Williams® WE MAKE CLEAN ENERGY HAPPEN®

Sustainability Report 2025

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The Springridge South Facility in DeSoto Parish, Louisiana.

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-Julesburg

DOE
U.S. Department of Energy

EAM
Enterprise Asset Management

EAP
Environmental Assessment Program

ECA
Engineering Critical Assessment

EH&S
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

LEG
Louisiana Energy Gateway

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

At Williams, we safely and reliably deliver natural gas products to meet rapidly growing demand and to power the clean energy economy. With our best-in-class focus on sustainable practices, we are committed to operating our more than 32,000 miles of natural gas infrastructure responsibly to serve the world's energy needs and lead our industry into the future.

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Harrison Hub Gas Processing Plant near Scio, Ohio.

CEO LETTER

GRI 2-22

As demand for clean, affordable and reliable energy accelerates, Williams continues to meet this moment with urgency and optimism. Our 2025 Sustainability Report shows how we are turning the challenge of meeting accelerating energy demand into value for our customers, communities and shareholders by delivering innovative and sustainable energy infrastructure solutions.

In 2025, demand for natural gas continued its rapid rise fueled by electrification, industrial growth, liquified natural gas (LNG) exports and the extraordinary surge in data center and AI-driven load growth. Across this evolving landscape, our focus remains constant: deliver essential energy safely, responsibly and sustainably.

Our company is built for this moment. With our irreplaceable footprint, strong culture and commitment to innovation, Williams is advancing solutions that meet today's needs while shaping the next generation of energy infrastructure.

Delivering Clean, Affordable & Reliable Energy

Williams delivers approximately one-third of the nation's natural gas, transporting energy that heats homes, supports industrial demand, fuels power generation and enables U.S. LNG exports that drive lower carbon emissions around the world. Our gathering, processing, transmission and storage systems form a critical backbone of the U.S. energy economy, a role reflected in the reliability of our operations and the trust of our customers.

In 2025, we met the needs of a rapidly growing market by expanding our transmission capacity, modernizing our systems and strengthening our ability to deliver natural gas during periods of peak demand. We commissioned key expansion projects across our footprint and progressed others through regulatory milestones, as we continued to advocate for the substantial pipeline and storage capacity needed to meet long-term U.S. and global natural gas demand.

As electricity demand climbs, natural gas plays an even more critical role in powering the future. It is the dependable partner that ensures grid stability as renewable resources advance, and it is the most scalable and dispatchable solution capable of supporting the rapid power demand growth in AI and cloud-based technologies that are reshaping the U.S. economy and global supply chains.

Powering the Data Economy

A defining trend of the past few years and the decade ahead is the unprecedented rise of power loads driven by data centers and AI infrastructure. These facilities require large-scale, immediate and uninterrupted power to maintain their operations. Traditional utility timelines and grid constraints cannot meet this demand alone.

Williams is uniquely positioned to solve this challenge. Our Power Innovation platform has already secured contracts to provide approximately 2.6 gigawatts (GW) of onsite natural gas power generation, with additional developments underway. By pairing our existing natural gas infrastructure and gas supply abilities with advanced, high efficiency generation technologies and best-in-class emissions controls, we are delivering clean and reliable power where it's needed without burdening local grids or raising rates for surrounding communities.

We are enabling customers to access energy solutions while progressing environmental and reliability goals. As hyperscalers, manufacturers and utilities confront new challenges, Williams stands ready to deliver fast, clean, reliable and scalable energy infrastructure solutions to the market.

Chad Zamarin, Williams President and Chief Executive Officer.

Offshore platform BA-538.

Advancing a Lower Carbon Energy Future

Williams remains steadfast in our sustainability commitments. In 2025, we continued to reduce both methane and CO_2e emissions intensity across our operations, even as we integrated major acquisitions and expanded our asset footprint. Through equipment upgrades and modernization, enhanced emissions monitoring and innovative emissions-reduction technologies, we are achieving meaningful progress toward a cleaner energy future.

Our NextGen Gas program continues to set the standard for transparent, measurement-informed emissions data from across the natural gas value chain. Our New Energy Ventures team is advancing projects in carbon capture and sequestration (CCS), solar and battery storage and emerging technologies that complement our core business and support our customers' decarbonization goals.

A Culture of Safety, Integrity & Excellence

Our achievements are only possible through the dedication of the more than 6,000 employees who embody Williams' values every day. In 2025, our teams continued to deliver top-tier safety performance, reinforcing our strong safety culture and upholding our commitment to operational excellence.

In early 2026, we modernized our operations and environmental management systems to further elevate accountability and empower teams. We continue to enhance our safety leadership programs, strengthen our focus on hazard recognition and maintain a relentless commitment to zero incidents.

We also deepened our engagement in the communities where we operate. From supporting first responders and advancing STEM education to investing in conservation, local nonprofits and volunteerism, Williams remains a committed and trusted community partner.

Looking Ahead

Williams is charting a bold path forward. As we look to the decade ahead, we see extraordinary opportunities to meet rising domestic and global energy needs, to lead in the data center and AI power revolution, to drive operational excellence and to deliver scalable and lower carbon energy solutions.

Our strategy is clear, aligned with market fundamentals and grounded in stewardship. With our talented workforce, strong financial framework and irreplaceable infrastructure, we are ready to deliver sustainable value for our shareholders, customers and communities for generations to come.

Chad Zamarin
Williams President and Chief Executive Officer

ABOUT WILLIAMS

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

As the global need for steady, affordable and lower-carbon energy grows, The Williams Companies, Inc. (Williams) (NYSE: WMB) remains dedicated to providing best-in-class energy transport, processing, storage and delivery solutions that reliably fuel the clean energy economy.

Headquartered in Tulsa, Oklahoma, Williams is an industry-leading, publicly traded Fortune 500 company with over 6,000 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 11 top U.S. supply basins, Williams connects the highest quality gas supplies with some of the largest demand centers for clean, reliable and affordable energy.

Williams owns and operates more than 32,000 miles of pipelines nationwide — including Transco, the nation's highest 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 December 31, 2025. This data excludes third-party workers.

Our Assets & Services

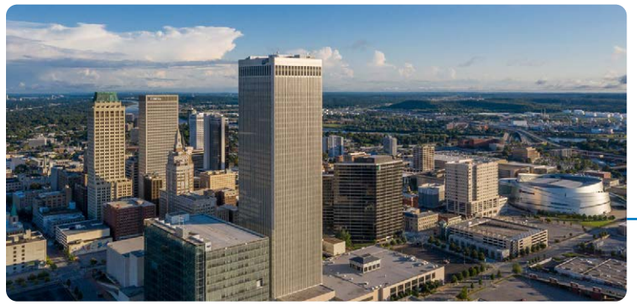
We deliver energy essential for generating power, heating homes and fueling industrial and agricultural activities. We own an interest in and operate 35 natural gas processing facilities and nine NGL fractionation facilities, as well as approximately 423 billion cubic feet (Bcf) of natural gas storage capacity and 23 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 help drive the global shift toward cleaner energy in international markets that would otherwise use higher emitting fuels or face high energy poverty.

In addition to our natural gas assets, Williams owns and operates four deepwater crude oil pipelines and several deepwater production platforms in the Gulf. Williams' offshore floating production platforms provide centralized services such as compression, separation, production handling, water removal and pipeline landings to deepwater producers.

Sequent Energy Management (Sequent), our gas and NGL marketing business, has a gas marketing footprint of nearly 7 billion cubic feet per day (Bcf/d) and NGL marketing sales volume of 185 thousand barrels per day (Mbbls/d). Additionally, we operate natural gas and condensate production assets in the Wamsutter basin in Wyoming.

Williams is also pursuing on-site natural gas and power generation projects to support the energy demand created by new data center and industrial development in markets with constrained power grids. In 2025 and the first half of 2026, we announced five projects with large, investment-grade companies to build onsite power generation infrastructure in Ohio and Utah. The projects represent approximately 2.6 GW of total capacity combined. Williams plans to place the projects into service from 2026 through 2028, assuming timely receipt of permits, and we continue to pursue additional projects to support data center and industrial development.

For a complete list of our assets and activities, please see our 2025 Form 10-K, Part 1 Item 1. Business.



Williams' headquarters in Tulsa, Oklahoma.

Growing Through Strategic Investments

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

In January 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 to Williams' constrained assets and increase utilization and optimization across the value chain to enhance synergies.

In March 2025, we purchased a minority interest in Cogentrix to gain market intelligence and expand natural gas supply opportunities. In early 2026, Williams elected to sell this minority interest alongside the majority partner as part of a sale to Vistra Corp.

In June 2025, Williams enhanced our Haynesville Basin footprint through our acquisition of Saber Midstream, adding gathering and dehydration capacity in a growing region.

In October 2025, we signed definitive agreements to sell the company's minority interest in South Mansfield upstream to JERA. Under JERA's ownership, Williams will continue to gather natural gas volumes from South Mansfield and deliver those volumes through Williams' Louisiana Energy Gateway (LEG) gathering system to downstream LNG markets. As part of this strategic partnership, Williams will further expand its gathering system for South Mansfield production growth and increase our natural gas volume commitment to the LEG pipeline from the South Mansfield location.

In October 2025, we also entered a strategic partnership with Woodside Energy to acquire a minority interest in Louisiana LNG LLC, a fully permitted, high-quality LNG export facility located on the Gulf Coast. Under the agreement, Williams will acquire a majority stake in and become the operator of Driftwood Pipeline LLC. This partnership enables Williams to connect Woodside's LNG facility to multiple natural gas pipelines, including Transco and LEG, and strengthens our capacity to support international LNG demand. In Louisiana, Williams and Woodside will also leverage Williams' Sequent platform to supply the feedgas needed for the Louisiana LNG facility.

As Williams integrates these new assets in our business, our priority is understanding current operational and environmental, health and safety (EH&S) practices and establishing an integrated management strategy that enhances safety, operational efficiency, customer service and environmental stewardship.

Innovation & Excellence

Accelerating domestic power demand, coupled with the growing global reliance on U.S. LNG exports, makes the need for reliable, affordable and abundant energy more critical than ever. Our access to essential natural gas supply markets and strong business relationships with U.S. customers and LNG exporters enables us to meet this demand while supporting the transition from higher-emitting fuels — such as coal, heating oil and biomass — domestically and abroad. By responsibly transporting natural gas and certified low-emission NextGen Gas alongside investing in solar power and emerging energy solutions like CCS, we are positioned to support a clean energy economy both now and in the future. We also acknowledge the need to scale emissions reduction technology across the industry, and we are working to accelerate the deployment of lower emissions technologies through innovation and policy engagement.

For 118 years, Williams' innovation, determination and excellence has served as the foundation of our success. We owe much of our achievements to our dedicated and innovative employees, who play essential roles in providing safe, reliable products and services to fuel the clean energy economy.

Williams' Operations

Our operations and assets span the U.S. from coast-to-coast, 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]

Williams Pipelines

- Natural Gas Transmission
- Natural Gas Liquids
- Natural Gas Gathering
- Oil Gathering

Williams Facilities

- Gas Plant
- Fractionator
- Storage
- Amine Treating
- Rail Terminal
- Offshore Platform
- Operated Upstream Assets

Williams Operating Areas

- Supply Area
- Operational Activity

[2] Map as of May 2026.

2025 HIGHLIGHTS

Across the U.S., Williams Makes Clean Energy Happen.

Handling

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

>6,000
employees[3]

Operating

>32,000 miles
of pipeline in 24 states

35
natural gas processing facilities

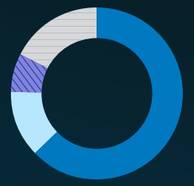
423 Bcf
of natural gas storage capacity

9
NGL fractionation facilities

23 million
barrels of NGL storage capacity

Gender[3]

- **1,213** Female
- **4,752** Male



Region[3]

- **3,781** South
- **752** Northeast
- **429** Midwest
- **1,041** West

Full-Time & Part-Time

- **5,973** Full-Time
- **30** Part-Time

[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, 2025.

2025 Sustainability Ratings & Awards

- Named for the sixth consecutive year to the Dow Jones Best-in-Class™ North America Index
- Named for the fifth consecutive year to the Dow Jones Best-in-Class™ World Index
- Included in the S&P Global Corporate Sustainability Assessment 2026 Sustainability Yearbook for the oil and gas storage and transportation industry[4]
- 2025 CDP Corporate Questionnaire: Received an 'A–' score for the third consecutive year which exceeds the industry average of 'B' and North American average of 'C'
- Sustainalytics: Ranked in the top 1% in the Refiners and Pipelines industry[5]
- MSCI: Upgraded to a 'AAA' rating in March 2026[6]
- Listed on America's Greatest Workplaces for Women 2026 and America's Greatest Workplaces for Culture, Belonging & Community 2025

Providing Clean, Affordable & Reliable Energy

- Minimized disruptions to customers by maintaining a Customer Impacted Volume rate of 99.34%
- Placed LEG into service, increasing our natural gas gathering capacity by 1.8 Bcf/day alongside several other deepwater projects to support production in the Gulf
- Expanded our gathering footprint in key natural gas basins by acquiring Rimrock Energy Partners' gathering and processing system in the Denver-Julesburg (DJ) Basin and Saber Midstream in the Haynesville Basin
- Added 1.1 Bcf/d of critical transmission capacity and announced an additional 4.4 Bcf/d of transmission projects
- Advanced our wellhead-to-water strategy by acquiring a minority interest in Louisiana LNG LLC, a fully permitted, high-quality LNG export facility located on the Gulf Coast
- Announced five agreements in 2025 and the first half of 2026 to build onsite power generation infrastructure totaling approximately 2.6 GW of combined capacity to support energy reliability in power grid-constrained regions

Minimizing Our Footprint

- Achieved 28% reduction in carbon-intensity based emissions since 2018, making progress towards our goal of a 30% reduction by 2028
- Reduced methane emissions intensity 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 achieve Gold Standard Pathway status under the OGMP 2.0 framework

Protecting People & Strengthening Infrastructure

- Inspected a total of 4,063 miles of Liquid and Gas Transmission pipelines through the Williams Integrity Program
- Donated $757,779 to support 460 first responder organizations throughout our footprint

Building an Empowered Workforce

- Administered over 236,000 total hours of employee training
- Supported 10 Employee Resource Groups (ERGs) with total membership exceeding 1,542 employees or 26% of our workforce

Strengthening Our Communities

- Contributed nearly $15 million to 2,370 organizations across 46 states
- Volunteered at 85 nonprofit organizations in 17 states during Williams Volunteer Week
- Participated in 618 unique engagements with local community stakeholders

[4] S&P Global, The Sustainability Yearbook — 2026 Rankings.

[5] As of May 2026.

[6] As of March 2026.

CORPORATE GOVERNANCE

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

Why This Matters to Williams

Robust corporate governance principles enable our long-term business success. We maintain the highest standards of excellence in implementing our strategy and reaching our objectives in accordance with stakeholder expectations. We establish clear criteria for selecting an effective board, conducting effective shareholder communications, performing robust risk and opportunity analyses 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. These guidelines detail the role, structure and responsibilities of our board. The board's Governance and Sustainability committee reviews the guidelines at least annually and recommends updates, as needed, that align with the Williams Board of Directors structure, corporate governance best practices and emerging topics.

Board of Directors

Our board of directors oversees organizational planning, strategy and risk management and addresses key risks and opportunities inherent to 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; the board held seven meetings in 2025. As of July 1, 2026, our board includes 12 members who all possess strategic, technical and industry expertise. Our board members bring various perspectives from leadership across the energy industry and beyond. Williams shareholders elect our directors annually via majority vote in an uncontested election. All board members are determined to be independent according to the rules of the New York Stock Exchange, aside from our President and Chief Executive Officer Chad Zamarin. Independent directors meet at every regularly scheduled full board meeting without management present in accordance with our Corporate Governance Guidelines.

Williams' Board maintains four standing committees: Audit; Compensation and Management Development; Environmental, Health and Safety; and Governance and Sustainability. In 2025, we amended the Compensation and Management Development Committee charter to clarify who qualifies as a member of the executive officer team for the purposes of the charter. For more information regarding the responsibilities of our board committees, please see the committee charters on our website.

We limit the number of additional public boards that our directors may serve on. 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. Securities include common stock, debt, stock options and other derivative or non-derivative securities related to company stock. In April 2025, we amended our policy to provide an electronic pre-clearance process.

Our board and its committees conduct annual self-evaluations to assess performance and drive continuous improvement. The Governance and Sustainability Committee assesses each director's individual performance as needed.

Board of Directors[7]

Chad Zamarin
Inside Director

Stephen W. Bergstrom
Chair

Michael A. Creel

Lloyd W. "Billy" Helms, Jr.

Carri A. Lockhart

Richard E. Muncrief

Peter A. Ragauss

Rose M. Robeson

Scott D. Sheffield

William H. Spence

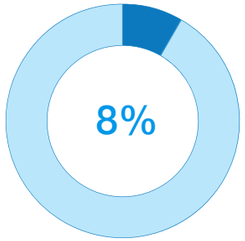
Robb E. Turner

Jesse J. Tyson

[7] As of July 1, 2026.

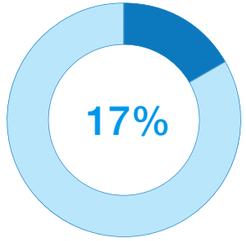
We seek highly qualified board members from a wide variety of backgrounds who can bring their unique perspectives, expertise, reputation for leadership and integrity and who will commit to act in the interest of our shareholders. These backgrounds advance the board's skills in sustainability, finance and accounting expertise, human capital management, information technology and cybersecurity.

Board Composition[8]



ETHNICITY & RACE

- **1** Black or African American
- **11** White



GENDER

- **2** Female
- **10** Male

[8] Data as of July 1, 2026. 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.

Our required retirement date for directors is the first annual meeting of shareholders following their 75th birthday, unless an exception is granted by a board vote. We seek to balance the benefits of long-term Williams Board experience alongside fresh insights and perspectives from new directors when evaluating board tenure. As of July 1, 2026, our average board member tenure was 5.67 years.

In March of 2026, former CEO and then-Executive Chairman Alan Armstrong notified Williams that he was resigning from the board so that he could accept an appointment by Oklahoma Governor Kevin Stitt to serve as a U.S. Senator for Oklahoma. Following Mr. Armstrong's resignation, the board elected Stephen W. Bergstrom to serve as Non-Executive Board Chair.

Enterprise Risk Oversight

The Committee of Sponsoring Organizations' (COSO) Enterprise Risk Management framework forms the basis for Williams' enterprise risk management processes. Williams maintains a decentralized risk management approach, where we implement risk identification and control measures as close as possible to the source. By decentralizing our approach, we facilitate prompt and agile responses by front line employees and managers, as any risks arise. Our independent internal audit team functionally reports to the board's Audit Committee and administratively to the CEO and develops annual audit plans that may include examining risk management activities and processes from across Williams. Our executive leaders retain responsibility for establishing and promoting a risk management and compliance culture across the organization.

Williams' strategy team leads our annual strategic risk assessment (SRA) process. The assessment surveys key leaders across the organization to identify and score risks based on potential impact and likelihood that could affect our strategic objectives. This structured approach allows Williams to identify and prioritize potential top risks that could influence our long-term strategic direction.

We assign a tolerance level to top risks and give them a tolerance alignment rating. Our executive leadership reviews and approves the tolerance levels which are then shared throughout Williams to help leaders align risk mitigation efforts within the defined level of tolerance. Identifying top risks and tolerance levels also supports practical risk management discussions at the portfolio level. Williams works to find the right risk-reward balance that will produce the greatest benefits for our shareholders while maintaining an acceptable level of risk. Top risks, which could include climate-related risks, may directly or indirectly align with the environmental, social and governance (ESG) topics determined to be material for purposes of our Sustainability Report through our ESG double materiality assessment. We communicate SRA top risk results, including tolerance and alignment, to the board as part of our annual strategy process.

Little Mountain Gate Station near Salt Lake City, Utah.

Markham Gas Processing Plant near Markham, Texas.

Shareholder Relations

Williams generates long-term shareholder value and return by prioritizing financial strength, operational value and a sustainable growth strategy. We communicate often and openly with our shareholders to share insights into our strategy, and we work to align our practices with shareholder expectations and priorities. For example, our investors remain interested in our new and growing Power Innovation business and in our capital allocation priorities. We seek candid feedback on both our corporate strategy and ESG initiatives from shareholders and other non-shareholder stakeholders.

In 2025, members of our executive management team participated in 15 investor conferences, four non-deal roadshows (NDRs), including an ESG-specific NDR, 16 Q&A sessions and 47 conference calls. We connected with institutional shareholders from investment firms representing more than 50% of Williams' institutional shares outstanding through various stakeholder engagement efforts. In early 2026, Williams hosted an Analyst Day and Clean Energy and Technology Expo in Washington, D.C., highlighting our strategy to meet growing clean energy needs while continuing to deliver peer-leading shareholder value. For more information, please see Public Policy & Perception.

Our shareholder discussions cover our strategy, operations, financial performance and ESG initiatives, alongside 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. Our investor relations team facilitated approximately 380 investor calls in 2025. 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. Though some investors' focus has changed regarding certain ESG topics, Williams' belief that it makes good business sense to be a sustainable company and a responsible steward of the environment has not. We continue to affirm our commitment to sustainability as reflected in our sustainability ratings and scores, target setting and incorporating ESG metrics in our compensation. In 2025, we held our third annual ESG-focused NDR in New York, where we discussed topics including our emissions reduction and clean energy efforts, safety culture, talent development and sustainability governance. 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 that aligns with shareholder and other stakeholder expectations.

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

Strong sustainability governance allows Williams to deliver safe, reliable energy while doing the right thing for our people, the environment and local communities. Maintaining clear and effective oversight of sustainability matters enables our sustainable operations, helps us manage ESG-related risks and opportunities, track our ESG impacts and performance and communicate transparently with our stakeholders.

Our board sets a robust tone from the top, driven by senior management and the Manager of Sustainability, with support from the Sustainability Steering Committee. We embed clear expectations and accountability for ESG topics throughout the organization, at all levels and in all functional and operational areas.

Board of Directors Oversight

All board committees and the full board hold oversight over Williams' business sustainability and our impacts on the environment and people in accordance with regulatory and stakeholder interest. Our board may delegate some oversight of ESG to each of its four standing board committees: Audit; Compensation and Management Development; Environmental, Health and Safety; and Governance and Sustainability.

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

Williams' Delegation of Authority Policy generally requires board approval for large projects and mergers and acquisitions with capital expenditures greater than $300 million. Management, when seeking project approval, presents deal overviews to the board that include 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 Securities 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 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 company's management system 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

Sustainability and ESG matters play important roles in how Williams management makes decisions regarding overall business strategy. At a management level, responsibility for sustainability strategy is embedded across our business segments and functional leadership. Our Manager of Sustainability supports enterprise ESG reporting, performance monitoring and external engagement, and partners with our Investor Relations team to engage with our shareholders to understand their ESG expectations. The Manager of Sustainability also works to disseminate our ESG performance, including through monitoring investor engagement and responding to ESG ratings and rankings organizations. The function collaborates with business and functional leaders, who maintain ownership of sustainability strategy and execution within their respective areas. Our corporate sustainability function is ultimately overseen by the Executive Vice President and Chief Financial Officer due to the close relationship between sustainability, investor relations, overall business performance and long-term financial success. Our Sustainability Steering Committee supports the development and implementation of cross-functional sustainability initiatives that help to create value for shareholders.

In addition to our organizational targets for critical topics such as emissions reduction and workforce safety, our corporate sustainability team monitors and implements sustainability governance best practices, performance metrics and any potential regulatory reporting requirements, while maintaining alignment with voluntary sustainability reporting frameworks. As discussed in the 2025 Highlights section, Williams uses the S&P Global Corporate Sustainability Assessment (CSA) questionnaire, CDP Corporate Questionnaire, MSCI ESG Ratings and Sustainalytics ESG Risk Ratings to evaluate our sustainability governance practices and benchmark our overall sustainability performance.

Annual Incentive Program

Our annual incentive opportunities are available to all Williams employees. In 2025, over 99% of employees, including operating employees and executive leadership officers, participated in the Annual Incentive Program (AIP).[9] The AIP aligns individual compensation with overall company and stakeholder priorities including financial, safety and environmental performance. Through our AIP, we enhance teamwork by working toward shared goals, promoting organizational achievement and recognizing employee contributions.

Williams' 2025 AIP measures business performance through one financial metric and three ESG metrics. Each ESG metric accounts for 5% of the total AIP, tallying 15% of total performance incentives. In 2025, the targets for these metrics were to reduce 2025 methane emissions by 5% compared to a 2024 baseline, improve our safety-oriented High Potential Hazard Identification to Incident Ratio and improve our Critical Tier 3 Loss of Primary Containment (LOPC) Ratio. The board's Environmental, Health and Safety committee receives quarterly reports on our AIP ESG metrics and reviews them annually. For more information on our 2025 AIP, please see Our Approach to Safety and Williams' 2026 Proxy Statement.

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

Williams Management System Approach

Williams manages the safety, reliability and integrity of our operations through an enterprise management system designed to integrate how we build, operate and maintain our assets. This system establishes the structures, processes and content used to direct and control operations, support regulatory compliance, manage risk and drive continuous improvement across the organization.

Building on this foundation, Williams is transitioning from the Williams Integrated Management System (WIMS) to CREW in 2026, a modernized management system approach that places greater emphasis on clear governance, ownership and usable operational content. CREW strengthens accountability by more clearly delineating roles and responsibilities for content authors, reviewers and approvers, helping keep operational requirements current and accurate.

Billy A., Operations Technician Lead, and Tyler B., Operations Technician, on offshore platform GA-244.

The CREW approach begins by enhancing the quality and usability of operational content by simplifying formats, reducing unnecessary complexity and improving consistency across operating areas, while maintaining established safety and compliance standards. By streamlining how requirements are documented and governed, CREW enables more efficient operations, clearer expectations for the workforce and more effective risk management.

The CREW approach supports our decentralized risk management framework and our commitment to continuous improvement by enabling data-informed decision-making that improves ownership transparency and enables us to evolve quickly with the latest operations, regulations and industry best practices.

CREW and Williams' corporate policies work together to integrate ESG stewardship into our everyday operations. They apply to Williams employees, contractors, operating assets, projects and offices. Williams is committed to the health and safety of our workforce and the protection of our neighbors, the environment and our assets, as outlined within Williams' EH&S Policy.

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 stakeholder trust and business results, and it is simply the right thing to do. 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 values: Collaborative, Courageous, Competitive and Creative, as codified in our Code of Business Conduct (Code). Williams' success has been and always will be a direct result of our employees' commitment to the highest standards of ethics and compliance. Our employee ethics training programs encourage and maintain our culture of ethics, and confidential reporting mechanisms offer accountability for breaches of our Code.

Our Values

Collaborative

We unlock our full potential when we work together — across boundaries, creating connections and leveraging our strengths.

Courageous

We are clear in our convictions and empower every employee to prioritize safety, do what is right and champion transformation.

Competitive

We win as one team — dedicated to creating value, growing our business and being the best in the energy marketplace.

Creative

We challenge assumptions, engage in fresh thinking and act on new ideas.

Code of Business Conduct

Our Code details how we must exhibit our 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. Following the 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. Our board approves and oversees the implementation of our Code.

Williams strictly prohibits all forms and acts of corruption, bribery, the making of facilitation payments, fraud, extortion and the giving or receiving of gifts designed to influence the beneficiary's judgment, as outlined in the Code. We also require disclosure and mitigation of any real or perceived conflicts of interest. In early 2026, we launched a new conflict of interest disclosure management tool through our third-party hotline vendor, NAVEX, to streamline the process and workflow for declaring conflicts of interest, establish a dedicated system of record and support annual attestation campaigns for better conflict management.

We require all employees to complete annual training on the Code. As part of this computer-based training, employees must acknowledge that they are aware of and have read and understood the Code. All leaders within Williams must also complete an annual certification to confirm their understanding of Code expectations. We incorporated this certification process into our human resources management system in 2025 to better capture participants and completion within an established system of record.

In 2025, 100% of our employees completed their required compliance and ethics training courses. Any violations of our Code, policies or the law could result in serious consequences for involved individuals and our company. Our disciplinary process treats each employee with dignity and respect. Any individuals who engage in, direct or facilitate unethical or illegal behavior may be subject to disciplinary action up to and including employment termination.

Williams requires business partners to acknowledge our Code of Conduct for Suppliers and Contractors, which we updated in 2025 to include a commitment to sustainable procurement and new requirements for habitat protection and water stewardship. For more information on our oversight and enforcement of supply chain business conduct and ethics, please see the Supply Chain & Responsible Procurement section.

