

WILLIAMS 2025 SUSTAINABILITY REPORT

PERFORMANCE DATA TABLE



*Denotes data assured by ERM CVS

†Denotes restated data assured by ERM CVS

METRIC	UNIT	2021	2022	2023	2024	2025
Environmental Metrics						
Greenhouse Gas Emissions & Energy Use						
Scope 1 greenhouse gas emissions ^[35]	million metric tons CO ₂ e	13.06 [†]	13.93 [†]	14.44 [†]	13.91 [†]	13.96 [*]
Carbon dioxide, CO ₂ (excluding emissions from exported power and heat) ^[35]	million metric tons CO ₂ e	9.19	9.92	10.32	10.19	10.50
Methane, CH ₄ ^[35]	million metric tons CO ₂ e	3.87	4.00	4.09	3.76	3.45
Nitrous oxide, N ₂ O ^[35]	million metric tons CO ₂ e	0.0043	0.0047	0.0052	0.0047	0.0049
Scope 1 greenhouse gas emissions, percent methane ^[35]	percent	30% [†]	29% [†]	28% [†]	27% [†]	25% [*]
Scope 1 methane (CH ₄) emissions ^[35]	metric tons	138,339	142,798	146,167	134,451	123,382
Scope 1 carbon emissions intensity ^[36]	CO ₂ e/million USD revenue	1,229	1,270	1,324	1,325	1,168
ONE Future methane intensity, percent gathering and boosting ^[37]	percent	0.051%	0.046%	0.044%	0.040%	0.036%
ONE Future methane intensity, percent processing ^[37]	percent	0.025%	0.025%	0.025%	0.019%	0.018%
ONE Future methane intensity, percent transmission and underground storage ^[37]	percent	0.026%	0.026%	0.022%	0.026%	0.021%
GHG (CO ₂ e) intensity per energy throughput	metric tons CO ₂ e/thousand MMBtu	0.94	0.90	0.85	0.85	0.81
Scope 2 greenhouse gas emissions ^[38]	million metric tons CO ₂ e	1.66 [*]	1.78 [*]	1.81 [*]	2.13 [*]	2.29 [*]

[35] Gross direct (Scope 1) greenhouse gas emissions in millions of metric tons of CO₂-equivalent (CO₂e). The consolidation approach is operational control and includes CO₂, CH₄ and N₂O. Emissions are based on calendar years. Emissions from facilities that are applicable under the U.S. EPA Greenhouse Gas Reporting Program (GHGRP) are calculated using the GHGRP methodology. Emissions from facilities that are not applicable to the GHGRP due to reporting thresholds are calculated referencing GHGRP and ONE Future protocols. Emissions that are not applicable under GHGRP or ONE Future protocol are calculated using GHGRP protocols or best engineering practice. Our RY2025 inventory includes emissions from our Wyoming Upstream operations (formerly Crowheart Energy). 2021–2024 Scope 1 greenhouse gas emissions, carbon emissions, and methane emissions were restated to reflect acquired assets, inclusion of additional methane emission sources, and methodology updates. Global Potential Warming rates are 28 for CH₄ and 265 for N₂O. Williams does not produce biogenic gases from its direct operations. Williams does not produce hydrochlorofluorocarbons (HCFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF₆) or nitrogen trifluoride (NF₃) emissions.

[36] Gross direct (Scope 1) greenhouse gas emissions in metric tons of CO₂-equivalent (CO₂e), divided by total revenue in million USD. Greenhouse gas emissions include CO₂, CH₄ and N₂O. Revenue is based off Total Revenues as reported in our 2025 10-K Filing. Williams included the entire RY2025 GHG emissions from prior acquisitions, including Wyoming Upstream (formerly Crowheart Energy) in our GHG reporting. Williams did not have revenue generated from these assets until after their respective acquisitions were closed. 2021–2024 Scope 1 greenhouse gas emissions were restated to reflect acquired assets and methodology updates.

[37] 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.

[38] Gross location-based energy indirect (Scope 2) greenhouse gas emissions in millions of metric tons of CO₂-equivalent (CO₂e). The consolidation approach is operational control. 2025 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. 2024 emissions were calculated using eGRID2023, 2023 emissions using eGRID2022, 2022 emissions using eGRID2021 and 2021 emissions using eGRID2020.

