

Performance Data Table

SASB EM-MD-110a.1;EM-MD-110a.2; EM-MD-120a.1; EM-MD-520a.1; EM-MD-540a.1; EM-MD-540a.2; EM-MD-000.A and GRI 206-1; 304-4; 305-1; 305-2; 305-7; 307-1; 403-9; 404-1; 404-3; 405-1; 411-1; 415-1

Metric	2015	2016	2017	2018	2019
Environment					
Scope 1 greenhouse gas emissions CO ₂ e, million metric tons /A/ ¹	N/A	13.27	12.24	10.70	11.18
CO ₂ (excluding emissions from exported power and heat)	N/A	11.45	10.38	9.06	9.47
Methane (CO ₂ -equivalent)	N/A	1.81	1.85	1.64	1.70
N ₂ O (CO ₂ -equivalent)	N/A	0.0042	0.0034	0.0031	0.0035
Scope 1 greenhouse gas emissions CO ₂ e, percent methane ¹	N/A	14	15	15	15
Carbon emissions intensity, Scope 1 CO ₂ e/million USD revenue ²	N/A	1,769	1,524	1,232	1,363
ONE Future methane intensity, percent gathering and boosting ³	N/A	N/A	N/A	0.043	0.035
ONE Future methane intensity, percent processing ³	N/A	N/A	N/A	0.020	0.017
ONE Future methane intensity, percent transmission and underground storage ³	N/A	N/A	N/A	0.031	0.032
Scope 2 greenhouse gas emissions CO ₂ e, million metric tons /A/ ⁴	N/A	N/A	N/A	1.10	1.47
Sum of Scope 1 and Scope 2 greenhouse gas emissions CO ₂ e, million metric tons /A/	N/A	N/A	N/A	11.80	12.65
Energy use, billion kilowatt-hours ⁵	N/A	N/A	N/A	2.204	3.233
Gas flaring, thousands of metric tons ⁶	N/A	N/A	N/A	N/A	130.60

¹Gross direct (Scope 1) greenhouse gas emissions in millions of metric tons of CO₂-equivalent. The consolidation approach is operational control and includes CO₂, CH₄, and N₂O. Emissions are based on calendar years and are calculated using the U.S. Environmental Protection Agency Mandatory Greenhouse Gas Reporting Rule methodology for all assets that Williams owned and operated by December 31 of the calendar year, and adding the additional methane sources covered under ONE Future for 2018 and 2019 only. Data excludes emissions from offshore assets, corporate office buildings and company vehicles. Global Warming Potential rates are 25 for CH₄ and 298 for N₂O. No Williams facilities are covered by emissions limiting regulations. Williams does not produce biogenic emissions from its direct operations. Data is restated from 2016–2018 from the previous year's report if corrections or methodology changes resulted in a change greater than 10,000 metric tons.

²Gross direct (Scope 1) greenhouse gas emissions in metric tons of CO₂-equivalent, divided by total revenue in million USD. Includes CO₂, CH₄, and N₂O.

³The methane emissions intensity is by Williams' segment, and is calculated in accordance with the ONE Future methodology. 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.

⁴Gross location-based energy indirect (Scope 2) greenhouse gas emissions in millions of metric tons of CO₂-equivalent. The consolidation approach is operational control. 2019 emissions were calculated using U.S. Environmental Protection Agency Power Profiler Emissions Tool 2018, using emission factors from U.S. Environmental Protection Agency eGRID2018 multiplied by kWh energy use for all assets that Williams owns and operates. Emissions in 2018 were calculated using the eGRID2016, which was the tool available at time of calculation and more representative of the emissions factors at the time. Corporate building energy use is excluded.

⁵Figure represents Williams owned and operated assets, excludes corporate offices. Increased purchased power use from 2018 to 2019 is partly a result of the purchase of the UEO plants in Ohio, as well as new electric gas compression stations beginning operation.

⁶Metric tons of waste gas routed to a flare, thousands.

/A/ indicates data assured by ERM CVS.