Governance

Williams' Chief Ethics and Compliance Officer (CECO) oversees our corporate behavior and ethics guidance documents, training and ethics reporting mechanism as part of leading our ethics and compliance program. The broader ethics and compliance team works closely with our legal and government affairs functions to monitor regulatory updates and enforcement, understand upcoming legislative and regulatory developments and assist our employees with maintaining Code compliance. The team also develops internal communications, policy revisions and supplementary trainings so our employees can remain informed of legal and regulatory developments. These communications include, but are not limited to updates 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) serves as an employee resource for corporate behavior and ethics concerns. Williams also has a designated compliance officer dedicated to 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 our ethics and compliance program's effectiveness. 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. We communicate these results to the board's Governance and Sustainability Committee, and the internal audit department conducts periodic reviews of the ethics and compliance program.

The board's Audit Committee maintains procedures for complaints regarding accounting, internal accounting controls or auditing matters. Our CECO or a delegate and the General Counsel report to the Audit Committee regarding complaints involving accounting and auditing concerns and to the Governance and Sustainability Committee of the board regarding all other Code concerns or calls to our ethics hotline. In 2025, Williams was not involved in any pending or completed legal actions, fines or settlements related to bribery, corruption, allegations of anti-competitive behavior or violations of antitrust/monopoly legislation. Williams maintains specific policies that address market manipulation and antitrust, and we provide regular training to personnel whose activities may involve any associated compliance risks.

Wendy W., Director Operations, and Katie D., Coordinator Maintenance, at Station 610 in Millersville, Pennsylvania.

Reporting Concerns

Different aspects of our business are subject to complex nationwide regulatory requirements that can vary by state. We work to enable our employees to 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 of which are operated by an independent third party but are overseen by our CECO. Reports can be submitted anonymously and are handled with strict confidentiality. Additionally, we encourage employees to report concerns to the BERC, their immediate supervisor or a human resources business partner.

We share these resources through our ethics and compliance program, mandatory Code trainings, which include guidance on how to report concerns, and other company communications. Active communication of reporting channels creates an expectation and environment of integrity and a safe working environment that allows our employees to work at their highest level.

We promote a "speak up" culture and do not tolerate retaliation against anyone who reports a concern in good faith. Our employee relations investigative team consists of the BERC and representatives from our legal and human resources teams, who evaluate all alleged legal or company policy violations to determine the appropriate level of investigation and immediate next steps. Our investigation process consists of the following steps: intake, review, assignment, investigation, action and closure. Our full investigation lifecycle is shared with the Board. When necessary, Williams takes corrective action, up to and including dismissal. In 2025, we evaluated 109 concerns reported through ethics reporting channels. The board receives quarterly updates on these ethics and compliance complaints.

Maintaining a strong ethical culture helps make Williams 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 any discrimination or harassment complaints. We assess all reported allegations or concerns and manage each with strict confidence while taking corrective actions where necessary. We 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, please see Culture & Employee Experience.

PROVIDING CLEAN, AFFORDABLE & RELIABLE ENERGY

Williams' extensive natural gas gathering, transmission and storage network, coupled with our fast-growing, on-site power solutions, enable us to deliver reliable and affordable energy that fuels the clean energy economy. We actively pursue opportunities to optimize our infrastructure and advance innovative energy solutions that support thriving communities, a cleaner environment and long-term prosperity for future generations.

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Shawn G., Operations Technician, at the Arc Park Compressor Station in Fort Worth, Texas.

ENERGY ACCESS, AFFORDABILITY & RELIABILITY

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

Why This Matters to Williams

Demand for clean, reliable and affordable energy continues to accelerate at a rapid pace. Now more than ever, long-term solutions are needed to make energy available to homes, businesses and large-load customers without jeopardizing reliability or affordability. Williams delivers approximately one-third of the nation's natural gas, making our extensive pipeline and asset network a critical backbone of the U.S. energy system. As a trusted energy infrastructure leader, we are well-positioned to connect abundant U.S. gas supplies to the markets where they are needed most — today and in the future.

Rapid growth in data center and AI infrastructure is driving unprecedented growth in large-load power demand. This growth is projected to continue through 2040 and is therefore creating a step-change in requirements placed on the U.S. energy system.[10] Companies and municipalities are seeking solutions that can power these facilities while limiting impacts on electricity costs for surrounding communities. Natural gas-fired power generation is reliable and provides quick dispatchability to support the power demand required for the advanced computing needs of data centers.

As important as enabling AI growth in the U.S., expanding access to clean energy can help alleviate poverty around the world. Affordable natural gas and LNG are clean solutions to drive improvements in global standards of living. Around 2.1 billion people worldwide cook using open fires or inefficient stoves,[11] and many less developed economies still rely on coal-fired generation, which has higher emissions per unit of energy than natural gas, as a significant source of their energy. Replacing this coal with natural gas or LNG can both improve environmental quality and accelerate economic growth in these countries. Williams stands ready to connect affordable domestic gas supply areas to U.S. LNG export terminals to meet this increasing global energy demand.

[10] Source: Wood Mackenzie, Investment Horizon Outlook, November 2025.

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

Meeting the Demand for Reliable Energy

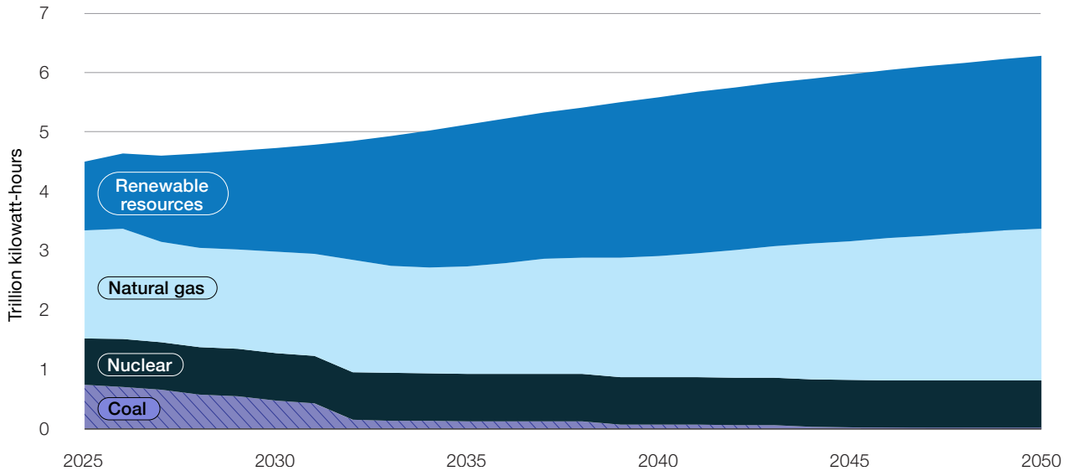
Meeting accelerating U.S. energy demand with reliable sources over the next decade requires continued investment in natural gas systems to directly fuel new power generation and serve as a dependable backup for intermittent renewable power. According to the U.S. Energy Information Administration, natural gas remains one of the top three sources of U.S. power 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.

However, U.S. natural gas pipeline and storage capacity have not kept pace with demand. Since 2013, total demand for natural gas has grown by 55% while infrastructure to deliver natural gas has increased by 26% and storage delivery capacity has grown by 4%.[13] By 2035, natural gas demand is expected to double.[14] Thus, it is critical that safe, responsible midstream operators like Williams obtain the political, regulatory and public support for infrastructure that enables natural gas and LNG to be accessed equitably by all who benefit from them.

[13] Source: U.S. Energy Information Administration (EIA).

[14] Source: Wood Mackenzie, Investment Horizon Outlook, November 2025.

Projected U.S. Power Generation Through 2050[12]



[12] Source: U.S. Energy Information Administration, Annual Energy Outlook 2026. 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 2026 Annual Energy Outlook.

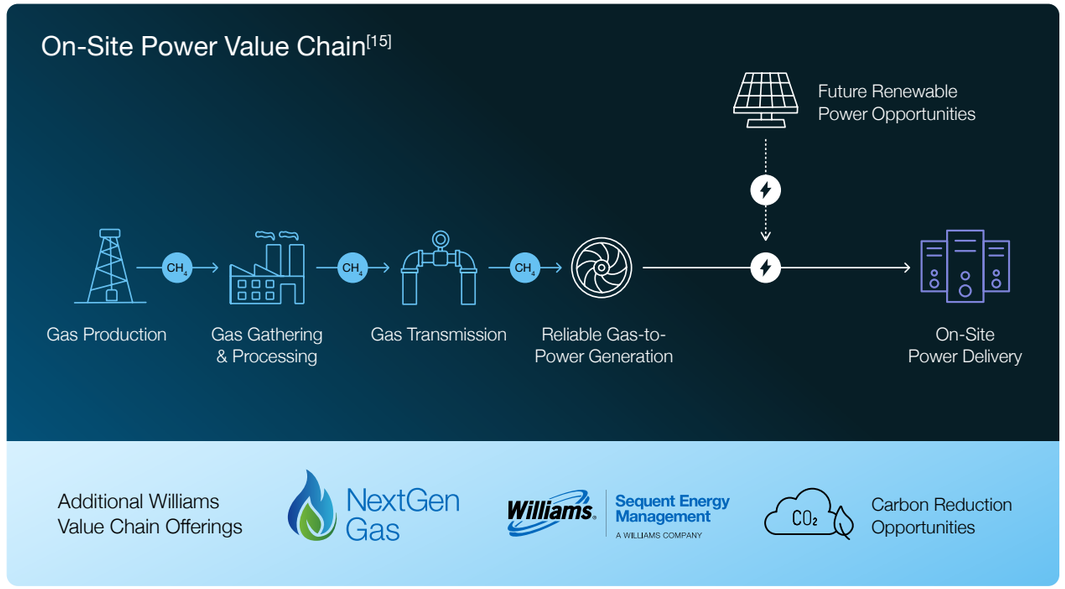
The Hutchinson Rail Facility near Hutchinson, Kansas.

Power Innovation

Hyperscalers and large-load industrial customers require immediate, reliable power delivery, but conventional utility timelines and limited grid transmission capacity significantly delay time-to-power. To solve this challenge, Williams is leading the way in offering complete, turnkey power solutions that deliver quick and customized on-site power, providing these customers with long-term energy stability for their facilities. These solutions utilize Williams' expertise to directly meet customer needs by offering speed to market through direct natural gas supply, delivered to Williams' advanced power generation facilities coupled with best-in-class emissions reduction technologies. Williams can provide hyperscalers and large-load industrial customers with complete on-site solutions that may include natural gas-fired power generation along with NextGen Gas certification, emissions netting opportunities, CCS solutions and renewable power to help support customers' sustainability goals. These solutions provide reliable power for our customers and shield general electric customers from potential exposure to cost increases due to grid infrastructure investments. On-site solutions also support grid reliability by avoiding incremental strain on the grid during peak demand periods.

In 2025, Williams executed contracts for our first Power Innovation projects and, in 2026, we announced additional projects and select project upsizing. Our announced Power Innovation projects now total approximately 2.6 GW of installed capacity and will also include additional battery energy storage systems (BESS) on each project. These advanced power generation facilities are designed with high-efficiency natural gas turbine and engine technology, along with best-in-class emission controls technology like selective catalyst reduction. We also signed an additional agreement to provide natural gas infrastructure to serve backup generators for a data center in the Northeast scheduled to come online in late 2026.

For more information on our Power Innovation solutions, please see our website.



[15] This graphic represents the desired end state of our on-site power value chain. It does not represent the actual configuration of our announced Power Innovation projects.

Jorge L., Director Pipeline & Process Safety, at the Williams Headquarters in Tulsa, Oklahoma.

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 provide 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 service to customers and community well-being. Specifically, we conduct socioeconomic demographic assessments to analyze potential effects on 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 2025, we focused on helping the public understand the factors driving energy demand and prevailing market expectations for future growth, emphasizing how natural gas supports improved quality of life with reliable, accessible and affordable energy. Stakeholders also reinforced the importance of engaging with communities near our existing natural gas facilities. As part of our ongoing engagement efforts, we implemented targeted measures to improve response times and follow-up with community members. For more information regarding our engagement efforts, please see Stakeholder Relations, Economic Impacts and Environmental Justice.

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

We placed several expansion projects into service in 2025, improving our ability to deliver needed natural gas volumes to regions across the country.

- The Southeast Energy Connector provides 150 million cubic feet per day (MMcf/d) of natural gas to support the conversion of coal-fired generation to natural gas-fired generation to meet the area's clean energy needs.
- The Texas to Louisiana Energy Pathway expands Transco's capacity in Texas and Louisiana by 364 MMcf/d to support reliability and the build out of energy infrastructure along the Gulf Coast.
- The LEG increases our gathering capacity by 1.8 Bcf/d to connect natural gas production from the Haynesville Basin to the Gillis Hub in southeastern Louisiana.
- The Overthrust Westbound Compression Expansion (OWCE) increases our pipeline capacity by 325 MMcf/d from Wamsutter, Wyoming, to a new delivery interconnect with the Kern River Pipeline near Opal, Wyoming.

Additionally, Williams placed deepwater projects Whale, Ballymore and Salamanca in-service to support production in the Gulf. For more information about our expansions through M&A in 2025, please see Growing Through Strategic Investments.

We also progressed several proposed pipeline expansion projects through the permitting phase. In November 2025, we achieved a significant regulatory milestone for our Northeast Supply Enhancement (NESE) project, securing key water quality permits from the New Jersey Department of Environmental Protection (NJDEP) and the New York State Department of Environmental Conservation (NYSDEC). This project, which began construction in 2026, is designed to meet market needs of New York, providing $1.8 billion in economic development and delivering gas to serve the energy equivalent needs of 2.3 million homes.

Our Southeast Supply Enhancement (SSE) 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. Construction began in March 2026 and once complete, the expansion project will add approximately 1.6 Bcf/d of pipeline capacity to the Transco system as early as the first quarter of 2027. SSE is our largest expansion project currently underway, and it will provide enough affordable, reliable natural gas to meet the energy equivalent needs of 8.6 million homes.

In 2025, we placed six FERC-regulated transmission projects into service and announced an additional five projects. In total, we now have 13 high return transmission projects in execution, which will add approximately 7.3 Bcf/d of capacity to our transmission systems over the next few years. For example, our Power Express pipeline, announced in 2025, is a 750 MMcf/d Transco expansion that will help serve power hungry markets in Northern Virginia.

Service Reliability Performance

Our ability to maintain the continuous flow of gas products and minimize operational disruptions, including downtime due to essential maintenance, is an important aspect of our reputation. 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 2025, we achieved a CIV rate of 99.34%, showcasing the exceptional performance of our operations and maintenance teams in minimizing customer impacts while meeting demand. Williams also has dedicated Commercial Services Teams assigned to work with our customers to resolve any questions or concerns that arise. These teams are accessible by email, phone or in-person. For more information on how we maintain reliability of our systems, please see Pipeline & Asset Integrity.

Williams Service Reliability in 2025

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.

Natrium Gas Processing Plant near Proctor, West Virginia.

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 shift to a lower carbon economy by delivering clean, reliable and affordable natural gas to energy systems worldwide, providing environmental, economic and community benefits today and for future generations. As an abundant, dependable and readily dispatchable energy source, natural gas strengthens energy security and affordability in the lower carbon economy as power demand continues to rise at an unprecedented pace.

U.S. natural gas and LNG play a major role in reducing greenhouse gas (GHG) emissions and other air pollutants, particularly where natural gas replaces coal in domestic power generation or when LNG displaces higher-carbon fuels abroad. The chart, "U.S. Electric Power Sector Transformation: CO_2 Emissions vs. Natural Gas Market Share," illustrates this emissions-reducing impact. Over the past 15 years, U.S. natural gas-fired generation has increased while overall CO_2 emissions from the electric power sector have declined.[16]

As countries invest in deep decarbonization technologies and expand renewable energy, natural gas remains a critical, reliable backbone for lower carbon energy systems. In the U.S. alone, hydropower, solar and wind are projected to supply 46% of power generation by 2050.[17] We also see opportunities to help maintain grid reliability during peak demand by supporting renewable intermittency with fast, reliable natural gas-fired power generation.

Williams and our stakeholders benefit from aiding the world's transition to a lower carbon future, and our infrastructure remains essential in delivering a steady supply of natural gas. As we continue to reduce emissions across our value chain, the product we supply will carry an increasingly smaller emissions footprint. At the same time, we will continue to pursue innovation and alternative, lower-carbon technologies, including certified NextGen Gas, CCS, and solar and battery storage, to further strengthen and complement our core business.

Our Approach

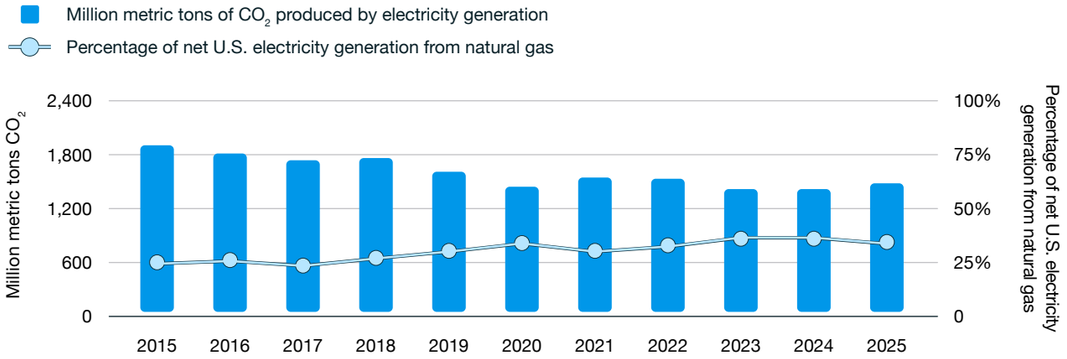
Williams supports the transition to a lower carbon economy through three core strategies by reducing emissions across our operations and enabling lower carbon energy delivery:

- 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
- Innovating solutions to create step changes in our emissions footprint

We are taking pragmatic, near-term measures to reduce our GHG emissions by investing in technology that is essential for building a clean energy future and that meets the rapidly increasing demand for affordable energy. These efforts strengthen our understanding of emissions and natural gas flow, helping us maintain reliable service while minimizing releases. For more information on Williams' long-term strategic efforts to modernize and decarbonize our systems, please see Operational GHG Emissions.

Our investments in lower carbon natural gas and alternative energy technologies, outlined later in this section, play another valuable role in helping our customers reach their value chain emissions reductions goals, including their Scope 3 emissions. With NextGen Gas, we aim to generate market demand for differentiated natural gas and other products. We also advocate for greater transparency and rigor from industry participants and third parties in emissions monitoring, reporting and verification.

U.S. Electric Power Sector Transformation: CO_2 Emissions vs. Natural Gas Market Share[16][17]



[16] Source: U.S. Energy Information Administration March 2026 Monthly Energy Review. Table 7.2b Electricity Net Generation: Electric Power Sector, Table 11.6 Carbon Dioxide Emissions from Energy Consumption: Electric Power Sector.

[17] Source: U.S. Energy Information Administration, Annual Energy Outlook 2026. Table 8: Electricity Supply, Disposition, Prices, and Emissions.

Katie D., Coordinator Maintenance, at Station 610 in Millersville, 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 focused on driving innovation and emissions reduction for Williams, our customers and stakeholders. The group works closely with internal experts, external partners and customers to assess and implement projects that deliver both environmental and financial benefits. New Energy Ventures' business model, shown below, highlights our 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. Further, Williams incentivizes our sales staff, represented by our business development and commercial teams, to develop sustainable energy products and services that meet customers' demands for clean, affordable and reliable energy.

New Energy Ventures Business Model

NextGen Gas

Deploying technologies across our footprint to deliver the next generation of low emissions natural gas from wellhead to market.

Carbon Capture & Sequestration

Developing Carbon Capture and Sequestration projects in the Haynesville and Wyoming and evaluating opportunities across our footprint.

Corporate Venture Capital

Investing in innovation and technologies at the forefront of energy evolution.

Solar & Battery

Recently completed two solar projects; progressing on backlog of solar and battery projects.

Power Innovation

Ideally positioned to develop scalable, low carbon power generation solutions to meet rapid demand growth.

NextGen Gas: Powering the Clean Energy Economy

Williams' NextGen Gas represents the best-in-class solution in trust and transparency for certified, lower-emissions natural gas. It is 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 quantification, monitoring, reporting and verification (QMRV) of the full natural gas value chain from production through gathering and transmission to the end user, enabling the measurement of methane and calculation of carbon dioxide equivalent (CO_2e) emissions intensity from wellhead to market.

Jaclyn P., Vice President, Power Innovation and New Energy Ventures, at the Echo Springs CarbonSAFE project in Wamsutter, Wyoming.

The reductions in CO_2e and methane emissions intensity achieved by Williams' operations, customers and suppliers are captured through our NextGen Gas program by using advanced measurement practices and monitoring technologies such as 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 quantification and monitoring. 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™). DaaS™ tracks emissions across our operations and value chain, providing deeper insights into operational efficiencies at the facility and equipment levels while strengthening internal transparency and accountability for our emissions reduction targets. Additionally, Williams has invested in or deployed multiple emissions monitoring and sensing technologies to enhance the NextGen Gas program by partnering with companies such as Context Labs, Encino Environmental and LongPath Technologies. For more information on Williams' emissions reduction efforts, please see Operational Greenhouse Gas Emissions.

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 ready 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 state and international governments advance emissions reduction objectives, we expect our NextGen Gas offering to unlock further commercial opportunities. For more information, please see NextGen Gas on our website.

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 for beneficial use that would otherwise be released or combusted as waste gas. Williams has developed RNG facility interconnects and pipeline extensions to support RNG adoption. 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 is interconnected with 14 RNG facilities as of February 2026. We have integrated approximately 108 MMcf of RNG per day of capacity to our system, equivalent to removing more than 500,000 gasoline-powered passenger cars from the road for one year.[18] Williams continues to explore partnerships to generate RNG 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 Boards on the Coalition for Renewable Natural Gas (RNG Coalition), a public policy advocacy and education platform for the North American RNG industry.

Power Innovation

Williams' turnkey, on-site power solutions support the transition to a lower carbon economy by enabling large-load customers to access clean, reliable power. We deliver gas to advanced power generation facilities with best-in-class emissions reduction technologies, and we provide customers additional potential paths to decarbonization by pairing these power solutions with NextGen Gas, solar, battery energy storage systems, CCS, carbon offsets and more. For more information on our recent projects, please see our website.

[18] According to the February 2026 U.S. EPA Greenhouse Gas Equivalencies Calculator.

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 at facilities. 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, including developing our own
- Build, own and operate greenfield CO_2 infrastructure

Station 201 in West Deptford, New Jersey.

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 placed our LEG project into service in 2025. The expansion increases our natural gas gathering capacity in the Haynesville Basin by 1.8 Bcf/day, and we continue to build out our CO_2 treating facility at Gillis where we will capture and ultimately sequester up to an estimated 750,000 tons of CO_2 per year once the project is complete.

Carbon Capture & Sequestration Process

Another Williams CCS project along the Gulf Coast is Longleaf CCS hub, for which we have received funding through the DOE CarbonSAFE grant for feed study work.

In partnership with the University of Wyoming's School of Energy Resources and with funding from the Department of Energy and Wyoming Energy Authority, Williams drilled a stratigraphic test well for CO_2 storage in the Wamsutter Basin in Wyoming. Williams is assessing the findings from the test well to understand the viability of this project in 2026.

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.

Low-Carbon Hydrogen Readiness

Williams remains open to exploring practical hydrogen opportunities, from hydrogen transportation and storage to hydrogen blending. While our involvement in active projects has slowed, we are designing our power innovation facilities to allow for hydrogen combustion. We also designed recent expansions of Transco, including Regional Energy Access and Southside Reliability Enhancement, to be compatible with hydrogen.

Solar & Battery Storage

Williams' investments in solar and battery storage enable us to offset power consumption at certain facilities with on-site photovoltaic solar and battery systems. Battery storage delivers captured energy during peak demand, enhances the reliability of current infrastructure and optimizes operational efficiency across the grid.

We have identified multiple opportunities within our operations to develop on-site, utility-scale solar and battery storage projects to meet operational and third-party energy needs. Across our land portfolio, including on brownfield land, our solar team oversees nine projects in the commissioned, sanctioned or early development stages. Our commissioned and sanctioned projects will add approximately 107 MW of total solar capacity and 100 MW of total battery capacity. These facilities will also 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 22 megawatts alternating current (MWac) solar power production and 24 megawatts direct current (MWdc) battery storage per year. These projects will equate to emissions savings of approximately 13,000 metric tons of CO_2e per year, equivalent to removing more than 3,000 gasoline-powered passenger vehicles from the road for one year, when renewable energy credits (RECs) are claimed and retired.[19]

[19] According to the February 2026 U.S. EPA Greenhouse Gas Equivalencies Calculator.

Solar panels at Station 610 near Millersville, Pennsylvania.

Williams Commissions New Solar Generation

In 2025, Williams identified an opportunity to construct solar power generation facilities to fuel the power needs of Williams-owned assets by offsetting power consumption from a local utility. The Keenesburg Solar Project is an approximately 12 MWdc behind-the-meter solar project at our Keenesburg gas processing plant in Colorado. The solar facility, which came online in the first half of 2026, will generate capacity and energy, as available, during daylight hours while the local utility will provide the net capacity and energy required.

Additionally, we will place our 94 MWdc, utility-scale Edge Solar facility into service in Lakeland, Florida, by the end of 2026. Developed on approximately 450 acres of reclaimed land owned by Williams, Edge Solar is producing energy for local utility Lakeland Electric to help power surrounding communities. Williams' pursuit of new solar opportunities aligns with our climate commitment objectives, broadens our clean energy initiatives and strengthens collaborations with local communities aiming to achieve a cleaner energy mix.

Mike F., Director Business Development, Ronnie S., E&C Project Manager, and Seth B., Manager Land, break ground at the Edge Solar facility alongside local partners in Lakeland, Florida.

Corporate Venture Capital Program

Williams' Corporate Venture Capital program (Williams Ventures) strategically invests in innovative startups advancing the future of energy. The program focuses on partnering with emerging companies whose technologies and business models complement Williams' core strengths while addressing the global need for clean, affordable and reliable energy.

Williams Ventures enables access to external innovation that would be difficult or inefficient to develop internally, accelerating new solutions across the energy value chain.

By combining Williams' industry expertise, infrastructure footprint and operational capabilities with the agility and creativity of startups, Williams Ventures serves as a bridge between innovation and execution. This approach allows Williams to remain competitive in a rapidly evolving energy landscape, expand optionality for future growth and play an active role in shaping technologies that support a lower-carbon, more resilient energy system.

Since launching the Corporate Venture Capital program in 2021, Williams has evaluated over 1,000 opportunities and invested $85 million across seven direct companies and five venture funds. Please see our website for more information on recent investments made through our Corporate Venture Capital program.

Listening to Our Stakeholders

Our strategy of delivering clean, affordable and reliable energy to fuel a lower carbon future positions us to explore opportunities in emerging energy technologies, diversifying our approach to continue delivering on this commitment. Shifts in stakeholder priorities, energy markets and the evolving regulatory landscape continue to inform Williams' long-term strategy.

Our New Energy Ventures group continued to pursue sustainable investments to execute this strategy, including the following in 2025:

- Placed new, behind-the-meter solar and battery storage projects into service at two Transco compressor stations
- Successfully completed NextGen Gas transactions with multiple counterparties, transferring approximately 90 cumulative Bcf of emissions-certified gas
- Drilled stratigraphic Echo Springs test well in the Wamsutter Basin in Wyoming and broke ground on the Gillis CO_2 treating facility
- Broke ground on the 94 MWdc Edge Solar facility to significantly expand renewable power capacity for the growing region of Lakeland, Florida
- Continued to include New Energy Ventures investments alongside our more traditional growth projects as part of our growth capital budget

Benjamin G., Coordinator Maintenance, at the North DeSoto Compressor Facility in DeSoto Parish, Louisiana.

PUBLIC POLICY & PERCEPTION

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

Why This Matters to Williams

Williams' ability to deliver clean, reliable energy in the U.S. and abroad is closely tied to securing public and policymaker support for new energy infrastructure. Shifting federal, state and local legislative and regulatory environments continue to shape how we operate and affect both how we optimize our current systems and our plans for growth. Challenges within the permitting process, for example, make it more difficult to obtain approvals for new pipeline construction, limiting our capacity to meet growing demand for affordable, reliable energy and prolonging reliance on higher-emissions fuels. To navigate these challenges, Williams remains proactive in engaging public officials on the value of expanding critical natural gas infrastructure during this era of unprecedented demand growth.

