to solve unique problems. For us, diversity and inclusion means fostering a culture where everyone is treated fairly, with mutual respect, and feels valued and supported to contribute their best every day. Doing so fuels innovation and collaboration, enabling our people to excel and drive overall business success.

Our approach to fostering a diverse and inclusive workplace is not merely programmatic; it is embedded in our culture and the way we do our work each day. In 2024, in recognition of our ongoing efforts, Williams was honored by Minority Engineer Magazine as one of its top 50 employers and was also rated as a top inclusive workplace by the Tulsa Regional Chamber Mosaic.

Our employees across the country participate in community boards, industry organizations, volunteer opportunities and resource drives. In 2024, Williams employees supported a multitude of community events, including Tulsa's annual Veterans Day parade, Dr. Martin Luther King Jr. and Pride parades in Tulsa and Houston, Native American Day and Disabled American Veterans Run.

Governance

Williams' commitment to supporting diversity and inclusion throughout our organization begins with our senior leadership. Our Senior Vice President and Chief Human Resources Officer is responsible for reporting on our hiring, culture and other people-related matters to the CEO regularly and the board quarterly. She also chairs our Diversity & Inclusion Council (the Council).

The Council monitors our actions and uses key internal indicators to help guide our efforts. The Council measures progress in Williams' governance, resources and training, employee attraction, retention and development, community engagement and partnerships with suppliers.

The Council comprises organizational and operational leaders, along with employees from a variety of geographic regions, experiences and backgrounds. Members are selected based on their roles or through self-nomination, and membership terms alternate to balance continuity with welcoming new perspectives. In 2024, the Council restructured subcommittees to better meet the needs of Williams and our developing programs.

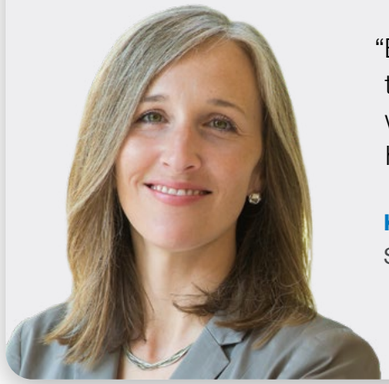
Williams proudly supports a variety of community organizations that create a positive impact, including those that celebrate individual differences and break down barriers to bring lasting change. Williams' CEO joins hundreds of other executives as a signatory of the CEO Action for Inclusion & Diversity Coalition, which outlines a specific set of actions focused on cultivating an open, trusting workplace environment. These actions include supporting dialogue around complex employee issues to promote understanding. In 2025, we plan to host our own CEO Day of Understanding, where all of our executive leadership team and senior vice presidents will meet with a representative from each of our 10 ERGs to create awareness, promote belonging and discuss recommendations for our diversity and inclusion-related efforts.

Williams is also a signatory to the Tulsa Mayor's Pay Equity Pledge, established in partnership with the Mayor's Commission on the Status of Women in 2021. For more information, visit the Pay Equity Pledge webpage.

We continue to publish our EEO-1 Survey Data on our website to provide a transparent breakdown of our workforce data into job categories, gender, race and ethnicity.

Williams maintains several policies that reinforce our commitment to a respectful and inclusive workplace. Our Code of Business Conduct covers our expectations for creating and upholding a positive work environment. Our Equal Employment Opportunity Policy outlines our approach to providing equal employment and advancement opportunities for all. Additionally, our Prohibition of Workplace Discrimination & Harassment Policy defines our commitment to preventing workplace discrimination and harassment. These policies are accessible to all employees through our intranet, emails and face-to-face or virtual meetings. Employees must demonstrate their understanding of our policies by completing annual Code of Business Conduct and Harassment training.

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



"ERGs allow employees to talk about aspects of themselves that don't often come up in day to day work but absolutely affect how they show up and how they contribute to the important work we do."

KATY RICH
Staff VP Internal Audit

Employee Representation

We believe having a workforce built from diverse perspectives and backgrounds gives us a competitive advantage, fosters innovation and strengthens our culture. We value our employees' differences and are dedicated to maintaining an organization where all employees have an equal opportunity to advance. Our holistic approach to managing human capital data allows us to assess trends, acknowledge gaps and undertake inclusion efforts in ways that help us attract and retain the best talent, as appropriate. The Council formally reviews our employee demographic data quarterly to identify trends and potential opportunities to strengthen diversity of thought, experience and background in our workforce.

See Corporate Governance for more information about the composition of our board and senior leadership.

Resources & Training

Through our ERGs, formal resources and training, we empower leaders and employees with opportunities to broaden their perspectives and cultivate an attitude rooted in respect and understanding.

EMPLOYEE RESOURCE GROUPS

ERGs offer our employees an inclusive space for collaboration and an opportunity to participate in "grassroots" activities across field and office geographies. Membership in any ERG is open to all Williams employees. The leadership team of each ERG consists of one or two vice president-level sponsors who support the group's initiatives. ERG leadership teams coordinate and prioritize initiatives with corporate oversight and support, delivered in the manner that best serves their membership and with strategic focus on providing opportunities for collaboration, community and development. Our employees are proud members of the following ERGs:

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

In 2024, 26% of our workforce was engaged in at least one ERG, with parity seen across all four workforce generations and nearly an equal split across genders. Additionally, we saw membership in all 10 ERGs grow in 2024.

Over 26% of employees are members of at least one ERG. From 2023 to 2024, overall ERG membership increased by 14%.

Williams employees walk in the 2024 Veterans Day Parade in Tulsa, Oklahoma.

Executive Chairman Alan Armstrong presents the 2024 Leave the Ladder Down Award to Nick M., Director of Operations, and Suzanne W., Technical Specialist.

ENTERPRISE-WIDE LEARNING

We provide on-demand resources to help employees and leaders strengthen our inclusive culture. For example, our employees have access to the Williams diversity and inclusion resource library, our LinkedIn Learning partnership and our Leader Inclusion Playbook, all of which offer readings and topical webinars to support inclusive discussions within teams. Through Catalyst, our education platform, employees can access additional tools and resources, including research, webinars and exercises. These tools enhance employees' confidence and capability to engage in meaningful conversations, raise awareness and foster allyship, respect and inclusion throughout the company.

In 2024, Williams hosted a "Frontline Workers Initiative" in partnership with Catalyst in Houston with other energy companies to discover new research on the best ways to use inclusion programs to keep frontline workers engaged. Specifically, the event focused on women in frontline roles and their access to facilities, though participation was open to all employees.

LEADERSHIP TRAINING & COMPETENCIES

Cultivating an inclusive culture relies on our leaders' abilities to set expectations, encourage employee engagement and maximize the potential of our workforce.

We continue to provide all formal leaders with Lead with Inclusion training. Lead with Inclusion is a three-hour, in-person training focused on inclusive practices which leaders can take and also assign to their teams. To reinforce our commitment to minimizing employment risk and related matters, all formal leaders are also required to complete Leader and the Law training every three years to reinforce their knowledge and skills.

For more information on how we integrate diversity and inclusion in our talent strategy, see Employee Attraction, Retention & Development.

EMPLOYEE RECOGNITION

Every year, we recognize a formal leader and an individual contributor with the Randy Barnard Memorial Leave the Ladder Down Award for supporting the growth of others and creating a welcoming environment where everyone feels part of the team and comfortable bringing their authentic selves to work each day. The award carries the namesake of Randy Barnard, who served as a senior executive at Williams until 2012, when he lost his battle with cancer. He was widely known for his authenticity and desire to support all employees, and he continues to be an outstanding example of inclusion at its best.

EMPLOYMENT PRACTICES

GRI 2-30; SDG 8

Williams is committed to fostering a workplace where all business is conducted according to our Core Values, Code of Business Conduct and company policies. Upholding fair approaches to job creation, terms of employment, compensation and working conditions enables us to maintain an engaged employee base, comply with legal requirements and act responsibly.

We provide our leaders with the resources necessary to promote transparency in our compensation programs. This transparency helps employees understand the connection between their pay and the value they contribute to Williams in accordance with our Pay for Performance philosophy. We continue to conduct an annual pay equity review process for all employees to reinforce Williams' equal employment opportunity policy. We also encourage, and in some cases require, training that promotes inclusive hiring and mitigates bias in the hiring process; for more information, see Employee Attraction, Retention & Development.

Ashley M., Investor Relations Analyst at the Williams Headquarters in Tulsa, Oklahoma.

Adam D., Operations Technician at Station 201 in New Jersey.

Labor Relations & Collective Bargaining

While Williams maintains strong relationships with unions across various operational areas, we emphasize creating a work environment where our employees feel represented and empowered without the need for external intervention. We acknowledge the rights granted to employees under the National Labor Relations Act, including the freedom to organize, form, join or assist unions and engage in protected, concerted activities. However, we prioritize building direct partnerships with our employees, aiming to eliminate the need for external organizations to speak on behalf of our workforce. In 2024, no Williams employees were represented under collective bargaining agreements.

Despite the absence of collective bargaining agreements for our employee base, we recognize the importance of maintaining strong relationships with industry trade unions, given their crucial role in the success of our construction and expansion projects. In 2024, Williams engaged with members of six trade unions: the International Brotherhood of Electrical Workers (IBEW), Iron Workers, Teamsters, Pipeliners Local 798, International Union of Operating Engineers and Laborers' International Union of North America (LIUNA) organizations. Williams also has a Labor Relations Practice Group that meets regularly to discuss relevant labor risks and opportunities.

STRENGTHENING OUR COMMUNITIES

With a business presence that spans 24 states, Williams takes pride in creating positive impacts in the communities where we live and work. Continuous, honest and transparent communication with our stakeholders is crucial to these efforts. We make it a priority to understand unique local challenges, invest in the communities we call home, support equitable local outcomes and manage our supply chain responsibly.

IN THIS SECTION

Sadie S., Land Representative, and Eric C., Project Manager, clean up debris at Memorial Park in Houston, Texas, during Williams' 2024 Volunteer Week.

STAKEHOLDER RELATIONS

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

Why This Matters to Williams

Our success in delivering reliable, affordable energy in a responsible manner relies on maintaining strong, trusting and collaborative relationships with our stakeholders, including community members, public leaders, non-governmental organizations and governments. Consultation, feedback and support from local stakeholders are essential for securing permits for expansion projects. By engaging with the public, we also inform our understanding of how both new and existing projects affect the health, safety and economic development of our communities. Ultimately, our goal in all stakeholder interactions is to serve as a responsible and considerate neighbor.

Williams describes stakeholder engagement as actions specifically designed to inform and gather input from parties about Williams' expansion projects, operational activities or other notable business activities. Williams' skilled government affairs and public outreach team adapts engagement strategies to meet the needs of each stakeholder group, optimizing opportunities for feedback and ensuring the community support required to successfully complete projects. Beyond emphasizing stakeholder engagement in the permitting process, we have identified key stakeholder groups and their primary ESG concerns through our materiality assessment. We conducted interviews with external stakeholders during this assessment and continue to foster ongoing engagement on ESG topics.