Metric	2015	2016	2017	2018	2019
Sulfur dioxide (SO ₂) emitted, tons ⁷	696	695	671	488	425
Nitrogen oxides (NOx) emitted, tons ⁷	31,372	29,408	30,696	29,697	32,196
Volatile organic compounds (VOCs) emitted, tons ⁷	14,334	14,213	13,173	9,353	9,208
Persistent organic pollutants emitted, tons ⁸	0	0	0	0	0
Hazardous air pollutants emitted, tons ⁸	N/A	N/A	N/A	N/A	2,655
Particulate matter emitted, tons ⁸	N/A	N/A	N/A	N/A	1,156
Nitrogen oxides emission intensity, kg/million USD revenue ⁹	3,867	3,558	3,467	3,102	3,561
Sulfur dioxides emission intensity, kg/million USD revenue ⁹	86	84	76	51	47
Volatile organic compounds emission intensity, kg/million USD revenue ⁹	1,767	1,719	1,488	977	1,019
Number of reportable spills and releases ¹⁰	183	129	139	92	55
Volume of reportable spills to soil or water, thousands of barrels ¹⁰	N/A	N/A	1,570	1,090	0,317
Number of reportable spills to soil or water ¹⁰	N/A	49	78	44	27
Number of hydrocarbon spills > 1 bbl. ¹¹	N/A	N/A	28	15	8
Volume of hydrocarbon spills > 1 bbl., thousands of barrels ¹¹	N/A	N/A	1,030	0,698	0,068
Volume of hydrocarbon spills > 1 bbl. in Arctic environments, thousands of barrels ¹¹	0	0	0	0	0
Number of environmental-related notices of noncompliance	37	15	45	26	18
Spending on environmental penalties and fines, dollars	171,847	638,642	299,891	351,150	98,639
Environmental accrual for remediation, millions of dollars ¹²	39.2	41.5	39.5	36.7	33.5
Number of active remediation sites managed by Williams	N/A	N/A	N/A	75	110
Terrestrial acreage disturbed, acres ¹³	N/A	N/A	N/A	N/A	24,132
Percent of land owned, leased, or operated within areas of protected conservation status or endangered species habitat ¹⁴	N/A	N/A	N/A	N/A	51

⁷Emissions 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 was used in its place. Sulfur dioxide emissions data excludes nitrogen oxides.

⁸Emissions 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 was used in its place.

⁹Emissions 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 was used in its place.

¹⁰Agency reportable is defined as requiring reporting to federal, state or local agency.

¹¹Spills include reportable spills only, greater than 1 barrel, containing hydrocarbons. Williams has no operations in the Arctic.

¹²Accrued liabilities related to environmental cleanup, remediation and monitoring activities.

¹³Land disturbed total is calculated using total owned acreage for aboveground facilities. Rights of way are assumed to be restored according to federal, state, and other agency requirements post construction.

¹⁴Percentage includes aboveground facilities and pipeline rights of way that are assumed to be 50 ft wide. "In" or "near" are defined as within 5 km of the boundary of an area that is protected conservation status or an endangered species habitat. GIS layers used include WDPA and federally listed areas of biodiversity importance including FWS critical habitat, FWS national wildlife refuge, and endangered species habitat. Only 10% of aboveground facilities are in or near these protected or endangered areas.

Metric	2015	2016	2017	2018	2019
Number of International Union for Conservation of Nature (IUCN) Red List Species in Williams' areas of operation ¹⁵	N/A	N/A	N/A	140	155
Critically endangered	N/A	N/A	N/A	26	28
Endangered	N/A	N/A	N/A	42	47
Vulnerable	N/A	N/A	N/A	30	34
Near threatened	N/A	N/A	N/A	12	16
Least concern	N/A	N/A	N/A	30	30

Social

Community investments, millions of dollars ¹⁶	11.7	11.2	10.7	10.2	9.7
Total cash donations	11.2	11.0	10.3	10.0	9.6
Value of in-kind donations	0.53	0.24	0.40	0.17	0.12
Value of time contributed by employees	0.49	0.35	0.26	0.66	0.84
Incidents of violations involving the rights of Indigenous Peoples	N/A	N/A	N/A	0	0
Lost-time incident rate (LTIR) per 200,000 work hours — employees /A/ ^{17, 18}	0.17	0.35	0.26	0.25	0.06
Lost-time incident rate (LTIR) per 200,000 work hours — contractors ^{17, 18}	N/A	N/A	N/A	N/A	0.09
Total recordable incident rate (TRIR) per 200,000 work hours — employees /A/	0.83	1.07	1.09	0.81	0.55
Total recordable incident rate (TRIR) per 200,000 work hours — contractors ¹⁸	N/A	N/A	N/A	N/A	0.83
Number of contractor recordable accidents ¹⁸	N/A	N/A	N/A	N/A	46
Number of days away, restricted or transferred (DART) ¹⁹	613	1,598	696	985	488
Rate of days away, restricted or transferred (DART) ²⁰	0.26	0.44	0.42	0.35	0.18
Number of high-consequence work-related injuries — employees ²¹	0	2	0	3	0
Number of high-consequence work-related injuries — non-employee workers ^{18, 21}	0	0	0	0	0

¹⁵Data collected using the U.S. Fish and Wildlife Service's Information for Planning and Consultation online tool.