Promoting sound energy policy also involves addressing public perceptions through clear and consistent education efforts. Together with industry peers, Williams continues to inform stakeholders about the advantages of natural gas, particularly in supporting lower-carbon energy demand and improving living standards in communities around the world.

Our Approach

Our government and regulatory affairs team works in collaboration with legislators, regulators and key staff at state, local and federal levels to execute our policy and regulatory strategy. The team regularly updates members of our executive leadership, including our CEO, who holds ultimate responsibility for public policy engagement at Williams. Members of our executive team also engage directly with stakeholder organizations and elected officials and participate in community and policymaker events to enhance awareness of our projects and strengthen perceptions of Williams and our commitment to a clean energy future. Our CEO also holds key positions on several policy councils.

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

We maintain a bipartisan approach to public policy outreach, led by the active advocacy of our CEO, including engagement with Governors Associations, Congress, FERC and other executive branch agencies, like the EPA, the U.S. Department of the Interior and the U.S Department of Energy (DOE). Williams also meets with non-governmental organizations (NGOs) and nonprofits to gain their perspective and look for opportunities to align goals.

In 2025, Williams' former Executive Chairman, Alan Armstrong, served as the chair of the National Petroleum Council (NPC), which brings energy companies together to address the most significant issues facing our industry and the country. Williams was once again a significant contributor to two NPC studies, one to examine rising energy demand and the policy reform needed to streamline permitting for future infrastructure, and one on delivering on the promise of gas-electric coordination.

Additionally, Williams monitors macroeconomic and geopolitical developments that could affect energy markets and business operations. The Executive Officer team and other leaders stay abreast of developments affecting key global energy transportation routes. These activities help Williams evaluate potential impacts on market conditions, supply and demand dynamics, and strategic priorities, and inform decisions regarding any adjustments to the company's business strategy or risk management approach.

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 continue to progress toward 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 in all jurisdictions where we have operations aligns with our climate goals and our stance that natural gas and pipeline infrastructure are essential to a clean 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.

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.

Williams Hosts Second Clean Energy & Technology Expo in Washington, D.C.

In February 2026, Williams hosted its second Clean Energy & Technology Expo in Washington, D.C., building on the success of our inaugural Clean Energy Expo held in 2024. The event convened industry leaders, shareholders, innovators and the nation's top policymakers to highlight solutions shaping the future of energy infrastructure. Featuring an interactive, exhibition-style environment that showcased technologies and partnerships, the Expo focused on emissions reductions, energy security and meeting the growing power demand of the data economy. Expert-led panels examined modern energy strategies for data centers, including the role of natural gas alongside renewables and emerging technologies to deliver reliable, affordable and clean energy at scale. The event featured FERC Chair Laura Swett and U.S. Secretary of the Interior Doug Burgum and reinforced Williams' commitment to advancing pragmatic energy solutions that support economic growth and the next generation of technology and infrastructure.

Williams employees at the 2026 Clean Energy and Technology Expo in Washington, D.C.

Political Contributions

Williams takes a bipartisan approach to our political contributions, backing candidates that advance our business and industry interests, including energy infrastructure growth and modernization, permitting reform, pipeline safety and affordable decarbonization policy. Before Williams contributes, our legal department conducts a thorough review to confirm 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 support natural gas infrastructure and Williams' projects across our operational footprint. Participation in WILLCO PAC is entirely voluntary. In addition to WILLCO PAC giving, Williams made corporate political contributions to members of both political parties totaling $121,1 50 in 2025.

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 2025, Williams was recognized as a "Trendsetter Company" and scored over 90% on this comprehensive rating index for the seventh 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.

Industry Associations

Williams actively partners with industry and 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 and influence industry discussions.

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

The American flag hangs from the rafters of the Floyd Bennett Field Facility in Brooklyn, New York.

Public Perception & Education

Williams has a responsibility to clearly and effectively articulate the significance of affordable and reliable natural gas and the essential role that our services play in supporting a lower carbon future. We believe natural gas plays a vital role in supporting the lower carbon economy by offering energy security and driving economic development. For example, the NESE project is designed to meet market needs of New York, providing $1.8 billion in economic development and delivering enough gas to meet the energy equivalent needs of 2.3 million homes.

Public education is a responsibility of every employee, from our executive officers to our field teams. Improving public understanding leads to stronger community support for our operations and infrastructure projects. 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 and the natural gas industry's benefits both domestically and globally. Through these efforts, we hope to enhance public knowledge and understanding of our business and projects so that we can work together to build a cleaner energy future.

In 2025, Williams' community outreach and government affairs team used ongoing project execution work to strengthen our relationships with customers' community outreach and 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 nontraditional stakeholder organizations. These efforts included attendance at events and speaking opportunities alongside engaging with elected officials to broaden their 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 educate and highlight the critical role of natural gas in affordably and reliably supporting our clean energy future.

Social media is a key channel for educating and engaging the public on the role natural gas plays in meeting energy demand and advancing Williams' commitment to a cleaner 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 of Williams in community meetings. These insights help inform our communications strategy and enable timely and transparent engagement with more responsive outreach tailored to local community needs.

CLIMATE ADAPTATION & RESILIENCE

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

Climate-related risks and opportunities have the potential to materially affect our business and operations. We consider and incorporate these potential risks and opportunities when developing our annual strategy. As part of this process, our executive management and board gain exposure to these risks and opportunities and how they could affect our long-term results. This high-level awareness, oversight and management of climate-related risks and opportunities allows us to continue generating long-term value for our shareholders, customers, employees and communities.

Governance

Our climate governance strategy and reporting aligns with the recommendations of the Task Force on Climate-Related Financial Disclosures. Our sustainability reporting has contained a TCFD Index since 2021, which allows our stakeholders to analyze our disclosures using the four TCFD reporting pillars to enhance our transparency and help readers more easily locate climate-related information. In 2025, Williams received an industry-leading score of "A–" on our climate change disclosures to the CDP for the third year in a row, underscoring our longstanding commitment to climate change transparency. An "A–" signifies that we incorporate effective governance practices and are taking coordinated action on climate change, and we will complete our seventh consecutive CDP disclosure in 2026. For additional information on Williams' governance, strategy and management of climate-related risks and opportunities, please see our most recent CDP Response.

Our near-term climate commitment and progress demonstrates how we commit to addressing our climate impacts. In 2025, our board reviewed the company's progress on emissions reductions in our core business and advancement towards our climate commitment. For more information regarding how our board oversees ESG, please see Sustainability Governance, and, for details on our near-term climate commitment, please see Operational GHG Emissions.

Strategic Scenario Analysis

Williams creates and uses a range of strategic scenarios with different risks and opportunities based on diverse market fundamentals during our annual enterprise-wide strategy development. We incorporate various factors including macroeconomic trends, commodity pricing, the pace of the energy transition, and advancement and implementation of technologies such as solar and battery storage into scenario parameters. Scenario analysis serves to identify potential impacts that these factors could have on the overall supply of or demand for natural gas.

Assumptions about technology advancements may include scaling of existing technologies, such as batteries, and the emergence of new technologies that could have an overall impact on natural gas supply and demand. The scenarios primarily focus on a 10-year time horizon across all Williams operations. At this time, we do not forecast an energy mix breakout in the scenarios.

We compare our internally developed scenarios to various energy transition scenarios developed by third parties. At its annual strategy meeting, the board receives our scenario analysis results and evaluates if our enterprise strategy should be updated.

Goldendale Compressor Station near Goldendale, Washington.

Storage tanks at the Pine Needle LNG Storage Facility in Stokesdale, North Carolina.

Climate-Related Physical Risks

Various types of climate-related physical risks exist that could affect our assets and operations. Weather hazards such as flooding, hurricanes, wildfires, landslides, extreme temperatures and drought all have the potential to adversely affect our assets, operations and customers, all of which could increase in magnitude with a rise in average global temperature. Extreme weather conditions can damage facilities, pipelines and equipment, requiring more system backups and enhanced precautionary planning. This can lead to added costs, increasing system stresses and service interruptions. For more details on these risks, please see our 2025 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. We incorporate potential impacts from weather hazards into our business continuity plans to aid our employees in responding to any weather hazard-related emergencies. We also build resiliency into our operations and systems based on historic weather patterns in local areas of operation.

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

Climate-Related Transition Risks

Natural gas is a safe and reliable energy source uniquely positioned to account for intermittency limitations as wind and solar energy scale into greater portions of the global energy mix. Our critical natural gas infrastructure keeps American energy reliable and affordable in a lower carbon future.

We consider climate commitments, emissions goals and physical climate risks when evaluating and understanding our climate-related transition risks and opportunities, which we integrate into various strategic decision-making processes.

Our operations are subject to evolving federal, state and local environmental laws and regulations, including those related to climate change and GHG emissions. These requirements may address areas such as methane and other air emissions, monitoring and reporting, permitting and operational standards. Broader climate-related legal and policy developments, including permitting-related considerations and litigation, may also influence the regulatory environments of our operations and projects. Several states have also enacted or proposed climate-related disclosure requirements, including California SB 253 and SB 261 and similar measures, and we are prepared to comply with applicable requirements.

Certain elected officials, environmental groups, landowners, Indigenous communities, local groups and others have demonstrated opposition to operating and expanding our pipelines. We recognize that stakeholder opposition may affect our ability to maintain and expand our operations and advance a low carbon future. For more information on how we work to address these concerns, please see Public Policy & Perception.

For a complete list of Williams' risk factors, including both physical and transition climate change-related risks, please see our 2025 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 and solar and battery projects. For more information on the opportunities Williams is pursuing in this space, please see Transition to a Lower Carbon Economy.

Internal Carbon Pricing

Williams determines option-specific costs to reduce our operational GHG emissions with specific case-by-case analyses. We are continuing to build out a unified analysis framework for understanding potential emissions reductions from our projects and work practices, which we will incorporate into future emissions forecasts and climate targets.

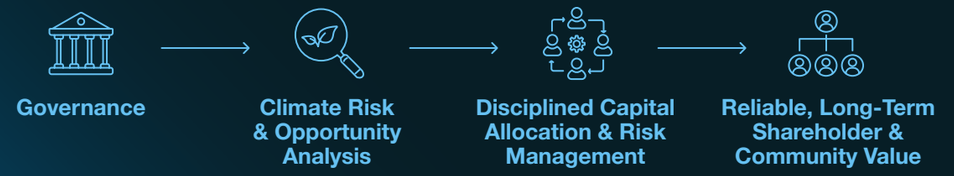
Using the Regional Greenhouse Gas Initiative's actual weighted average price of $24.05 per metric ton of CO_2 in 2025, the gross expense to offset Williams' 2025 Scope 1 CO_2e emissions would be $335.7 million, which could be partially mitigated through customer agreements.[20] We mitigate climate change regulation risk and deliver long-term shareholder value through integrating cleaner technologies and energy sources.

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

Metrics & Targets

We maintain several GHG emissions targets that will minimize our climate impact while allowing us to continue delivering affordable, reliable energy and grow our business. Our near-term climate commitment is to reduce our Scope 1 and 2 carbon intensity by 30% by 2028, compared to a 2018 baseline. This commitment aligns with both the growth and decarbonization priorities of shareholders and customers. We have also committed to enhancing our emissions monitoring and measurement capabilities on both operational control and equity share bases as part of our OGMP 2.0 membership. In addition, we have established an OGMP 2.0-aligned methane target to achieve a Scope 1 methane intensity of 0.0375% by 2028. Furthermore, we maintain an ambition of achieving net zero emissions by 2050. For details on all Williams' climate-related objectives, please see Operational GHG Emissions.

Creating Value Through Climate Governance



Rudy M., Operations Technician, at the Markham Gas Processing Plant in Markham, Texas.

MINIMIZING OUR FOOTPRINT

Williams' commitment to environmental stewardship is embedded in every stage of our operations. We use a robust variety of tools and initiatives to measure, reduce and manage our GHG emissions, non-GHG air emissions, land impacts, water use and waste generation to help us operate more cleanly and efficiently.

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Water 49
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Parachute Gas Processing Plant at dusk near Parachute, Colorado.

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 nation's largest handlers of natural gas and NGLs, we understand the importance of closely monitoring, minimizing and reporting our Scope 1 and Scope 2 GHG emissions from the assets we operate and the products we move. By reducing emissions from our own operations, we also help mitigate Scope 3 emissions across the natural gas value chain. Our goal is to limit the climate impact of our activities while continuing to provide safe, reliable and affordable energy. This commitment is codified in our EH&S Policy, which requires employees to "operate in a manner that reduces the impacts of our business activities on climate."[21]

Minimizing our climate impact also generates both immediate and long-term value for our shareholders and customers by improving operational efficiency and mitigating climate risk. Williams' near-term climate commitment is to lower our CO_2e emissions intensity by 30% by 2028 against a 2018 baseline.[22] This commitment aligns with our ambitious business growth objectives focused on fueling the world's accelerating energy demand using natural gas as a reliable decarbonization lever. To achieve this goal, we remain focused on key emissions reduction efforts, including boosting operating efficiencies, investing in equipment modernization and implementing advanced technologies like aerial monitoring and real-time leak detection. Achieving our emissions intensity target will also contribute to our ambition to reach net-zero GHG emissions by 2050.

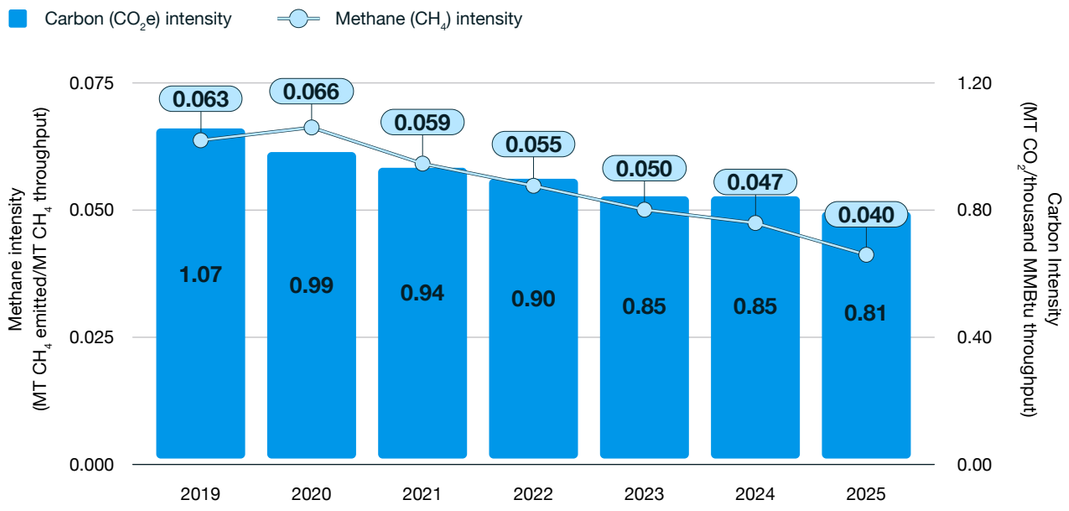
[21] Williams EH&S Policy.

[22] Our near-term climate commitment is 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.

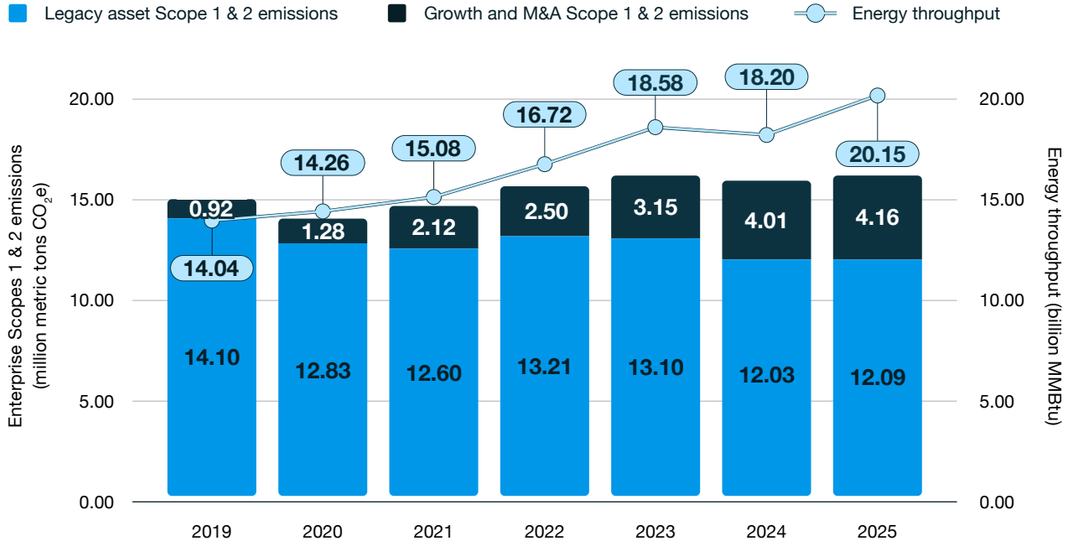
Williams' Near-Term Climate Commitment

Achieve 30% reduction of intensity-based Scope 1 and Scope 2 GHG emissions from 2018 levels by 2028. Williams has achieved a 28% reduction in emissions intensity since 2018.

Carbon & Methane Emissions Intensity



Scopes 1 & 2 Emissions vs. Energy Throughput



Quantification, Monitoring, Reporting & Verification

Our operational GHG emissions primarily 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 comprise our GHG QMRV programs. QMRV is the foundation of our emissions reduction and reporting efforts as well as our compliance with federal and state reporting requirements. Our QMRV programs are further guided by industry-leading partnerships and standards, including our participation in OGMP 2.0. As of the end of 2025, we had 143 facilities that were onboarded in our QMRV program, enabling us to develop a robust and expansive dataset of bottom-up emissions measurements. We also expanded our aerial flyover campaign in 2025 to begin scaling our top-down emissions measurements.

Will T., Operations Technician, at the Markham Gas Processing Plant in Markham, Texas.

Williams collaborates with technology partners such as Context Labs, Encino Environmental and LongPath Technologies to develop tools that help detect emissions at nearly real-time speeds. Context Labs' DaaS™ platform integrates 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, please 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.

Williams uses a field mobile app to streamline and accelerate collecting, reporting and communicating gas loss data from across our operations. In 2025, we began using the app in several operating areas and added the functionality to begin tracking whether releases were directed to the atmosphere, low pressure transfer, flare or recompressed. Users can select a combination of those methods for each blowdown event. We will continue to roll out the app across the rest of the organization in 2026.

In 2025, we compiled and submitted our 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 Scope 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 Scope 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 Response for detailed breakdowns of our GHG emissions, and, for more on our verified data, please see our ERM CVS Assurance Statement.

LongPath Sensor Technology Prevents Major Emissions Event at Fort Lupton Gas Plant

LongPath continuous emissions monitoring played a critical role in identifying and resolving a leak that occurred after a planned shutdown and restart at the Fort Lupton Gas Plant East Side. After the facility was brought back online, LongPath sensors detected abnormally high emissions, prompting a collaborative investigation by Williams' operations, QMRV and LongPath teams to identify the source. Real-time alerts provided by LongPath enabled our operations team to swiftly verify the emissions source using a FLIR camera. Further investigation revealed a third-party contractor had improperly installed rod packing on two compressors, resulting in elevated compressor vent emissions. Williams made the necessary repairs and restored both units to normal operating conditions and emissions levels. Early detection by LongPath enabled our teams to intervene months ahead of the next scheduled Optical Gas Imaging (OGI) survey, preventing a prolonged and more significant emissions event. Continuous monitoring by LongPath directly supports Williams' sustainability goals by reducing methane emissions, improving equipment performance and strengthening proactive operational practices.

The Fort Lupton Gas Plant near Fort Lupton, Colorado.

OGMP 2.0

Williams is committed to reducing our emissions from methane. Our ongoing membership and active participation in OGMP 2.0, the UNEP's methane reporting and mitigation framework, demonstrates our commitment to industry leadership in accurate and credible methane emissions monitoring and ongoing efforts to reduce emissions from the energy value chain. In 2025, Williams achieved the OGMP 2.0 Pathway to Gold Standard for the second consecutive year as a result of our planning and efforts to enhance our reporting to Level 4. More details on OGMP 2.0 member organizations can be found at the International Methane Emissions Observatory's Methane Map website.

Williams has set a methane intensity goal that aligns with OGMP 2.0 membership requirements, shown to the right. Throughout 2025, Williams deployed new source and site-level measurement campaigns to continue meeting the OGMP 2.0 Level 4 reporting standards and to strive for Level 5 on one-third of material assets.[23]

[23] 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.

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 2025, the research evaluated measured emissions at several Williams compressor stations and other facility types using 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.

Williams' OGMP 2.0 Methane Target

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

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.

Our near-term climate commitment to reduce the carbon intensity of our operations, recorded in metric tons CO_2e per thousand million British thermal units (MMBtu) of gas and liquid throughput, by 30% from 2018 levels by 2028 accounts for all known sources of Scopes 1 and 2 emissions in our inventory, including residual emissions sources. While our absolute 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 2025, we continued to reduce both methane and CO_2e emissions intensity across our operations, even as we integrated major acquisitions, such as our Wyoming Upstream assets and Rimrock Energy Partners, and expanded our asset footprint. We also continued to expand on the inclusion of emissions sources for all known sources of Scope 1 and 2 emissions in our inventory. Even with this expanded scope, Williams improved upon our Climate Commitment progress, and we achieved a decrease in year-over-year methane emissions across the enterprise. From 2018 through 2025, Williams' expansion projects and acquisitions led to a 60% increase in energy throughput. Our emissions intensity goal reflects this growth while highlighting the strides we are taking to expand efficiently and responsibly.

Williams' 28% reduction in emissions intensity since 2018 coupled with our 67% 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 Reductions

Methane accounts for approximately 21% of our Scope 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 2025, we set an intensity-based methane reduction target of 5% from a 2024 baseline, and through the hard work and dedication of Williams' employees, we outperformed our target. For our 2026 AIP, we again set a 5% intensity-based methane reduction target to continue capturing our efficiency gains in the context of company growth, in alignment with our near-term climate commitment.

Williams reduces methane emissions through our Emissions Reduction Program (ERP), a multi-year investment project that aims to considerably cut emissions from methane and nitrogen oxides (NO_X) from compressor stations along Transco and Northwest Pipeline (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.[24] In 2025, we completed two compressor station modernization projects on NWP, replacing four compressor engines, reducing both methane and NO_X emissions. Modernization projects such as this are crucial steps toward our anticipated 50% reduction in methane emissions from ERP compressor stations by 2030, along with driving significant NO_X reductions.[25]

[24] 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 and increase our combined Scopes 1 and 2 emissions.

[25] 4Q and Full-Year 2024 Earnings Call, p. 50.

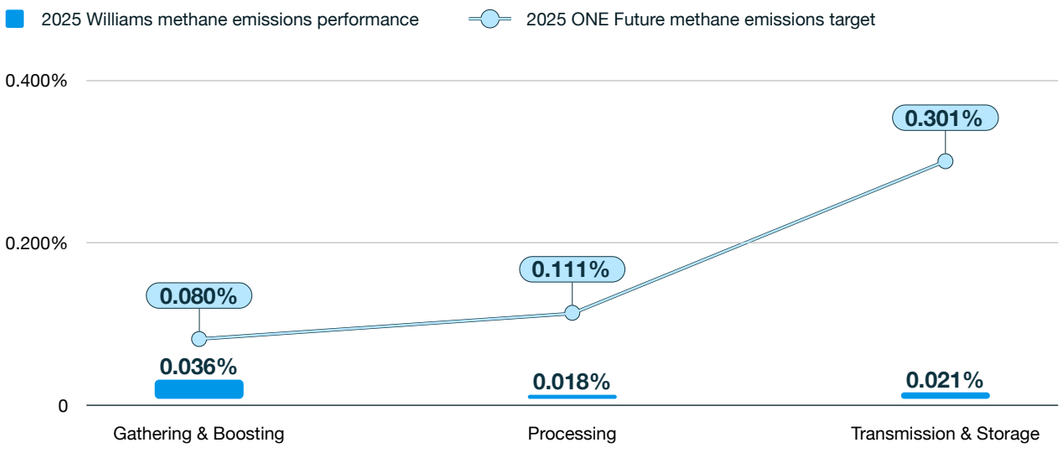
Williams is a member of Our Nation's Energy Future Coalition, Inc. (ONE Future), a consortium of energy companies voluntarily working to reduce methane emissions by developing policy and technical solutions to improve emissions management across production, gathering and boosting, processing, transmission and storage and distribution. In 2025, Williams again beat ONE Future's relevant 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 40% since 2018, even as natural gas throughput increased, reflecting the company's aggressive methane mitigation efforts.

2025 AIP Methane Reduction Target

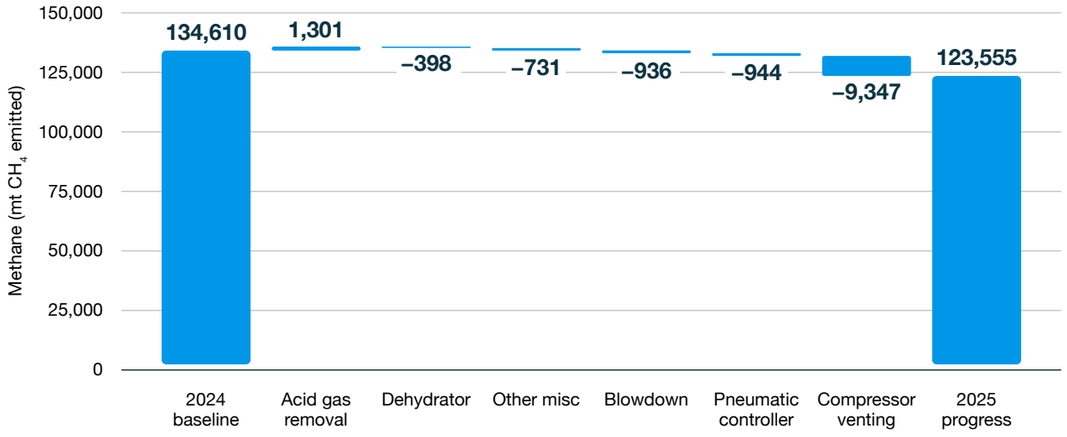
Outperformed target to reduce one-year methane emissions intensity by 5% compared to 2024.

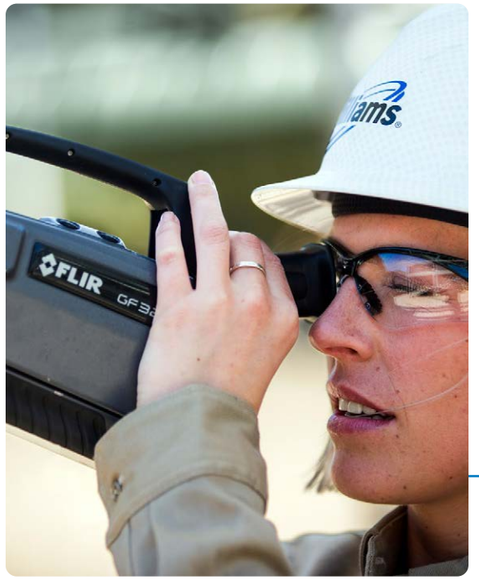
An employee monitors equipment at Transco Station 165 in Virginia.

ONE Future Methane Intensity Goals & Performance by Segment



2025 Scopes 1 & 2 Methane Emissions Reduction Sources





Williams has adopted a comprehensive methane reduction strategy that surpasses conventional estimation methods. In 2025, Williams continued to enhance 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, Williams increased the subset of our assets included in Subpart W surveys, leading to an approximately 9% increase in survey counts and further enhancing our direct measurement inventory.

Jessica P., Engineer, at the Willow Creek Gas Plant near Rifle, Colorado.