Summary of Stakeholder Engagements in 2024

We value stakeholder input and use it to enhance our strategy and operations. Our goal is to maintain and strengthen relationships by understanding local needs, considering stakeholder priorities and identifying collaboration opportunities. We prioritize engaging with stakeholder groups that are directly impacted by our operations. The frequency and methods of our interactions with key stakeholder groups is summarized as follows:

607

unique engagements conducted with community stakeholders in 2024

BOARD OF DIRECTORS

- Annual strategy-setting process
- Regular management reports
- Quarterly board and committee meetings
- Ad hoc board and committee meetings

EMPLOYEES

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

CUSTOMERS

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

INDUSTRY ASSOCIATIONS

- Board and/or committee leadership roles at 31 industry associations
- Regular workshops and meetings

COMMUNITY GROUPS, LANDOWNERS, INDIGENOUS POPULATIONS & NON-GOVERNMENTAL ORGANIZATIONS

- Ongoing public awareness programs
- 16 project open houses and 607 meetings with community stakeholders
- Monthly newsletters
- Weekly social media
- Ongoing media campaigns
- 1,320,884 total mailers sent
- 24-hour control centers

REGULATORS

- Regular corporate communications
- Recurring meetings with regulators at the state and federal levels
- 20,828 public awareness mailers to emergency response agencies
- Monthly newsletters
- Ongoing communications through our government affairs and outreach team

SUPPLIERS

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

Local Community Engagement

Williams emphasizes open communication and proactive partnerships with community members. In 2024, our engagements with local community stakeholders included 52 community events, 16 open houses, 96 meetings with business organizations and chambers of commerce, 53 environmental justice-specific meetings and 115 meetings with nonprofit organizations. As Williams' projects expand, our government affairs and public outreach team has grown to effectively meet the increasing demand for stakeholder engagement in our local communities. This team works on a variety of initiatives to build awareness of Williams, enhance our credibility in operating areas and grow support for our current and future projects.

Our Vice President of Communications and Corporate Social Responsibility and our Vice President of Government Affairs and Public Outreach are responsible for the executive oversight of community engagement. Williams' community and project outreach leads pipeline infrastructure project communications. In the communities with expansion projects, we utilize specialized consulting services to create tailored outreach and stakeholder engagement plans to enhance our engagement with diverse community members and groups.

ENGAGING ON EXPANSION PROJECTS

Williams has performed community consultation for our six current expansion projects, as required by FERC. These current and prospective expansion projects represent growth opportunities in our Transmission and Gulf operating areas, expansions in our Gathering and Processing franchises and new developments within our New Energy Ventures efforts.

Each major expansion project has a public participation plan, developed and executed according to our Public Outreach Strategy guide, which details our approach to community engagement and consultation. The guide highlights the importance of early outreach, consistent communication and adaptability throughout the lifecycle of our projects.

Our active and robust stakeholder engagement practices drive value for shareholders through the success we ultimately have in our growth opportunities. For example, our engagement on the Southeast Supply Enhancement (SSE) in 2024 worked to mitigate the chance that opposition controls the outcome of the project. We've held hundreds of stakeholder engagements for SSE, including seven FERC open house events and one virtual open house as part of the FERC pre-file process. The team was also able to drive multiple local and state governments to adopt resolutions in support of the project.

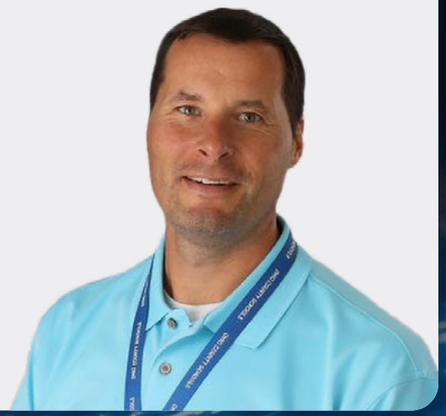
Extending Our Outreach to New Stakeholders

Williams seeks to initiate engagement with new and diverse stakeholders in an effort to broaden our reach in the communities where we live and work. We partner with community members to understand their values and explore ways to improve quality of life. By listening and tailoring our programs to local needs, we help amplify solutions that matter. These engagement opportunities expand our network of stakeholders and increase awareness of the company and our industry.

For example, Williams partnered with Expand Energy for a trout stocking event in Wheeling, West Virginia, during the week of Earth Day 2024. We purchased 4,000 trophy-sized trout to stock the Big Wheeling Creek. A week prior to the event, the Department of Natural Resources spoke to fifth grade students at Elm Grove Elementary School about outdoor safety, water quality and fishing. Employees from both companies did trash collection in and around the creek the morning of the event. One the day of the event, three different areas of the creek were stocked with trout with the help of employees and fifth grade students. Students each received a fishing pole and a pack of outdoor items on behalf of Williams and Expand.

"Elm Grove Elementary was excited to once again partner with Williams to give back to the community on Earth Day. Williams' annual trout stocking of Wheeling Creek allows our 5th grade students the opportunity to experience nature as they assist in stocking the creek. Thank you, Williams, for everything that you do for Elm Grove Elementary and our community."

RICHARD DUNLEVY
Principal, Elm Grove Elementary School



Williams utilizes a stakeholder management database to proactively identify key stakeholders in communities linked to proposed and ongoing expansion projects. We leverage this database to create FERC-required stakeholder lists and as a tool to locate stakeholders in regions of existing operations. We follow a distinct methodology to assess how our operations and expansion projects could affect overburdened communities, and we are monitoring how API RP 1185: Stakeholder Engagement, which provides best practices for public engagement, may influence our environmental justice-related stakeholder engagement. For more information on this approach and engagement with overburdened communities, see Environmental Justice.

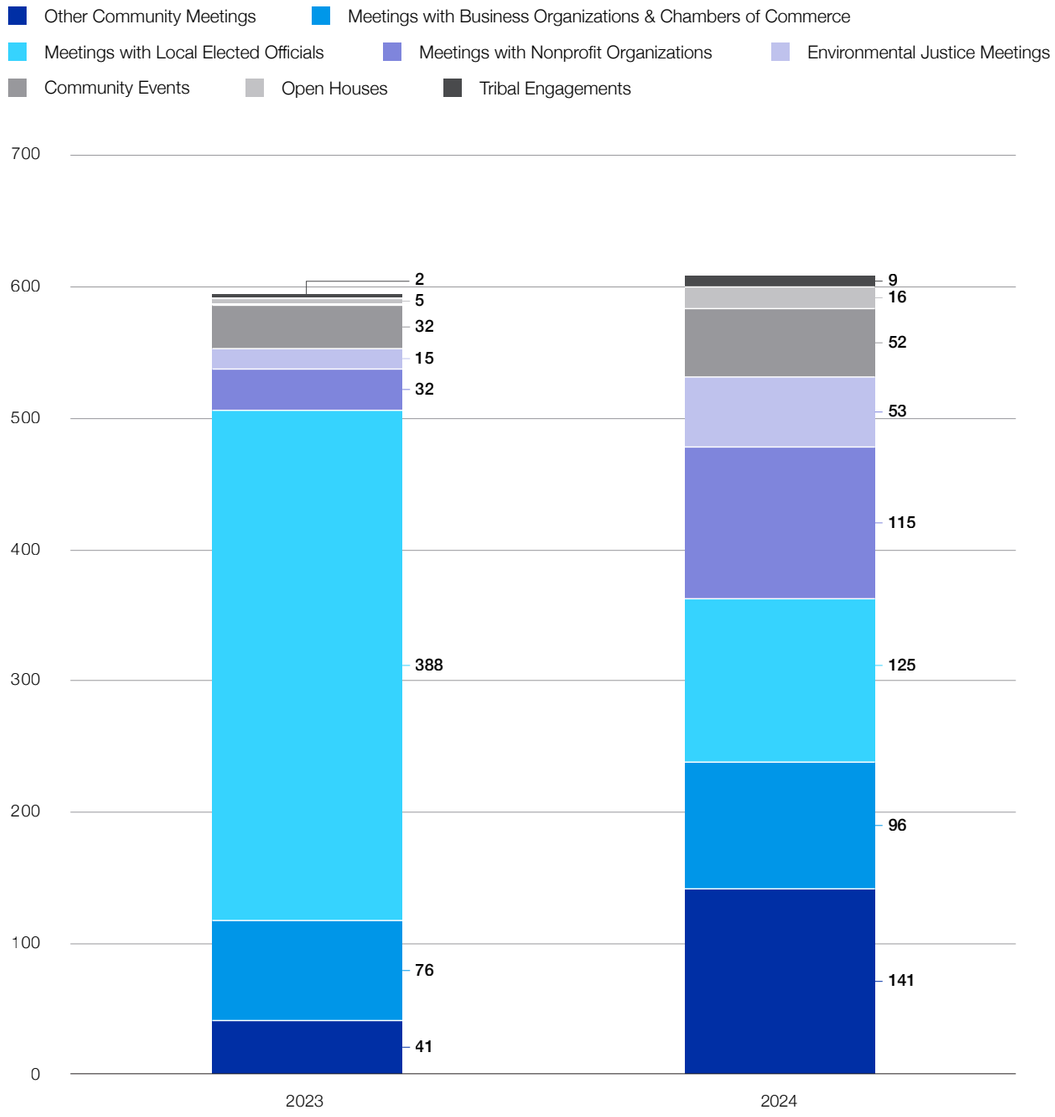
We are completing a gap analysis of the new API RP 1185: Stakeholder Engagement to determine our conformance, understand priority areas of focus and evaluate a possible implementation plan. This effort began in 2023 when API RP 1185 was still proposed. To expand our knowledge of RP 1185, Williams participates in the API joint industry implementation team and the subteam working to educate the industry on the flexibility and scalability of RP 1185 implementation.

ENCOURAGING OPEN COMMUNICATION

We remain accessible to community members through a dedicated email address and a toll-free stakeholder hotline, shared through project materials, company handouts, stakeholder letters and project-specific websites. We evaluate the effectiveness of our engagement by tracking the number of complaints, concerns and issues raised by community members, elected officials and regulating agencies. We are committed to evaluating and addressing all community concerns. Depending on the stakeholder, project and concern, the project leads or government affairs and public outreach team handle these communications, involving additional teams as necessary to find a potential resolution.

In 2024, we expanded our participation in public engagements to align with the growth opportunities we capitalized on across our footprint. The community outreach and government affairs team also supported several gathering and processing projects, maintenance activities, localized matters and landowner concerns by working closely with local operations and supply hub leadership to mitigate and resolve problems and strengthen stakeholder relationships.

PUBLIC ENGAGEMENT ACTIVITIES



Upholding Regulatory Requirements

Several regulations mandate that we inform stakeholders and seek their feedback as part of permitting processes. Our engagement efforts include public meetings and consultations with local elected officials, community leaders and affected landowners.

Williams organizes a series of meetings to educate landowners and other stakeholders on the scope and necessity for the proposed project. When hosting meetings, we strive to accommodate public preferences, enhance accessibility and ensure all community members feel encouraged to participate. To promote accessibility, we provide communications in locally-spoken languages, schedule meetings at various times of day and offer virtual community events alongside in-person events.

During these meetings, Williams presents a project overview and online interactive maps, enabling attendees to directly submit comments about the project.

Landowner Relations

Our capacity to deliver energy reliably, expand our footprint and responsibly pursue growth is supported by strong, long-term partnerships with over 100,000 landowners who grant us the privilege of securing permanent easements on private land. We are committed to cultivating sustainable and mutually beneficial relationships with landowners.

We implement a consistent approach to engaging with affected landowners for proposed pipeline infrastructure projects. Early engagement, both proactive and in compliance with regulatory requirements, provides time to explain the project, secure land survey permissions and facilitate a formal negotiation process. We invite landowners to ask questions, express concerns and share their preferences to help develop mutually beneficial solutions.

Williams distributes key project information to landowners, including company policies, frequently asked questions and the process for acquiring a right-of-way. For FERC-permitted projects, Williams is required to notify landowners within half a mile from new compression facilities and all landowners affected by the proposed pipeline route. Additionally, Williams and FERC supply landowners with informational materials regarding the project, pre-filing process and filing process. In 2024, we distributed 2,284 mailers to landowners through the FERC filing and pre-filing process.

We ensure fair treatment of landowners by offering reasonable financial compensation, safeguarding and restoring their land and conducting operations with respect for their property. During and after project construction, Williams maintains regular communication with landowner partners through email, phone calls, mailings, open houses and in-person meetings.

Williams strives to minimize the impact of our infrastructure on communities by routing pipelines along existing rights of way, roadways or other utility corridors. For existing partnerships, we perform annual inspections of our assets on landowner properties to ensure safe and unobtrusive operation. We maintain ongoing communication with landowners to address concerns and complaints.