METRIC	UNIT	2021	2022	2023	2024	2025
Sum of Scope 1 and Scope 2 greenhouse gas emissions ^[39]	million metric tons CO ₂ e	14.72 [†]	15.71 [†]	16.25 [†]	16.04 [†]	16.25 [*]
Sum of Scope 1 and Scope 2 methane emissions ^[39]	million metric tons CO ₂ e	3.8772 [†]	4.0025 [†]	4.0968 [†]	3.7691 [†]	3.4600 [*]
Consumption of Purchased or Acquired Electricity ^[40]	billion kilowatt-hours	4.077	4.176	4.312	5.350	5.688
Total renewable energy consumption (electricity plus fuel)	megawatt-hours (MWh)	505,958	538,434	606,400	732,682	794,983
Percent electricity used that is renewable power ^[41]	percent	12.4%	12.9%	14.1%	13.7%	14.0%
Total non-renewable energy consumption (electricity plus fuel)	MWh	46,928,329	50,373,984	52,318,978	52,943,300	53,907,212
Total energy consumption (Renewable and Non-Renewable; electricity plus fuel)	MWh	47,434,287	50,912,417	52,925,378	53,675,981	54,702,190
Energy consumption intensity (electricity plus fuel) ^[42]	MWh/million USD revenue	N/A	4,643	4,852	5,111	4,578
Gas flaring ^[43]	thousands of metric tons	168.95	156.75	150.79	184.26	268.92
Air Emissions						
Sulfur dioxide (SO ₂) emitted ^[44]	tons	430	466	378	369	421
NO _x emitted ^[44]	tons	28,177	29,576	30,064	25,551	20,015
Volatile organic compounds (VOCs) emitted ^[44]	tons	7,975	8,648	9,063	8,599	13,846
Persistent organic pollutants emitted ^[44]	tons	0	0	0	0	0
Hazardous air pollutants ^[44]	tons	2,088	2,379	2,053	1,639	1,531
Particulate matter emitted ^[44]	tons	1,024	1,237	1,200	1,080	994
Sulfur dioxide emission intensity ^[45]	kg/million USD revenue	37	39	31	32	32
NO _x emission intensity ^[45]	kg/million USD revenue	2,405	2,447	2,501	2,207	1,519
Volatile organic compounds emission intensity ^[45]	kg/million USD revenue	681	715	754	743	1,051

[39] Total company Scope 1 and Scope 2 emissions in metric tons of CO₂e 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. 2021–2024 Scope 1 greenhouse gas emissions were restated to reflect acquired assets and methodology updates.

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

[41] In 2025, 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. Prior reporting years follow the same approach: 2024 emissions were calculated using eGRID2023, 2023 emissions using eGRID2022, 2022 emissions using eGRID2021 and 2021 emissions using eGRID2020.

[42] Total energy consumption within the organization (renewable and non-renewable) in MWh. Revenue is based off Total Revenues as reported in our 2025 10-K Filing. 2024 Total energy consumption (renewable and non-renewable; electricity plus fuel) was restated to reflect acquired assets.

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

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

[45] 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 our 2025 10-K Filing.

Metric	Unit	2021	2022	2023	2024	2025
Hydrocarbon Spills						
Number of hydrocarbon spills > 1 bbl ^[46]	number	8	7	9	4	10
Volume of hydrocarbon spills > 1 bbl ^[46]	thousands of barrels	0.064	0.028	0.021	0.015	0.061
Volume of hydrocarbon spills > 1 bbl recovered ^[46]	thousands of barrels	0.059	0.021	0.018	0.008	0.054
Volume of hydrocarbon spills > 1 bbl in areas of high biodiversity significance ^[47]	thousands of barrels	N/A	N/A	0.00	0.008	0.000
Environmental Compliance & Biodiversity						
Number of environmental-related notices of noncompliance ^[48]	number	22	19	14	21	21
Spending on environmental penalties and fines ^[49]	dollars (USD)	\$29,528	\$27,893	\$387,463	\$3,813,875	\$173,350
Environmental accrual for remediation ^[50]	million USD	\$31.0	\$41.3	\$48.2	\$41.6	\$41.7
Number of active remediation sites managed by Williams	number	93	94	92	94	85
Total terrestrial acreage disturbed ^[51]	acres	602	2,395	2,092	3,674	1,253
Total terrestrial acreage restored ^[52]	acres	2,625	1,092	3,418	2,325	1,175
Percent of land owned, leased or operated within areas of protected conservation status or endangered species habitat ^[53]	percent	12.2%	12.0%	13.4%	13.0%	14.0%
Water Use						
Total volume of water withdrawal ^[54]	millions of gallons	7.91	9.78	23.98	3.66	434.90
Total volume of water discharge	millions of gallons	7.91	9.78	23.98	3.66	434.90
Total water consumption	millions of gallons	0	0	0	0	0
Other						
Materials recycled at Tulsa headquarters ^[55]	tons	34	40	32	46	33
Metric ton-kilometers of natural gas transported by pipeline ^[56]	billion metric ton-kilometers	5,267	5,743	6,608	6,835	7,975