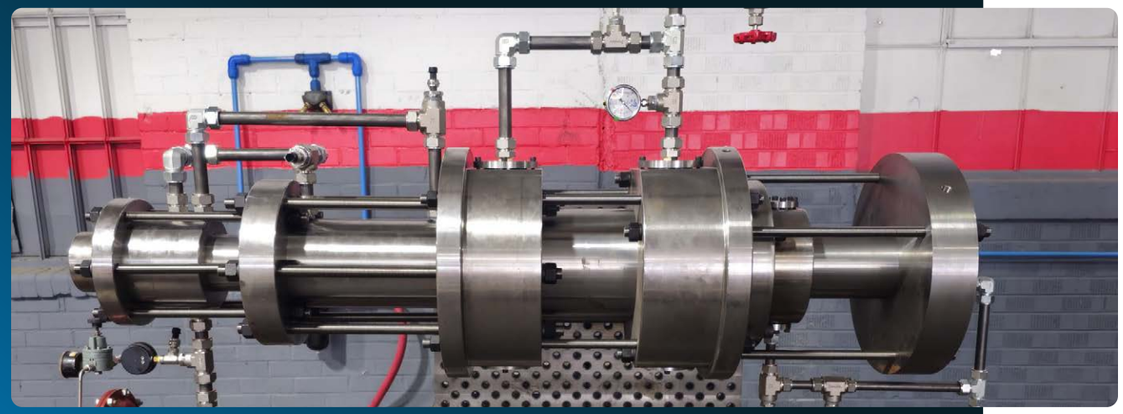
The waterfall chart above illustrates the main drivers of absolute methane emissions reduction in 2025. Reduction sources include:

- Compressor venting from significant reductions in reciprocating compressor venting across Transmission driven by ERP upgrades
- Pneumatic controllers from retrofits and replacements with zero-emission units across Gathering & Processing, along with removals of select Upstream controllers through the isolation program
- Blowdowns from overall reduction in physical blowdown volumes across Gathering, Processing and Transmission
- Dehydrators from changes in glycol system utilization driven by operational conditions
- Other miscellaneous emissions from operational activities contributing to overall reduction
- These reductions were partially offset by increased emissions from acid gas removals driven by updates to the underlying calculation methodology

Employee-Driven Solution to Reduce Emissions

Williams is advancing its patent-pending E2C (Energy Exchange Compressor), an employee-driven innovation designed to address a persistent challenge of continuous, low-flow leaks at remote sites through a compact, power-free device that recaptures escaped gas and returns it to the system. The E2C, when installed on a single compressor, should reduce emissions by 2,000 metric tons of CO_2e per year, which is comparable to over 5 million miles driven by a gasoline car.

During Phase 1, Williams partnered with ACI in Cambridge, Ohio, to complete detailed engineering, develop a functional prototype and conduct successful shop-based testing. Project insights and early results were documented through a joint technical paper and presentation delivered to the Gas Machinery Research Council (GMRC) in 2025. With initial development complete, Williams is now focused on securing Phase 2 funding. This next phase will involve making minor improvements to the design and transitioning to field testing on Williams assets.



A prototype of the E2C device.

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, which 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.

Compressor Venting: Compressor venting from rod packing is another significant source of emissions. Williams is voluntarily addressing these emissions by piloting the Spartan Controls SlipStream® vent capture technology, which captures and routes vented gas from rod packing back into the compressor engine to be used as fuel instead of entering the atmosphere. In 2025, we reduced more than 100 metric tons (MT) CH_4 as a result of using the SlipStream® technology.

Additionally, as part of our compliance efforts, we continue to install vapor recovery units (VRUs) at designated compressor stations to capture vented gas. For our new ERP gas turbines with centrifugal compressors, we install industrial gas turbine recovery systems for dry seal emissions.

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

Station 240 in Carlstadt, New Jersey.

Leak Detection & Repair

Through our Leak Detection and Repair (LDAR) programs, Williams strives to minimize fugitive emission leaks of methane, volatile organic compounds (VOCs) and volatile hazardous air pollutants (VHAPS) from our natural gas operations. We conduct monthly, quarterly, semiannual and annual LDAR surveys on our facilities using Method 21, Optical Gas Imaging (OGI) and other advanced leak detection technologies.

We maintain comprehensive LDAR Program standards for each of our industry segments. These standards outline roles and responsibilities related to LDAR. These standards are documented in site-specific monitoring plans, as appropriate, which serve as the road map for consistent LDAR compliance that drives effectiveness across our LDAR programs. To further support performance, consistency and continuous improvement, Williams also manages an overall Environmental Assessment Program (EAP) for all areas of environmental compliance as well as LDAR specific audit initiatives that benchmark and enhance our LDAR processes.

We also utilize fugitive equipment component inventory and leak tracking software to catalog and store inspection records from LDAR surveys across our gathering, processing and transmission assets. These platforms identify specific leaking components such as valves, connectors, flanges, pumps and open-ended lines, allowing operators to make timely repairs and analyze the survey results. By analyzing survey results, we identify equipment with recurring leaks and use this information to improve maintenance practices and guide equipment purchase decisions that reduce future emissions.

Effective and quick LDAR contributes to our emissions reduction targets, enhances operational reliability and reduces maintenance costs. Please see Pipeline & Asset Integrity for more information.

Other GHG Emissions Reduction Initiatives & Opportunities

Williams evaluates proposed emissions reduction opportunities based on impact and feasibility alongside other benefits, including maintaining compliance and reliability. Several 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 power innovation, as described in Energy Access, Affordability & Reliability, and CCS, detailed in Transition to a Lower Carbon Economy.

Upstream Emissions Management

Williams acquired Crowheart Energy, a company in the upstream oil and gas segment, in late 2024. These assets, now called Wyoming Upstream, maintain 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 supports regulatory compliance and helps reduce environmental impact. The company's Operations Technicians are well-trained to perform immediate repairs on any leaks detected during surveys, reinforcing a culture of swift response and environmental responsibility.

Williams has expanded upon the proactive emissions reduction work already underway in Wyoming Upstream by implementing additional environmental best practices and guidelines for common emissions sources. For example, through a well-site equipment isolation program, Williams has identified more than 1,000 low-return wells to isolate — approximately 740 of which have already been isolated — delivering an estimated approximately 80,000 metric tons of CO_2e in program emissions reductions from pneumatic controllers, storage tanks and pneumatic pumps. This was achieved with no capital investment beyond labor hours.

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

Jayce P. and Jimmy J., Operations Technicians, at Black Bear Compressor Station near Wheeling, West Virginia.

Blowdown Management

Williams works to reduce emissions from large pipeline blowdowns. We focus on improving the efficiency and effectiveness of large pipeline blowdown events and provide resources for project managers to streamline the emissions reduction and outage planning process. Williams creates blowdown optimization tools, develops work practices and onboards new mobile compression and flaring vendors such as ZEVAC. ZEVAC gas recovery units capture blowdown emissions and recompress the gas back into our system. These efforts increase emissions reduction opportunities while working within project budgets and scheduling constraints.

Our technical experts also innovate process and equipment improvements that reduce emissions, such as our PAGER system pilot. PAGER recovers and processes pigging emissions via catalytic heater, within our Wetzel Gas Gathering System and Ohio River Supply Hub. By 2025, improvements to the PAGER system led to a 77% increase in the efficiency to the current 22% reduction in pigging emissions.

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 2025, Williams saw a 10.6% reduction in methane emissions compared to 2024 from distinct blowdown events in which natural gas was redirected or captured and recompressed instead of being vented.

Rooftop Solar

Williams' Rooftop Solar initiative directs investments in panels that produce intermittent solar power. These investments reduce utility electricity costs and generate RECs. In 2025, our Princeton Division office produced 63.2 megawatt-hours of electricity, saving $11,460 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, please see Transition to a Lower Carbon Economy.

NON-GHG AIR EMISSIONS

SASB EM-MD-120a.1

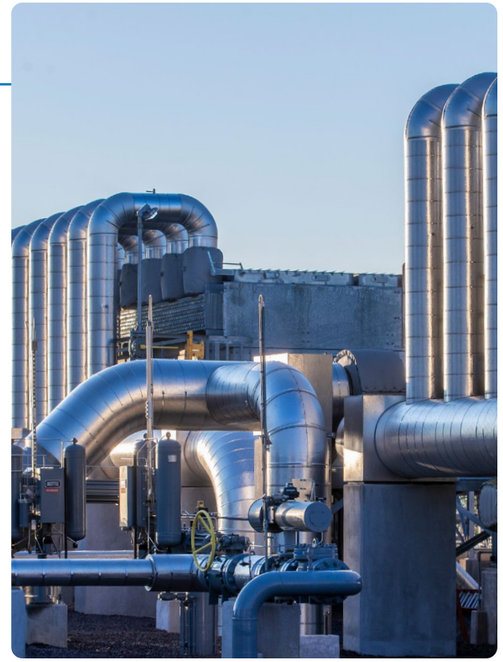
At Williams, we actively monitor and reduce our impact on air quality to minimize impacts to human health and the environment, as formalized in our EH&S Policy. Our efforts to reduce operational GHG emissions align with our approach to minimizing our non-GHG air emissions.

Air emissions from our facilities include, but are not limited to, nitrogen oxides (NO_X), sulfur dioxide (SO_2), volatile organic compounds (VOCs), hazardous air pollutants, and particulate matter.

Williams is in compliance with non-GHG air emissions regulations and is actively reducing these emissions through our Emissions Reduction Program (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 2025, NO_X, hazardous air pollutants and particulate matter emissions all decreased. Our non-GHG air emissions vary based on our progress implementing ERP projects as well as seasonal fluctuations in transmission horsepower hours.

Michael S., Coordinator Maintenance, and Kevin J., Operations Technician, at Station 23 near Victoria, Texas.

Station 610 near Millersville, Pennsylvania.



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, including 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 power 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, please see Environmental Justice.

Air Emissions Tracking

Williams maintains a dashboard for tracking air emissions data, with an emphasis on criteria air pollutants at compressor stations, processing plants and fractionators.[26] 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 assessments of air emissions and other environmental compliance activities. This program audits our environmental compliance systems at the operational level. Third-party auditors are involved with approximately 17% of internal environmental audits annually. Additionally, internal specialists at Williams assess environmental data and compliance covering 22% of our operations.

[26] Criteria Air Pollutants | US EPA.

Natrium Gas Processing Plant near Proctor, West Virginia.

Air Emissions Reduction Strategy

Our strategy to reduce air emissions focuses on retiring and replacing legacy equipment, improving operational efficiency, following best practices for operations and maintenance and deploying advanced technologies to minimize emissions.

Our ERP is a multi-year modernization investment project to significantly reduce NO_x and 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 recovery 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. ERP initiatives also are expected to reduce equipment downtime and improve reliability for customers.

Through our ERP, we replace legacy turbines and reciprocating engines and their compressors with new turbines that are lower emitting and meet the latest regulatory standards for new turbines and compressors. Our two ERP projects completed in 2025 are expected to yield an approximate 43% reduction in NO_x emissions on NWP and an approximate 52% in NO_x emissions on Transco. We estimate that full implementation of the ERP will cut NO_x emissions from system-wide Transco and NWP transmission sector facilities by more than 79% and reduce associated methane emissions by roughly 50% compared to legacy levels.

Driving Emissions Reductions Through Equipment Upgrades

Rocky Mountain Midstream identified an opportunity to decommission underutilized compression stations by shifting volumes to fill other compressor stations and help Williams maintain compliance with Colorado's Air Quality Control Commission Regulation Number 7. In July 2025, Williams decommissioned its Latham Compressor Station in Colorado's DJ Basin, resulting in an estimated annual emissions reduction of 13,933 metric tons of CO_2e, 126.2 metric tons of CH_4 and 0.04 metric tons of N_2O. This facility was located in one of Colorado's defined Disproportionately Impacted Communities, a census block group identified by the state as experiencing higher environmental and health burdens due to factors such as low income, communities of color, housing cost burden, linguistic isolation, tribal jurisdiction or high cumulative pollution impacts. Decommissioning the station lessens the burden on this community while not diminishing our ability to deliver reliable and affordable natural gas to the region. Williams continues to evaluate similar opportunities at other facilities to achieve net emissions reductions.

Farmland in Colorado's DJ Basin.

BIODIVERSITY & LAND USE

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

As expressed in our enterprise-wide Biodiversity Statement, Williams strives to protect biodiversity and ecosystems and manage land responsibly by avoiding, mitigating and, when needed, offsetting impacts on nature. We follow these principles during the routing, siting, construction, maintenance, remediation and retirement phases of our pipelines and facilities.

While adherence to local, state and federal regulations forms the basis for our biodiversity and land management practices, Williams goes beyond these requirements by implementing more stringent voluntary 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 to "avoid, minimize, restore and offset" potential impacts on sensitive terrestrial and aquatic ecosystems during project development and execution, both onshore or offshore.

Autumn foliage near the Meacham Compressor Station in Meacham, Oregon.

Biodiversity Management

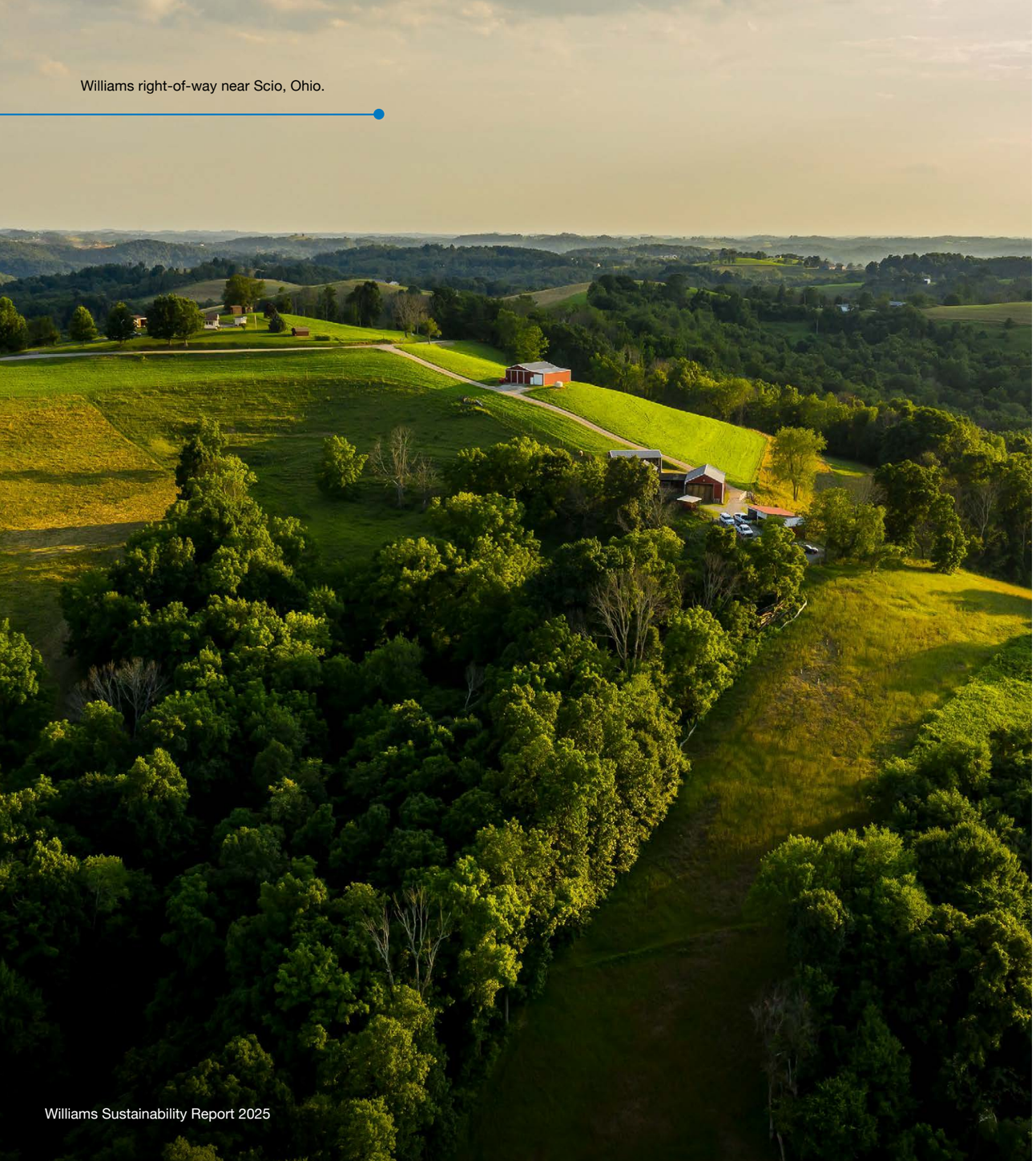
The construction, operation and maintenance of our pipelines can at times pose potential impacts to biodiversity. Therefore, we prioritize actions to mitigate biodiversity impacts during project planning and ongoing maintenance. During the early stages of expansion project and maintenance planning, we 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 us understand the interdependencies between natural resources and local communities, which is essential for the long-term success of our stewardship efforts and community well-being. When needed, Williams engages with multiple stakeholders, such as local community members and leaders, to minimize disruptions to local ecosystems, including throughout the site closure process. Please see Stakeholder Relations for additional context on how we gather community feedback. All these elements inform our natural resource management strategies that identify and implement plans for mitigating potential adverse effects from project construction and operation.

Managing social impact is crucial to the successful closure and rehabilitation of sites. We are responsible for remediation projects throughout our nationwide footprint, aiming to return remediated landscape to a beneficial use.

To implement both regulatory and voluntary natural resource management strategies effectively, 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 to reduce habitat fragmentation and avoid 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 (FWS), Bureau of Land Management, National Oceanic and Atmospheric Administration Fisheries, U.S. Army Corps of Engineers and FERC.



Williams right-of-way near Scio, Ohio.

In 2025, 14% 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 FWS Threatened & Endangered Species Critical Habitat, National Marine Fisheries Service (NMFS) Threatened & Endangered Species Critical Habitat and FWS National Wilderness Boundaries.

When avoiding sensitive natural habitats is not possible, we implement the adaptive mitigation hierarchy. 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. We also keep mowing frequencies in most areas to two- and three-year cycles and limit herbicide 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 or threatened bat species, we schedule clearing activities in the winter months when bats are not active to avoid disturbances.

Williams collaborates with interest groups, subject-matter experts, community organizations and land management agencies to develop impact minimization and mitigation and restoration plans. For example, in 2025, Mississippi State University developed a vegetation monitoring and management plan and completed an assessment of vegetation and pollinators along Transco's Pascagoula Supply Lateral in Jackson County, Mississippi. The resulting data set will serve as a baseline for comparison with post-mowing conditions, with continued vegetation and pollinator monitoring planned in 2026 and 2027. While no invasive species have been observed to date, Williams may apply selective herbicide use, if necessary, and in accordance with FERC procedures, and plant nectar-producing plants, if future surveys identify gaps.

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.

Highlight Story: Great Horned Owls Get a New Home for the Holidays

For many years, a pair of great horned owls, affectionately named Hootie and Hanna, has nested in the windrow trees surrounding the NWP Pocatello Compressor Station. As part of our ERP in 2025, we began replacing a turbine at the station which required installing pipe beneath the tree where the owls were settling into a new nest. Keeping the tree would have risked disturbing an active nest during construction, and, since the owls had not yet laid eggs, the NWP team decided to safely remove the tree.

To give the owls a safe place to nest, the NWP field office collaborated with an avian biologist to build a large nest box along the property's perimeter. The team completed the nest box just before Christmas, giving the owls time to settle in before nesting season. The structure features a 10 square-foot frame that houses an insulated, three square-foot nesting box, sheltered perches and space for juveniles to strengthen their wings.

Hootie and Hanna happily moved into their new home and successfully laid and had three eggs hatch. The collaborative work of our NWP team to offset the impact of pipe construction demonstrates the care Williams takes to apply an adaptive mitigation approach when nearby biodiversity is at risk.

One of the Great Horned Owls at the NWP Pocatello Compressor Station.

Land Use

We work to safeguard the land and water around Williams' operations throughout the life of our assets, from installation through operation and retirement. Our efforts include preserving and restoring soil, reducing erosion and restoring land either to its original condition or for beneficial reuse. We aim to complete restoration on all land we own, lease or operate, recognizing that timelines for restoration vary based on local climate conditions and other environmental factors.

Williams intersects many areas with extreme terrain susceptible to landslides. These areas are 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 this risk, a dedicated team evaluates landslide potential along proposed pipeline routes, following guidelines from The Nature Conservancy and other industry standards. When needed, we reroute pipelines to avoid problem areas as much as possible. For sites that predate The Nature Conservancy guidelines, our team assesses the need for remediation plans to prevent landslides. We continue to monitor susceptible sites using desktop evaluations field and aerial patrols, 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, please see Pipeline & Asset Integrity.

In 2025, Williams disturbed 1,253 acres of land across all owned, leased and operated land. However, we restored 1,175 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 completes, Williams works to restore the land surrounding our assets back to or beyond its pre-disturbed condition. Site- and habitat-specific vegetation seed mixes designed to support pollinators, native species, wildlife foraging and overall biodiversity support our restoration goals. 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. We also track restoration and disturbance metrics in our permit-tracking tool to assess the effectiveness of our post-construction restoration efforts.

Williams right-of-way near Millersville, Pennsylvania.

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.

Charitable Partnerships

Williams supports reforestation and habitat restoration through corporate giving and partnerships with several non-governmental organizations. We also support The Nature Conservancy's efforts to improve forested and freshwater ecosystems in southern Appalachia through a multi-year grant that enables tree planting across hundreds of thousands of prescribed burned acres. For the past three years, Williams has served as the premier sponsor of the Davidson Lands Conservancy's Wildlife Habitat Program, which supports three park areas with efforts such as restoring native grasslands, removing invasive species and enhancing trails. For more information on our nature-related philanthropy, please see Community Investment.

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 into 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 findings of the assessment help determine appropriate approaches for restoring land no longer used by our operations. For more information on our restoration efforts, please see Land Use.

We are responsible for remediation projects throughout our nationwide footprint, aiming to return remediated landscape to a beneficial use. Williams' environmental services team currently manages 85 active remediation sites, with a total environmental accrual for remediation of $41.7 million.

McPherson Valley Wetlands near McPherson, Kansas.

WATER

TCFD: Metrics and Targets

Water is a critical resource, and Williams is committed to managing it responsibly across all stages of the asset life cycle, including construction, operations and retirement. Water stewardship is a key priority for our stakeholders, including local communities and non-governmental organizations. Through our environmental inspection, compliance and corrective action programs, including Williams EAP, we adhere to all applicable environmental laws, regulations and permit requirements related to water.

Water Use & Effluents

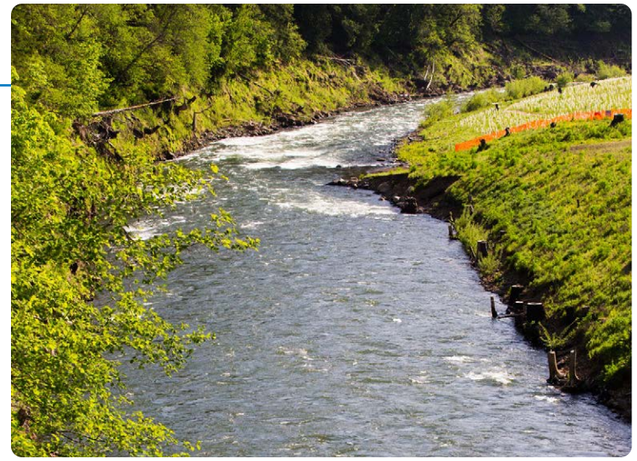
Normal pipeline operations do not significantly impact water usage, indicating that our largest water impact occurs during hydrostatic testing at the initial commissioning stages of pipelines. In 2025, we withdrew approximately seven million gallons of water for hydrostatic testing, using about 75% more water for hydrostatic testing in 2025 than 2024, driven by an increase in expansion project construction.

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 life cycle. 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, please 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, we recycle groundwater pumped from remediation projects at our Conway, Kansas, area facilities for use in facility brine operations. On occasion, freshwater is pumped into the brine ponds to maintain proper salinity levels.

The Hood River near a Williams right-of-way in Oregon.



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 permitted land application area for the management of reverse osmosis (RO) reject wastewater, reducing the need for offsite transportation and disposal.

In addition to hydrostatic testing and midstream facility operations, Williams’ water footprint now includes upstream activities from assets acquired in late 2024. Water usage in these upstream assets is primarily associated with drilling, completion and early production activities, with limited long-term water requirements during steady-state operations. Freshwater is the primary water source for these activities due to site-specific operational constraints, while opportunities to reuse produced water are evaluated where feasible. For example, the produced water from these operations is treated to water quality standards and discharged to surface water or can be reused for other activities.

Across both midstream and upstream operations, Williams manages water use through asset-specific practices designed to minimize consumption, protect water quality and reduce localized impacts, and assesses exposure to water-stressed regions using the World Resources Institute Aqueduct tool to support consistent, enterprise-wide water stewardship. In 2025, we updated this analysis to reflect newly acquired assets. As a result, Williams identified 879,538 gallons of water used in water-stressed areas for our processing activities.

In 2025, Williams began conversations with The Nature Conservancy in the Moab district, defining a four-year partnership focused on the restoration of Matheson Wetlands Preserve. The project will focus on removing invasive species, creating stability against erosion in the Mill Creek, increasing native plant cover to improve nesting habitats for migratory and resident birds, increasing long-term prevalence of willows and cottonwoods to enhance flood resilience and hydrologic stability in the Preserve and Mill Creek Corridor and securing long-term ecological benefits for wildlife and watershed health.

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.

Waste Generation & Management

WIMS provides a consistent, company-wide system for managing hazardous and nonhazardous waste, covering the processes for classification, storage, handling, packaging, transportation and final disposal across 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 the waste management training we provide for personnel involved in waste management and handling, 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 2025 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.[27] To provide transparency, Williams makes our Safety Data Sheets publicly available, providing clear information on how we manage hazardous substances.

[27] Reporting required in 2025 using 2024 data.

Williams has identified mercury contaminants, which can accumulate in the piping and vessels of our operating assets, as a key area where we can improve our 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. In 2025, we built on this foundation by conducting targeted, site-specific evaluations at high-risk locations to accurately characterize and properly dispose of mercury waste streams. We also perform X-ray fluorescence surveys on piping and vessels taken out of service or flagged for repair, helping us determine whether decontamination or specialized recycling is necessary. Our mercury-in-gas sampling program continued as well, allowing us to evaluate the risk of liquid metal embrittlement in brazed aluminum heat exchangers. Together, these initiatives support our commitment to effectively managing 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' Hazardous Materials Working Group monitors 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.

Natrium Gas Processing Plant near Proctor, West Virginia.

Waste Targets & Minimization

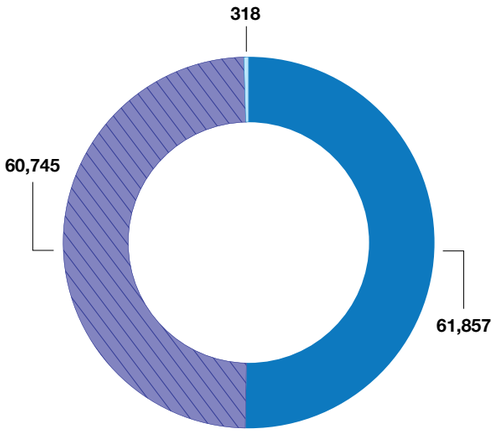
Reliable data is essential to our waste minimization efforts. In 2025, Williams continued to utilize our waste tracking tool to increase internal visibility and transparency of waste data throughout the organization. The tool facilitates the collection and disclosure of waste generation and disposal data from our facilities and allows us to continue making progress toward establishing a consistent and enterprise-wide approach to waste data collection and reporting.

In 2025, Williams generated 122,920 MT of operational waste, with the vast majority classified as non-hazardous. We recycled, reused or recovered approximately 50% of this waste material.

We continue to explore waste minimization opportunities while maintaining 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 15,350 tons of salt-impacted soil from landfill disposal since 2021. In addition, the emplacement of these solids helps to stabilize caverns that are no longer in service for natural gas liquid storage.

At our corporate offices, Williams partners with third-party waste handlers to recycle paper, plastic and cardboard. In 2025, our Tulsa headquarters building collected and recycled approximately 33 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.

2025 Operational Waste Disposal & Recycling (MT)[28][29][30]



- **61,857** Recycled Materials[30]
- **60,745** Nonhazardous Waste Disposal[29]
- **318** Hazardous Waste Disposal[28][29]

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

[29] Waste shipped from Williams operating facilities. Weights reported are based on ship dates.

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

Williams recycles and donates older electronic hardware, such as computers and electronic accessories. Our supply chain team conducts Obsolescence Reviews each quarter 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.

Transco Station 145 in North Carolina.

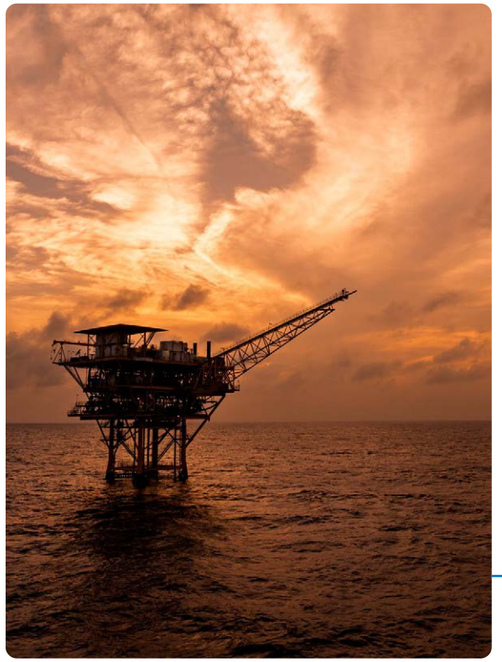
Williams integrates preventive maintenance procedures as a key component of our spill and release reduction efforts by keeping assets operating as intended. In addition, we use a safety and environmentally critical equipment checklist to identify critical equipment and prioritize maintenance activities. 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 sharing of lessons learned. This process results in improved procedures and reduced likelihood of additional spills or releases.