For FERC-permitted projects, we take all reasonable measures to avoid the use of eminent domain. Our corporate philosophy is to introduce eminent domain only as a last resort. Whenever feasible, we seek alternative routes to bypass properties owned by individuals who do not want to work with us. To support this effort, Williams adheres to a formal landowner complaint resolution process to identify concerns and determine suitable resolutions in a timely manner. Our goal is to reach mutual agreements with all new landowners.

In 2024, through our relationships and successful negotiations with landowners, we reached mutually agreeable terms that resulted in the execution of 1,612 new land agreements.

Tammy B., Field Office Administrator accessing Williams right of way near Pennsylvania.

COMMUNITY INVESTMENT

GRI 413-1

Williams employees walk in the 2024 Martin Luther King Jr. Day Parade in Tulsa, Oklahoma.

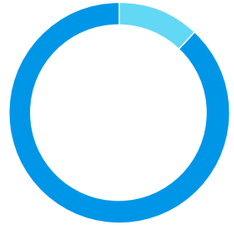
Why This Matters to Williams

We are committed to strategically investing our time and our resources in the communities where we live and work, ensuring meaningful impact on the causes most aligned with our company's mission. Our charitable contributions prioritize initiatives that inspire employees, strengthen communities and enhance business execution. In 2024, we contributed nearly $13.9 million to 2,151 organizations across 50 states, the District of Columbia and Canada through our community giving channels, which include Williams Foundation and corporate contributions, in-kind donations and matching programs. Williams also supports local communities by investing time, including through our third annual Williams Volunteer Week. Volunteering together fosters deeper connections to local communities and unites our employees through shared generosity.

Charitable Giving

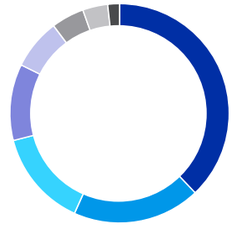
In the last five years, Williams has contributed approximately $65 million to support local communities. Our primary focus areas for charitable giving are education, environmental stewardship, civic and community betterment, public safety and first responders, arts and cultural enrichment, health and human services and United Way. In 2024, Williams accepted grant applications through our website and encouraged local communities to submit projects that created meaningful impact.

Throughout our operational areas, we offer in-kind donations such as computers, equipment and furniture. Additionally, we provide in-kind printing services to eligible nonprofit organizations in the Tulsa and Houston areas. In-kind donations free up funds that the nonprofit organizations and schools can then direct to programs and services.



2024 IN-KIND DONATIONS BY TYPE

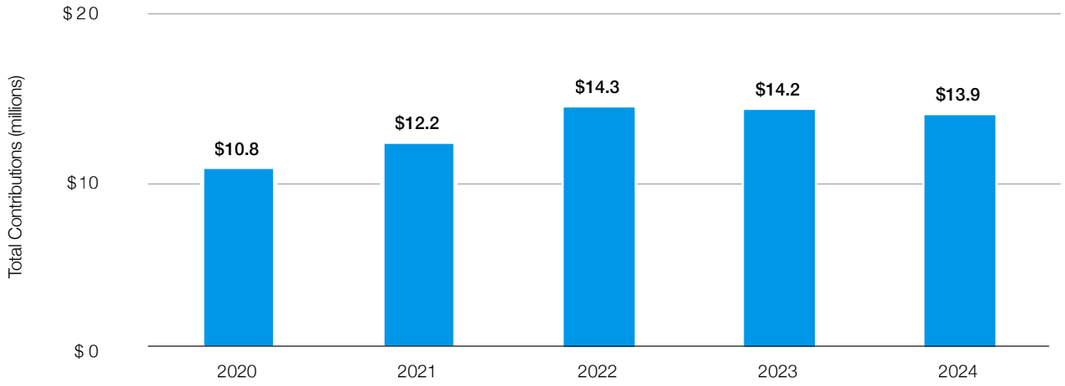
$48,070	Printing services
$348,254	Other in-kind



2024 CHARITABLE GIVING BY FOCUS AREA

37%	Education
19%	United Way
14%	Health & Human Services
11%	Civic Community
7%	Environmental Stewardship
5%	Public Safety
5%	Arts & Culture
2%	Other

WILLIAMS' CHARITABLE GIVING, 2020–2024



In 2024, Williams provided grants to support a variety of community-based initiatives in our operating areas. Some of Williams' larger, more impactful gifts include:

- Ducks Unlimited's Cameron Prairie and Lacassine National Wildlife Refuge Enhancement
- University of Wyoming Foundation's Carbon Capture Excellence Fund
- Switch Energy Alliance
- The Nature Conservancy's Appalachian Waters and Forests program
- University of Oklahoma, including leadership, energy sustainability and workforce development programs

The Williams Foundation, a nonprofit 501(c)(3), guides our community investments. The Foundation's dedicated board of directors provides guidance on charitable giving initiatives across the states where we operate. The Williams Foundation board includes members of our executive leadership and senior management teams and meets semi-annually. The Foundation board collaborates with our corporate social responsibility team to approve a comprehensive budget that supports high-impact programs in the communities where our employees live and work. Our giving process is guided by the Foundation Bylaws and our corporate Charitable Contributions Policy, ensuring the integrity of our contributions.

"I am continually amazed by the generosity and vision of university friends like Williams, whose support provides our students with the invaluable community, mentorship and resources that make an OU experience so special. They share our understanding that a student's journey at OU is enriched not just by classroom learning but by the meaningful connections they make here."

UNIVERSITY OF OKLAHOMA PRESIDENT JOSEPH HARROZ, JR.

In 2024, Williams committed $30,000 to help build a new playground at Parkside Elementary in Utah, transforming it into a safe and vibrant space for children. This commitment also unlocked additional funding from the local school district, allowing the school to reassign funds to keep current staff providing students continued access to fine arts, science, technology, engineering and math (STEM) and individualized instruction. Williams also sponsors the food for Parkside's Childhood Hunger Initiative Power Pack (CHIPP) which offers weekend meals to children in need. Additionally, Williams was the recipient of a Community Champion Award from the Utah Petroleum Association.

EDUCATION

At Williams, we witness firsthand how the growing demand for cleaner energy requires creative minds — from technological solutions innovators to market experts and community change-makers. Through our community investments in education, we cultivate a diverse talent pipeline that aligns with our company's workforce needs while advancing a sustainable energy future. We place strong emphasis on STEM education, recognizing the industry's demand for specialized skills. In 2024, Williams invested more than $5 million to support educational initiatives, including our Operations Technician scholarship program.

Executive Chairman of the Williams Board Alan Armstrong is a long-time supporter of Junior Achievement, serving on the board for 3DE and as board chairman of Junior Achievement USA. In 2024, Williams' support to Junior Achievement and 3DE organizations across the U.S. totaled $450,735, which helped support 12 Junior Achievement and 3DE locations. In 2024, Williams helped fund three different capital campaigns for Junior Achievement organizations located in Houston, Texas; Portland, Oregon; and Tulsa, Oklahoma. In addition to our financial commitments to education, our employees actively contribute their time and talents to local schools in their communities.

Williams also supports post-secondary education. In 2024, we committed to a $1.5 million investment in the University of Oklahoma's business, engineering and earth and energy colleges. Additionally, we continue our support of the University of Wyoming's School of Energy Resources, funding their Hydrogen Energy Research Center and their new CO_2 Storage Excellence Fund.

Williams continues to maintain a long-standing relationship with Cristo Rey Jesuit High School of Houston, Texas. Through Cristo Rey's work study program, academic schedules are structured so that students work without ever missing class. Students work in a four-person job-sharing team to fill one full-time equivalent position. All students attend a rigorous Summer Training Program called Building the Pride before beginning their first assignment, where they learn a variety of fundamental professional skills.

ENVIRONMENTAL STEWARDSHIP

Williams is committed to being a responsible steward of our environment and our charitable giving aligns with this core value. Our priority is to support projects that improve or preserve natural resources, promote responsible land use and facilitate outdoor recreation.

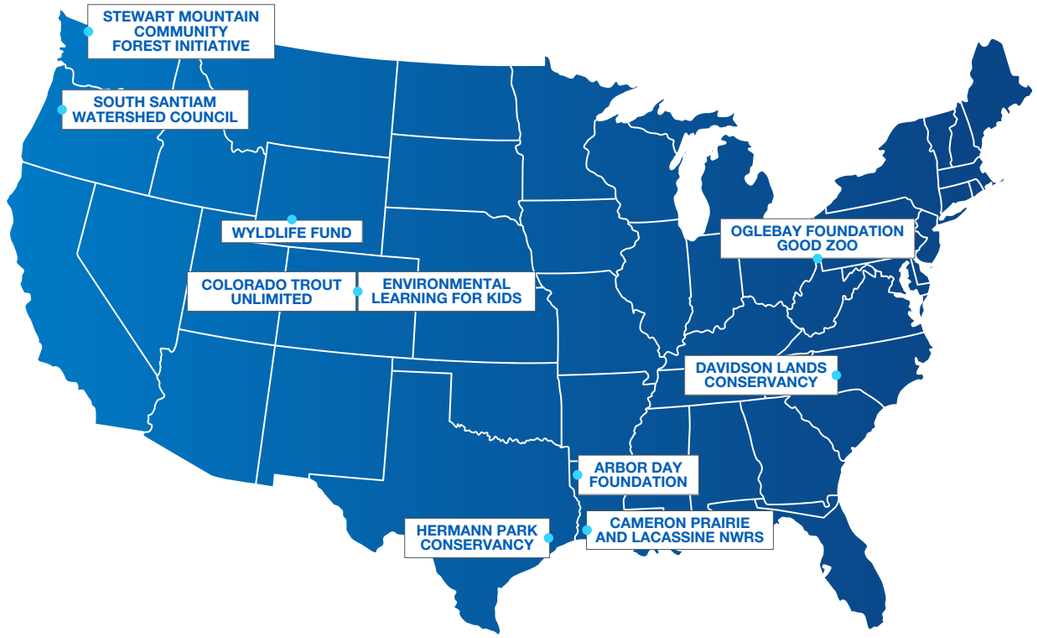
Justin W., Engineer Staff, volunteering at Sequoyah Elementary School in Tulsa, Oklahoma, during Day of Caring.

For example, we partner with conservation organizations such as Ducks Unlimited, which conserves, restores and manages wetlands and other waterfowl habitats, and the Arbor Day Foundation, dedicated to reforestation and urban forestry to address climate change, community and biodiversity.

In 2024, we continued our support of many environmental programs, including Davidson Lands Conservancy's Wildlife Habitat Program and the Hellbender Salamander Conservation Head Start and Red Wolf Conservation programs at the Oglebay Foundation's Good Zoo.

New projects in 2024 included our support for the Stewart Mountain Community Forests Initiative, The Nature Conservancy's Appalachian Waters and Forests program and a 5-year partnership with Switch Energy Alliance's Energy Education Programs. Additionally, we supported Ducks Unlimited's work at the Cameron Prairie and Lacassine National Wildlife Refuges (NWR), both located in Louisiana. Our $200,000 commitment, over the course of three years, will help repair, replace and install infrastructure features to enable better water level control within the wetlands at both Cameron Prairie NWR and the Lacassine NWR.

KEY 2024 COMMUNITY INVESTMENTS IN ENVIRONMENTAL STEWARDSHIP



PUBLIC SAFETY & FIRST RESPONDERS

Our investments in local emergency response agencies equip under-resourced organizations with the tools needed to safeguard our local communities. In 2024, we donated $660,704 to 323 first responder groups throughout our operating areas, including departments where our employees volunteer as firefighters. For more information on our support for first responders, see Public Safety.

UNITED WAY

Williams has a longstanding partnership with United Way, supporting its mission to improve lives by mobilizing the caring power of communities around the world to advance the common good. In 2024, Williams and our employees, retirees and board members supported 102 local area United Way organizations, totaling more than $6 million from pledges, fundraisers and Williams' matching funds. During our annual United Way campaign, Williams matches employee, retiree and board member donations up to $25,000 to United Ways in states where we have operations.