¹⁶2018 community investment data restated in 2019 to include Atlantic Sunrise environmental stewardship grant payments.

¹⁷Incidents include both injuries and illnesses.

¹⁸Contractors 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. Non-employee workers are generally workers employed by a third-party company temporary services agency. These workers are commonly engaged on an individual basis through a temporary agency to provide limited services to Williams on a short-term basis.

¹⁹DART numbers listed include employee and non-employee days away, restricted and transferred.

²⁰DART rate includes employee and non-employee days away, restricted and transferred.

²¹Data calculated based on 200,000 hours worked. Excludes fatalities.

/A/ indicates data assured by ERM CVS.

Metric	2015	2016	2017	2018	2019
Rate of high-consequence work-related injuries — employees ²¹	0	0.04	0	0.06	0
Rate of high-consequence work-related injuries — non-employee workers ^{18, 21}	0	0	0	0	0
Number of recordable work-related injuries — employees ²²	53	55	55	45	29
Number of recordable work-related injuries — non-employee workers ^{18, 22}	0	2	0	0	0
Rate of recordable work-related injuries — employees ²²	0.88	1.10	1.15	0.87	0.57
Rate of recordable work-related injuries — non-employee workers ^{18, 22}	0	1.63	0	0	0
Number of fatalities — employees /A/	0	1	0	0	0
Employee fatality rate per 1,000 employees /A/	0	0.18	0	0	0
Employee fatality rate per 200,000 work hours /A/	0	0.02	0	0	0
Number of fatalities — contractors ¹⁸	4	0	1	0	0
Non-employee worker fatality rate per 200,000 work hours ¹⁸	0	0	0	0	0
Number of fatalities — third-party ²³	0	0	0	0	0
Number of fatalities — non-employee workers /A/ ¹⁸	0	0	0	0	0
Number of hours worked — employees /A/	12,102,461	10,024,823	9,538,142	10,307,130	10,243,612
Number of hours worked — non-employee workers ¹⁸	N/A	244,690	339,831	327,882	306,112
Preventable motor vehicle accident rate per 1,000,000 miles — employees ²⁴	2.59	2.32	2.34	1.90	2.13
Number of Tier 1 process safety events ²⁵	N/A	N/A	57	29	16
Number of Department of Transportation reportable releases as a result of third-party damages	1	0	1	0	0
Number of reportable pipeline incidents	3	4	15	4	10
Percent of reportable pipeline incidents considered significant	100	50	60	50	40
Miles of natural gas and hazardous liquid pipelines inspected	1,268.9	2,118.3	3,027.4	3,728.0	3,271.5
Percent of natural gas and hazardous liquid pipelines inspected	7.0	11.8	16.1	19.7	17.8
Number of new-hire employees	582	215	578	583	389
Voluntary turnover rate ²⁶	5.8	7.0	6.4	6.1	6.1

²²Data calculated based on 200,000 hours worked. Includes fatalities.

²³Third-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 a company's operations.

²⁴A 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.

²⁵Data based on API RP 754 guidance.

²⁶Data includes employees voluntarily terminating from Williams, excluding any impacts from non-recurring programs or offerings.