Williams set a goal in 2025 to reduce company-wide reportable spills and releases by 10% compared to 2024 performance.[31] We were unable to meet this target, as we recorded 161 total agency reportable spills and releases in 2025. This is primarily because we did not recalculate our 2024 baseline to include new asset acquisitions in 2025 and our operations increased in jurisdictions with lower reporting thresholds. In 2026, Williams plans to shift to a spill performance plan that focuses on risk potential and causal factors to identify areas of elevated risk and adapt operational practices. This risk-based strategy aims to reduce spills at their source and drive meaningful improvement in environmental performance.

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

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



Williams offshore platform GA-244.

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.

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 2025, Williams achieved Leadership in Energy and Environmental Design (LEED) Silver certification at both our Houston Sequent and Salt Lake City offices, as a result of efficiencies achieved by our Facilities and Construction team.

The Williams Tower in Houston is also advancing toward LEED certification through its Re-Stack project. Following the preliminary review, the project showed a strong indication of both design quality and alignment with LEED requirements. The project is tracking toward securing a LEED Silver Certification, with the anticipated final certification decision in summer 2026. As the project moves toward certification, it stands as a strong example of how thoughtful design, technical rigor and sustainability goals can align to deliver a high-performing workplace.

Additional energy efficiency and circularity measures at our buildings 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

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.

PROTECTING PEOPLE & STRENGTHENING INFRASTRUCTURE

We place the health, safety and well-being of our employees, contractors and communities above all else. In line with our commitment to responsible operations, we adhere to rigorous asset integrity standards to uphold a safe and secure work environment for all.

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Brianna S., Director Environmental, and Cherice C., Communications Specialist, at the Pine Needle Storage Facility in Stokesdale, North Carolina.

OUR APPROACH TO SAFETY

At Williams, safety is our highest priority. We approach safety holistically, whether it is the safety of our workforce, assets or the public, because we owe it to our employees, customers and communities to protect their safety and the health of the environment. We maintain safe operations as one of the nation's largest midstream operators through our rigorous safety governance and culture that emphasize ownership, operational discipline and continuous improvements. Through shared learning and prompt action, we work toward our commitment to zero incidents because we care about each other, our families and the communities where we live, work and serve our customers.

Our integrated operations management system consists of 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.

We are transitioning our management system from WIMS to CREW, a modernized management system designed to increase worker participation through strengthened accountability and clearer expectations. This transition began in October 2025. More effective risk management through CREW enables leaders to drive continuous improvement with their teams and allows Williams' safety program to be more agile and adaptive as our operations evolve alongside regulations and industry best practices. For more information on our transition to CREW, please see Williams Management System Approach.

Our Safety Pillars

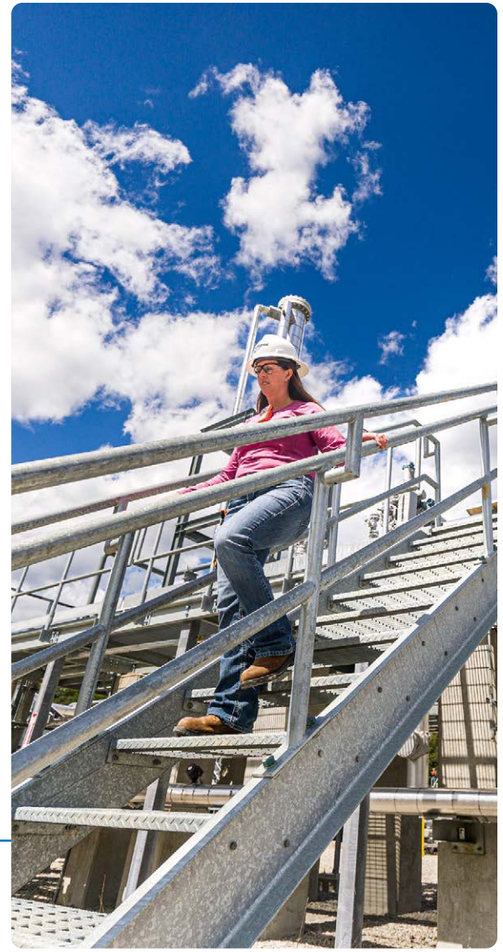
- Care for Self & Others
- Be Accountable
- Execute With Purpose
- Build Our Learning Culture
- Individual Commitment

Safety Governance

Our board's Environmental, Health and Safety Committee oversees all aspects of safety at Williams and approves our EH&S Policy, which details our commitment to integrate safety into our operations, evaluate our performance and communicate to our stakeholders, and is endorsed by our executive management. The EH&S policy, Safety Commitment and Safety Pillars form the foundation of our safety culture and expectations.

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

We use an operational risk assessment methodology within WIMS to prioritize and create action plans to mitigate EH&S risks. Each assessment uses risk tools to identify risk probability and severity and follows a defined risk delegation of approval to identify and prioritize mitigation action plans.



Darcie D., Supervisor Operations, at Black Bear Compressor Station in Wheeling, West Virginia.

Life Critical Procedures & Hazard Recognition

Williams' Life Critical Operating Requirements — 10 universal life-saving procedures — have improved our safety culture, operational discipline and hazard recognition across our operations since 2017 by contributing to every decision and action employees make. We conduct Life Critical Safety Culture Assessments across each Operating Area to evaluate our safety culture, audit compliance with Life Critical procedures and address any regional variations across our business. To date, we have assessed all Williams' existing franchises and our goal for new acquisitions is to conduct a baseline assessment within 18 to 24 months.

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.

Our Hazard Recognition Focus program trains Williams employees to proactively recognize and respond to workplace hazards before an incident can occur. We recognize and celebrate employees each month who display leadership in identifying and mitigating workplace hazards through this program.

Keith G., Engineer, using the Work Experience app at Parachute Gas Plant in Parachute, Colorado.

Our Operations Assurance team provides compliance assurance for Life Critical elements in WIMS and arranges third-party audits of our Tier 1 Process Safety Management and Risk Management Program-regulated facilities. Conducting these voluntary third-party audits gives us an objective and independent perspective of our performance alongside recommendations for incorporating industry best practices into our efforts to keep our people safe and maintain regulatory compliance. We also conduct supplementary internal audits. Please see the Process Safety section for more information on Williams' efforts related to process safety.

Work Experience Mobile App

Williams uses the Work Experience mobile app, integrated with our Enterprise Asset Management (EAM) system, to give employees a single platform to manage daily responsibilities. The app improves operational efficiency and digitally streamlines the work permitting process. We continue to evaluate new improvements to the app that would bring resources into the hands of our employees.

Together with our Safe Work Management Operating Requirement, the Work Experience app supports operational discipline and hazard recognition during work permitting, work planning and job safety analyses. Williams expects all employees and contractors to report every hazard, incident and near-miss.

Annual Incentive Program Safety Metrics

Our goal is to create a safer workplace. To support this objective, Williams continued two safety-related AIP metrics into 2025 based on strong performance and demonstrated risk-reduction outcomes.

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. This metric reinforces a proactive, prevention-focused safety culture by prioritizing early hazard recognition and timely intervention before conditions escalate into severe events. Our 2025 performance exceeded our 53:1 target by 30%.

Williams also continues to use the Critical Tier 3 Loss of Primary Containment (LOPC) Ratio, which compares Critical Tier 3 LOPC events to the occurrence of actual Tier 1 and Tier 2 process safety incidents. We outperformed our baseline in 2025, alongside a corresponding reduction in Tier 1 and Tier 2 process safety incidents, demonstrating improved control of high-consequence process safety risks. We achieved a Critical Tier 3 LOPC event to Tier 1 or 2 incident ratio of 26:1 in 2025, surpassing our 18:1 AIP target. By continuing to use this metric in 2025, we sustain our focus on preventing the most serious process safety events. 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' pipeline and asset network spans over 32,000 miles of diverse terrain and crosses thousands of U.S. communities. These communities rely on Williams to maintain strong operational discipline to avoid ruptures and leaks and keep gas flowing to homes, businesses and other critical destinations. Protecting the integrity of our infrastructure is essential to safeguarding communities and the environment from the potentially damaging effects of hydrocarbon releases.

Avoiding accidents that affect communities and cause unforeseen operational downtime enables Williams to achieve our goal of delivering safe, reliable energy while keeping our product inside our pipelines and assets. Operational integrity is critical to upholding our reputation as a safe, responsible business and meeting the expectations of our investors, customers and business partners. Thus, 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.

We maintain a number of comprehensive asset integrity management programs to help identify and address anomalies before they escalate into concerns. We implement measures that enhance safety, prevent 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 surrounding communities.

Management Approach

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 the latest Maximo software, MAS9, 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.

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 four IMPs: Gas, Liquids, Facilities and Storage Integrity, the latter of which we implemented in 2025 in alignment with API underground storage requirements. The requirements in these IMPs help us prioritize integrity inspection and 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 periodically audit one of the IMPs, 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 2025, the Williams Integrity Program inspected a total of 4,063 miles of Liquids and Gas Transmission pipelines and 153 miles of gas gathering pipeline. In total, Williams assessed 4,216 miles of our pipelines. Regulations do not require integrity assessments for gas gathering pipelines, so our assessments demonstrate our commitment to going beyond compliance when promoting asset integrity.

Ron S. and Bo P., Operations Technicians, at Thistle Creek Compressor Station near Springville, Utah.

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

To maintain compliance with all laws and regulations regarding our pipelines, we continuously monitor federal, state and local regulatory developments and industry best practices to keep our procedures up to date. While we expect to fully comply with all applicable regulations, we welcome feedback from regulators, both informal and through formal enforcement, and consider all feedback we receive for incorporation into our compliance programs. In 2025, Williams incurred fines and penalties of $6,000 resulting from enforcement associated with federal pipeline and storage safety regulations.

Williams regularly engages with industry trade associations, including the Interstate Natural Gas Association of America (INGAA), American Petroleum Institute (API), 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 actively participating in API's feedback efforts on PHMSA's proposed rule for CO_2 pipelines.

In 2025, Williams continued to collaborate with PHMSA and the Pipeline Research Council International (PRCI) through their Geologic Hazard Strategic Research Programs to advance industry-wide improvements in geohazard and hydrotechnical monitoring and mitigation. Notably, we helped plan PRCI Project Idea No. 4944, "Machine Learning-Enhanced Flood Hazard Forecasting at Pipeline Water Crossings," to support industry compliance with CFR Part 195.414, "Inspections of Pipelines in Areas Affected by Extreme Weather and Natural Disasters." We also helped plan a project to refine sensor-based motion data processing and reporting from inertial measurement units (IMU), which are used for pipeline bending strain assessments. 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 also supported efforts through INGAA around Class Location redesign, regulatory reform and data governance, such as right-sizing incident reports. Working closely with INGAA helps our industry speak with one voice when discussing regulatory rules or other topics 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).

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

Programs & Initiatives

Williams follows the asset integrity, quality assurance, data management and inspection requirements and guidelines 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. By employing the latest technologies and practices, we keep our infrastructure safe and secure 24/7, every day of the year.

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 19 registered Federal Aviation Administration Part 107 Remote Pilots, and owns and operates 15 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 2025, 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 2025, we used LiDAR data to identify and remediate landslide sites in southeastern Ohio, northern West Virginia and southeastern Pennsylvania. We delineated 89 landslides near operational pipelines and repaired 20 of those landslides to minimize pipeline integrity issues and avoid long-term impacts on local streams and habitats.

Williams continues to drive innovation in our geohazard monitoring program, which we were one of the first to pioneer in the country in 1987. The program develops strain monitoring best practices, primarily through the use of strain gauges, fiber-optic strain monitoring and inertial measurement unit (IMU) bending strain evaluation. Williams maintains conservative limits for mitigating strain on pipelines, and we perform periodic strain relief excavations based on monitoring data.

In 2025, Williams compiled and reviewed new Ohio River Supply Hub tool data generated from IMU bending strain assessments. Using this data, we identified 287 potential geohazard-induced bending strain locations, 12 of which were confirmed and six of which were deemed to require remediation. As of 2025, remediation has been completed on four of the six locations, with the remaining locations scheduled for completion.

Brian H., Power Innovation Manager, flies a drone at Oak Grove Processing Plant near Moundsville, West Virginia.

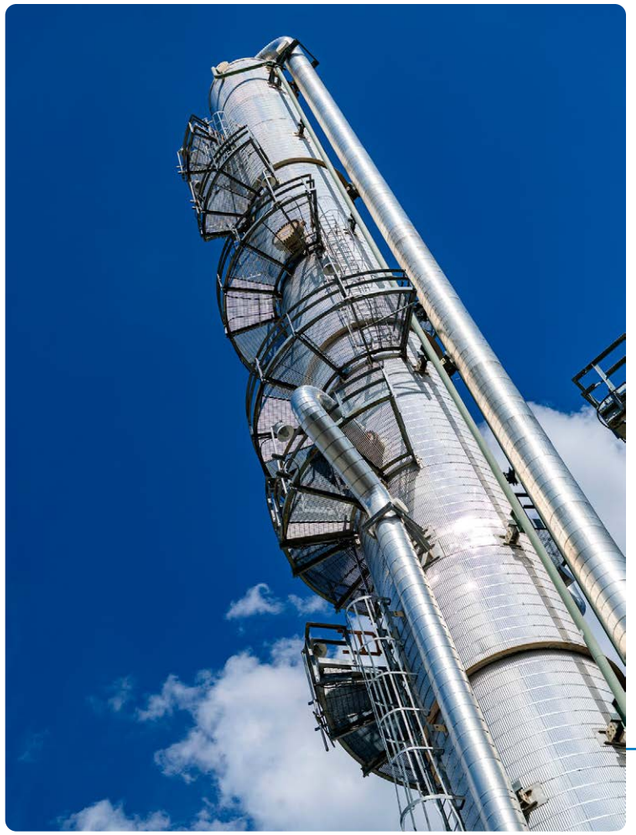
Pipeline Inspections & Corrosion Prevention

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. Using smart cleaning pigs and other inspection 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 the U.S. Code of Federal Regulations Title 49 Part 192, Williams is involved in 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 a suite of 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.

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. However, we are actively transitioning from condition-based monitoring to risk-based inspection management using historical data and a quantitative approach informed by API 581 modeling. As of the end of 2025, Williams had completed approximately half of this transition. Each Williams PSM facility 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. We maintain a Risk-Based Inspection module in the Plant Condition Monitoring System to manage inspection event processes and scheduling based on risk profiling and outage opportunities.



Harrison Hub Gas Processing Plant near Scio, Ohio.

Preventive Maintenance

Our preventive maintenance plan is another key element of our integrity efforts. While maintenance can lead to planned downtime, this work ultimately enhances the reliability and safety of our assets. We use voluntary equipment checklists to designate safety or environmental critical elements (SECE) at our facilities so we can prioritize preventive maintenance activities around these designations. Additionally, we work to implement industry best practices based on both our experiences and those of our industry peers. In 2025, we applied preventive maintenance strategies to critical assets identified through risk assessments in 2024.

Our Maintenance Readiness business process helps keep our data hierarchy updated with new, changed or removed equipment data. We also conduct run-hour and condition-based maintenance on our rotating equipment to support 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, CO_2 & Pipeline Research

Williams continues to advance our research into the safe and reliable transportation of emerging fuels. In 2025, we expanded our focus to include enhanced studies on CO_2 pipeline behavior and integrity. Within CO_2 research, Williams is supporting projects centered on fracture control for both modern steel grades and the use of external crack arrestors. Additional CO_2 studies focus on understanding the impacts of typical CO_2 stream contaminants on fracture behavior and internal corrosion mechanisms.

Williams is also an active participant in multiple industry research programs evaluating the effects of hydrogen blending on pipeline infrastructure. As a member of the PRCI Emerging Fuels Initiative (EFI), a global collaborative research effort, Williams contributes to and benefits from several key projects. This includes C-FER Technologies’ full-scale hydrogen testing program, which examines the performance of vintage pipeline materials and the behavior of defects under hydrogen service conditions.

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

The safety of our people comes before all else. We are committed to zero incidents because we care about each other, our families and the communities where we live, work and serve our customers. An injury-free work environment allows Williams employees to feel safe and secure on the job and instills in them the confidence to bring their best to work every day.

Without safe operations, we also cannot deliver safe, affordable and reliable energy to our customers and communities. It is critical that we avoid incidents that disrupt our daily operations so we can keep energy flowing to the communities where it is needed most. Our robust safety governance, training, practices and culture allow us to maintain business continuity and compliance with health and safety regulations.

We reinforce a “Safety Driven” culture that delivers top-tier safety performance through individual ownership, operational discipline, shared learning and prompt action, and we pursue innovative, data-driven solutions to enhance our workforce safety. We monitor regulatory changes and applicable industry trends for opportunities to incorporate new best practices and enhance our safety programs.

Worker Safety

At Williams, we believe that proactively identifying hazards and maintaining operational discipline are our best tools to uphold employee safety. Every Williams employee has the responsibility of exercising Stop Work Authority to protect themselves, their peers and the public. All employees and contractors, 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 retaliation against employees and contractors who suspect a hazard and exercise Stop Work Authority.

We evaluate workforce safety performance using industry-standard metrics, including employee recordable incident rate and recordable injuries. In 2025, we established a goal to reduce our employee recordable incident rate by 10% compared to 2024. We exceeded this target, achieving a 23% reduction, driven by a sustained focus on strengthening our safety culture through safety culture assessments, safety leadership training and increased leadership engagement.

While this progress is significant, opportunities remain to further reduce both the frequency and severity of employee injuries — particularly during routine, non-complex work. In response, we are prioritizing practical tools, targeted resources and engagement strategies to address these risks and continue improving safety performance.

We continue to shift to a proactive safety culture and use the High Potential Hazard Identification to Incident Ratio as our AIP safety metric. This leading indicator keeps our focus on proactively identifying and mitigating the highest-risk hazards, reinforcing behaviors that prevent serious incidents and supporting a strong, prevention-focused safety culture.

Communicating To Drive Continuous Improvement

Williams communicates and shares lessons learned from safety incidents across the company to all employees for continuous learning and improvement across functions. All employees receive preliminary incident communications to raise awareness of certain high-potential or actual-severity incidents, typically within one week of the incident.

William F. and Josh H., Operations Technicians, at Parachute Gas Processing Plant near Parachute, Colorado.

Safety Training

Williams provides comprehensive and relevant universal and function-specific safety training to equip our employees with the necessary skills and mindset to protect themselves and others. Our unique training plans for individual employees and functions identified in coordination with managers supplement universal training based on tasks expected in their roles. Written knowledge checks or performance evaluations after completing safety trainings allow employees to demonstrate proficiency and knowledge retention. In 2025, 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 and reinforce our safety culture with their teams. The interactive and personalized course emphasizes how leading by example and modeling the best safety behaviors and practices drives real safety performance improvements. 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 our operations managers and supervisors about how to engage employees and contractors in difficult safety conversations, alongside strategies for creating 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 could threaten workforce and public safety, the environment, our assets and our ability to deliver product. Integrated layers of process safety control across operations drive our performance, from day-to-day facility activities to long-term business strategy. We categorize process safety incidents using API RP 754 guidance, with Tier 1 and Tier 2 events representing the highest severity and consequence.

In 2025, Williams used WIMS to manage our comprehensive process safety policies and standards, which include change management, pre-startup safety reviews and hazard analysis requirements. Beginning in 2026, this will transition to CREW. We also leverage Mechanical Integrity Quality Assurance Programs for OSHA Process Safety Management and EPA Risk Management Plan-regulated facilities.

Emergency shutdown button at the Hutchinson Rail facility in Hutchinson, Texas.

We continued our Process Safety Boot Camp with great success in 2025. The program is designed to improve our process safety performance and strengthen our proactive process safety culture. In 2025, we held 33 sessions with over 670 total participants. Our local operations drive the success of the program by requesting sessions for their employees. Local operations' desire to constantly improve their process safety acumen demonstrates their commitment to ongoing learning and operational excellence.

Process Safety Performance

We set our process safety goal baselines using both regulatory requirements and industry standards. We maintain a uniform approach to reviewing process safety concerns, including through use of change management and pre-startup safety review software, as we evaluate any modifications to our assets.

We reduced Tier 1 and Tier 2 process safety incidents by 14% in 2025 compared to 2024, surpassing our initial goal to reduce process safety incidents by 10%. We also achieved a 20% reduction in Tier 1 process safety incidents specifically, indicating that the overall severity of our process safety incidents is decreasing. Many factors contributed to this reduction, such as increased safety training and awareness and our hazard identification and incident prevention tools. This achievement demonstrates our commitment to the safety of our employees, business partners and the communities we serve.

We achieved a Tier 1 process safety incident rate (per 200,000 hours worked) of 0.20 in 2025, a 23% reduction from 2024. We also achieved a Tier 2 process safety incident rate of 0.51, a 15% reduction compared to 2024. Our Tier 1 and Tier 2 process safety rate improvements demonstrate that we are able to reduce process safety incidents and advance a stronger process safety culture, even as we continue to grow. We use these process safety incident rates to measure our progress, since they account for variations resulting from the acquisition and divestiture of assets.

Robust data collection, performance evaluation and continuous improvement remain vital tools for maintaining effective process safety performance and pursuing future improvement. We maintain a live performance data dashboard that tracks process safety incidents and identifies trending causes and other issues for evaluation. Senior leaders regularly review the dashboard, and leaders from across the company 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 also evaluate the process safety management practices at the local operations level using an assurance process. In this process, operations teams meet with our Operations Assurance group to identify, review and discuss solutions to remedy common gaps.

Loss of Primary Containment

LOPC incidents, which are unplanned or uncontrolled releases of any substance from primary containment, remain a high priority for Williams. We continued our Critical Tier 3 LOPC Ratio into 2025. The metric compares Critical Tier 3 LOPC events (those most likely to escalate to Tier 1 or Tier 2 incidents) with the number of actual Tier 1 and Tier 2 incidents to better reflect our efforts to identify leading indicators and take action before they escalate. We incorporated this into our 2025 AIP with a target ratio of 18:1, or 18 Critical Tier 3 LOPC events for every Tier 1 or Tier 2 incident. We exceeded our target for 2025, achieving a ratio of 26:1. Our heightened emphasis on reporting and correcting releases led to an overall increase in reported LOPC events and a proportional reduction in our Tier 1 and Tier 2 process safety incidents. Our strong performance on this metric and the resulting high ratio demonstrate our commitment to a proactive safety culture that prioritizes leading indicators to drive reductions in process safety events.

Our franchise LOPC focus teams meet regularly to discuss LOPC performance, review incidents and investigations and share any lessons learned. In these meetings, focus teams share successful strategies with our employees 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, please see Operational GHG Emissions and Non-GHG Air Emissions.

Brian B., Operations Technician, drives a UTV at Markham Gas Processing Plant in Markham, Texas.

Contractor Safety

Williams works with a wide variety of contractors, subcontractors and suppliers that help support our pipelines and assets. Our responsibility to foster a safe work environment extends to our contractors, and we engage with contractor groups on workplace safety regularly, including through our third-party compliance provider. Safety orientations that detail our on-site expectations and potential facility hazards further support our contractors. Contractors hold accountability for meeting our 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 Safety Awareness Orientations upon arriving to Williams sites. These orientations include site-specific safety policies and information and, once the orientation is complete, contractors and visitors receive a hard hat sticker to show they have completed orientation. All contractors and visitors must also sign in to the location's visitor log system prior to starting work, and contractors can access our Contractor Safety Handbook in the field by scanning a QR code on all hard hats with their mobile device.

We pre-screen contractors using our contractor safety management operating requirements and contractual obligations for compliance with safety guidelines and monitor their 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. Any contractors that 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. Suspensions remain in place until the contractor completes and implements all corrective actions.

We work closely with our contractors to advance safe practices and support compliance with our comprehensive safety standards by further integrating them into our safety culture. In 2025, we hosted the latest iteration of our annual, two-day Contractor Safety Symposium, with the theme "Partnership in Action and Bold Collaboration." At the Symposium, safety leaders met, participated in discussions, and exchanged ideas, best practices and lessons learned to keep all employees safe.

Evaluating contractor safety supports our process safety efforts and overall contractor performance. We expect contractors to report all incidents and share lessons learned through prompt completion and participation in incident investigations. Contractor-related hazard identifications contributed to 18% of all hazard identifications recorded by Williams in 2025. Our 2025 contractor lost time incident rate (LTIR) was 0.04 and the total recordable incident rate (TRIR) was 0.61.

Motor Vehicle Safety

Preventing motor vehicle accidents when our personnel operate motor vehicles to visit sites and inspect pipelines is a critical component of our overall safety program, and we strive to achieve zero accidents each year. We conduct driver safety trainings for all employees expected to drive for Williams, and all company vehicles have telematics units for collecting acceleration, cornering, speeding and braking data. 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.

We perform regular equipment updates and implement 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 2025, our preventable motor vehicle accident rate was 1.35. For more information, reference the Performance Data Table.

Reducing low severity vehicle incidents presents the greatest opportunity for motor vehicle safety improvement. While these incidents may pose a lower overall risk to workforce safety, they can still damage our assets and vehicles. We continue to improve administrative controls including driver training and driver and vehicle monitoring. Engineering controls such as using smaller vehicles when possible, redesigning parking lots and improving lighting also play an important role in reducing these low severity incidents.

WORKFORCE HEALTH & WELL-BEING

GRI 403-3, 403-6; SDG 3

We are deeply committed to supporting the mental, emotional, physical, financial and social well-being of our employees by providing diverse resources across each dimension. We recognize that these interconnected areas play a critical role in engagement, performance and well-being both at work and outside the workplace. For Williams, maintaining a healthy, supported workforce is foundational to safe operations, strong engagement and operational excellence.

Health & Wellness Benefits

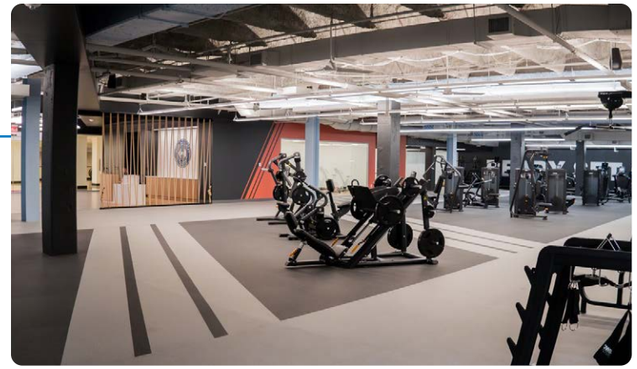
We offer comprehensive medical plans, disease management programs and advocacy/wellness coaching to all full-time and part-time employees through our Total Rewards Program. Our medical plan provides valuable health coverage to our employees and helps minimize potential financial impacts resulting from a serious medical diagnosis. This is supported by lower out-of-pocket maximums than industry benchmarks and a cost-sharing approach designed to promote affordability and access to care. Our focus remains to educate 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.

Williams supports population health by offering employees multiple opportunities to understand their health risk factors and access preventive care. Our medical plan provides 100% coverage for eligible, in-network preventive screenings to encourage early detection and proactive health management. As part of this commitment, Williams covers employees' first in-network mammogram and colonoscopy each year at no cost to employees.

Williams also continues to invest in a comprehensive portfolio of advocacy and wellness programs provided at no cost to employees. These programs are designed to support population health, improve care access and enhance overall workforce well-being. They support employees' diverse health needs through prevention, early intervention and condition management, including second opinion services, maternity support, weight management, prediabetes support and chronic condition management for conditions

The Williams Fitness Center in Tulsa, Oklahoma.



such as cancer, diabetes, heart disease and kidney disease.[32] Our Tulsa, Houston, Pittsburgh and Salt Lake City work locations offer access to on-site fitness centers, and employees enrolled in our medical plan have access to discounted gym memberships through OnePass Select, which provides access to thousands of fitness locations and online classes.

The voluntary benefits we offer go beyond medical care and also include legal services and identity-theft protection to support financial well-being.