Employee Volunteering

In addition to direct financial support, we encourage employees to give back by volunteering their time and talents. With supervisor approval, employees may volunteer during work hours with charitable organizations that address critical needs in their communities. Williams employees volunteered 32,668 hours in 2024, which is equivalent to approximately $1.1 million based on an estimated value of $33.49 per volunteer hour.[37] Our employees take on various roles, serving as nonprofit board members, mentors, coaches, committee members, volunteer firefighters and more. One of Williams' ongoing volunteer partnerships is Kicks for Kids, a running program in conjunction with Route 66 Marathon Inc., that was started at Sequoyah Elementary in Tulsa, Oklahoma.

WILLIAMS VOLUNTEER WEEK

In 2024, for the third year in a row, we brought our employees together for Williams Volunteer Week, a targeted timeframe of volunteering across our national footprint. Coming together to volunteer reinforces our deep-rooted tradition of being a company that truly shows up in our communities and allows organizations to take on projects they would not have the capacity or resources to fully manage on their own.

[37] Independent Sector, Value of Volunteer Time.

The 2024 Williams Volunteer Week was even more successful than the previous year, involving more Williams employees. In total, 1,028 employees in 15 states contributed to projects at 77 nonprofit organizations. Teams volunteered at organizations including Little Free Library in Georgia; Gunpowder Riverkeeper in Maryland; Arm in Arm in New Jersey; Eastern Ohio Extension Camps in Ohio; and Food Lifeline in Washington.

EMPLOYEE GIVING

Williams upholds programs that empower employees to direct charitable giving toward causes that matter most to them and their local communities. Through our Homegrown Giving grant program, we provide funding to eligible nonprofit organizations and schools where our employees are involved. In 2024, Williams gave $659,373 in total through the Homegrown Giving grant program. Additionally, our Matching Gifts program matches personal contributions to eligible organizations up to $10,000 per employee or board member and up to $5,000 per retiree per year. This year approximately $1.5 million was contributed by Williams from the Matching Gifts program.

Williams employees cleared trails at Bales Park in Tulsa, Oklahoma, during the 2024 United Way Day of Caring.

ECONOMIC IMPACTS

SDG 9

Compressor Station 201 in New Jersey was completed in 2024 as part of the Regional Energy Access project.

When Williams expands our major pipelines or facilities, the positive economic impact extends across local and regional economies, supporting a wide range of industries. Throughout construction and operation of our assets, we contribute to economic growth by generating state and local tax revenue, partnering with local and regional vendors and contractors and driving local spending by our workforce. Additionally, Williams actively collaborates with local and state economic business development organizations to highlight the opportunities we bring, including maintaining memberships in state and local chambers of commerce. In 2024, we continued efforts to engage underserved communities within our footprint, increasing awareness of our company, projects and the benefits we deliver. This year, Williams paid $243 million in property taxes across our locations. Over the past five years, we have also paid more than $254 million in total Employer Federal Insurance Contribution Act taxes. Our investments also support state and local sales tax revenues through project material purchases and the local spending of our employees.

Individual expansion projects can have incredible local impact. For example, the proposed Southeast Energy Connector in Alabama, an expansion of the Transco pipeline, is projected to generate $97.5 million in gross business activity during the construction phase alone. The project is expected to generate nearly 295 total jobs and approximately $2.3 million in state and local tax revenues.

In 2024, Williams continued to pursue expansion opportunities that have a significant impact on the areas where we operate. This included growth projects in the Mid-Atlantic and Pacific Northwest, as well as maintenance projects that delivered local benefits in the Northeast and across our footprint. That same year, we completed construction on the Regional Energy Access pipeline. In addition to providing essential energy infrastructure to the region, the Regional Energy Access project provides valuable economic stimulus, generating an estimated 6,396 local union jobs in the region. More than 36% of jobs are in construction and manufacturing, and labor compensation will total an estimated $295 million over the life of the project. Through the project's activity, state and local governments can expect added revenue in response to land improvements and increased levels of taxable economic activity. Regional Energy Access's total projected GDP contribution to the region is $375 million, with more than $17 million expected to be paid in state tax revenue and over $6.6 million expected in local tax revenue. In 2024, the completion of the Regional Energy Access project and the construction of the Texas to Louisiana Energy Pathway project, along with two solar projects, brought major economic benefits to the communities they run through.

An economic impact assessment for the KB Reliability Project in Washington state was commissioned in 2024. The study shows the estimated economic benefits of the project including adding between 27 and 45 jobs, estimated local labor income to be between $1.0–$2.3 million and total economic impact between $3.8–$6.8 million.

Williams partners with expert third parties to conduct economic impact studies ahead of project initiatives, enabling us to strategically direct investments to maximize benefit and disperse positive impact equitably. Typically performed by a research university or institute, we utilize these studies for large expansion projects at the local community and regional levels. When we engage experts this enhances the research quality, impartiality and accuracy, which is important for communicating findings to local stakeholders. After completing the analysis, we share insights on anticipated benefits with local policymakers, advocacy organizations, chambers of commerce and community members. Once projects begin, we promote the use of local businesses, such as frequenting locally owned hotels, restaurants, fuel stations, construction suppliers and other local services. In addition to economic impact studies, Williams also commissions Environmental Justice assessments of the areas where we have planned expansion projects. While these assessments do not specifically analyze economic benefits, they do provide an overview of underserved and disenfranchised communities. Williams then uses the data to enhance our engagement with community members, often articulating the potential economic benefits of our projects in their communities and ways they can be involved.

In 2024, Williams participated in the Shale Industry and Manufacturing Supply Chain event seeking to connect small businesses with opportunities in the oil and gas industry in Pennsylvania, Ohio and West Virginia. The event was facilitated by Shale Power and provided a venue for Williams and other industry members to describe supply chain opportunities to participating small businesses. The event was meant to provide opportunities for companies to achieve economic benefits from oil and gas development. Williams expects to participate in this event in 2025 as well.

In 2024, the Outreach team also worked on a variety of DOE grant applications, each of which has an economic impact assessment as part of the Community Benefits Plan. We worked with colleagues at the University of Wyoming to submit the Echo Springs Carbon Capture Storage grant application. We also worked with the NEV team and the Daphne Technologies' team to develop the Community Benefits Plan for an application to U.S. DOE's Methane Emissions Reduction Program (MERP) grant program and were selected as a recipient of the grant. Daphne Technologies is a company that focuses on post-combustion methane slip reduction. The technology, SlipPure™ uses proprietary plasma and catalytic systems to oxidize the methane in the exhaust into CO_2 and water.

Derek R., Operations Technician at Little Mountain Gate Station in Utah.

SUPPLY CHAIN & RESPONSIBLE PROCUREMENT

GRI 2-6, 2-24

Williams' extensive operations, including interstate natural gas pipelines and gathering and processing facilities across the U.S., depend on a network of nearly 4,200 suppliers and more than 1,650 contractors. These suppliers play a crucial role in helping us deliver safe, reliable natural gas products that support the clean energy economy. Beyond requiring quality and operational excellence, we prioritize working with suppliers who share our Core Values and are committed to sustainable practices. Partnering with responsible and dependable suppliers ensures the consistent and secure delivery of natural gas products, reducing operational risks, minimizing disruptions and improving overall efficiency. This approach drives cost savings, enhances financial performance and reinforces Williams' reputation as a trusted and responsible industry leader.

Our supply chain management and responsible procurement strategy strives to build a more resilient, diverse and sustainable supplier base. Williams responsibly stewards and contributes to the well-being of communities and the protection of the environment.

Supply Chain Management

Williams builds and maintains a supply chain network focused on reliability and on time delivery to maximize cost-effectiveness and resiliency. We build relationships that give us a competitive advantage in emerging demand areas, such as data center power. Williams defines Tier 1, 2 and 3 suppliers based upon spend, strategic value and supply chain risks. On average, Tier 1 suppliers account for the top 80% of our total annual supplier spend. Williams implements well-researched category strategies to drive procurement decisions on major projects and high-spend categories, and we identify our most significant suppliers based on the share of spend received by them.

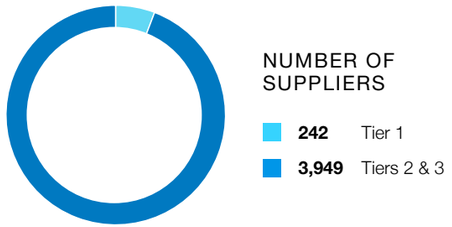
To promote authenticity and integrity, our Code of Conduct for Suppliers and Contractors outlines expectations for our business partners to support our commitment to positive impact and comply with all applicable laws and regulations. The Code addresses sustainability topics such as the prohibition of discrimination, support for freedom of association and collective bargaining and promotion of effective environmental management.

All suppliers and contractors are required to acknowledge our Code when signing procurement contracts and new purchase orders. It is also accessible on our external vendor terms and conditions website. Additionally, supplier ESG training provided to our procurement team references our Code.

Williams oversees a supplier assessment program that evaluates suppliers based on quality, safety, compliance, credit and sustainability criteria. As a part of this program, both new suppliers and those undergoing re-evaluation must complete a self-assessment ESG questionnaire. This process allows us to collaborate with suppliers who align with our expectations on human rights, inclusion, environmental performance, pay equity, workplace harassment and data privacy. In 2024, 550 suppliers, including all new suppliers, responded to the questionnaire, 0.2% of which were Tier 1 suppliers.

We prioritize partnering with U.S.-based suppliers whenever possible; approximately 99% of our total suppliers and 99% of our spend are U.S.-based. We screen all new suppliers for country-specific supply chain risks, including human rights concerns, using U.S. Secretary of State databases and the FBI Terrorist Screening Database. Williams avoids contracting with suppliers that do not meet our standards and expectations.

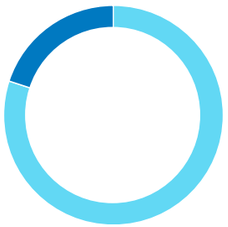
Williams' senior management oversees the implementation of the company's supplier ESG program. We continue to integrate and standardize ESG criteria within our procurement process. Supplier compliance with company policies, performance expectations and regulatory requirements is monitored through both desktop and onsite assessments conducted by our procurement team, with third-party assessments used in certain cases to evaluate prospective vendors. Suppliers failing to meet our expectations may face contractual remedies, including potential termination and removal from our active supplier list. For our critical suppliers, we set and track performance metrics related to safety, on-time delivery, quality service and cost efficiency. Throughout the year, our procurement team conducts business reviews with internal stakeholders to verify that suppliers meet their performance targets.



NUMBER OF SUPPLIERS

242 Tier 1

3,949 Tiers 2 & 3



SUPPLIER SPEND

$2.7B Tier 1

$665M Tiers 2 & 3

In 2024, Williams hosted a Supplier Summit that brought together key suppliers to discuss and align on our sustainability goals, fostering a collaborative approach to achieving higher standards across the supply chain. The event provided a platform for sharing best practices, addressing challenges and reinforcing our commitment to sustainability and ethical practices. This initiative not only strengthened our relationships with suppliers but also ensured a unified effort towards meeting our objectives.

Williams successfully collaborated with Supply Chain and Cybersecurity teams to implement a Technology Software Supplier Program. All technology suppliers are now tagged in Oracle with a Technology label for clear visibility and streamlined management. New software and technology suppliers must complete a questionnaire to ensure Cybersecurity has evaluated them and they meet Williams' standards. Each supplier receives a risk score based on operational, business continuity and security risks. Suppliers are tiered into three categories, with top-tier suppliers undergoing annual evaluations and others on a two-year cycle. This program has strengthened security standards, ensuring all partners adhere to stringent cybersecurity protocols.