Metric	2015	2016	2017	2018	2019
Total number of temporary employees	0	0	0	0	0
Percent of employees under collective bargaining agreements at year end	0	0	0	0	0
Number of permanent employees at year end	6,686	5,670	5,460	5,337	4,793
Percent men	76	78	79	79	80
Percent women	24	22	21	21	20
Percent ethnically diverse	16	16	16	15	15
Percent of management roles held by a diverse population	24	24	23	27	26
Percent women	N/A	N/A	15	16	16
Percent men	N/A	N/A	85	84	84
Number of permanent employees by region ²⁷					
Atlantic-Gulf	N/A	N/A	1,375	1,325	1,229
Northeast	N/A	N/A	1,387	1,548	1,374
West	N/A	N/A	1,530	1,295	1,127
Tulsa Headquarters	N/A	N/A	1,168	1,169	1,063
Number of full-time employees by gender ²⁷					
Women	N/A	N/A	1,099	1,107	979
Men	N/A	N/A	4,143	4,176	3,813
Number of part-time employees by gender ²⁷					
Women	N/A	N/A	35	30	26
Men	N/A	N/A	6	3	3
Percent of employees under 30 years old	N/A	N/A	11	11	11
Percent of employees between 30–50 years old	N/A	N/A	51	53	57
Percent of employees over 50 years old	N/A	N/A	38	36	32
Corporate and technical training hours completed by employees, thousands	111	114	182	172	175
Corporate and technical training hours completed per employee	17	20	33	32	37
Corporate and technical training expenditures, millions of dollars	6.57	2.92	3.71	3.54	3.77
Percent of employees who received a performance review ²⁸	100	100	100	100	100

²⁷Data compiled using HRIS system of record. No variations in employees by type and contract. Our workforce trends with the state of the business/market, not with seasons. Region data presented is based on primary work location. Due to the change in our human capital system of record, data prior to 2017 is not available. Williams does not employ temporary workers.

²⁸100% of eligible employees received a year-end performance rating. 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.

Metric	2015	2016	2017	2018	2019
Governance					
Spending on taxes, millions of dollars ²⁹	195.0	216.9	260.9	261.2	263.8
Percent votes for the company's executive compensation program ³⁰	97.78	88.87	96.85	97.29	96.87
Percent of employees that completed compliance and ethics training	100	100	100	100	100
Number of inquiries received through ethics reporting channels	265	212	215	203	210
Number of inquiries received through ethics reporting channels by Code of Business Conduct category					
Work environment	186	161	149	134	134
Health, safety and the environment	11	10	30	31	45
Conflicts of interest	22	20	18	19	10
Protecting company assets	46	21	18	19	21
Number of inquiries received through ethics reporting channels by reporting channel ³¹					
Human resources	62	58	71	74	58
Action line	100	72	55	51	32
Management	76	37	56	40	70
Business ethics resources center	17	18	13	5	6
Other reporting channels	10	27	20	33	44
Percent of board members between 30–50 years old ³²	17	0	0	8	8
Percent of board members over 50 years old ³²	83	100	100	92	92
Female board members, percent ³²	31	17	18	25	25
Ethnically diverse board members, percent ³²	8	0	0	8	8
Percent of employees that completed cybersecurity training	N/A	N/A	N/A	99.0	99.4
Monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations, dollars ³³	0	39,700	53,500	0	1,944,700
Legal and regulatory fines and settlements associated with violations of bribery, corruption or anti-competitive standards, dollars	0	0	0	0	0

²⁹Includes Social Security, Medicare, state franchise, property, federal, state, foreign, federal and state transaction taxes paid. ACMP property taxes only included in 2017–2019 (once property tax work was prepared in-house). Excludes property tax amounts for assets sold by Williams. The Federal portion is primarily Federal Excise Tax and Federal PERC Fees. The State portion is primarily Sales/Use, OH CAT Tax, TX Utility Tax, NM Gas Processors Tax and WV Motor Fuel Tax. In 2019, Williams restated 2015–2018 data because FICA was double counted.

³⁰Percentage is calculated based on votes reported in the applicable Form 8-K. Percentage is calculated as votes “for” divided by the sum of votes “for” plus votes “against” plus “abstain” votes.

³¹Other reporting channels include the Williams call center, social media and enterprise security.

³²The 2015, 2016 and 2017 percentages are based upon the board structure as of that year's proxy statement.

³³In 2019, the Company incurred monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations. Legal proceedings include: (1) A PHMSA Notice of Probable Violation associated with the March 2014 incident at Northwest Pipeline's Plymouth LNG facility. The matter is fully resolved. (2) A PHMSA Notice of Probable Violation to Transco for its Princeton and Charlottesville divisions associated with the timing of inspections, compliance with certain procedures, and the maintenance of certain records. The matter is resolved. (3) A PHMSA Notice of Probable Violation following the October 2015 incident at Transco's Compressor Station 62 in Louisiana, which related to maintenance work performed by third-party contractors on the slug catcher. The matter is resolved.