More than two-thirds of employees are enrolled in a consumer-driven health plan (CDHP) that includes access to a Health Savings Account (HSA) supported by annual employer contributions and optional employee savings. Our CDHPs promote population health by covering 100% of certain maintenance medications for chronic conditions such as high cholesterol and high blood pressure, while the HSA supports financial well-being through tax-advantaged savings for current healthcare expenses and long-term planning for healthcare costs in retirement.

In 2025, Williams continued to offer on-site biometric screenings, wellness assessments and access to a wellness portal featuring health-focused activities as part of our wellness rewards program. Beginning in 2026, Williams will transition to an approach that expands program options, meets a broader range of employee needs and encourages sustainable, long-term behavior change through enhanced advocacy-based wellness programs.

Emotional well-being support is provided through our Emotional Well-Being Solutions, where employees have access to free therapy sessions and various apps to support mental health, build emotional resilience and enhance overall well-being. We continued our three-part "Mental Health Minutes" series during Mental Health Month in May 2025. 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.

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.

[32] 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.

Benefits for Parents

We offer a maternity support program to provide customized care for every stage of pregnancy, from conception to postpartum through return to work, at no cost to our employees. 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 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 an optional dependent care flexible spending account to support working parents as they manage childcare expenses upon return to work, alongside offering designated lactation facilities across our operations. For more information on our benefits, please see Employee Attraction, Retention & Development.

Financial Well-Being Benefits

Williams supports the financial well-being of our employees by helping them invest in their future through competitive retirement benefits. The company provides a dollar-for-dollar 401(k) match on employee contributions each paycheck, up to 6% of eligible compensation. Beginning in 2026, the company match will be trued up annually, so employees receive the full matching contribution. In addition, we provide a 4.5% fixed annual contribution (FAC) in the 401(k) plan, or an Annual Compensation Credit, for employees grandfathered under the Williams pension plan. Ongoing education, along with access to financial tools and resources, further supports employees' financial well-being and long-term retirement readiness.

Social Well-Being Benefits

We support employees' social well-being by offering a variety of work-life balance benefits, including paid time off (PTO), special leave and volunteer opportunities. Williams' standard schedule for full-time employees is 40 hours per week, complemented by flexible work arrangements that provide employees with discretion to manage their time effectively while balancing business priorities and personal well-being. We also offer part-time arrangements for employees seeking reduced schedules, where they work fewer hours than our standard full-time schedule. These benefits are designed to help employees maintain a healthy work-life balance, manage personal and family needs, and remain engaged and connected both at work and in their communities.

Full-time and part-time employees become eligible for parental benefits upon hire.

Anita K., Supervisor IT, at the Williams headquarters in Tulsa, Oklahoma.

PUBLIC SAFETY

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

Pipeline marker flags being placed on a Williams right-of-way near Shreveport, Louisiana.

Why This Matters to Williams

As a "Safety Driven" company, our commitment to safety extends beyond our employees to the communities we serve. Accidental line strikes in the communities that house our infrastructure and resulting product releases can threaten people and the environment, so we maintain public safety and system reliability across our operations, especially in densely populated areas. By having robust, best-in-class Damage Prevention and Public Awareness programs, we work to prevent accidental pipeline strikes while also ensuring reliable product delivery to our customers.

Our teams work hard to build relationships with local communities and educate the public on right-of-way, leak and hazard recognition and response as part of our commitment to safe and responsible operation of our infrastructure. Our Damage Prevention and Public Awareness programs protect life, property and the environment. We work closely with local communities and promptly communicate any public safety risks. We also take preventive, excavation-related safety measures that align with or exceed regulatory and industry standards to drive public safety education about our operations. Williams also works closely with local first responders to build incident resilience and response plans for assets in their service zones designed to minimize public safety hazards that could result from accidental pipeline damage due to excavation, construction, farming and home maintenance.

In 2025, we successfully piloted an API RP 1185-based program for enhancing our engagement with rural stakeholders. API RP 1185 focuses on engagement rather than awareness, and we will incorporate insights from the pilot into our stakeholder engagement programs for identifying and positively impacting residential stakeholders.

Damage Prevention & Public Awareness

Williams' Damage Prevention and Public Awareness Steering Committee meets semi-annually to review progress and metrics for our Damage Prevention and Public Awareness programs, and the committee also submits our programs to industry subject matter experts (SMEs) for review and additional input. Key operations, public safety, corporate communications, land and geospatial intelligence team members all participate in the program to support appropriate representation from relevant internal stakeholder groups. We incorporate best practices from Common Ground Alliance, a member-driven association committed to preventing damage to underground infrastructure into our Damage Prevention and Public Awareness programs, including through initiatives like the national 811 "Call Before You Dig" number.

In 2025, we measured the four-year effectiveness of our Public Awareness program in alignment with API RP 1162 as required by regulation. Williams conducts the effectiveness measurement through the API-sponsored Public Awareness Program Effectiveness Research Survey (PAPERS), a collaborative effort between many of the industry's large pipeline operators. The PAPERS results will inform how well our Public Awareness program is performing overall and in comparison to our industry peers. Williams will also use the results, available in first-quarter of 2026, to identify stakeholders and geographic areas that may need additional or enhanced outreach alongside topics that may require additional focus.

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

Communicating the Importance of Safe Digging

We engage with a variety of key community stakeholders such as landowners, residents, farmers, businesses, schools, emergency responders, public officials and professional excavators to raise awareness of the importance of safe digging practices and communicate ways to protect both themselves and our assets.

We maintain excavation-related safety measures in line with industry best practices to mitigate risks posed by third parties digging near our pipelines. By law, all excavators must call 811 at least 48–72 hours (varies by state) before starting any digging project to allow time for marking underground utilities with temporary flags or spray paint.

Williams sends annual public awareness mailers to farming and ranching stakeholders located within one mile of our pipelines and other assets, public officials, emergency responders and excavators. We send mailers every two years to other stakeholder groups, including non-farmer landowners, tenants, businesses and schools. These mailers provide information about Williams' operations and assets in stakeholders' communities, answer questions and provide important safety information to emergency response personnel.

In an effort to reduce waste and adapt to our ever-increasing digital world, we are overhauling our baseline right-of-way mailing program. In 2025, we decided to move from a heavy multi-page, magazine-style brochure to a more cost-effective postcard for 2026. Our stakeholders have demonstrated a clear preference for electronic outreach methods, and we intend to refocus our resources on meeting our stakeholders' preferences. Improving upon successful email and geofencing campaigns, we will expand digital outreach through direct communication channels such as email, alongside more general outreach including targeted video advertisements on streaming services and more.

In 2025, we continued our annual email campaigns for National Safe Digging Month in April and for 811 Day in August. For both events, Williams sent emails to every person who submitted a One Call locate request near our assets in the previous 12 months.

In 2025, Williams again reported zero DOT-reportable line strikes from third parties, proving that our enhanced safety measures lead to real-world safety performance enhancements.

Matt R., Operations Technician, examines pipeline markers near Station 505 in Branchburg, New Jersey.

Damage Prevention Resources

Williams maintains a 24-hour control center, where our stakeholders can reach out by phone to report any abnormal conditions, suspicious activities or emergencies near our assets.

Our teams also conduct and document supplemental outreach activities with landowners, farmers, professional excavators and other high-priority stakeholders covering topics such as agriculture, logging and forestry, new excavators, underground and LNG storage and hydrogen sulfide (H_2S) risks. We make sure that our field personnel have the tools, resources and technologies they need to identify and prevent line strikes through our online damage prevention toolkit and near-miss and line-strike reporting dashboard.

Emergency Preparedness

Our Crisis Management Team works across our business to strengthen our emergency preparedness and response culture by implementing new programs and initiatives that enhance our public safety efforts. We communicate company-wide pipeline and asset emergency response procedures and requirements through WIMS, and we review and update our requirements and emergency plans annually to maintain compliance with evolving regulations and identify new opportunities for improvement. In 2025, we reorganized the Crisis Management Team to be more regionally focused to better serve and protect our operations.

Emergency Response Plans

Each site operating manager holds responsibility for establishing site-specific emergency plans at our facilities and pipeline areas. These plans must contain public notification lists, evacuation procedures and operating applicable regulations. WIMS operationalizes our required safety processes and procedures throughout a project's life cycle, from land acquisition to decommissioning.

SMARTPLAN™ is a third-party platform that houses all our site-specific emergency plans, Spill Prevention, Control and Countermeasure Plans and Oil Spill Response Plans. All employees have access to emergency plans and can contact key personnel and view site maps from either their computer or a smartphone, increasing their situational awareness.

Our Crisis Management Team promptly reviews and integrates emergency plans for new facilities acquired through acquisition. In total, SMARTPLAN™ now contains 291 emergency response plans for our operations sites and 27 business continuity plans for our non-operations sites.

Emergency Training Drills & First Responder Outreach

Emergency response drills challenge our teams with complex, realistic scenarios, helping them be as prepared as possible in the unlikely event of a real emergency. Our Crisis Management Team works across our operations to strengthen Williams' emergency response culture by updating Emergency Preparedness training provided to our operations personnel. Our training includes modules on the FEMA Incident Command System (ICS), commonly used by first responders across the country, allowing for seamless integration of emergency response teams into local first responder and incident command hierarchies.

Site personnel complete annual emergency response drills and training exercises for multiple emergency scenarios, including accidental releases and security incidents. All incident support managers complete ICS training, and our operations teams complete ICS tabletop simulations. In 2025, Williams conducted 16 full-scale drills with external emergency response agencies, along with numerous full-scale tabletop drills conducted at operational sites, many of which also included external response agencies. By conducting regular drills and exercises with our first responder partners, 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 discussion-based tabletop exercises annually and full-scale exercises with local emergency response agencies at least once every three years.

We require that our non-operational sites exercise all business continuity plans annually, either through a real activation or through a tabletop or functional drill. One of the tabletop drills in 2025 at Williams' headquarters included an "Active Assailant" scenario occurring in the building. Williams' personnel participating in the scenario partnered with local police, fire, emergency medical and emergency management officials to better understand the potential complications and likely outcomes of this type of incident.

Our sites also work closely with local response agencies in less formal settings. Our first responder outreach efforts include in-person meetings, facility tours and web-based training courses on our online portal. We also sent 20,855 informational mailers to emergency response agencies in 2025. At certain sites and locations, Williams personnel attend local Emergency Planning Committee meetings to network with organizations that operate within their jurisdictional region.

In 2025, Williams supported 460 organizations that serve first responders with $757,779 in donations. For more information on first responder and other outreach, please see Community Investment.

Emergency Incident Response

In the event of an emergency, Williams prioritizes the protection of people, the environment and surrounding communities through a prompt, coordinated response. Operations personnel are trained to take immediate action, including evacuating to designated safe locations, isolating affected processes, when appropriate, and restricting facility access until conditions are confirmed safe. Williams establishes Incident Command under a Unified Command structure, as appropriate, and notifies internal and external response organizations in accordance with operating requirements. All emergencies are reported immediately to the Williams Security Operations Center, which coordinates internal notifications, regulatory reporting and incident support escalation. Williams complies with applicable regulatory requirements, including the PHMSA Potential Rupture Notification Rule requiring immediate notification to local emergency dispatch centers upon identification of a sudden and unexplained loss of pipeline pressure. Williams maintains current emergency contacts and response information in emergency response plans housed in the SMARTPLAN™ platform and coordinates closely with local emergency response agencies to support responder and community safety. Following an incident, Williams conducts investigations, captures lessons learned and implements corrective actions. Standardized processes are used to manage recovery, remediation and post-incident activities to support safe and reliable operations.

First responders conduct emergency training drills at Compressor Station 201 in West Deptford, New Jersey.

CYBERSECURITY

GRI 3-3

Why This Matters to Williams

Williams must protect our operations and energy infrastructure from cyberattacks, so we can continue to deliver critical natural gas to the nation's largest population and economic centers. Cybersecurity threats pose real physical, financial and reputational risks to our business, national security and public interests. The ever-increasing volume and sophistication of cyber threats underscores the importance of maintaining the security and reliability of our system. We work closely with industry and government stakeholders to create and implement industry-leading 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 critical focus for our board and management. Our Chief Information Security Officer (CISO) holds responsibility for developing and executing our cybersecurity strategy and works closely with other members of senior leadership to integrate cybersecurity into our broader risk management and strategic objectives. The board and its Audit Committee are responsible for overseeing cybersecurity risk. Every Williams employee, however, from facility operators to management and board members, has a responsibility to uphold our cybersecurity.

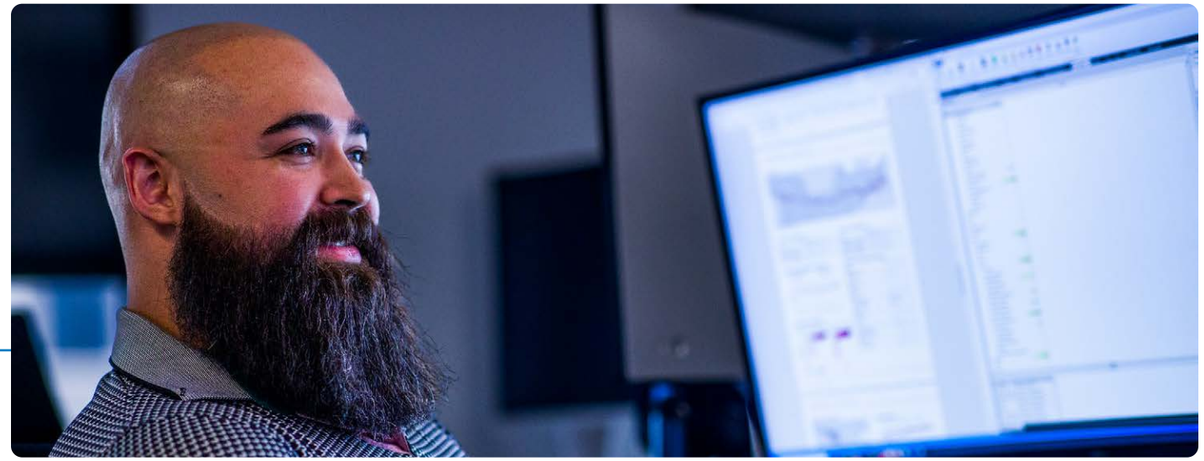
The board oversees cybersecurity-related policy and strategy. As part of this oversight, our CISO prepares a cybersecurity dashboard that the board reviews during the annual cybersecurity presentation from our CIO and CISO. The dashboard contains cybersecurity process maturity metrics alongside key performance indicators for operational performance and enterprise performance toward Transportation Security Administration (TSA) compliance. The Audit Committee, comprised of independent directors, reviews the implementation and effectiveness of our cybersecurity risk management protocols and reviews our cybersecurity performance as part of the Williams accounting and internal control policies. The Audit Committee receives report outs from our CIO at least twice annually, in addition to receiving updates on all internal audits related to cybersecurity.

We maintain clear protocols that establish when to escalate cybersecurity incidents both internally and to the board, as appropriate. Our protocols also prescribe ongoing updates for high priority incidents from identification through resolution.

Our cyber-risk and cyber-operations teams oversee cybersecurity issues and risk management at the management level. The cyber-risk team establishes strong governance practices, conducts risk assessments and facilitates regulatory compliance. The cyber-operations team holds responsibility for other monitoring and cybersecurity practices including access fulfillment, technical security control management, security event monitoring, security standards development and incident response. Our three-year cybersecurity road map, which we last refreshed in 2025, guides our teams' actions and operations, and we track their effectiveness using internal reporting tools.

Cybersecurity Risk Management Program

Our comprehensive, risk-based cybersecurity risk management program (Cybersecurity Program) remains aligned with the National Institute for Standards and Technology (NIST) Cybersecurity Framework. 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. We also tailor our security controls for the risk and sensitivity of specific information systems, control systems and enterprise data. We continue to enhance and evolve our Cybersecurity Program by incorporating industry best practices and standards from multiple sources and to maintain compliance with applicable regulations.



William M., Trader Lead, at the Sequent office in Houston, Texas.

Williams manages artificial intelligence (AI) risks through an AI governance program that is integrated into our existing cybersecurity, legal, privacy and compliance functions. AI tools and use cases follow a standardized intake and evaluation process that assesses data classification, model training practices, security posture, vendor risk and applicable regulatory considerations, with higher-risk applications escalated for additional review. Approved AI tools are subject to defined usage expectations, data protection requirements and ongoing oversight, enabling Williams to adopt AI responsibly while maintaining strong controls over data, systems and decision-making.

We further maintain 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. All employees are required to promptly report any cybersecurity incident, vulnerability or suspicious activity through designated channels for immediate investigation in accordance with our cybersecurity continuity plans. This structured approach ensures our incident response team is aware of and can swiftly react to any threats to protect our critical systems and maintain business continuity.

We integrate our cybersecurity processes into our overall risk management system. Our cybersecurity risk professionals work with industry 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 2025 Form 10-K.

Over the last several years, Williams has incorporated AI cyber threat-hunting tools, which continue to improve and evolve as we learn more about AI threats to our cybersecurity systems. We maintain processes to oversee and identify potentially material cybersecurity risks that could arise from our engagements with third parties.

Training

We require all Williams employees, contractors and vendors to complete baseline cybersecurity and data privacy trainings within 30 days of joining or contracting with Williams. Our regularly deployed phishing simulations help our employees practice identifying and responding to email attacks, prompting them to remain vigilant in identifying and reporting possible cybersecurity threats. Employees who fail phishing simulations receive supplementary cybersecurity training to enhance recognition of potential phishing attacks.

Sessil T., IT Systems Analyst, at the North DeSoto Compressor Station in DeSoto Parish, Louisiana.

In 2025, nearly 98% of employees completed their mandatory cybersecurity training. We also supplement our employee training programs with awareness initiatives such as posters, presentations, newsletters and events. For example, Williams hosts company-wide cyber awareness events every October in recognition of National Cybersecurity Awareness Month. At these events, our cybersecurity teams engage with our employees in person and educate them about different types of cybersecurity risks.

Performance

Our data collection and reporting processes are designed to maintain compliance with TSA and other regulations, while access management is maintained through the Sarbanes-Oxley Act. We track internal cybersecurity metrics to inform internal performance targets and help us identify areas for improvement. Our Executive Advisory Board oversees these cybersecurity metrics, which we use to communicate progress to our stakeholders.

Regular internal audits and IT risk strategy sessions help keep us ready to assess and respond to cybersecurity threats if they occur. Independent assessments from specialized third parties provide an external perspective on our cybersecurity capabilities, allowing us to leverage cybersecurity best practices from across industries to maintain our robust defenses. In 2025, Williams completed an independent external assessment of its information technology infrastructure and information security management systems, which evaluated governance, controls and the resilience of both physical and software components against established industry practices such as from National Institute of Standards and Technology (NIST), International Organization for Standardization (ISO) and Center for Internet Security (CIS).

We screen all third parties engaged in cybersecurity advisory and assessment to confirm they meet our security standards.

We maintain established processes to oversee and identify material cybersecurity risks associated with third-party service providers. These measures include thorough, risk-based due diligence assessments before third-party onboarding, performing security assessments and confirming third parties' adherence to our cybersecurity requirements. We also maintain active communication channels with these service providers to stay informed about any potential security incidents or concerns.

BUILDING AN EMPOWERED WORKFORCE

At Williams, our people are the fuel that powers our success. For 118 years, we have built our reputation on reliability, integrity and delivering the best for our employees. We empower our people to realize their full potential while sustaining a respectful, welcoming workplace for all.

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Colby B., Operations Technician, and Cody K., Technical Specialist, at the Harrison Hub Gas Processing Plant near Scio, Ohio.

EMPLOYEE ATTRACTION, RETENTION & DEVELOPMENT

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

Why This Matters to Williams

Our innovative, highly skilled and committed employees power Williams' success across both our field operations and corporate functions. Their dedication keeps clean natural gas moving reliably and enables us to pursue transformation and growth in an evolving energy landscape. To uphold our goals and remain a leader in our industry, we focus on attracting exceptional talent, supporting career development and fostering a workplace culture that inspires people to bring their best every day.

Eric O., Senior Vice President Project Execution, speaks to employees at the Echo Springs Plant near Wamsutter, Wyoming.

Employee Attraction

Williams leverages a variety of recruiting channels and strategies to connect with and attract the industry's best talent. We use 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 use a range of tools and disciplined hiring practices to reach a diverse candidate pool and ensure we are selecting the best talent for the role. To help prospective employees envision themselves in specific positions, we share employee stories on our website and digital platforms and use AI and other technology to enhance inclusive language in job descriptions and communications, and our hiring process emphasizes job-relevant qualifications. 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 2025, Williams saw the total number of applications for open roles, not including internships, increase to 54,000, compared with 29,000 in 2024. We also continue to see robust interest in our Summer Internship program with over 2,500 applications in 2025.

Recruiting Veterans

In 2025, one in 13 Williams employees self-reported as military veterans. 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 eight Hiring Our Heroes virtual career fairs, sourced veterans through general interest job postings and secured nearly 3,300 applications to be considered for future posted roles. Once hired, we provide paid time to bridge the gap between veterans' Williams and military salaries for various active, guard and reserve services, in compliance with applicable federal, state and local laws. Our efforts to recruit, hire and retain veterans earned Williams recognition as a 2025 Veteran Employer Champion from the Oklahoma Veterans United organization, and we also were named a 2025 VETS Indexes Recognized Employer.

External Recruiting Partnerships

Williams partnered with 14 universities and 28 technical schools in 2025 to strengthen our talent pipeline and recruit for entry-level roles and internship opportunities. In 2025, we continued funding scholarships at 19 technical schools through our partner school program to help students attend programs that align with the skills we need in operations roles.

We also engage annually through on-campus events such as resume reviews, interview and skills training and networking to attract and develop future talent, with a focus on universities with leading engineering programs and technical schools.

In 2025, we began hosting Williams Days in collaboration with five of our partner universities. We hosted dedicated, full-day campus events where employees from finance, accounting, business, engineering and information technology met directly with students to share insight into Williams, our industry and available career opportunities. Williams Days were an overwhelming success as we connected with more than 900 students across those five events.

We welcomed 76 summer interns from universities and technical schools across the country in 2025. Approximately half of the interns who completed this selective program join Williams as full-time employees following graduation.

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. We also partner with NextGen Talent, an organization whose mission is to boost enrollment of low-income students in post-secondary programs that lead to well-paying careers. Through this partnership, we host high school students, expose them to various areas of our business and assist with resume creation.

Beyond our more traditional recruiting pathways, we partner with community organizations such as Atlas School-Tulsa software engineering training (Computer Science School), Oklahoma Women in Technology, Disabled American Veterans and Hiring Our Heroes, that help us expand our candidate pools.

Williams' 2025 class of interns gathers in Tulsa, Oklahoma, for the Intern Institute.

Employee Retention

Keeping experienced, high-performing employees at Williams is critical to our long-term success. Our commitment to investing in our people is supported by our consistently low voluntary turnover rate, which was 6% in 2025. Our retention efforts are continually evaluated to remain competitive and include professional development opportunities, leading benefits, flexible work arrangements and opportunities to serve and give back to our communities.

Workforce Culture

Williams fosters a high-performing, inclusive culture that values diverse perspectives, experiences, skills and identities to drive collaboration and innovation. We encourage connection through Employee Resource Groups (ERGs), support community giving through donations and volunteerism and enable employees to take an active role in their development through role mobility and expanded work experiences. For more information on the programs and resources supporting our inclusive culture, please see Culture & Employee Experience. To learn more about our support for nearby communities, please see Community Involvement.

Employee Engagement

Our most recent all-employee engagement survey was completed in 2024. Overall engagement was +2 percentage points above benchmark, and participation ended +9 percentage points above benchmark. Over 5,600 employees participated in the survey, with an average response rate of 86% and over 7,800 total comments provided. The survey 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 also responded to questions pertaining to job satisfaction, purpose and work-life balance.

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. Strategic priorities, defined by the CEO and Executive Officer Team, are communicated throughout the organization each January. This process helps employees to 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 2025, 100% of employees received 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 2025, our transparency around and investments in employee development led to 15% of employees receiving promotions, alongside transfers to new roles or temporary assignments for 10% of employees and an internal fill rate of 41% for all open positions, including 77% for leadership positions.

Employee Benefits

Williams' Total Rewards Program is designed to attract, retain and support our eligible employees by offering a comprehensive and competitive mix of compensation, benefits and well-being resources. The program reflects our commitment to investing in our workforce and supporting employees at every stage of their career.

In addition to a base salary, Total Rewards 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 proved to be comparable to or exceed our industry segment and entire industry benchmarks. The full suite of employee benefits within our Total Rewards program can be found on our Careers website and additional sustainability-related benefits information in Employee Well-Being.

In 2025, 97% of Williams employees participated in our 401(k) plan to save for their retirements. In addition, all Williams employees receive company-paid retirement benefits, regardless of whether they contribute to our 401(k) plan.

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.

Our non-executive employees have the opportunity to purchase company stock at a 15% discount through our employee stock purchase plan. In 2025, 55% of eligible employees chose to participate in the program.

Clem C., Manager Supply Chain, in Tulsa, Oklahoma.

Employee Development

We believe that continuous development and transforming learning into action helps us deliver stronger results and stay ahead of our competitors. 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, outlined in our Learning Model. We use a 70-20-10 learning model because it prioritizes development through real work and experiences, which best supports our current focus on agility, practical growth and learning embedded in day-to-day work. All of these offerings are designed to support an employee's position, specific responsibilities and the local regulatory environment.

In 2025, we implemented strategies to deliver more in-person offerings. New employee orientation, focused on developing foundational skills and building culture at Williams, was delivered to approximately 300 corporate and field-based employees. In total, Williams held three corporate orientations and eight field orientations. In addition, Williams launched the Williams Leadership Academy, aimed at the in-person development of key skills, knowledge and connection among the leaders in our organization. Williams hosted approximately 175 new and tenured leaders across three Academy sessions, with a long-term goal for every leader to experience the Academy over time. We continue to iterate on the content of both programs to improve the employee experience.

Williams continues to support digital transition through embedded training in our existing training programs. For example, we require all field operators take our Maximo Basics course which details how to use the technology platform while working in the field.

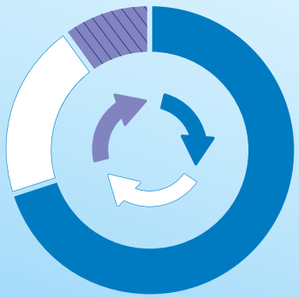
Williams Learning Model

10% Learning from Instruction

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

20% Learning from Others

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



70% Learning from Experience

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

Early Career Development

Our early career development program is an intensive, three-year rotational program for recent graduates, young professionals and current Williams employees that helps build a broad range of company experience and industry knowledge. Each rotation lasts one year. In 2025, we added 10 new employees to this 60-employee program and expanded the program to include current Williams employees. This change gives early-career employees the same access to high-value learning experiences as new graduates, creating more equitable pathways for career growth and long-term workforce development.

Power Innovation Technical Training Program

In 2025, we stood up a technical development program to support Power Innovation operations. This program consisted of on-site new employee orientation, technical equipment operations training and electrical systems safety training. It included over 3,000 training hours across 60 operations and commissioning employees throughout the year.

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, shown in the graphic to the right, are designed to further business and industry acumen and strengthen the skills and core competencies identified as necessary to meet business goals.

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

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.

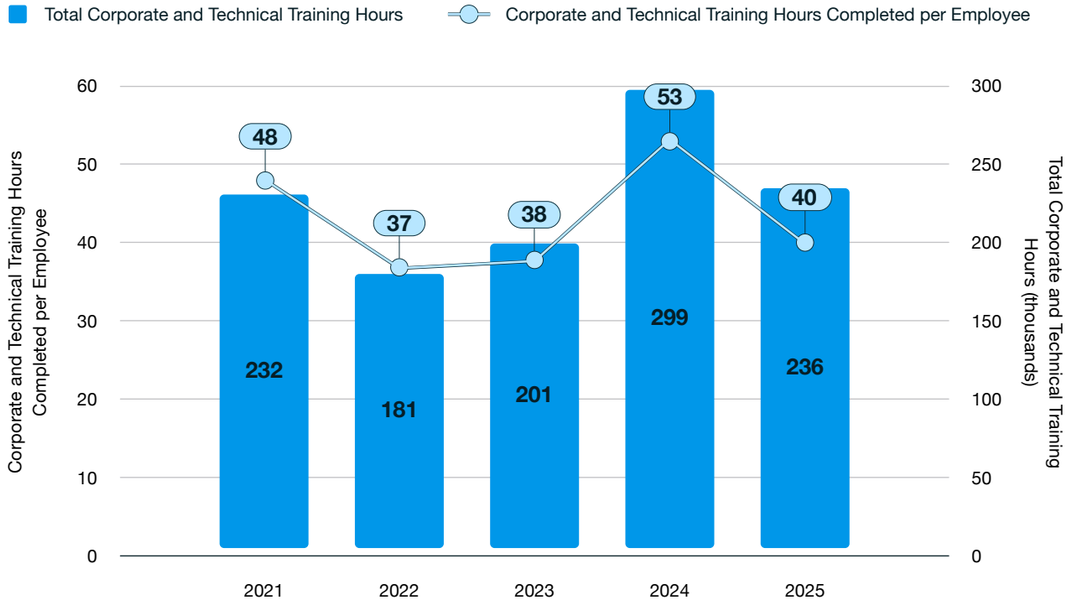
Talent Assessment & Succession Planning

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 opportunities for development and calibrate accordingly. In 2025, Williams faced several key leadership transitions that made succession planning even more critical, thus we focused on continuing to mature our existing plans at the Director and above levels. At the end of the 2025 succession planning period, succession plans were in place for 100% of Vice President and above level roles and 63% of Director roles. Our succession plans and candidates continue to evolve as our business grows and new positions are introduced.