Responsible Procurement

Williams plays a key role in driving sustainable practices and strengthening suppliers through our procurement practices. The Williams Procurement Policy guides our approach to supplier identification and sourcing, detailing our commitment to working with businesses that employ transparent, objective, timely and cost-efficient decision-making and risk management. Whenever feasible, we collaborate with local suppliers, defined as being in the same state or region as our field offices or large stations, to support economic development in our areas of operation. In 2024, 1,097 of Williams' suppliers were small business-certified and many of them conduct business in the local area. For additional information on local economic development, see Economic Impacts.

Our culture of continuous improvement and open-mindedness inspires our suppliers to strive for excellence. Our objective is to forge enduring partnerships founded on trust, mutual respect and a shared vision for success. We continue to enhance our supplier diversity program, recognizing that a robust and diverse supplier network benefits both our business and the communities we support. We have implemented robust supplier diversity tracking and monitoring systems to evaluate our performance and pinpoint areas for improvement. We continuously learn from our experiences and seek out innovative ideas that can lead to superior performance from all our suppliers, including those from diverse backgrounds.

Williams also partners with Tealbook, a third-party supplier data provider, to track the size and diversity classifications of our current supplier base and to identify new suppliers. These classifications include small businesses and other targeted entities in the Historically Underutilized Business Zones program, provided they meet the performance expectations and needs of the business.

Representatives from MDM visited the Williams headquarters in Tulsa, Oklahoma, in June 2024.

EXPERIENCE POWERS US

Supplier Spotlight: MDM

Williams' commitment to an inclusive workplace also shapes how we partner with suppliers. One such partner is MDM, a service-disabled, veteran-owned business led by Navy veteran Mike Flower. After serving in the Vietnam War, he founded MDM, which now employs over 300 people and offers expertise in landowner relations, public affairs, regulatory work and construction management. MDM has played a critical role in key Williams expansion projects, including the Regional Energy Access expansion, where we successfully secured land rights with every landowner.

Flower credits his military service for shaping his leadership and adaptability, and these traits are evident in MDM's trusted reputation. "The quality of our work matters," he shared during a visit to Williams' Tulsa office. Williams employee JW DePriest echoed this, emphasizing the value veterans bring to the workforce: "I think it's wonderful that Williams supports not only hiring veterans but also prioritizes collaboration with veteran-owned businesses. These relationships showcase the unique skills veterans bring — leadership, innovation and problem-solving — that strengthen our projects and add value to our organization."

MDM is one of Williams' diverse suppliers, a group that includes businesses owned by women, minorities, veterans and other underserved communities.

HUMAN RIGHTS

GRI 2-23

Respecting all people, including the protection of their human rights, is ingrained in Williams' culture and values. As described in our Code of Business Conduct, we are committed to upholding internationally recognized human rights in our business and supply chain. This commitment extends to contractors, leased workers, suppliers, vendors and customers. In cases where Williams does not own or have control over operations, we take reasonable actions to ensure that all involved parties' human rights are protected at a level consistent with our own operational standards. We expect all operations throughout our supply chain to respect our Core Values related to working hours, respect in the workplace, wages, benefits and health and safety.

Williams' Human Rights Policy and Statement, which is informed by the UN Guiding Principles on Business and Human Rights (UNGPs) and other international standards, formalizes our commitment and outlines expectations related to equal opportunity, nondiscrimination and harassment, workplace conditions and freedom of association. The Williams Code of Conduct for Suppliers and Contractors requires all suppliers to follow applicable legal requirements for freely chosen employment, working hours, respect in the workplace, wages and benefits, health and safety, ethical sourcing and the elimination of involuntary labor, child labor and human trafficking. All business partners are required to acknowledge this agreement after we have reviewed their culture, policies and practices. In addition, we screen all new suppliers against U.S. Secretary of State databases and the FBI Terrorist Screening Database. Through these supplier relationships, we aim to extend our reach and ensure respect and enforcement of human rights.

For over 30 years, Williams has maintained the Action Line, a 24/7 toll-free number that empowers employees and other stakeholders to report concerns, including those regarding human rights. We maintain an internal system to manage all concerns reported using the Williams Action Line. For more information about the Action Line, please see Corporate Behavior & Ethics.

Kristy G., Manager of Permitting and Ronnie S., E&C Project Manager, walk in the 2024 Native American Day Parade in Tulsa, Oklahoma.

ENVIRONMENTAL JUSTICE

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

Williams is dedicated to ensuring fair treatment, inclusion and engagement for all individuals in the communities where we operate, regardless of race, ethnicity, or socioeconomic background. We conduct thorough research to initiate early and ongoing engagement with local stakeholders. These efforts enable us to understand community concerns, histories and priorities, helping us assess the perception and impact of our projects. We actively engage with overburdened communities, including people of color, low-income, rural, Indigenous and unhoused populations, as well as other pertinent groups and individuals near our projects and operations to better understand the critical challenges they face. By partnering with community leaders and organizations, we gain insight into local priorities and goals directly from those affected, fostering open communication and meaningful collaboration. For more details on our community partnerships, visit Community Investment.

Meaningful engagement built on environmental justice principles also promotes equitable distribution of benefits from our operations, including direct and indirect economic impacts as well as safe, affordable and reliable energy services.

Engagement Strategy

Williams uses the EPA's Federal Interagency Working Group on Environmental Justice and the National Environmental Policy Act (NEPA) committee guidance to identify overburdened communities for additional engagement. We also supplement this guidance with applicable state laws, state permitting agency guidance or other requirements. For more information, please see the methodology outlined in the publication Promising Practices for EJ Methodologies in NEPA Reviews.

Williams conducts Environmental Justice Assessments using U.S. Census Bureau data to assess demographic characteristics such as income, race, ethnicity, age and spoken languages in communities adjacent to our assets. These demographics are mapped alongside additional features such as community assets, gathering places, nonprofit organization service areas and community-based activities to identify overburdened communities near planned projects. This process helps us to understand potential social risks and develop tailored outreach strategies. For example, we adjust stakeholder meeting times to align with local work schedules and translate project information into locally-spoken languages to ensure we can reach as many stakeholders as possible. Environmental Justice Assessments help us to increase stakeholder participation and maximize engagement with overburdened community groups, helping us to assess, avoid and mitigate potential environmental justice concerns. Our efforts in 2024 resulted in zero significant environmental justice-related opposition activities tied to our operations.

Williams takes environmental justice considerations into account during the FERC voluntary pre-filing process. We include our Environmental Justice Project Charter Statement in all permitting applications and FERC Resource Reports. This statement outlines our approach to engaging with communities for their net benefit while minimizing and managing potential adverse impacts. We share company-related information and project updates, hear residents' concerns and address their questions through consistent and regular dialogue with local stakeholders. In 2024, we piloted a new community engagement strategy in rural areas of the Northwestern U.S. based on best practices identified in API RP 1185: Stakeholder Engagement. For more information on the results of this pilot program, please see Public Safety.

Williams recognizes the power of using an environmental justice lens to enhance the benefits our projects bring to residents beyond simply mitigating risk to overburdened communities. We offer training on environmental justice principles to Williams employees involved in community engagement and evaluate potential economic benefits early on during project planning. Our planning process includes identifying local, county and regional benefits essential for our stakeholder engagement. We also encourage our contractors to hire local employees and to use local businesses for their needs wherever possible. These efforts promote the equitable distribution of benefits in our project areas and ensures that economic benefit goes back into our communities. Further details on the direct and indirect benefits of our operations are available in the Economic Impacts section.

Mountains surrounding Little Mountain Gate Station in Utah.

Initiatives & Partnerships

Williams supports several external initiatives to advance environmental justice. For example, we share our public outreach and stakeholder engagement practices with the FERC Office of Public Participation and participate in API's RP 1185 working group. We also regularly engage in industry-level environmental justice dialogue as a member of INGAA, and we share our practices and learn from other top environmental justice programs through industry association events focused on environmental justice.

Our outreach efforts include direct engagement with civic organizations that represent environmental justice stakeholders. In 2024, we expanded our environmental justice engagement in southern Virginia and North Carolina as part of our Southeast Supply Enhancement project. This included outreach to faith-based and community leaders representing constituents in overburdened communities. Our outreach efforts included local stakeholder interviews, data analysis and a first-of-its-kind white paper on how industry growth can provide long-term benefits to communities.

Parachute Gas Plant in Colorado.

In 2024, Williams increased our presence and participation beyond traditional avenues to include the Congressional Black Caucus, Congressional Hispanic Caucus Institute, National Hispanic Chamber, NAACP and the U.S. Hispanic Chamber of Commerce. We also attended the American Association of Blacks in Energy's national conference, and, following a new initiative to increase employee participation in national organizations, several employees joined the organization's Oklahoma and Texas chapters. Engagement with these national organizations often cascades down to our local-level engagement. For example, Williams worked closely with local NAACP members in Pittsylvania County, Virginia, to address concerns prior to the installation of electric-driven compressors at Station 165 as part of our Southeast Supply Enhancement project.

Noise Management

Williams commits to being a respectful neighbor in our communities. We recognize that noise is a potential public health hazard and environmental justice issue that disproportionately affects low-income and minority populations.[38] We take responsibility for managing operational noise, complying with applicable regulations and mitigating potentially harmful elevated sound levels.

Effective sound control begins at the permitting and design phase of our facilities. We limit sound levels below maximum legal decibel levels through protective equipment such as exhaust silencers, mufflers, low-speed fans and centrifugal compressor units. For example, mufflers are used during blowdowns and purges to minimize venting noise from our pipelines.

We incorporate noise walls and trees that absorb and deflect sound at our facilities to supplement equipment and noise-reducing acoustics. These voluntary measures are implemented in projects even where our overall noise impact is below the U.S. decibel threshold that mandates technology interventions, as part of our broader efforts of reducing noise pollution in overburdened and other communities.

[38] Noise as a Public Health Hazard (alpha.org)

INDIGENOUS COMMUNITIES

Williams places a strong emphasis on protecting the rights of Indigenous communities, recognizing the intersection between our operations and their groups. Our Human Rights Policy and Statement reaffirms our commitment to respecting human rights and ensuring we do not contribute to any violations, including those impacting Indigenous Peoples. In 2024, Williams recorded zero incidents of violations related to the rights of Indigenous Peoples. We follow an internal guide outlining best practices and strategies for engaging with this key stakeholder group. Our approach prioritizes building meaningful relationships with tribes in the regions where we operate, including our corporate office. Additionally, we continue to refine our policies and best practices to align with the evolving landscape and our commitment to Indigenous Peoples.

When developing projects, Williams is careful to conduct comprehensive GIS analyses and site-specific surveys to pinpoint sensitive environmental, cultural and historic areas, including those of significance to Indigenous Peoples. We fully comply with the Section 106 National Historic Preservation Act regulation of our interstate pipelines. This regulation mandates that any activity potentially impacting culturally or religiously significant land must be discussed with the impacted tribes first. Williams' public outreach and environmental permitting teams are primarily responsible for engaging with tribes. During these conversations, tribal authorities and community members are given a fair opportunity to express concerns about impacted properties and offer input to Williams on the identification and assessment of the land. In 2024, Williams saw a significant increase in employee engagement and participation with local tribes and Native American charities and events.

The Williams Indigenous Peoples Council comprises Native American employees and allies, with representation from diverse stakeholder groups and departments. This council developed an Indigenous Peoples Policy & Statement showing our commitment to building lasting relationships with Indigenous Nations. Additionally, Williams created a charter for the Indigenous Peoples Council, a revised best practices list and a tribal interaction checklist to verify we follow all applicable rules in dealing with a sovereign nation. Furthermore, Williams is fostering internal conversations around Indigenous issues within our Native Employee Resource Group. See Diversity & Inclusion for more information about our ERGs.

TRIBE CONSULTATION & ENGAGEMENT

To stay connected with and deepen our understanding of Native American tribes, Williams actively seeks feedback from them on all aspects of our project planning. This helps us consider our projects from a variety of perspectives and offer mutual benefit to all stakeholders involved. In 2024, Williams welcomed representatives from the Muscogee Creek Nation, Cherokee Nation and the Choctaw Nation to present to our employees about recent positive developments in their communities as well as some of the challenges they are facing today.