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

[47] 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.

[48] Williams’ Environmental Notice of Violation Process WIMS Operating Requirement defines a Notice of Violation (NOV) 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.”

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

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

[51] 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.

[52] 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.

[53] 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.

[54] The increase in water use in 2025 primarily reflects the inclusion of water use from acquired production assets beginning in 2025. Water withdrawal includes freshwater, produced water and water used for hydrostatic testing activities. Williams manages water resources through a combination of operational efficiency and the beneficial reuse of produced water, which helps reduce demand for freshwater sources where feasible.

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

[56] Sum of the product of billion metric tons of natural gas transported through gathering pipelines multiplied by kilometers of gathering pipelines added to the product of billion metric tons of natural gas transported through transmission pipelines multiplied 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.

Metric	Unit	2021	2022	2023	2024	2025
Social Metrics						
Communities						
Community investments	million USD	\$12.17	\$14.31	\$14.17	\$13.91	\$14.89
Total cash donations	million USD	\$11.68	\$13.81	\$13.55	\$13.51	\$14.46
Value of in-kind donations	million USD	\$0.46	\$0.43	\$0.62	\$0.40	\$0.43
Value of time contributed by employees ^[57]	million USD	\$0.66	\$0.63	\$1.12	\$1.09	\$1.35
Number of incidents of violations involving the rights of Indigenous Peoples ^[58]	number	0	0	0	0	0
Health & Safety						
Lost-time incident rate (LTIR) — employees ^[59]	rate per 200,000 work hours	0.67*	0.16*	0.19*	0.21*	0.17*
Lost-time incident rate (LTIR) — contractors ^[60]	rate per 200,000 work hours	0.03	0.18	0.03	0.09	0.04
Total recordable incident rate (TRIR) — employees ^[61]	rate per 200,000 work hours	1.23*	0.64*	0.90*	0.77*	0.59*
Total recordable incident rate (TRIR) — contractors ^[62]	rate per 200,000 work hours	0.31	0.53	0.61	0.60	0.61
Number of contractor recordable accidents ^[63]	number	9	15	19	27	28
Number of days away, restricted or transferred (DART) ^[64]	number	960	670	1,008	1,389	803
Rate of days away, restricted or transferred (DART) ^[65]	rate per 200,000 work hours	0.82	0.31	0.36	0.40	0.32
Number of high-consequence work-related incidents — employees ^[66]	number	1	0	0	3	0
Rate of high-consequence work-related incidents — employees ^[67]	rate per 200,000 work hours	0.02	0.00	0.00	0.05	0.00
Number of recordable work-related incidents — employees ^[67]	number	59	31	47	44	35
Recordable work-related injuries	number	33	30	39	34	31
Recordable work-related ill health ^[68]	number	26	1	8	10	4

[57] Volunteer hours are calculated using a rate of \$36.14 x 37,459 hours (Independent Sector, April 2026).

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

[59] 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.

[60] 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.

[61] 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.

[62] 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.

[63] 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.

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

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

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

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

[68] Incidents include recordable illnesses for Company employees.

