

# Performance Data Table

Metric	2016	2017	2018	2019	2020
<b>Environmental Metrics</b>					
Scope 1 greenhouse gas emissions CO <sub>2</sub> e, million metric tons <sup>1,2</sup>	13.3	12.27	10.74	11.13	10.43
CO <sub>2</sub> (excluding emissions from exported power and heat)	11.49	10.40	9.09	9.46	9.14
Methane (CO <sub>2</sub> -equivalent)	1.81	1.86	1.64	1.66	1.29
N <sub>2</sub> O (CO <sub>2</sub> -equivalent)	0.0063	0.0051	0.0048	0.0048	0.0047
Scope 1 greenhouse gas emissions CO <sub>2</sub> e, percent methane <sup>2</sup>	14	15	15	15	12
Carbon emissions intensity, Scope 1 CO <sub>2</sub> e/million USD revenue <sup>3</sup>	1,769	1,524	1,232	1,363	1,351
ONE Future methane intensity, percent gathering and boosting <sup>4</sup>	N/A	N/A	0.042	0.032	0.027
ONE Future methane intensity, percent processing <sup>4</sup>	N/A	N/A	0.020	0.017	0.018
ONE Future methane intensity, percent transmission and underground storage <sup>4</sup>	N/A	N/A	0.031	0.032	0.022
Scope 2 greenhouse gas emissions CO <sub>2</sub> e, million metric tons <sup>1,5</sup>	N/A	N/A	1.15	1.55	1.50
Sum of Scope 1 and Scope 2 greenhouse gas emissions CO <sub>2</sub> e, million metric tons <sup>1,6</sup>	N/A	N/A	11.89	12.67	11.94

<sup>1</sup> 2020 Data Assured by ERM CVS.

<sup>2</sup> Gross direct (Scope 1) greenhouse gas emissions in millions of metric tons of CO<sub>2</sub>-equivalent. The consolidation approach is operational control and includes CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O. 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 under GHGRP due to reporting thresholds are calculated referencing GHGRP and ONE Future protocols. Methane emissions from sources that aren't applicable under the GHGRP are calculated using ONE Future protocol for 2018–2020 only. Data excludes emissions from offshore assets, corporate office buildings and company vehicles. Global Warming Potential rates are 25 for CH<sub>4</sub> and 298 for N<sub>2</sub>O. No Williams facilities are covered by emissions limiting regulations. Williams does not produce biogenic emissions from its direct operations. Williams does not produce hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride or nitrogen trifluoride emissions. In 2020, we restated 2016–2019 Scope 1 emissions data, which resulted in changes of less than 0.5%.

<sup>3</sup> Gross direct (Scope 1) greenhouse gas emissions in metric tons of CO<sub>2</sub>-equivalent, divided by total revenue in million USD. Includes CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O. Revenue is based off Total Revenues as reported in the 2020 10K Filing.

<sup>4</sup> The 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. In 2020, we restated 2018–2019 ONE Future methane intensity, percent gathering and boosting. This resulted in a small decrease in the numbers.

<sup>5</sup> Gross location-based energy indirect (Scope 2) greenhouse gas emissions in millions of metric tons of CO<sub>2</sub>-equivalent. The consolidation approach is operational control. 2020 emissions were calculated using U.S. EPA Power Profiler Emissions Tool 2019, using emission factors from U.S. EPA eGRID2019 multiplied by kWh energy use for all assets that Williams operates. 2019 emissions were calculated using eGRID2018, which was the tool available at the time of calculation and more representative of the emissions factors at the time. 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. Data is restated from 2016–2019 from the previous year's report if corrections or methodology changes resulted in a change greater than 10,000 metric tons. Corporate building energy use is excluded. In 2020, we restated 2018–2019 Scope 2 emissions data to include sites that are under our operational control but were not previously included the in 2019 Sustainability Report.

<sup>6</sup> In 2020 we restated 2018–2019 Sum of Scope 1 and 2 emissions data in line with the changes to Scope 1 and 2 data described above.