2021–2025 Employee Training



Developing Our Next Generation of Senior Leadership

In 2025, Williams took a more intentional approach to building our senior leadership pipeline. We focused on identifying high-potential leaders and providing targeted development experiences to prepare them for future executive roles. Across several Vice President and Director roles, this included tailored development, increased exposure to enterprise-level leadership and resources designed to strengthen self-awareness and readiness for broader responsibility. Together, these efforts will accelerate our current and future leadership capability and strengthen our succession bench for the future.

Williams' investment in my growth was a launching point for the next chapter of my career. The curated program helped me to develop both personally and professionally at an accelerated pace. I am now far better prepared to step into an executive role and boldly lead our teams into this exciting new era for our company.

JENNIFER ELLIOTT
VICE PRESIDENT, EASTERN INTERSTATES

CULTURE & EMPLOYEE EXPERIENCE

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

At Williams, we believe that mutual respect for each other is foundational to a strong culture, effective collaboration and long-term value creation. Our workforce brings a wide range of experiences, skills and perspectives, and we are committed to creating a workplace where employees are treated with dignity, supported in their growth and given a fair opportunity to reach their full potential.

We focus on building an environment grounded in mutual respect, accountability and trust, where employees feel safe to contribute, engage in open dialogue and do their best work. This culture supports innovation, strengthens decision-making and enables our teams to solve complex challenges together.

Williams leaders reinforce these expectations through company values, everyday behaviors and consistent people practices that promote fairness, ethical conduct and professional opportunity across the organization.

Leadership Commitments & External Accountability

Williams' commitment to a respectful workplace is reinforced through leadership engagement and external partnerships. Our CEO remains a signatory of the SHRM CEO Action for Inclusion & Diversity Pledge, which outlines actions designed to foster open dialogue, trust and understanding across the workforce. Williams is also a signatory to the Tulsa Mayor's Pay Equity Pledge, reflecting our commitment to equitable pay practices and transparency.

Beyond formal pledges, employees support their communities by participating in nonprofit boards, industry organizations, volunteer initiatives and local events. In 2025, employees supported community activities such as Tulsa's Veterans Day and Native American Day parades, and Dr. Martin Luther King Jr. commemorations in Tulsa and Houston.

Abbe L., Director HSEI Services, Jake M., Director Asset Integrity, and Briana S., Director Environmental, at the Williams headquarters in Tulsa, Oklahoma.

Governance

Williams' commitment to a respectful workforce begins with senior leadership oversight. Our Senior Vice President & Chief Human Resources Officer & Corporate Affairs regularly reports on hiring, culture and people-related matters to the CEO and provides quarterly updates to the Board.

Williams maintains policies that reinforce expectations for professional conduct and a positive work environment, including our Code of Business Conduct, Equal Employment Opportunity Policy and Prohibition of Workplace Discrimination & Harassment Policy. All employees complete annual Code of Business Conduct and harassment training to reinforce these standards and their shared responsibility for maintaining a respectful workplace.

We also publish a transparent breakdown of workforce data by job category, gender, race and ethnicity on our website, supporting accountability and informed dialogue.

Resources & Training

Through formal resources, training and opportunities to participate in Employee Resource Groups, we equip leaders and employees with opportunities to broaden their perspectives and cultivate a culture rooted in respect and understanding. For example, our employees have access to the Williams diversity and inclusion resource library with internal and external on-demand resources. Each tool contributes to employees' ability and willingness to hold meaningful conversations and drive awareness and allyship across the company.

Employee Resource Groups

Voluntary Employee Resource Groups (ERGs) support employee connection, learning and engagement across the company. In 2025, Williams transitioned from a centralized council model to an ERG Roundtable, embedding ownership closer to employees while maintaining clear governance and enterprise alignment.

ERG membership is open to all employees and supported by executive-level sponsors. Through ERG-led programming, employees engage in enterprise learning, community involvement and locally relevant initiatives aligned with our values and strategic priorities. In 2025, more than 26% of employees participated in at least one ERG, with participation spanning roles, generations and backgrounds.

ERG programming also provides practical opportunities for leaders and employees to broaden perspectives, strengthen cultural awareness and reinforce behaviors rooted in respect and understanding.

EMPLOYMENT PRACTICES

GRI 2-30; SDG 8

Williams is committed to fostering a workplace where all business is conducted according to our 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 compensation and objective performance metrics, specialized skills and market-based benchmarks, 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 require comprehensive training for all hiring managers to support inclusive practices and mitigate bias throughout the talent acquisition process. For more information, please see Employee Attraction, Retention & Development.

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 maintain a direct, collaborative relationship where their voices are heard and addressed internally. In 2025, 0% of Williams employees were represented under collective bargaining agreements.

Our direct employees are not represented by collective bargaining agreements, but we value our strategic partnerships with industry trade unions such as the International Brotherhood of Electrical Workers (IBEW), Teamsters and others to support our large-scale construction and expansion projects. In 2025, Williams engaged with members of six trade unions: the 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.

Garrett R., Supervisor Operations, at the Harrison Hub Gas Processing Plant near Scio, Ohio.

STRENGTHENING OUR COMMUNITIES

Williams deeply values creating positive impacts in communities throughout the 24 states in which we live and work. To drive these efforts, we engage in frequent, honest and open communication with our stakeholders and partners. We focus on understanding unique local challenges, investing in community development, supporting equitable outcomes and managing our supply chain responsibly.

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Williams employees at the 2025 Martin Luther King Jr. Day Parade in Tulsa, Oklahoma.

STAKEHOLDER RELATIONS

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

Why This Matters to Williams

Our ability to maintain strong, trusting and collaborative relationships with our stakeholders — including community members, public leaders, non-governmental organizations and governments — remains critical to our mission of responsibly delivering reliable and affordable energy across the U.S. When securing permits for expansion projects, we consult local stakeholders for their feedback and support. The health, safety and economic strength of our communities is important to us, so we engage with the public to understand how new and existing projects could impact them. Williams conducts all stakeholder engagements with the goal of serving our communities as a considerate and responsible neighbor.

Williams defines stakeholder engagement as actions specifically designed to inform and gather input from stakeholders about Williams' expansion projects, operations or other notable business activities. Williams' government affairs and public outreach team adapts our engagement strategies to meet the needs of our various stakeholders, prioritize opportunities for feedback and garner the community support required to successfully complete projects. We also identified key stakeholder groups and their primary ESG concerns during our materiality assessment. For more information on our materiality assessment, please visit our Materiality Assessment website.

Roman B., Supervisor Operations, represents Williams at the Washington Association of Wheat Growers Convention in Coeur d'Alene, Idaho.

Summary of Stakeholder Engagements in 2025

We incorporate valuable stakeholder feedback into planning our strategy and operations. By understanding local needs and considering community priorities, we identify new opportunities to collaborate and strengthen our relationships. We prioritize stakeholder engagement with groups that are directly impacted by our operations. The frequency and methods of our interactions with key stakeholder groups are summarized as follows:

618

unique engagements conducted with community stakeholders in 2025

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

- Ongoing media campaigns
- Regular one-on-one meetings
- Conferences and industry events

Industry Associations

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

Community Groups, Landowners, Indigenous Populations & Non-Governmental Organizations

- Ongoing public awareness programs
- Six project open houses and 618 meetings with community stakeholders
- Monthly newsletters
- Weekly social media
- Ongoing media campaigns
- 1.18 million total mailers sent
- 24-hour control centers

Regulators

- Regular corporate communications
- Recurring meetings with regulators at the state and federal levels
- 20,855 public awareness mailers to emergency response agencies
- Monthly newsletters
- Ongoing communications through our government affairs and outreach team

Suppliers

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

Local Community Engagement

Open communication and proactive, collaborative partnerships with community members allow us to deliver the affordable and reliable energy that our communities rely on. In 2025, we prioritized engagement with new and existing stakeholder groups, including expanding our reach to engage with communities surrounding our future Power Innovation projects. Our 2025 efforts included engagements with local community stakeholders in the following ways: 79 community events, six open houses, 113 meetings with business organizations and chambers of commerce, nine environmental justice-specific meetings and 58 meetings with nonprofit organizations. As Williams' projects expand, our government affairs and public outreach team has evolved to meet the increasing demand for engagement with local communities and other critical stakeholders. The team works to spread awareness of Williams and our operations, enhance our credibility among landowners and communities and garner support for our existing and future projects.

Our Vice President of Corporate Affairs and our Vice President of Government Affairs and Public Outreach hold responsibility for executive oversight of community engagements. Williams' community and project outreach team leads pipeline infrastructure project communications. We also leverage specialized consulting services to create tailored outreach and stakeholder engagement plans to enhance our engagement with communities, especially in areas with expansion projects.

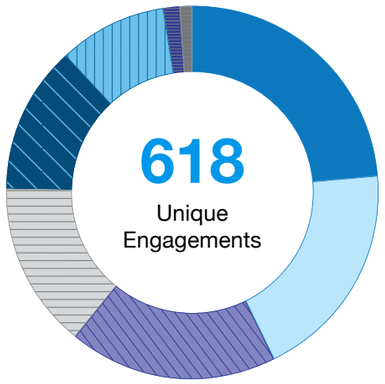
Engaging on Expansion Projects

Williams performed community consultation for all six of our expansion projects completed in 2025, as required by FERC. These projects support growth across our Transmission & Gulf operating areas and advance new developments within our New Energy Ventures efforts. Each major expansion project follows a public participation plan developed under our Public Outreach Strategy guide, which emphasizes early engagement, consistent communication and adaptability throughout the project life cycle.

Our active and robust stakeholder engagement practices drive value for shareholders through the success we ultimately have in our growth opportunities. For example, we ran a significant stakeholder outreach and public education campaign about our Southeast Supply Enhancement (SSE) project. Through mailers, billboards, radio and social media advertisements and public service announcements, we engaged with communities and elected officials to communicate the real benefits that SSE will bring to the region. We also conducted targeted outreach for our Northeast Supply Enhancement (NESE) project, engaging with public officials and communities and holding events with first responders and trades people to inform them about the project and its benefits.

Williams maintains a stakeholder management database where we identify key stakeholders in communities linked to proposed and ongoing expansion projects. We leverage this database to create FERC-required stakeholder lists to ensure we are communicating with stakeholders near our existing or proposed operations. Our database uses 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, please see Environmental Justice.

2025 Public Engagement Activities



- **147** Tribal engagements
- **118** Meetings with local elected officials
- **113** Meetings with business organizations and Chambers of Commerce
- **88** Other community meetings
- **79** Community events
- **58** Meetings with nonprofit organizations
- **9** Environmental justice meetings
- **6** Open houses

In 2025, representatives from our legal, outreach and operations teams reviewed API RP 1185 to assess any gaps in Williams' processes compared to the RP 1185 recommendations. The gap analysis included interviews with internal stakeholders from across Williams. The results from this analysis will continue to inform our public outreach practices going forward.

Encouraging Open Communication

We remain accessible to community members through a dedicated email address and a toll-free stakeholder hotline, which we publicize through project materials, company handouts, stakeholder letters and project-specific websites. We track concerns and issues raised by community members, elected officials and regulating agencies alongside the number of complaints to monitor our engagement effectiveness. We are committed to evaluating and addressing all community concerns. Depending on the stakeholder, project or concern, our project leads or government affairs and public outreach team address stakeholder feedback and bring in additional teams as necessary to find a potential resolution.

In 2025, we expanded our public engagements across the country to align with identified growth opportunities across our footprint. The government affairs and community outreach team also supported several gathering and processing projects and maintenance activities by working closely with local operations and supply hub leadership to engage concerned stakeholders on local issues and landowner concerns. Together, they worked to mitigate and resolve problems collaboratively with our stakeholders and strengthen our relationships with them.

Upholding Regulatory Requirements

Several regulations mandate us to inform stakeholders about potential projects and seek their feedback during permitting processes. Accordingly, we hold public meetings and consultations with local elected officials, community leaders and affected landowners to maintain compliance.

For each proposed project, Williams organizes a series of meetings to educate landowners and other stakeholders about the project's scope, necessity and potential benefits. During these meetings, Williams presents a project overview and online interactive maps, enabling attendees to engage directly with our teams, ask questions and submit comments about the project.

When hosting meetings, we strive to accommodate public preferences, enhance accessibility and create an environment where all community members feel encouraged to participate. We provide communications in local languages, schedule meetings at various times of day and offer virtual community events alongside in-person events.

Williams requires community consultation on all production wells within our Wyoming Upstream business segment. For all producing wells and those in our future drilling plans, Williams reports current and future production activity to the Wyoming Oil and Gas Corporation Commission (WOGCC). All new wells require permits from WOGCC, which involve applications and hearings of public record as well as notice to landowners in the area.

Landowner Relations

Without the support and partnership of the more than 95,000 landowners who grant us the privilege of securing permanent easements on private land, we would not be able to operate effectively and deliver affordable and reliable energy. We are committed to cultivating sustainable and mutually beneficial relationships with landowners.

We engage with affected landowners for proposed pipeline infrastructure projects throughout the permitting process, both proactively and in compliance with regulatory requirements. This early engagement grants us enough time to explain the project, secure land survey permissions and facilitate a formal negotiation process with landowners. We also invite landowners to ask questions, express concerns and share their preferences to help us develop mutually beneficial solutions.

We leveraged our relationships with landowners for successful negotiation to execute 1,968 new mutually agreeable land agreements.

Farmland near Moundsville, West Virginia.

During these engagements, Williams distributes key project information to landowners, including Williams' process for acquiring rights-of-way, company policies and frequently asked questions. 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 provide landowners with additional materials about the project and pre-filing and filing process. In 2025, we distributed 1,985 mailers to landowners through the FERC pre-filing and filing process.

Fair compensation for land is critical to budgeting and executing pipeline projects. We treat landowners with respect by offering reasonable financial compensation, safeguarding and restoring their land and conducting operations with respect for their property. Williams uses national and local appraisers to assess land values and offers compensation for easements, temporary construction workspace, crops, forested areas and other foreseeable damages at rates in alignment with local market standards. Landowners from whom we purchase land voluntarily agree to relocate from the acquired land, thus avoiding the need for resettlement plans for physical displacement. During and after project construction, Williams maintains regular communication with our landowner partners through email, phone calls, mailings, open houses and in-person meetings.

Williams strives to minimize the impact of our infrastructure on local communities by utilizing existing rights of way, roadways or other utility corridors for pipeline routing. For existing partnerships, we inspect our assets annually on landowner properties to support 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. Whenever feasible, we seek alternative routes to bypass properties owned by individuals who do not want to work with us, since our corporate philosophy is to introduce eminent domain only as a last resort. 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 mutually agreeable solutions with all new landowners.

COMMUNITY INVESTMENT

GRI 413-1

Why This Matters to Williams

By investing time and resources into our communities, Williams creates meaningful outcomes and supports causes aligned with our purpose. Through our charitable contributions, we strengthen our communities and enhance business execution with prioritized charitable initiatives. Community investments from the Williams Foundation (Foundation), corporate contributions, in-kind donations and matching programs totaled nearly $15 million in 2025, providing support for 2,370 organizations across 46 states and the District of Columbia. Williams employees strengthened connections within our communities by volunteering their personal time and participating in our annual Williams Volunteer Week.

Charitable Giving

Over the last five years, Williams has contributed approximately $69 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.

We offer in-kind donations such as computers, equipment and furniture in many of our operating areas. We also provide in-kind printing services to eligible nonprofit organizations in the Tulsa and Houston areas. In-kind donations free up funds that these nonprofit organizations and school partners can then direct to essential programs and services.

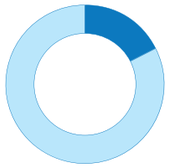
In 2025, Williams provided grants to support a variety of community-based initiatives. Some of Williams' larger, more impactful gifts include:

- National Energy Education Development Project (The NEED Project)
- Gulf of America Alliance's (GOAA) Hands On Community Resilience Across the Gulf Project
- The Nature Conservancy's Appalachian Waters and Forests Program
- Genesys Works
- University of Texas at Austin's Energy Emissions Modeling & Data Lab
- Contributing to 460 first responder organizations across the country

We manage and conduct our community investments through the Williams Foundation (Foundation), a nonprofit 501(c)(3) organization. The Foundation's dedicated board of directors guides Williams' charitable giving initiatives across the country. The Foundation board meets semi-annually and includes members of our executive leadership and senior management teams.

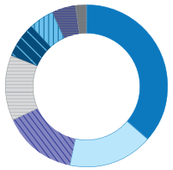
Our corporate social responsibility team works closely with the Foundation board to develop and approve a comprehensive budget to support high-impact programs in the communities where our employees live and work. Our giving process is guided by the Foundation Bylaws and our corporate Charitable Contributions Policy to ensure the integrity of our contributions.

2025 In-Kind Donations by Type



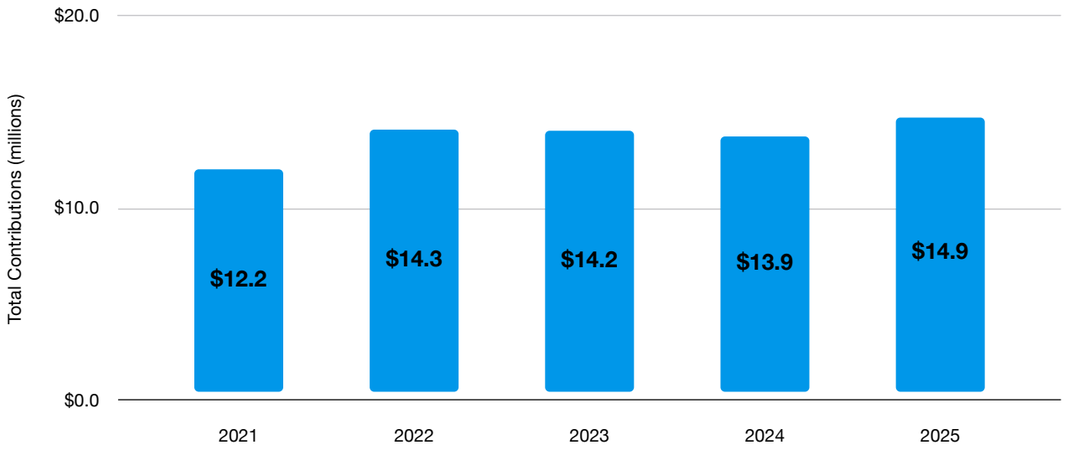
$75,884	Printing services
$354,072	Other in-kind

2025 Charitable Giving by Focus Area



37%	Education
17%	United Way
15%	Health and human services
13%	Civic betterment
8%	Environmental stewardship
5%	Public safety
3%	Arts and culture
2%	Other

Williams' Charitable Giving, 2021–2025



Howard H., Manager Applications, volunteering during Williams Volunteer Week in Tulsa, Oklahoma.

Education

The growing demand for cleaner energy requires creative minds across fields from technological solutions innovators and market experts to community change-makers. By investing 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 2025, Williams invested nearly $5.6 million to support educational initiatives, including our Operations Technician scholarship program.

In 2025, Williams began a relationship with the National Energy Education Development (NEED) Project, a nonprofit organization dedicated to promoting energy education among students and educators across the United States. Founded in 1980 through a proclamation by President Jimmy Carter, The NEED Project aims to create an energy-conscious and educated society that recognizes the importance of energy education in reducing oil imports and promoting conservation. The project engages students, educators and community leaders to design and deliver objective, multi-faceted energy education programs. Williams sponsored five teacher development workshops in 2025, which provided teachers with energy-focused curricula for all grade levels. These curricula are designed to meet the state science standards and include activities for teachers to take back into their classrooms.

Williams also supports post-secondary education. In 2025, we continued to support our commitment to the University of Oklahoma's business, engineering and earth and energy colleges and the University of Wyoming's School of Energy Resources.

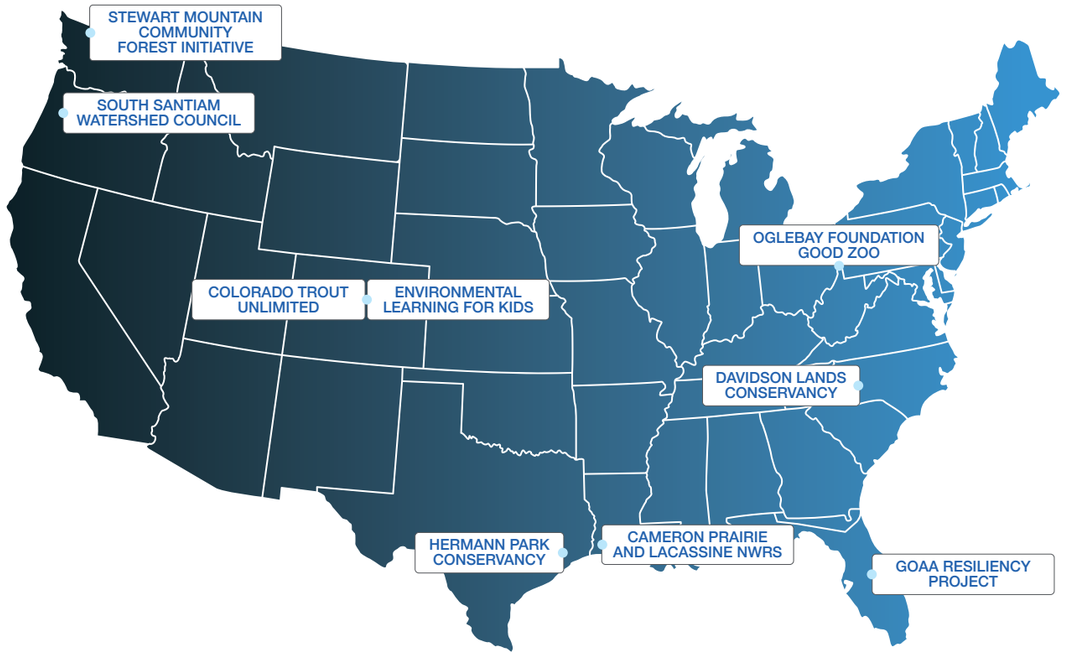
Environmental Stewardship

Williams is committed to being a responsible steward of our environment, and we support projects that improve or preserve natural resources, promote responsible land use and facilitate outdoor recreation.

We maintain longstanding partnerships with leading conservation organizations including Ducks Unlimited, which conserves, restores and manages wetlands and other waterfowl habitats. In 2025, we continued our support of many environmental programs, including Davidson Lands Conservancy's Wildlife Habitat Program and The Nature Conservancy's Appalachian Waters and Forests: Solutions for Our Planet Project, which spans the length of the Appalachians from Georgia to Maine.

New projects in 2025 included our support for GOAA's Pollinator Right-of-Way Project and Ducks Unlimited's work at the Shillapoo National Wildlife Refuge in Washington. Our $100,000 commitment over two years will help increase the potential habitat for the endangered Columbian white-tailed deer and western pond turtle population. Additionally, we provided emergency funding for the Oglebay Foundation's Good Zoo in West Virginia to support cleanup of the Red Wolf Habitat following disastrous flooding in the spring.

Key 2025 Community Investments in Environmental Stewardship

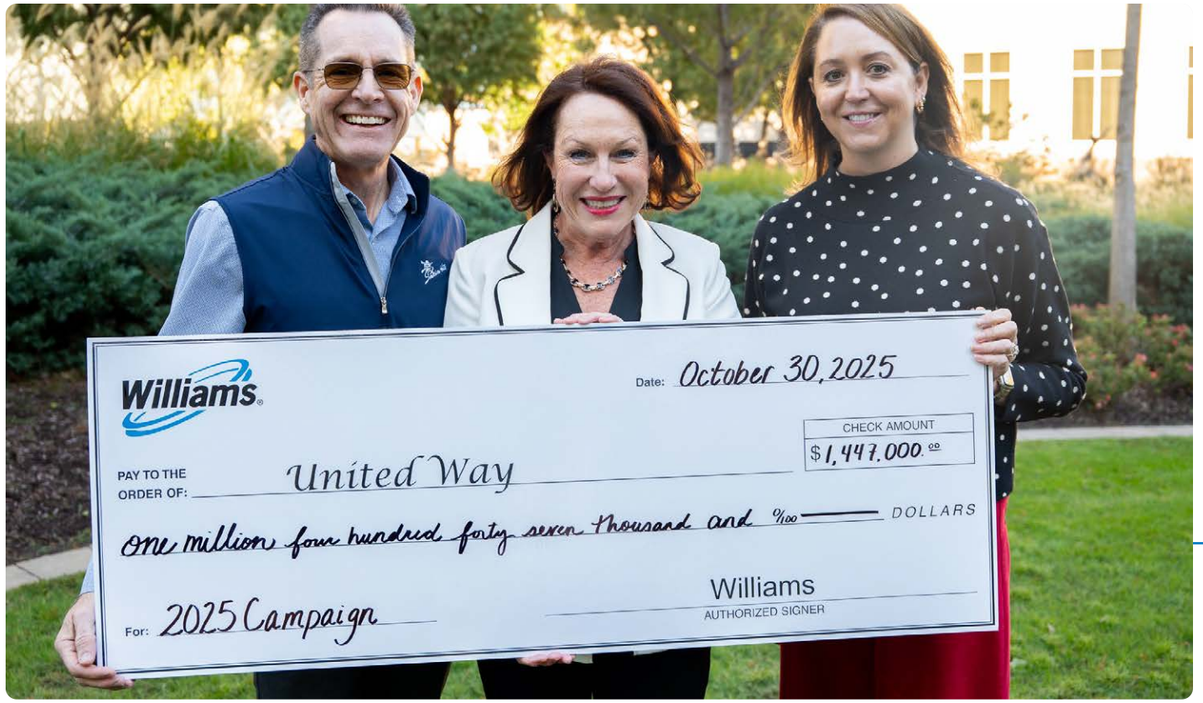


Public Safety & First Responders

Our investments in local emergency response agencies equip under-resourced organizations with the tools needed to safeguard our local communities. For National First Responder Day on October 28, Williams recognized more than 50 employees who serve as volunteer first responders. We also donated a total of $757,779 to 460 first responder groups throughout our operating areas over the course of 2025. For more information on our support for first responders, please 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 2025, we supported various local United Way organizations, totaling approximately $5.7 million in donations 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 Way organizations in states where we have operations.



Lane W., Senior Vice President & General Counsel, and Karissa C., Vice President, Assistant General Counsel, present a check to the Tulsa Area United Way President & CEO.

Sterling S., Business Data Scientist, volunteers at the Food Bank of Eastern Oklahoma in Tulsa, Oklahoma.

Employee Volunteering

We encourage our employees to give back to their communities by volunteering their time and talents. In 2025, Williams employees volunteered 37,459 hours, equivalent to approximately $1.4 million based on an estimated value of $36.14 per volunteer hour.[33] Our employees serve as nonprofit board members, mentors, coaches, committee members, volunteer firefighters and more. We participate in several ongoing volunteer partnerships including Kicks for Kids, a running program in conjunction with Route 66 Marathon Inc. in Tulsa, Oklahoma.

Williams Volunteer Week

In April, employees across the company participated in the fourth annual Williams Volunteer Week, coming together to support our local communities. This event continues our tradition of giving back, helping local organizations tackle projects beyond their own resources and strengthening community connections.

[33] Independent Sector, Value of Volunteer Time.

In total, 1,172 employees across 17 states volunteered their time at 85 nonprofit organizations, including United Cerebral Palsy of Mobile in Alabama, 4-H Camp Piedmont in Ohio, Monroeton Elementary in North Carolina and Linden Rain Gardens in New Jersey.

Employee Giving

Williams empowers our employees to guide corporate giving toward the causes that matter most to them and their communities. Our Homegrown Giving grant program allows our employees to direct funding to eligible nonprofit organizations and schools where they volunteer. We gave $791,214 in 2025 through the Homegrown Giving grant program.