METRIC	UNIT	2021	2022	2023	2024	2025
Rate of recordable work-related incidents — employees	rate per 200,000 work hours	1.26	0.65	0.92	0.79	0.61
Number of high-consequence work-related incidents — non-employee workers ^[69]	number	0	0	0	0	0
Rate of high-consequence work-related incidents — non-employee workers ^[70]	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 ^[70]	number	0	0	0	0	0
Recordable work-related injuries	number	0	0	0	0	0
Recordable work-related ill health ^[71]	number	0	0	0	0	0
Rate of recordable work-related incidents — non-employee workers ^[71]	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*
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 ^[72]	number	0	0	0	0	0
Number of fatalities — non-employee workers ^[73]	number	0*	0*	0*	0*	0*
Non-employee worker fatality rate ^[74]	rate per 200,000 work hours	0.00	0.00	0.00	0.00	0.00
Number of fatalities — third parties ^[75]	number	0	0	0	0	0
The number of fatalities as a result of work-related ill health: employees ^[76]	number	N/A	0	0	0	0
The number of fatalities as a result of work-related ill health: non-employee workers ^[77]	number	N/A	0	0	0	0
Number of hours worked — employees ^[78]	number	9,345,181*	9,512,397*	10,166,313*	11,093,252*	11,521,838*
Number of hours worked — non-employee workers ^[79]	number	225,370	238,161	289,653	326,707	330,170
Preventable motor vehicle accident rate — employees ^[80]	rate per 1,000,000 miles	1.67	1.89	1.60	1.59	1.35

[69] 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.

[70] 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.

[71] 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.

[72] 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.

[73] 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.

[74] 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.

[75] 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.

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

[77] 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.

[78] Company employee hours.

[79] 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.

[80] Company employees, non-employee Performance Measurements & Verification Analysts 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	2021	2022	2023	2024	2025
Pipeline Performance						
Total number of Tier 1 process safety events ^[81]	number	9	15	22	15	12
Total number of Tier 2 process safety events ^[82]	number	N/A	31	33	34	30
Tier 1 process safety events by business activity: Gathering & Processing ^[83]	number	N/A	10	15	8	8
Tier 2 process safety events by business activity: Gathering & Processing ^[82]	number	N/A	24	24	28	24
Tier 1 process safety events by business activity: Transmission & Gulf ^[83]	number	N/A	5	7	7	4
Tier 2 process safety events by business activity: Transmission & Gulf ^[82]	number	N/A	7	9	6	6
Critical Tier 3 Loss of Primary Containment Ratio ^[84]	number	N/A	N/A	N/A	19.98*	26*
Number of Department of Transportation-reportable releases as a result of third-party damages	number	0	2	2	0	0
Number of reportable pipeline incidents ^[85]	number	11	18	17	15	11
Percent of reportable pipeline incidents considered significant ^[86]	percent	64%	56%	65%	73%	64%
Miles of natural gas and hazardous liquid pipelines inspected ^[87]	miles	3,016.7	3,199.6	4,345.6	4,028.0	4,063.0
Percent of natural gas pipelines inspected ^[88]	percent	21.2%	9.4%	12.9%	23.0%	17.3%
Percent of hazardous liquid pipelines inspected ^[89]	percent	4.6%	21.3%	17.3%	16.0%	6.4%

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

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

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

[84] 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.

[85] 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).

[86] 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.

[87] 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.

[88] 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 and other technology that the company demonstrates can provide an equivalent understanding of the condition of the pipeline.

[89] Hazardous liquid pipeline is defined per U.S. 49 CFR 195 as all parts of a pipeline facility through which a hazardous liquid or CO₂ 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 and other technology that the company demonstrates can provide an equivalent understanding of the condition of the pipeline.