In 2024, Williams recorded 125 inquiries, discussions and consultations with Indigenous communities.

Another important way that Williams engages with Indigenous groups is through sponsorship and charitable contributions to tribe-focused initiatives and events. For example, since 2020 Williams has been the presenting sponsor for Indian Health Care Resource Center's Dance of the Two Moons event, the proceeds of which go toward the center's youth programs. Williams also continues to fund IllumiNative, a women-led social progress organization, and the American Indian Science and Engineering Society, which advocates for substantially increasing the representation of Indigenous Peoples in STEM studies and careers.

In 2024, Williams' human resources team joined the Native American Affinity Group through the National Association for Colleges and Employers (NACE). NACE is the governing body for our university recruiting efforts including our more traditional talent pipelines. Native Americans continue to be our smallest applicant pool for our early career opportunities, such as the internship program. Williams also partners with regional universities and their student American Indian Science and Engineering Society (AISES) to support our recruitment efforts.

Williams was asked to participate in a Native ERG panel that included Google, Chase Bank, Vanguard and many other companies to discuss the value that ERGs bring to organizations and to encourage support for Indigenous ERGs in particular. Additionally, Williams sponsored and attended the Affiliated Tribes of Northwest Indians (ATNI) Annual Convention in 2024. The convention sponsorship provided valuable brand awareness for the Northwest Pipeline footprint and allowed opportunities for the team to connect with Indigenous communities around Williams' project areas.

Williams sponsors, participates in and dedicates two employees for year-long planning on the committee for Native American Day in Tulsa, Oklahoma. This celebratory event is filled with arts, crafts, food and talks from local tribe leaders. In 2024, Williams also completed a volunteer day at the Euchee Butterfly Farm with more than 40 volunteers tackling a number of projects. We volunteer quarterly with the Tribal Association of Pollinators to support efforts on seed bank management. For more information on community giving at Williams, see Community Investment.

APPENDIX

Williams' 2024 Sustainability Report Appendix contains details about our reporting approach, 2024 Performance Data Table, content indices for GRI, SASB and TCFD and our Independent Limited Assurance Statement.

IN THIS SECTION

Goldendale Compressor Station in Oregon.

ABOUT THIS REPORT

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

Report Details

Williams develops our annual Sustainability Report using both qualitative descriptions and quantitative metrics to describe our policies, programs, actions and performance on relevant sustainability topics. This 2024 Sustainability Report, published July 31, 2025, covers Williams' operations from January 1 through December 31, 2024, unless otherwise noted. The report reflects the most accurate information available at the time of publication. 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 2025, we conducted independent third-party limited assurance for select 2024 GHG emissions 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 for more information. For information regarding restatements of information in this report, please see GRI disclosure 2-4 in the GRI Index and our ERM CVS Assurance Statement.

Williams referenced the Sustainability Accounting Standards Board (SASB) Oil & Gas — Midstream Standards, TCFD, Global Reporting Initiative (GRI) Standards, the United Nations SDGs and IFRS Foundation S2 Climate-related Disclosures to guide the development of our 2024 Sustainability Report.

This report has been prepared in accordance with the GRI Standards 2021, including GRI 11: Oil and Gas Sector Standard.

We applied key reporting principles throughout the development process, including the GRI 1 principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability. The content of the report highlights our most important sustainability topics prioritized through our materiality assessment, which we refreshed in March 2025. For more information on our materiality assessment process, please see our website. Additionally, the report addresses numerous other topics of interest to a broad range of our stakeholders. We welcome your questions, comments and feedback on this report by contacting WilliamsCompanies@williams.com. We continue to publish the online version of this report using digital accessibility best practices by adjusting the reading order to better serve screen readers, adding alternative text for images and checking for adequate color contrast. These efforts aim to enhance the accessibility of our report for blind and color-blind individuals so that it can be read and enjoyed by all.

MATERIALITY ASSESSMENT

Assessment Details

Williams identified the ESG topics discussed in this report through a double materiality assessment conducted in late 2024 and early 2025. Please note that ESG materiality, as discussed here, is specific to this report and is not synonymous with the definition of materiality applied by the U.S. SEC. Our reports and other documents filed with the SEC adhere to the SEC's rules and standards, which differ from the standards, goals and disclosures outlined in this sustainability report.

We engaged internal and external stakeholders to prioritize ESG topics. This process applied the GRI stakeholder inclusiveness and materiality principles, including GRI's definition of "material" topics, defined as topics "that reflect the organization's most significant impacts on the economy, environment and people, including impacts on human rights."

Our process began with in-depth research of our current ESG landscape, including relevant industry and global sustainability trends, which was conducted to refine a list of potentially material ESG topics. We also revisited and refreshed our understanding of our full value chain based on recent changes to our business. We then conducted a stakeholder engagement phase where key internal and external stakeholders were interviewed to identify and assess each topic's impact on Williams, as well as Williams' impact on the environment, people and the economy. This allowed us to prioritize topics based on the significance of impacts, risks and opportunities as perceived by Williams' stakeholders. The ESG topics were then scored and ranked based on this analysis, producing a final, refined list of ESG material topics. The results of this assessment were validated by Williams senior management and board members.

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

WILLIAMS 2024 SUSTAINABILITY REPORT PERFORMANCE DATA TABLE

*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%

[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.

CONTENT INDICES

GRI Content Index

Statement of Use	Williams has reported in accordance with the GRI Standards for the period January 1, 2024, through December 31, 2024.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI Sector Standard 11: Oil & Gas

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/RESPONSE	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
General Disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	a. The Williams Companies, Inc. b. Delaware corporation c. Headquarters: Tulsa, Oklahoma d. Countries of operation: United States				
	2-2 Entities included in the organization's sustainability reporting	a. Williams 2024 Form 10-K, pp. 9–19 b. The information reported in our 2024 Sustainability Report covers the same group of entities as covered in our 2024 Form 10-K. c. Williams 2024 Form 10-K, p. 115; The approach to consolidating information used in our financial statements is the same as in our sustainability disclosures, unless where otherwise indicated.				
	2-3 Reporting period, frequency, and contact point	a. The 2024 Sustainability Report covers Williams' operations from January 1, 2024, through December 31, 2024, unless where otherwise indicated. Williams' sustainability reporting occurs on an annual basis. b. The reporting periods for Williams' sustainability reporting and financial reporting are the same. c. Williams' 2024 Sustainability Report published on July 31, 2025. d. Questions about this report can be directed to williamscompanies@williams.com.				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/RESPONSE	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
	2-4 Restatements of information	a. 2020–2023 Scope 1 greenhouse gas emissions data restated to reflect a fuel metering assignment correction in the Transmission segment. b. 2020–2023 Scope 1 methane (CH_4) emissions restated to reflect a fuel metering assignment correction in the Transmission segment. c. 2020–2023 Scope 1 greenhouse gas emissions methane (CH_4) emissions restated to reflect a fuel metering assignment correction in the Transmission segment. d. 2020–2023 GHG (CO_2e) intensity per energy throughput restated to reflect a fuel metering assignment correction in the Transmission segment. e. 2020–2023 Sum of Scope 1 and Scope 2 greenhouse gas emissions restated to reflect a fuel metering assignment correction in the Transmission segment. f. 2020–2023 Sum of Scope 1 and Scope 2 methane emissions restated to reflect a fuel metering assignment correction in the Transmission segment. g. 2023 Percent of revenue-generating management positions held by women restated due to update in calculation methodology. h. 2023 Total Cash Donations restated due to a payment that was made to a charitable organization outside of the Williams' charitable giving payment process.				
	2-5 External Assurance	a. At the request of the board of directors Audit Committee, independent assurance is obtained on select ESG metrics within the Sustainability Report. ERM CVS provided Limited Independent Assurance as described in the Assurance Letter section of this report. b. Independent Assurance Statement				
	2-6 Activities, value chain, and other business relationships	a. Sector: Energy (Global Industry Classification Sector) b. About Williams; Supply Chain Management; Williams 2024 Form 10-K, pp. 4–9 c. Williams 2024 Form 10-K, p. 18 d. Williams 2024 Form 10-K, pp. 130–138				
	2-7 Employees	a. About Williams b. About Williams c. About Williams; Performance Data Table d. About Williams e. In 2024, Williams did experience a significant fluctuation in our employee head count from FY 2023 (9% Increase), defined as anything greater than or equal to 5% of our total head count.				
	2-8 Workers who are not employees		2-8	Information unavailable /incomplete	Williams cannot reasonably ascertain metrics on contractors and 'non-employees' due to lacking a defined topic boundary and a developed process for collecting this type of data.	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/RESPONSE	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
	2-9 Governance structure and compensation	a. Corporate Governance b. Corporate Governance c. Corporate Governance; Performance Data Table; 2025 Proxy Statement, pp. 10–21				
	2-10 Nomination and selection of the highest governance body	a. Corporate Governance; 2025 Proxy Statement, pp. 9, 27–30 b. 2025 Proxy Statement, pp. 27–30				
	2-11 Chair of the highest governance body	a. Corporate Governance				
	2-12 Role of the highest governance body in overseeing the management of impacts	a. Corporate Governance; 2025 Proxy Statement, pp. 31, 46 b. Sustainability Governance; 2025 Proxy Statement, p. 46 c. Sustainability Governance; 2025 Proxy Statement, p. 46				
	2-13 Delegation of Responsibility for managing impacts	a. Sustainability Governance; 2025 Proxy Statement, p. 46 b. Sustainability Governance; 2025 Proxy Statement, p. 46				
	2-14 Role of the highest governance body in sustainability reporting	a. Sustainability Governance; 2025 Proxy Statement, p. 46 Williams' full Board is asked to review the Sustainability Report before publishing. The Director, ESG and VP, IR, ESG and Investment Analysis reviewed the results of the Materiality Assessment with the Governance and Sustainability Committee.				
	2-15 Conflicts of interest	a. Corporate Governance; Corporate Governance Guidelines b. 2025 Proxy Statement, p. 6, Corporate Governance Guidelines				
	2-16 Communication of critical concerns	a. Sustainability Governance; 2025 Proxy Statement, pp. 31, 46 b. None				
	2-17 Collective knowledge of the highest governance body	a. At each regularly scheduled committee meeting, the Governance and Sustainability Committee, who has strategic oversight of ESG matters, in consultation and coordination with the Board and other Board committees, receives information and updates related to ESG. Additionally, we share various continuous learning opportunities with our Governance and Sustainability Committee at each regularly scheduled committee meeting. In addition, our board of directors periodically receives presentations from both investors who hold Williams stock and investors who do not hold Williams stock to gain their perspectives on the energy industry and Williams.				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/RESPONSE	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
	2-18 Evaluation of the performance of the highest governance body	a. Corporate Governance; 2025 Proxy Statement, p. 28 b. Each Board Committee annually completes an evaluation, which includes a review of the committee's effectiveness regarding the duties delegated to the committee by the committee's charter, which includes the Governance and Sustainability Committee's oversight of ESG. For more information, see Williams' 2025 Proxy Statement, p. 28. c. 2025 Proxy Statement, p. 28				
	2-19 Remuneration policies	a. 2025 Proxy Statement, pp. 8, 23, 58–90 b. 2025 Proxy Statement, pp. 66–69				
	2-20 Process to determine remuneration	a. 2025 Proxy Statement, pp. 8, 23, 58–90 b. 8-K Report				
	2-21 Annual total compensation ratio	a. 2025 Proxy Statement, p. 86 b. -1.07:1 c. 2025 Proxy Statement, p. 86				
	2-22 Statement on sustainable development strategy	a. Executive Chairman and CEO Letter				
	2-23 Policy Commitments	a. 2025 Proxy Statement, pp. 33–34; Williams does not formally follow the precautionary principle. b. Human Rights; Human Rights Policy and Statement c. Human Rights Policy and Statement d. Our Code of Business Conduct specifically references and summarizes our Human Rights Policy and Statement. The Code of Business Conduct is reviewed and approved annually by Williams Board of Directors. e. Human Rights Policy and Statement f. Corporate Behavior & Ethics; Human Rights Policy and Statement; All employees receive Code of Business Conduct training which is completed within the first 30 days of employment and thereafter annually where they are required to acknowledge that they have read, understand, and agree to the Code of Business Conduct and again to the Company's policies and any procedures specific to their department. Our Code of Conduct for Suppliers and Contractors also specifically addresses Human Rights. Requirements of expectations of compliance with our Code of Conduct for Suppliers and Contractors policy is also part of every RFP, PO and contract signed in our supply chain processes.				
	2-24 Embedding policy commitments	a. Corporate Behavior & Ethics; Supply Chain & Responsible Procurement				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/RESPONSE	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
	2-25 Processes to remediate negative impacts	a. Stakeholder Relations; Environmental Justice b. Stakeholder Relations; Environmental Justice c. Stakeholder Relations; Environmental Justice d. Stakeholder Relations; Environmental Justice e. Stakeholder Relations; Environmental Justice				
	2-26 Mechanisms for seeking advice and raising concerns	a. Corporate Behavior & Ethics — Reporting Concerns				
	2-27 Compliance with laws and regulations	a. Performance Data Table — Environmental Compliance & Biodiversity b. Performance Data Table — Environmental Compliance & Biodiversity; Williams 2024 Form 10-K, pp. 182–183 c. Williams 2024 Form 10-K, pp. 182–183	2-27 (d)	Information unavailable /incomplete	Williams is working to determine its definition of significant instances of noncompliance as there is not definitive guidance from GRI for this term in GRI 2-27. We provide information regarding our instances of noncompliance in our Performance Data Table and 10-K Filing. Both documents are referenced in 2-27b and 2-27c.	
	2-28 Membership associations	American Petroleum Institute American Society of Mechanical Engineers American Society of Safety Professionals Association for Materials Protection and Performance The Business RoundtableClean Hydrogen Future Coalition Coalition for Renewable Natural Gas Common Ground Alliance Construction Safety Research Alliance Differentiated Gas Coordinating Council Energy Emissions Modeling and Data Lab (EEMDL) Energy Infrastructure Council Global Carbon Capture and Storage Institute GPA Midstream Association INGAA Liquid Energy Pipeline Association Marcellus Shale Coalition National Gas Innovation Network National Petroleum Council National Society of Professional Engineers Northwest Gas Association Oklahoma Energy Explorers Pipeline Research Council International Southern Gas Association Virginia Chamber of Commerce Virginia Manufacturers Association Virginia Oil & Gas Association Young Pipeline Professionals USA				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/RESPONSE	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
	2-29 Approach to stakeholder engagement	a. Stakeholder Relations				
	2-30 Collective bargaining agreements	a. Employment Practices; Performance Data Table b. No, work conditions and terms of employment at Williams are not influenced or determined based on other collective bargaining agreements.				
Material Topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment				
	3-2 List of material topics	Williams' material topics, as determined by our 2024–2025 materiality assessment, are listed below in this content index.				
Providing Clean, Affordable & Reliable Energy						
Transition to a Lower Carbon Economy						11.2 Climate adaptation, resilience, and transition
GRI 3: Material Topics 2021	3-3 Management of material topics	Transition to a Lower Carbon Economy				11.2.1
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Climate Adaptation & Resilience TCFD Index				11.2.2
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	Operational GHG Emissions Performance Data Table				11.2.3
11.2 Climate adaptation, resilience, and transition	Additional sector disclosures	Public Policy & Perception				11.2.4
Energy Access, Affordability & Reliability						
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy Access, Affordability & Reliability				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Energy Access, Affordability & Reliability Economic Impacts Williams' infrastructure investments are commercial and in-kind engagements. Williams' attorneys participate in pro bono legal work through legal aid organizations in their communities.				11.14.4
	203-2 Significant indirect economic impacts	Economic Impacts				11.14.5
Public Policy & Perception						
GRI 3: Material Topics 2021	3-3 Management of material topics	Public Policy & Perception				11.22.1
GRI 415: Public Policy 2016	415-1 Political contributions	Public Policy & Perception — Political Contributions	415-1 (b)	Not Applicable	Williams did not make any in-kind political contributions in 2024.	11.22.2