Williams also maintains a Matching Gifts program to match employee, board member and retiree contributions to eligible organizations up to $10,000 per employee or board member and up to $5,000 per retiree per year. Williams matched approximately $1.7 million in charitable donations through the Matching Gifts program in 2025.

ECONOMIC IMPACTS

SDG 9

When we execute expansion projects on our pipelines and facilities, the positive economic impacts extend across both local and regional economies and support a wide range of industries. During both 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. Williams paid $277 million in property taxes across our locations in 2025, and we have also paid nearly $275 million in total Employer Federal Insurance Contribution Act taxes over the last five years. Our investments also support state and local sales tax revenues through project material purchases and the local spending of our employees. We also work closely with local and state economic business development organizations to highlight new economic opportunities that our operations create, including through maintaining memberships in state and local chambers of commerce. In 2025, we continued efforts to engage underserved communities within our footprint, increasing awareness of our company, projects and the benefits we deliver.

Individual expansion projects can have incredible local impact. We partner with expert third parties such as research universities or institutes to conduct economic impact studies for proposed projects and initiatives, which enable us to direct investments to maximize positive local benefits and disperse positive impact equitably. Engaging these experts enhances the quality, impartiality and accuracy of the economic impact assessments and proves them more valuable for our stakeholders. For example, we updated the economic impact analysis for the NESE project in 2025. These analyses showcased updated job creation statistics and other positive economic impacts across the Northeast, and we communicated this data to key stakeholders, such as local policymakers, advocacy organizations, chambers of commerce and community members. During project construction and operation, we promote the use of local businesses by opting for locally-sourced materials and frequenting locally-owned hotels, restaurants, fuel stations and other services. Williams also commissions Environmental Justice Assessments for the areas around planned expansion projects and uses the data to enhance our engagement with community members, articulate the potential economic benefits of our projects in their communities and share ways they can become involved.

In 2025, Williams participated in various events to highlight the continued and growing economic opportunities in the energy sector. At the Shale Industry and Manufacturing Supply Chain Forum, Williams highlighted the many ways that small businesses, contractors and vendors can be part of the natural gas industry in the Northeast. We also sponsored and participated in the Appalachian AI Energy Conference. This inaugural conference brought together various companies involved in AI development in the northern Appalachia region in parts of Ohio, Pennsylvania and West Virginia.

Rod S., Safety and Health Specialist, at Station 610 in Millersville, Pennsylvania.

SUPPLY CHAIN & RESPONSIBLE PROCUREMENT

GRI 2-6, 2-24

Williams' extensive operations depend on a network of nearly 4,650 suppliers and more than 2,500 contractors to run our interstate network of natural gas pipelines and gathering and processing facilities across the U.S. These suppliers play an important role in helping us deliver safe, reliable natural gas products that contribute to the clean energy economy. Beyond requiring quality and operational excellence, we prioritize working with suppliers who share our values and are committed to sustainable practices. Partnering with responsible and dependable suppliers supports the consistent and secure delivery of natural gas products, reducing operational risks, minimizing disruptions and improving overall efficiency. This approach helps lower costs, enhance financial performance and uphold Williams' standing as a trusted and responsible leader in the industry.

Our supply chain management and responsible procurement strategy work 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

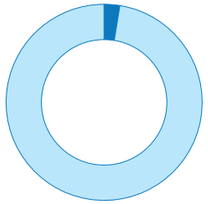
Williams builds and oversees a supply chain network with a focus on performance and delivery, driving cost efficiency and strengthening resiliency. We build relationships that give us a competitive advantage in emerging demand areas, such as data center power. Williams classifies Tier 1, 2 and 3 suppliers according to spend, strategic value and supply chain risks. Tier 1 suppliers account for, on average, 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 (Code) 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. We updated the Code in 2025 to include a commitment to sustainable procurement, new requirements for habitat protection and water stewardship. All suppliers and contractors are required to acknowledge our Code when signing procurement contracts and new purchase orders, which includes prohibitions on involuntary labor, human trafficking and child labor. This onboarding process serves as a basic screening mechanism to assess supplier commitment to our human rights expectations. Our Code 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, new suppliers must complete an ESG self-assessment 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 2025, Williams received questionnaire responses from 761 total suppliers, including all newly onboarded suppliers of which none were Tier 1 suppliers. Among our Tier 1 suppliers, we completed on-site assessments of eight suppliers and desktop reassessments of eight suppliers.

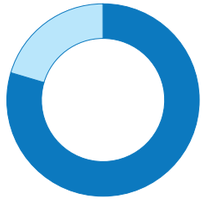
We prioritize partnering with U.S.-based suppliers whenever possible; approximately 98% of our total suppliers and 96% of our spend are U.S.-based. We screen all new suppliers for country-specific supply chain risks, including human rights concerns, using U.S. Secretary of State databases and the FBI Terrorist Screening Database. Williams avoids contracting with suppliers that do not meet our standards and expectations.

Williams' senior leadership supervises the execution of the company's supplier ESG program, and we continue to integrate and standardize ESG criteria throughout 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 key suppliers, we set performance metrics tied to safety, delivery, quality and cost-effectiveness. Over the course of the year, the procurement team performs periodic business reviews to make sure that supplier performance targets are being met.



Number of Suppliers

- **122** Tier 1
- **4,603** Tiers 2 and 3



Supplier Spend

- **$5.2B** Tier 1
- **$1.3B** Tiers 2 and 3

In 2025, Williams hosted a virtual Supplier Summit that convened key suppliers, including 20 Tier 1 suppliers, to align on our sustainability objectives and reinforce a shared commitment to ethical and responsible practices. The summit provided a forum for open dialogue, enabling participants to share best practices, address challenges and collaborate on raising performance standards. This engagement strengthened supplier relationships while promoting a unified approach to achieving our sustainability goals. Building on this momentum, Williams plans to host a larger, in-person Supplier Summit in 2026 to further deepen collaboration and impact.

Williams Technology Software Supplier Program, the product of collaboration with our supply chain and cybersecurity teams, continued to evolve in 2025. All technology suppliers are tagged in Oracle with a Technology label for streamlined visibility and management, and we are in the preliminary stages of requiring an AI Questionnaire from suppliers that include AI in their products. New software and technology suppliers must complete a questionnaire, so our cybersecurity can evaluate them and confirm they meet Williams' standards. This program has strengthened security standards, ensuring all partners adhere to stringent cybersecurity protocols.

Responsible Procurement

Williams uses procurement procedures to drive sustainable practices and strengthen suppliers. The Williams Procurement Policy guides our approach to supplier identification and sourcing and details 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 2025, 1,066 of Williams' suppliers held small business certification, and a significant number of them do business locally. For additional information on local economic development, please 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.

Supplier Spotlight: Holman

Holman is Williams' primary fleet management and leasing partner, providing comprehensive services that support the full life cycle of our fleet. Founded in 1924, Holman is one of the largest family-owned automotive services organizations in North America and the first and only full-service global fleet management provider to be WBE-certified by the Women's Business Enterprise National Council (WBENC). Williams has worked with Holman for over a decade, with a focused effort beginning in 2021 to establish Holman as our primary fleet management partner. Today, Holman manages more than 4,000 Williams fleet assets across our operational states and supports critical functions including fuel card administration, maintenance management, vehicle titling, registration renewals, toll management, DOT compliance and related fleet services. In 2025, Williams spent more than $30 million with Holman, reflecting the scale, strategic importance and depth of this partnership in enabling standardized processes, improved compliance and operational efficiency across our fleet program.

Representatives of Holman meet with Williams employees at the Williams headquarters in Tulsa, Oklahoma.

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 help protect all involved parties' human rights at a level consistent with our own operational standards. We expect all operations throughout our supply chain to respect our values related to working hours, respect in the workplace, wages, benefits and health and safety.

Guided by the UN Guiding Principles on Business and Human Rights and other international standards, Williams' Human Rights Policy and Statement formalizes our commitment to human rights and sets clear expectations regarding 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. We also 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 promote the respect and protection of human rights.

For over 30 years, Williams has used the Action Line system, a 24/7 toll-free number that empowers employees and other stakeholders to report concerns, including those regarding human rights. This Action Line system allows us to appropriately manage all reported issues. For more information about the Action Line, please see Corporate Behavior & Ethics.

Tatiana C., Engineer, and Raven G., Business Transformation Specialist, walk in the 2025 Martin Luther King Jr. Day Parade in Tulsa, Oklahoma.

ENVIRONMENTAL JUSTICE

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

Williams works for inclusive engagement and fair treatment with all people in the communities where we operate, regardless of race, ethnicity or socioeconomic background. Our research-backed, early and ongoing engagement with local stakeholders helps us understand specific community concerns, histories and priorities, so we can assess the perception and impact of our projects. We actively engage with overburdened communities, including people of color, low-income, rural, Indigenous and unhoused people alongside other pertinent groups and individuals near our projects and operations. While our environmental justice initiatives align with applicable state requirements, Williams believes that by partnering with community leaders and organizations from overburdened communities, including in states without environmental justice frameworks, we hear directly from the people affected by our operations, foster open communication and meaningful collaboration and serve as responsible community partners. For more details on our community partnerships, please visit Community Investment.

Engagement Strategy

Williams identifies overburdened communities for engagement using the EPA's Federal Interagency Working Group on Environmental Justice and the National Environmental Policy Act (NEPA) committee guidance, supplemented 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 uses U.S. Census Bureau data to identify demographic characteristics such as income, race, ethnicity, age and spoken languages in communities adjacent to our assets when conducting Environmental Justice Assessments while also considering aspects such as community assets, gathering places, nonprofit organization service areas and community-based activities. Together, these data points help us identify overburdened communities near planned projects, understand potential social risks and develop tailored outreach strategies. For example, we enhance accessibility by translating project information into local languages, and we adjust stakeholder meeting times to align with prevailing local work schedules. Environmental Justice Assessments help us to increase stakeholder participation and maximize engagement with overburdened community groups, so we can assess, avoid and mitigate potential environmental justice concerns. In 2025, we saw 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, which outlines our approach to engaging with communities for their net benefit while minimizing and managing potential adverse impacts, in all permitting applications and FERC Resource Reports.

Williams recognizes the power of using an environmental justice lens to enhance benefits to local residents beyond simply mitigating risk to overburdened communities. All Williams employees involved in community engagement can receive training on environmental justice principles, and we evaluate potential economic benefits early on during project planning. Our meaningful engagement also promotes equitable distribution of benefits from our operations in line with environmental justice principles, including direct and indirect economic impacts as well as safe, affordable and reliable energy services. Further details on the direct and indirect benefits of our operations are available in the Economic Impacts section.

The sun sets near offshore platform GA-244.

Mt. Vernon Compressor Station in Mt. Vernon, Washington.

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. For example, our investment enabled the American Innovation and Opportunity Fund (AIOF) to pilot a multi-state initiative focused on workforce development, energy awareness and community advocacy. Through 13 grant-funded activities conducted across Maryland, North Carolina, Virginia and Washington, D.C., AIOF engaged trusted community partners, faith-based institutions and local leaders to deliver targeted education and facilitate informed participation in energy-related issues. These grant activities measurably expanded workforce awareness, strengthened advocacy for energy development and fostered meaningful community engagement around environmental justice and energy policy. The grant also supported direct community input through focus groups and surveys.

In 2025, 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 Energy Conference, and several employees attended the Congressional Black Caucus conference. We also sponsored the American Association of Blacks in Energy's national conference, as several Williams employees hold leadership roles in 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 community concerns related to equipment upgrades at Station 165 as part of our Southeast Supply Enhancement project.

Noise Management

Williams is committed to being a respectful neighbor in our communities, and we recognize that noise is a potential public health hazard and environmental justice issue that disproportionately affects low-income and minority populations.[34] We comply with applicable regulations and mitigate potentially harmful elevated sound levels resulting from operational noise.

We limit sound levels below maximum legal decibel levels through protective equipment such as exhaust silencers, mufflers, low-speed fans, centrifugal compressor units and noise walls beginning during the permitting and design phases of our facilities. We implement these voluntary measures in projects, even where our overall noise impact does not meet the threshold for mandatory technology interventions.

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

A compressor at Transco Station 165 in Pittsylvania County, Virginia.

INDIGENOUS COMMUNITIES

Williams supports the rights of Indigenous communities, recognizing the intersection between our operations and their communities. 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 2025, Williams reported zero incidents involving violations of Indigenous Peoples' rights. We guide our engagement with this stakeholder group using an internal framework that defines best practices and effective engagement strategies, including those aligned with the principle of free, prior and informed consent. 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. Our interstate pipelines fully comply with the Section 106 National Historic Preservation Act regulation, which mandates that any activities that could potentially impact 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 ongoing opportunities to express concerns about impacted properties and offer input to Williams on the identification and assessment of the land. In 2025, Williams demonstrated continued progress 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 and published it both internally and externally, 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 ERG. Please see Culture & Employee Experience 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 our project planning. This helps us consider our projects from a variety of perspectives and offer mutual benefit to all stakeholders involved. In 2025, the outreach team traveled to Utah to meet with the Ute Tribe, where they discussed upcoming projects and focused on strengthening trust and building relationships. As a result of this continued outreach, the tribe proactively contacted Williams to explore business opportunities and other potential collaborations. In addition, the Williams Native ERG continued their strong partnership with Osage-Big Elk, celebrating the two-year anniversary of collaboration with the Tulsa-based and Native-owned business by holding a "Where we are now" event in 2025 with many Osage employees and Chief Standing Bear in attendance.

In 2025, Williams participated in 147 inquiries, conversations 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 instance, since 2020, Williams has served as the presenting sponsor of the Indian Health Care Resource Center's Dance of the Two Moons event, which raises funds for the center's youth programs. Williams also continues to support the Advancing Indigenous Science and Engineering Society (AISES), which works to significantly increase Indigenous representation in STEM education and careers.

Raven G., Business Transformation Specialist, and citizen of the Cherokee Nation.

The 2025 Native American Day Parade in Tulsa, Oklahoma.

To bolster our recruitment efforts with Native American communities, Williams' human resources team participates in 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 for our more traditional talent pipelines. Williams also continues to partner with regional universities and their AISES chapters to support recruitment.

Williams was proud to be a gold sponsor and attendee of the Affiliated Tribes of Northwest Indians (ATNI) Annual Convention in 2025. Williams is also on the planning committee for the 2026 iteration of the ROSA Tribal Energy Conference, having attended and sponsored the event in 2025. Williams also participated in the 14th annual Cultural Resources Law Conferences that focused on collaborating with tribes on energy and infrastructure projects.

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, hosted in October 2025, was filled with arts, crafts, food and talks from local tribal leaders. This year's celebration of Native American Day was the largest attended event in the organization's history. For more information on community giving at Williams, please see Community Investment.

APPENDIX

Williams' 2025 Sustainability Report Appendix contains details about our reporting approach, 2025 Performance Data Table, content indices for GRI, SASB and TCFD and our Independent Limited Assurance Statement.

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The Arc Park Compressor Station in Fort Worth, Texas.

ABOUT THIS REPORT

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

Report Details

Williams produces our annual Sustainability Report by combining qualitative information and quantitative data to describe our policies, programs, actions and performance on relevant sustainability topics. Our 2025 Sustainability Report, published July 30, 2026, covers Williams' operations from January 1 through December 31, 2025, 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."

Station 240 in Carlstadt, New Jersey.

In 2025, we conducted independent third-party limited assurance for select 2025 GHG emissions and safety data. In addition, our internal audit team also reviewed a sample of the reported metrics to confirm alignment with supporting documentation. Please see our ERM CVS Assurance Statement for more information. For information regarding restatements of information in this report compared to previous years, please see GRI disclosure 2-4 in the GRI Index and our ERM CVS Assurance Statement.

To guide the development of our 2025 Sustainability Report, Williams referenced the Sustainability Accounting Standards Board (SASB) Oil & Gas — Midstream Standards, TCFD, Global Reporting Initiative (GRI) Standards, the United Nations Sustainable Development Goals (SDGs) and IFRS Foundation S2 Climate-related Disclosures.

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.

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.

We welcome your questions, comments and feedback on this report by contacting Sustainability@williams.com.

Materiality Assessment

Williams identified the ESG topics discussed in this report through a double materiality assessment conducted in late 2024 and early 2025. In this report, we refer to ESG "material topics" as the 11 topics ranked highest during our materiality assessment. We also address a variety of other sustainability-related topics that are important to Williams and our stakeholders. For more information on our materiality assessment process, please see our website.

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.

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_2e	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_2e	9.19	9.92	10.32	10.19	10.50
Methane, CH_4[35]	million metric tons CO_2e	3.87	4.00	4.09	3.76	3.45
Nitrous oxide, N_2O[35]	million metric tons CO_2e	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_2e/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_2e) intensity per energy throughput	metric tons CO_2e/thousand MMBtu	0.94	0.90	0.85	0.85	0.81
Scope 2 greenhouse gas emissions[38]	million metric tons CO_2e	1.66*	1.78*	1.81*	2.13*	2.29*

[35] 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. 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 CH_4 and 265 for N_2O. Williams does not produce biogenic gases from its direct operations. Williams does not produce hydrochlorofluorocarbons (HCFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF_6) or nitrogen trifluoride (NF_3) emissions.

[36] 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 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 CO_2-equivalent (CO_2e). 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_2e	14.72†	15.71†	16.25†	16.04†	16.25*
Sum of Scope 1 and Scope 2 methane emissions[39]	million metric tons CO_2e	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 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. 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 $PM_{2.5}$ + PM_{10}. 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 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 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
Total employee-related expenses	million USD	$952	$1,000	$1,061	$1,239	$1,247

[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.

CONTENT INDICES

GRI Content Index

Statement of Use	Williams has reported in accordance with the GRI Standards for the period January 1, 2025, through December 31, 2025.
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 REFERENCE NUMBER
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 2025 Form 10-K, pp. 9–19 b. The information reported in our 2025 Sustainability Report covers the same group of entities as covered in our 2025 Form 10-K. c. Williams 2025 Form 10-K, p. 114; 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 2025 Sustainability Report covers Williams' operations from January 1, 2025, through December 31, 2025, 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' 2025 Sustainability Report published on July 30, 2026. d. Questions about this report can be directed to williamscompanies@williams.com.				
	2-4 Restatements of information	a. 2021–2024 Scope 1 greenhouse gas emissions were restated to reflect acquired assets and methodology updates. b. 2021–2024 Scope 1 carbon emissions intensity were restated to reflect acquired assets and methodology updates. c. 2021–2024 Scope 1 methane (CH_4) emissions were restated to reflect the inclusion of additional methane emission sources. d. 2021–2024 Scope 1 greenhouse gas emissions, percent methane were restated to reflect the inclusion of additional methane emission sources. e. 2021–2024 Sum of Scope 1 and 2 greenhouse gas emissions were restated to reflect acquired assets and methodology updates. f. 2021–2024 Sum of Scope 1 and 2 methane emissions were restated to reflect the inclusion of additional methane emission sources and production assets operated by Williams. g. 2024 Total non-renewable energy consumption (electricity plus fuel) was restated to reflect acquired assets. h. 2024 Total energy consumption (renewable and non-renewable; electricity plus fuel) was restated to reflect acquired assets. i. 2024 Energy consumption intensity (electricity plus fuel) was restated to reflect acquired assets.				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/RESPONSE	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REFERENCE NUMBER
	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 2025 Form 10-K, pp. 4–8 c. Williams 2025 Form 10-K, p. 17–18 d. Williams 2025 Form 10-K, pp. 130–136				
	2-7 Employees	a. About Williams b. About Williams c. About Williams; Performance Data Table d. About Williams e. In 2025, Williams did not experience a significant fluctuation in our employee head count from FY 2024, 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.	
	2-9 Governance structure and compensation	a. Corporate Governance b. Corporate Governance c. Corporate Governance; Performance Data Table; 2026 Proxy Statement, pp. 11–23; Form DEFA14A				
	2-10 Nomination and selection of the highest governance body	a. Corporate Governance; 2026 Proxy Statement, pp. 10, 28–31 b. 2026 Proxy Statement, pp. 28–31				
	2-11 Chair of the highest governance body	a. Corporate Governance; Form 8-K Report				
	2-12 Role of the highest governance body in overseeing the management of impacts	a. Corporate Governance; 2026 Proxy Statement, pp. 32, 44–50 b. Sustainability Governance; 2026 Proxy Statement, p. 43 c. Sustainability Governance; 2026 Proxy Statement, p. 43				
	2-13 Delegation of Responsibility for managing impacts	a. Sustainability Governance; 2026 Proxy Statement, p. 44–50 b. Sustainability Governance; 2026 Proxy Statement, p. 44–50				
	2-14 Role of the highest governance body in sustainability reporting	a. Sustainability Governance; 2026 Proxy Statement, p. 50 Williams' full Board is asked to review the Sustainability Report before publishing. In 2024, the Director of Business Development and Sustainability and VP, IR and Sustainability 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. 2026 Proxy Statement, p. 6; Corporate Governance Guidelines				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/RESPONSE	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REFERENCE NUMBER
	2-16 Communication of critical concerns	a. Sustainability Governance; 2026 Proxy Statement, pp. 32, 43 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. We share various continuous learning opportunities with our Governance and Sustainability Committee at each regularly scheduled committee meeting. 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.				
	2-18 Evaluation of the performance of the highest governance body	a. Corporate Governance; 2026 Proxy Statement, p. 29 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, please see Williams' 2026 Proxy Statement, p. 29. c. 2026 Proxy Statement, p. 29				
	2-19 Remuneration policies	a. 2026 Proxy Statement, pp. 8, 24–26, 52–87 b. 2026 Proxy Statement, pp. 62–65				
	2-20 Process to determine remuneration	a. 2026 Proxy Statement, pp. 8, 24–26, 52–87 b. Form 8-K Report				
	2-21 Annual total compensation ratio	a. 2026 Proxy Statement, p. 83 b. 1.41:1 c. 2026 Proxy Statement, p. 83				
	2-22 Statement on sustainable development strategy	a. CEO Letter				
	2-23 Policy Commitments	a. 2026 Proxy Statement, pp. 34–35; 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 a Code of Business Conduct training, which they must complete within the first 30 days of employment and each year thereafter, where they are required to acknowledge that they have read, understand and agree to the Code of Business Conduct, 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 are included in every RFP, PO and contract signed in our supply chain processes.				
	2-24 Embedding policy commitments	a. Corporate Behavior & Ethics; Supply Chain & Responsible Procurement				
	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				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/RESPONSE	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REFERENCE NUMBER
	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; 2025 Form 10-K, pp. 181–184 c. 2025 Form 10-K, pp. 181–184	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	a. Williams Partnerships, Research and Collaboration b. American Petroleum Institute American Society of Mechanical Engineers American Society of Safety Professionals Association for Materials Protection and Performance Coalition for Renewable Natural Gas Common Ground Alliance Construction Safety Research Alliance Energy Emissions Modeling and Data Lab (EEMDL) Energy Infrastructure Council Global Carbon Capture and Storage Institute GPA Midstream Association INCOMPASS INGAA Liquid Energy Pipeline Association National Gas Innovation Network (formerly Differentiated Gas Coordinating Counsel) National Petroleum Council National Society of Professional Engineers Natural Allies Pipeline Research Council International The Business Roundtable Young Pipeline Professionals USA				
	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.				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/RESPONSE	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REFERENCE NUMBER
Material Topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment; Materiality Assessment website				
	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 2025.	11.22.2

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/RESPONSE	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	GRI SECTOR STANDARD REFERENCE NUMBER
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 Questionnaire 2026: 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 gases.				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 U.S. EPA eGRID 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 Questionnaire 2026: 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 REFERENCE NUMBER
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 2025, 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 REFERENCE NUMBER
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 REFERENCE NUMBER
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 2025. 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 REFERENCE NUMBER
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 concerns expressed by stakeholders, including neighbors, community members and local elected officials. These complaints or issues are typically localized to areas of active pipeline or facility construction or active pipeline operations. Inbound complaints that cannot be immediately addressed by the community and project outreach team will be forwarded to 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 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 2025, we did not have any operations that caused, contributed to or had ongoing involuntary resettlement.				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, please see Williams' Materiality Assessment website.
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, please see Williams' Materiality Assessment website.
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, please see Williams' Materiality Assessment website.
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, please see Williams' Materiality Assessment website.
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, please see Williams' Materiality Assessment website.
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, please see Williams' Materiality Assessment website.
11.12 Forced labor and modern slavery	11.10 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, please see Williams' Materiality Assessment website.
11.11 Non-discrimination and equal opportunity	11.11 Non-discrimination and equal opportunity was considered as part of the topic "Culture & Employee Experience" 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 Culture & Employee Experience. For more information on how we conducted our 2024 Materiality Assessment, please see Williams' Materiality Assessment website.
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, please see Williams' Materiality Assessment website.
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, please see Williams' Materiality Assessment website.
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, please see Williams' Materiality Assessment website.
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, please see Williams' Materiality Assessment website.
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, please see Williams' Materiality Assessment website.
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, please see Williams' Materiality Assessment website.
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, please see Williams' Materiality Assessment website.

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	2026 CDP Questionnaire: Governance Board of Directors Oversight 2026 Proxy Statement, pp. 49–50 Governance and Sustainability Committee Charter, pp. 2–3
Describe management's role in assessing and managing climate-related risks and opportunities	2026 CDP Questionnaire: Governance 2026 Proxy Statement, pp. 49–50
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	2026 CDP Questionnaire: Disclosure of Dependencies, Risks, and Opportunities 2025 Form 10-K, pp. 38–39, 45–47
Describe the impact of climate-related risks and opportunities in the organization's businesses, strategy, and financial planning	2026 CDP Questionnaire: Identification, Assessment, and Management of Dependencies, Impacts, Risks, and Opportunities; Disclosure of Dependencies, Risks, and Opportunities 2025 Form 10-K, pp. 38–39, 45–47
Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	2026 CDP Questionnaire: Business Strategy 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	2026 CDP Questionnaire: Identification, Assessment, and Management of Dependencies, Impacts, Risks, and Opportunities Climate Adaptation & Resilience; Enterprise Risk Oversight
Describe the organization's processes for managing climate-related risks	2026 CDP Questionnaire: Identification, Assessment, and Management of Dependencies, Impacts, Risks, and Opportunities Climate Adaptation & Resilience
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	2026 CDP Questionnaire: Identification, Assessment, and Management of Dependencies, Impacts, Risks, and Opportunities 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	2026 CDP Questionnaire: Disclosure of Dependencies, Risks, and Opportunities; Environmental Performance — Climate Change 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	2026 CDP Questionnaire: Environmental Performance — Climate Change 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	2026 CDP Questionnaire: Environmental Performance — Climate Change 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
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 (PM_{10})	Non-GHG Air Emissions; Performance Data Table[106]
Ecological Impacts	
EM-MD-160a.1: Description of environmental management policies and practices for active operations	Biodiversity & Land Use[107]
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[108]
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[109]
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 life cycles	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[110]

[106] Williams is unable to separately disclose its emissions of particulate matter 10 micrometers or less in diameter (PM_{10}). Data represents total $PM_{2.5}$ and PM_{10}.

[107] 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.

[108] 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.

[109] Not applicable to Williams' operations.

[110] 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 by 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 2025 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.

Appendix A: Selected Information for Williams RY2025

INDICATOR	UNIT OF MEASURE
2025 GHG Emissions, Operated Control Basis	
Total Scope 1 GHG emissions (absolute) 'facility-direct emissions'	million metric tons CO_2e
Total Scope 2 GHG emissions (location-based)	million metric tons CO_2e
Total GHG emissions (Scope 1 & Scope 2), location-based	million metric tons CO_2e
Total methane emissions	million metric tons CO_2e
Scope 1 GHG emissions CO_2e, percent methane	percent
2024 GHG Emissions Restatements	
Total Scope 1 GHG emissions (absolute) 'facility-direct emissions'	million metric tons CO_2e
Total Scope 1 and Scope 2 GHG emissions (location-based)	million metric tons CO_2e
Total methane emissions	million metric tons CO_2e
Scope 1 GHG emissions CO_2e, percent methane	percent
2025 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 2025 to 31st December 2025
- 1st January 2021 to 31st December 2024 (restatement)

Reporting Criteria

- The Williams Companies, Inc. internal reporting criteria and definitions (footnoted throughout the report)
- 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)
- 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, nothing has come to our attention to indicate that the Selected Information for 2025 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 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 2025 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 in-person and virtual site visits to the Converse gas plant (Louisiana) and Transco compressor station 517 (Pennsylvania) to review source data and reporting controls;
- Reviewing 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

24 July 2026
Malvern, PA

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