METRIC	UNIT	2021	2022	2023	2024	2025
Employment & Diversity						
Number of new hire employees	number	471	637	798	935	670
Percent of new hires by region: Northeast	percent	N/A	11%	7%	3%	7%
Percent of new hires by region: South	percent	N/A	72%	43%	55%	68%
Percent of new hires by region: Midwest	percent	N/A	5%	5%	14%	8%
Percent of new hires by region: West	percent	N/A	12%	45%	28%	17%
Percent of new hires by gender: Male	percent	N/A	75%	81%	82%	79%
Percent of new hires by gender: Female ^[90]	percent	N/A	25%	19%	18%	20%
Percent of new hires under 30 years old	percent	N/A	30%	29%	25%	35%
Percent of new hires between 30–50 years old	percent	N/A	59%	53%	55%	56%
Percent of new hires over 50 years old	percent	N/A	11%	18%	20%	9%
Percent of employees promoted	percent	N/A	N/A	16%	14%	15%
Percent of all job postings filled with internal candidates	percent	N/A	N/A	39%	42%	41%
Percent of leadership job postings filled with internal candidates	percent	N/A	N/A	92%	87%	77%
Total employee turnover rate	percent	N/A	N/A	9.7%	7.2%	8.9%
Involuntary turnover rate	percent	N/A	1.3%	2.5%	2.2%	2.6%
Voluntary turnover rate	percent	6.0%	7.8%	7.2%	5.0%	6.3%
Voluntary turnover rate by region: Northeast	percent	N/A	7%	5%	3%	3%
Voluntary turnover rate by region: South	percent	N/A	8%	8%	6%	7%
Voluntary turnover rate by region: Midwest	percent	N/A	6%	5%	3%	4%
Voluntary turnover rate by region: West	percent	N/A	9%	9%	5%	6%
Voluntary employee turnover rate, by gender: Male	percent	N/A	8%	8%	5%	6%
Voluntary employee turnover rate, by gender: Female	percent	N/A	8%	6%	6%	7%
Voluntary employee turnover rate, by age group: under 30 years old	percent	N/A	10%	12%	6%	7%
Voluntary employee turnover rate, by age group: between 30–50 years old	percent	N/A	7%	6%	4%	5%
Voluntary employee turnover rate, by age group: over 50 years old	percent	N/A	9%	7%	8%	9%

[90] 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 percentage of men in these roles.

METRIC	UNIT	2021	2022	2023	2024	2025
Number of permanent employees at year end ^[91]	number	4,814	5,023	5,319	5,843	6,003
Percent male	percent	78%	78%	78%	79%	79%
Percent female	percent	22%	22%	22%	21%	21%
Percent White	percent	N/A	N/A	N/A	82%	81%
Percent American Indian or Alaska Native	percent	N/A	N/A	N/A	2%	2%
Percent Asian	percent	N/A	N/A	N/A	3%	3%
Percent Black or African American	percent	N/A	N/A	N/A	3%	3%
Percent Hispanic or Latino	percent	N/A	N/A	N/A	7%	7%
Percent Middle Eastern or North African	percent	N/A	N/A	N/A	< 1%	< 1%
Percent Native Hawaiian or other Pacific Islander	percent	N/A	N/A	N/A	< 1%	< 1%
Percent two or more races	percent	N/A	N/A	N/A	2%	2%
Number of permanent employees by region						
Northeast	number	759	755	757	743	752
South	number	3,204	3,403	3,464	3,706	3,781
Midwest	number	258	261	272	358	429
West	number	592	604	826	1,036	1,041
Number of full-time employees by gender						
Male	number	3,757	3,905	4,150	4,605	4,752
Female	number	1,024	1,083	1,133	1,205	1,213
Number of part-time employees by gender						
Male	number	3	5	4	5	5
Female	number	19	22	23	21	25
Percent of employees under 30 years old	percent	9%	10%	11%	11%	12%
Percent of employees between 30–50 years old	percent	60%	59%	59%	59%	59%
Percent of employees over 50 years old	percent	31%	30%	31%	30%	29%
Percent of business (or office) roles, by gender: Male ^[92]	percent	65%	65%	65%	65%	65%
Percent of business (or office) roles, by gender: Female ^[92]	percent	35%	35%	35%	35%	35%

[91] 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.

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

METRIC	UNIT	2021	2022	2023	2024	2025
Percent of business (or office) roles, by ethnicity ^[93]						
White	percent	78%	77%	76%	76%	75%
American Indian or Alaska Native	percent	N/A	N/A	N/A	3%	3%
Asian	percent	N/A	N/A	N/A	5%	6%
Black or African American	percent	N/A	N/A	N/A	5%	4%
Hispanic or Latino	percent	N/A	N/A	N/A	8%	8%
Middle Eastern or North African	percent	N/A	N/A	N/A	< 1%	< 1%
Native Hawaiian or other Pacific Islander	percent	N/A	N/A	N/A	< 1%	< 1%
Two or more races	percent	N/A	N/A	N/A	2%	2%
Percent of field based roles, by gender: Male ^[94]	percent	98%	98%	98%	98%	98%
Percent of field based roles, by gender: Female ^[94]	percent	2%	2%	2%	2%	2%
Percent of field based roles, by ethnicity ^[94]						
White	percent	N/A	N/A	N/A	90%	89%
American Indian or Alaska Native	percent	N/A	N/A	N/A	1%	1%
Asian	percent	N/A	N/A	N/A	< 1%	< 1%
Black or African American	percent	N/A	N/A	N/A	2%	2%
Hispanic or Latino	percent	N/A	N/A	N/A	6%	6%
Middle Eastern or North African	percent	N/A	N/A	N/A	0%	0%
Native Hawaiian or other Pacific Islander	percent	N/A	N/A	N/A	< 1%	< 1%
Two or more races	percent	N/A	N/A	N/A	1%	1%
Percent of all management positions, by gender: Male	percent	N/A	N/A	79%	79%	79%
Percent of all management positions, by gender: Female	percent	N/A	N/A	21%	21%	21%