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/RESPONSE	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
Minimizing Our Footprint						
Operational GHG Emissions						11.1 GHG emissions
GRI 3: Material Topics 2021	3-3 Management of material topics	Operational GHG Emissions Performance Data Table				11.1.1
GRI 302: Energy 2016	302-1 Energy consumption within the organization	CDP Climate Change Questionnaire 2025: 7.30 Performance Data Table	302-1 (d)	Not applicable	Williams does not sell electricity, heating, cooling or steam energy.	11.1.2
	302-2 Energy consumption outside of the organization		302-2	Information unavailable /incomplete	Williams does not collect or estimate data for this type of energy consumption at this time.	11.1.3
	302-3 Energy intensity	Performance Data Table				11.1.4
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Operational GHG Emissions Performance Data Table Williams does not produce biogenic gasses.				11.1.5
	305-2 Energy indirect (Scope 2) GHG emissions	Performance Data Table Williams does not report market-based Scope 2 emissions. Williams uses emissions factors for CO_2, N_2O and CH_4 multiplied by kWh energy use to calculate our Scope 2 emissions. Williams uses the location-based method. The consolidation approach is operational control.				11.1.6
	305-3 Other indirect (Scope 3) GHG emissions	CDP Climate Change Questionnaire 2025: 7.8				11.1.7
	305-4 GHG emissions intensity	Performance Data Table				11.1.8
	305-5 Reduction of GHG emissions	Operational GHG Emissions Performance Data Table				11.2.3

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/RESPONSE	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
Protecting People & Strengthening Infrastructure						
Pipeline & Asset Integrity						11.8 Asset integrity and critical incident management
GRI 3: Material Topics 2021	3-3 Management of material topics	Pipeline & Asset Integrity				11.8.1
GRI 306: Effluents and Waste 2016	306-3 Significant spills	a. Spill & Release Performance; Performance Data Table b. In 2024, Williams did not report any spills in financial statements.	306-3 (c)	Information unavailable /incomplete	Williams is subject to various regulatory authorities with particular requirements and definitions around spill reporting and what is considered 'significant' or causes an 'impact' to the environment. We report spills based on these various regulatory definitions. Without working to determine its definition of impact, as there is not definitive guidance from GRI on its definition of impact, Williams is not in a position to provide information for this specific request. We include metrics for hydrocarbon spills to soil and water and PHMSA reportable pipeline incidents in the Performance Data Table. We include metrics for agency reportable spills and releases in the Spill and Release Performance topic.	11.8.2
11.8 Asset integrity and critical incident management	Additional sector disclosures	Performance Data Table				11.8.3
	Additional sector disclosures		Additional sector disclosure 11.8.4	Not applicable	Williams does not own or operate oil sands mining operations.	11.8.4
Public Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	Public Safety				
Self-Selected Metrics	Pipeline Performance metrics	Performance Data Table				
Workforce Safety						11.9 Occupational Health and Safety
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Approach to Safety Workforce Safety				11.9.1

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/RESPONSE	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Our Approach to Safety Workforce Safety				11.9.2
	403-2 Hazard identification, risk assessment, and incident investigation	Our Approach to Safety Workforce Safety				11.9.3
	403-3 Occupational health services	Workforce Safety Workforce Health & Well-Being				11.9.4
	403-4 Worker participation, consultation, and communication on occupational health and safety	Our Approach to Safety Workforce Safety Workforce Health & Well-Being				11.9.5
	403-5 Worker training on occupational health and safety	Workforce Safety				11.9.6
	403-6 Promotion of worker health	Workforce Health & Well-Being				11.9.7
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Workforce Safety				11.9.8
	403-8 Workers covered by an occupational health and safety management system	Our Approach to Safety Workforce Safety Workforce Health & Well-Being				11.9.9
	403-9 Work-related injuries	Workforce Safety Performance Data Table				11.9.10
	403-10 Work-related ill health	Workforce Safety Performance Data Table				11.9.11
Cybersecurity						
GRI 3: Material Topics 2021	3-3 Management of material topics	Cybersecurity				
Self-Selected Metrics	Percent of employees that completed cybersecurity training	Performance Data Table				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/RESPONSE	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
Building an Empowered Workforce						
Employee Attraction, Retention & Development						
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Attraction, Retention & Development				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Performance Data Table				11.10.2
	401-2 Benefits provided to full time employees that are not provided to temporary or part-time employees	Employee Attraction, Retention & Development				11.10.3
	401-3 Parental leave	Employee Attraction, Retention & Development Performance Data Table Parental Leave Retention Rates are derived using GRI calculation methodology: Numerator — The total number of employees who returned to work after parental leave in 2024. Denominator — Number of employees expected to return to work after taking parental leave.				11.10.4
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Attraction, Retention & Development Performance Data Table				11.10.6
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Attraction, Retention & Development Williams appreciates our company's most valuable asset, our employees. However, employment changes can occur through retirement, resignation, reduction in force, or through movement from full-time to part-time status or vice versa. Williams has developed benefit aids to help employees understand their benefits and options during employment changes. Our HR employee resource hub offers 'Planning for retirement' tools and resources to facilitate transitioning from active employee to retiree and prepare individuals mentally and financially for their next chapter of life.				11.10.7
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Attraction, Retention & Development				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/RESPONSE	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REF. NO.
Strengthening Our Communities						
Stakeholder Relations						11.15 Local Communities; 11.16 Land and Resource Rights
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Relations				11.15.1; 11.16.1
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Stakeholder Relations Community Investment Environmental Justice				11.15.2
	413-2 Operations with significant actual and potential negative impacts on local communities	Stakeholder Relations Environmental Justice Williams' Community and Project Outreach team handles complaints and/or concerns expressed by stakeholders, including neighbors, community members and/or local elected officials. These complaints and/or issues are typically localized to areas of active pipeline or facility construction and/or active pipeline operations. Inbound complaints that cannot be immediately addressed by the Community and Project Outreach team will be forwarded to the appropriate internal individuals, or departments, with expertise related to the area of the complaint or issue. A member of the Community and Project Outreach team will serve as the point of contact for the stakeholder. When the situation or matter causing the complaint or concern is resolved, the Community and Project Outreach team member will communicate the resolution to the stakeholder. Williams works to resolve complaints and/or concerns in as timely a manner as possible. If the situation or matter involves a lengthy timeline for resolution, this will also be communicated to the stakeholder. The Community and Project Outreach team member will maintain ongoing communications with the stakeholder throughout the process.				11.15.3
11.15 Local communities	Additional sector disclosures	Stakeholder Relations				11.15.4
11.16 Land and resource rights	Additional sector disclosures	In 2024, we did not have any operations that caused or contributed to involuntary resettlement or where such resettlement is ongoing.				11.16.2
Community Investment						
GRI 3: Material Topics 2021	3-3 Management of material topics	Community Investment				
Self-Selected Metrics	See Performance Data Table.	Performance Data Table — Communities				