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

[94] 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	2021	2022	2023	2024	2025
Percent of all management positions, by ethnicity						
White	percent	N/A	N/A	85%	84%	83%
American Indian or Alaska Native	percent	N/A	N/A	N/A	2%	2%
Asian	percent	N/A	N/A	N/A	3%	4%
Black or African American	percent	N/A	N/A	N/A	3%	3%
Hispanic or Latino	percent	N/A	N/A	N/A	5%	6%
Middle Eastern or North African	percent	N/A	N/A	N/A	< 1%	< 1%
Native Hawaiian or other Pacific Islander	percent	N/A	N/A	N/A	< 1%	< 1%
Two or more races	percent	N/A	N/A	N/A	1%	1%
Percent of front line management roles, by gender: Male ^[95]	percent	N/A	N/A	81%	80%	80%
Percent of front line management roles, by gender: Female ^[95]	percent	N/A	N/A	19%	20%	20%
Percent of front line management roles, by ethnicity ^[95]						
White	percent	N/A	N/A	N/A	85%	82%
American Indian or Alaska Native	percent	N/A	N/A	N/A	2%	2%
Asian	percent	N/A	N/A	N/A	3%	4%
Black or African American	percent	N/A	N/A	N/A	3%	3%
Hispanic or Latino	percent	N/A	N/A	N/A	5%	6%
Middle Eastern or North African	percent	N/A	N/A	N/A	0%	0%
Native Hawaiian or other Pacific Islander	percent	N/A	N/A	N/A	< 1%	< 1%
Two or more races	percent	N/A	N/A	N/A	1%	2%
Percent of middle management roles, by gender: Male ^[96]	percent	N/A	N/A	72%	71%	73%
Percent of middle management roles, by gender: Female ^[96]	percent	N/A	N/A	28%	29%	27%
Percent of middle management roles, by ethnicity ^[96]						
White	percent	N/A	N/A	84%	82%	80%
American Indian or Alaska Native	percent	N/A	N/A	N/A	2%	2%
Asian	percent	N/A	N/A	N/A	5%	6%
Black or African American	percent	N/A	N/A	N/A	2%	3%
Hispanic or Latino	percent	N/A	N/A	N/A	6%	6%
Middle Eastern or North African	percent	N/A	N/A	N/A	1%	1%
Native Hawaiian or other Pacific Islander	percent	N/A	N/A	N/A	0%	0%
Two or more races	percent	N/A	N/A	N/A	1%	1%

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

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

METRIC	UNIT	2021	2022	2023	2024	2025
Percent of senior management roles, by gender: Male ^[97]	percent	N/A	N/A	70%	72%	76%
Percent of senior management roles, by gender: Female ^[97]	percent	N/A	N/A	30%	28%	24%
Percent of senior management roles, by ethnicity ^[97]						
White	percent	N/A	N/A	86%	85%	89%
American Indian or Alaska Native	percent	N/A	N/A	N/A	2%	0%
Asian	percent	N/A	N/A	N/A	0%	2%
Black or African American	percent	N/A	N/A	N/A	7%	2%
Hispanic or Latino	percent	N/A	N/A	N/A	4%	4%
Middle Eastern or North African	percent	N/A	N/A	N/A	2%	2%
Native Hawaiian or other Pacific Islander	percent	N/A	N/A	N/A	0%	0%
Two or more races	percent	N/A	N/A	N/A	0%	0%
Percent of revenue-generating management positions held by women	percent	N/A	N/A	13%	13%	11%
Percent of STEM related positions held by women	percent	N/A	N/A	28%	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	232	181	201	299	236
Corporate and technical training hours completed per employee	hours	48	37	38	53	40
Corporate and technical training hours completed per employee, by gender: Female	hours	N/A	14	10	14	13
Corporate and technical training hours completed per employee, by gender: Male ^[98]	hours	N/A	43	45	63	47
Corporate and technical training hours completed per employee, by employee category: Part-time	hours	N/A	10	13	38	28
Corporate and technical training hours completed per employee, by employee category: Full-time	hours	N/A	37	38	53	40
Corporate and technical training expenditures	million USD	\$2.14	\$3.13	\$3.28	\$3.18	\$3.70
Average amount spent per FTE on training and development	dollars (USD)	\$445	\$638	\$622	\$563	\$626

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

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

METRIC	UNIT	2021	2022	2023	2024	2025
Percent of employees who received a performance review ^[99]	percent	100%	100%	100%	100%	100%
Total number of employees who took parental leave, by gender: Female ^[100]	number	N/A	35	35	9	6
Total number of employees who took parental leave, by gender: Male ^[100]	number	N/A	150	217	248	251
Total number of employees that returned to work after parental leave ended, by gender: Female	number	N/A	34	34	9	6
Total number of employees that returned to work after parental leave ended, by gender: Male	number	N/A	147	215	248	249
Return-to-work rate for employees that took paid parental leave	percent	N/A	98%	99%	100%	99%
Retention rate (still employed 12 months after leave) of employees who took parental leave, by gender: Female ^[101]	percent	N/A	83%	94%	91%	81%
Retention rate (still employed 12 months after leave) of employees who took parental leave, by gender: Male ^[101]	percent	N/A	91%	96%	93%	94%
Governance Metrics						
Spending on taxes (total) ^[102]	million USD	\$267	\$334	\$382	\$448	\$790
Percent votes for the company's executive compensation program ^[103]	percent	94%	96%	96%	96%	97%
Percent of employees that completed compliance and ethics training	percent	100%	100%	100%	100%	100%
Number of inquiries received through ethics reporting channels	number	164	172	162	198	109
Number of inquiries received through ethics reporting channels by Code of Business Conduct, by category						
Conflicts of interest	number	8	8	12	16	3
Corruption or bribery	number	0	0	0	0	0
Discrimination or harassment	number	33	62	35	25	8
Customer privacy data	number	0	0	0	0	0
Money laundering or insider trading	number	0	0	0	0	0
Other	number	123	102	115	157	98

[99] 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.

[100] Includes employees that initiated paid parental leave in 2025 — even if they have not yet returned from leave.

[101] Includes employees who initiated parental leave in 2024 and were still employed 12-months later.

[102] 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 2025 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.

[103] 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 2025 Sustainability Report, it includes the results from the 2025 annual meeting of stockholders) not the most recent annual meeting of stockholders.

METRIC	UNIT	2021	2022	2023	2024	2025
Number of inquiries received through ethics reporting channels by reporting channel ^[104]						
Human resources	number	55	72	53	43	24
Action line	number	17	14	31	39	22
Management	number	50	46	48	80	36
Business ethics resources center	number	1	4	10	9	1
Other reporting channels	number	41	36	20	27	22
Percent of board members between 30–50 years old ^[105]	percent	8%	8%	0%	0%	8%
Percent of board members over 50 years old ^[105]	percent	92%	92%	100%	100%	92%
Percent of female board members ^[105]	percent	25%	25%	25%	25%	17%
Percent of board members, by ethnicity ^[105]						
White	percent	100%	92%	92%	92%	92%
Black or African American	percent	0%	8%	8%	8%	8%
Percent of employees that completed cybersecurity training	percent	99%	97%	98%	100%	98%
Monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations	dollars (USD)	\$41,050	\$0	\$33,300	\$176,400	\$6,000
Legal and regulatory fines and settlements associated with violations of bribery, corruption or anti-competitive standards	dollars (USD)	\$0	\$0	\$0	\$0	\$0

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

[105] Information as of July 1, 2026. 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. For ethnicity, other EEO-1 categories are not currently represented on the board and thus are not shown in the breakout.