Topics in GRI Sector Standard 11: Oil & Gas Determined as Not Material

TOPIC	EXPLANATION FOR BEING NOT MATERIAL
11.3 Air emissions	11.3 Air Emissions was considered as part of the topic “Non-GHG Air Emissions” in Williams’ 2024 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Non-GHG Air Emissions. For more information on how we conducted our 2024 Materiality Assessment, see Materiality Assessment.
11.4 Biodiversity	11.4 Biodiversity was considered as part of the topic “Biodiversity & Land Use” in Williams’ 2024 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Biodiversity & Land Use. For more information on how we conducted our 2024 Materiality Assessment, see Materiality Assessment.
11.5 Waste	11.5 Waste was considered as part of the topic “Waste & Resource Efficiency” in Williams’ 2024 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Waste & Resource Efficiency. For more information on how we conducted our 2024 Materiality Assessment, see Materiality Assessment.
11.6 Water and effluents	11.6 Water and Effluents was considered as part of the topic “Water” in Williams’ 2024 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Water. For more information on how we conducted our 2024 Materiality Assessment, see Materiality Assessment.
11.7 Closure and rehabilitation	11.7 Closure and Rehabilitation was considered as part of the topic “Biodiversity & Land Use” in Williams’ 2024 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Biodiversity & Land Use. For more information on how we conducted our 2024 Materiality Assessment, see Materiality Assessment.
11.10 Employment practices	11.10 Employment Practices was considered as part of the topic “Employment Practices” in Williams’ 2024 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Employment Practices. For more information on how we conducted our 2024 Materiality Assessment, see Materiality Assessment.
11.11 Non-discrimination and equal opportunity	11.11 Non-discrimination and equal opportunity was considered as part of the topic “Diversity & Inclusion” in Williams’ 2024 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Diversity & Inclusion. For more information on how we conducted our 2024 Materiality Assessment, see Materiality Assessment.
11.12 Forced labor and modern slavery	11.12 Forced Labor and Modern Slavery was considered as part of the topic “Human Rights” in Williams’ 2024 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Human Rights. For more information on how we conducted our 2024 Materiality Assessment, see Materiality Assessment.
11.13 Freedom of association and collective bargaining	11.13 Freedom of Association and Collective Bargaining was considered as part of the topic “Employment Practices” in Williams’ 2024 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Employment Practices. For more information on how we conducted our 2024 Materiality Assessment, see Materiality Assessment.
11.14 Economic impacts	11.14 Economic Impacts was considered as part of the topic “Economic Impacts” in Williams’ 2024 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Economic Impacts. For more information on how we conducted our 2024 Materiality Assessment, see Materiality Assessment.
11.17 Rights of indigenous peoples	11.17 Rights of Indigenous Peoples was considered as part of the topic “Indigenous Communities” in Williams’ 2024 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Indigenous Communities. For more information on how we conducted our 2024 Materiality Assessment, see Materiality Assessment.
11.18 Conflict and security	11.18 Conflict and Security was considered as part of the topic “Human Rights” in Williams’ 2024 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. For more information on how we conducted our 2024 Materiality Assessment, see Materiality Assessment.
11.19 Anti-competitive behavior	11.19 Anti-competitive Behavior was considered as part of the topic “Corporate Behavior & Ethics” in Williams’ 2024 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Corporate Behavior & Ethics. For more information on how we conducted our 2024 Materiality Assessment, see Materiality Assessment.
11.20 Anti-corruption	11.20 Anti-corruption was considered as part of the topic “Corporate Behavior & Ethics” in Williams’ 2024 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. However, Williams discloses information about our management approach and performance on this topic in Corporate Behavior & Ethics. For more information on how we conducted our 2024 Materiality Assessment, see Materiality Assessment.
11.21 Payments to governments	11.21 Payments to Governments was considered as part of the topic “Corporate Behavior & Ethics” in Williams’ 2024 Materiality Assessment. This topic was evaluated during the materiality assessment process and was determined to be not material. For more information on how we conducted our 2024 Materiality Assessment, see Materiality Assessment.

TCFD Index

TCFD RECOMMENDATION	WILLIAMS' REPORTING
Governance Disclose the organization's governance around climate-related risks and opportunities.	
Describe the board's oversight of climate-related risks and opportunities	2025 CDP Corporate Questionnaire: Governance 2024 Sustainability Report: Board of Directors Oversight 2025 Proxy Statement, p. 46 Governance and Sustainability Committee Charter, pp. 2–3
Describe management's role in assessing and managing climate-related risks and opportunities	2025 CDP Corporate Questionnaire: Governance 2025 Proxy Statement, p. 46
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's business, strategy, and financial planning where such information is material.	
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	2025 CDP Corporate Questionnaire: Disclosure of Dependencies, Risks, and Opportunities 2024 Form 10-K, p. 39
Describe the impact of climate-related risks and opportunities in the organization's businesses, strategy, and financial planning	2025 CDP Corporate Questionnaire: Identification, Assessment, and Management of Dependencies, Impacts, Risks, and Opportunities; Disclosure of Dependencies, Risks, and Opportunities 2024 Form 10-K, p. 39
Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	2025 CDP Corporate Questionnaire: Business Strategy 2024 Sustainability Report: Climate Adaptation & Resilience
Risk Management Disclose how the organization identifies, assesses, and manages climate-related risks.	
Describe the organization's processes for identifying and assessing climate-related risks	2025 CDP Corporate Questionnaire: Identification, Assessment, and Management of Dependencies, Impacts, Risks, and Opportunities 2024 Sustainability Report: Climate Adaptation & Resilience; Enterprise Risk Oversight
Describe the organization's processes for managing climate-related risks	2025 CDP Corporate Questionnaire: Identification, Assessment, and Management of Dependencies, Impacts, Risks, and Opportunities 2024 Sustainability Report: Climate Adaptation & Resilience
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	2025 CDP Corporate Questionnaire: Identification, Assessment, and Management of Dependencies, Impacts, Risks, and Opportunities 2024 Sustainability Report: Climate Adaptation & Resilience; Enterprise Risk Oversight
Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	
Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with it's strategy and risk management process	2025 CDP Corporate Questionnaire: Disclosure of Dependencies, Risks, and Opportunities; Environmental Performance — Climate Change 2024 Sustainability Report: Annual Incentive Program; Transition to a Lower Carbon Economy; Climate-Related Transition Risks; Operational GHG Emissions; Water; Biodiversity & Land Use; Spill & Release Performance; Performance Data Table
Disclose Scope 1, Scope 2, and if appropriate, Scope 3 GHG emissions and the related risks	2025 CDP Corporate Questionnaire: Environmental Performance — Climate Change 2024 Sustainability Report: Quantification, Monitoring, Reporting & Verification; Performance Data Table
Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	2025 CDP Corporate Questionnaire: Environmental Performance — Climate Change 2024 Sustainability Report: GHG Emissions Reduction Targets & Progress

SASB Index: Oil & Gas — Midstream

SASB DISCLOSURE	REPORT SECTION OR DIRECT RESPONSE
Greenhouse Gas Emissions	
EM-MD-110a.1: Gross global Scope 1 emissions, percentage methane, percentage covered under emissions-limiting regulations	Operational GHG Emissions; Performance Data Table[112]
EM-MD-110a.2: Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets and an analysis of performance against those targets	Operational GHG Emissions
Air Quality	
EM-MD-120a.1: Air emissions of the following pollutants: NO_X (excluding N_2O), SO_X, volatile organic compounds and particulate matter (PM10)	Non-GHG Air Emissions; Performance Data Table[113]
Ecological Impacts	
EM-MD-160a.1: Description of environmental management policies and practices for active operations	Biodiversity & Land Use[114]
EM-MD-160a.2: Percentage of land owned, leased, and/or operated within areas of protected conservation status or endangered species habitat	Biodiversity & Land Use; Performance Data Table
EM-MD-160a.3: Terrestrial land area disturbed, percentage of impacted area restored	Biodiversity & Land Use; Performance Data Table
EM-MD-160a.4: Number and aggregate volume of hydrocarbon spills, volume in Arctic, volume in sites with high biodiversity significance and volume recovered	Performance Data Table[115]
Competitive Behavior	
EM-MD-520a.1: Total amount of monetary losses as a result of legal proceedings associated with pipeline and storage regulations	Pipeline & Asset Integrity; Performance Data Table
Operational Safety, Emergency Preparedness and Response	
EM-MD-540a.1: Number of reportable pipeline incidents, percentage significant	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[116]
EM-MD-540a.4: Discussion of management systems used to integrate a culture of safety and emergency preparedness throughout the value chain and throughout project lifecycles	Public Safety
Activity Metric	
EM-MD-000.A: Total metric ton-kilometers of: natural gas, crude oil and refined petroleum products transported, by mode of transport	Performance Data Table[117]

[112] Data excludes emissions associated with the 2024 acquisition of Crowheart Energy.

[113] 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.

[114] 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.

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

[116] Not applicable to Williams' operations.

[117] 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.

INDEPENDENT LIMITED ASSURANCE REPORT

ERM Certification & Verification Services Incorporated ("ERM CVS") was engaged by The Williams Companies, Inc. ("Williams") to provide limited assurance in relation to the Selected Information set out below and presented in the 2024 Williams Sustainability Report (the "Report").

Engagement Summary

SCOPE OF OUR ASSURANCE ENGAGEMENT

Whether the following Selected Information is fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

SELECTED INFORMATION

INDICATOR	UNIT OF MEASURE
2024 GHG Emissions, Operated Control Basis	
Total Scope 1 GHG emissions (absolute) 'facility-direct emissions'	million metric tonnes CO_2e
Total Scope 2 GHG emissions (location-based)	million metric tonnes CO_2e
Total GHG emissions (Scope 1 & Scope 2), location-based	million metric tonnes CO_2e
Total methane emissions	million metric tonnes CO_2e
Scope 1 GHG emissions CO_2e, percent methane	percent
2020, 2021, 2022 & 2023 GHG Emissions Restatements	
Total Scope 1 GHG emissions (absolute) 'facility-direct emissions'	million metric tonnes CO_2e
Total methane emissions	million metric tonnes CO_2e
Scope 1 GHG emissions CO_2e, percent methane	percent
2024 Health & Safety metrics	
Lost-time incident rate (LTIR) — employees	rate per 200,000 work hours
Total recordable incident rate (TRIR) — employees	rate per 200,000 work hours
Number of fatalities — employees	number
Employee fatality rate	rate per 1,000 employees
Employee fatality rate	rate per 200,000 work hours
Number of fatalities — non-employee workers	number
Number of hours worked — employees	number
Critical Tier 3 Loss of Primary Containment (LOPC)	ratio [number]
High Potential Hazard ID to Incident Ratio	ratio [number]

Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.

REPORTING PERIOD

- 1st January 2024 to 31st December 2024
- 1st January 2020 to 31st December 2023 (restatement)

REPORTING CRITERIA

- The GHG Protocol Corporate Accounting and Reporting Standard (WBCSD/WRI), Revised Edition 2015 for Scope 1 and Scope 2 GHG emissions
- GHG Protocol Scope 2 Guidance (amendment to the GHG Protocol Corporate Standard (WRI 2015) for Scope 2 GHG emissions
- US EPA Mandatory Greenhouse Gas Reporting Rule as in effect during the reporting period
- OSHA definitions for safety indicators (as appropriate based on metrics in scope)
- The Williams Companies, Inc. internal reporting criteria and definitions (footnoted throughout the report)
- American Petroleum Institute Recommended Practice (API RP) 754

ASSURANCE STANDARD & LEVEL OF ASSURANCE

We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board (IAASB).

The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement, and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

RESPECTIVE RESPONSIBILITIES

Williams is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Report.

ERM CVS' responsibility is to provide a conclusion to Williams on the agreed assurance scope based on our engagement terms with Williams, 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 Selected Information for 2024 is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

Our Assurance Activities

Considering the level of assurance and our assessment of the risk of material misstatement of the Report a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Report;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Obtaining an understanding of the procedures performed by the internal audit department;
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level;
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated 2024 group data for the Selected Information which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;
- In-person visit to Williams HQ in Tulsa, OK to review source data and corporate reporting systems and controls with corporate data owners and subject matter experts;
- Conducting two site visits (in-person and virtual) to Echo Springs (Wyoming, USA) and Gulfstream Station 410 (Alabama, USA) to review source data and local reporting systems and controls;
- Review of a sample of third-party and state and federal reports (i.e., leak data, pipeline inspections) where applicable;
- Evaluating the conversion factors, emission factors, and assumptions used;
- Assessing the accuracy of updates to GHG emissions restatements for prior years according to updated methodology;
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.

The Limitations of Our Engagement

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

Our Independence, Integrity & Quality Control

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to Williams in any respect.

ERMCVS

Date: 18th July 2025
Malvern, PA

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