Metric	2016	2017	2018	2019	2020
Energy use, billion kilowatt-hours <sup>7</sup>	N/A	N/A	2,204	3,234	3,421
Percent of energy use from renewable power <sup>8</sup>	N/A	N/A	13.3	12.5	12.0
Gas flaring, thousands of metric tons <sup>9</sup>	N/A	N/A	N/A	130.60	134.47
Sulfur dioxide (SO <sub>2</sub> ) emitted, tons <sup>10</sup>	695	671	488	425	421
Nitrogen oxides (NO <sub>x</sub> ) emitted, tons <sup>9</sup>	29,408	30,696	29,697	32,196	30,191
Volatile organic compounds (VOCs) emitted, tons <sup>9</sup>	14,213	13,173	9,353	9,208	8,757
Persistent organic pollutants emitted, tons <sup>11</sup>	0	0	0	0	0
Hazardous air pollutants emitted, tons <sup>10</sup>	N/A	N/A	N/A	2,655	2,444
Particulate matter emitted, tons <sup>10</sup>	N/A	N/A	N/A	1,156	1,057
Sulfur dioxides emission intensity, kg/million USD revenue <sup>12</sup>	84	76	51	47	49
Nitrogen oxides emission intensity, kg/million USD revenue <sup>11</sup>	3,558	3,467	3,102	3,561	3,548
Volatile organic compounds emission intensity, kg/million USD revenue <sup>11</sup>	1,719	1,488	977	1,019	1,029
Number of reportable spills and releases <sup>13</sup>	133	150	102	83	56
Volume of reportable spills to soil or water, thousands of barrels <sup>12</sup>	1.746	1.684	1.118	0.598	0.382
Number of reportable spills to soil or water <sup>12</sup>	54	89	53	54	36
Number of reportable hydrocarbon spills > 1 bbl <sup>14</sup>	14	14	9	8	4
Volume of reportable hydrocarbon spills > 1 bbl, thousands of barrels <sup>13</sup>	0.540	0.793	0.512	0.068	0.031

<sup>7</sup> Figure 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 Utica East Ohio Midstream plants, as well as new electric gas compression stations beginning operation. In 2020 we restated 2018–19 energy use data to include sites that are under our operational control but were not previously included in the 2019 Sustainability Report.

<sup>8</sup> 2020 percent of renewable power used was calculated using percent renewables factors from U.S. EPA eGRID2019 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 to get a company-wide percent of renewable power. 2019 percent renewables was calculated using eGRID2018 to align with Scope 2 emissions methodology. 2018 percent renewables was calculated using eGRID2016 to align with Scope 2 emissions methodology.

<sup>9</sup> Data represents metric tons of waste gas routed to a flare.

<sup>10</sup> 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 was used in its place. Sulfur dioxide emissions data excludes nitrogen oxides. These emissions are from operations we own and operate and exclude office buildings, fleets and offshore assets. Williams does not report data aligned with IPIECA's Oil and Gas Industry Guidance on Voluntary Sustainability Reporting.

<sup>11</sup> 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 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<sub>2.5</sub> + PM<sub>10</sub>. Williams does not report data aligned with IPIECA's Oil and Gas Industry Guidance on Voluntary Sustainability Reporting.

<sup>12</sup> 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 was used in its place. These emissions are from operations we own and operate and exclude office buildings, fleets and offshore assets. Revenue is based off Total Revenues as reported in the 2020 10K Filing.

<sup>13</sup> Agency reportable is defined as requiring reporting to federal, state or local agency. In 2020, we restated 2016–2019 number of reportable spills and releases, volume of reportable spills to soil or water, and number of reportable spills to soil or water in this report. This was to include spills that had been reported to the appropriate agencies, but not included in internal reporting.

<sup>14</sup> Spills include reportable spills only, greater than 1 barrel, containing hydrocarbons. Williams has no operations in the Arctic. In 2020, we restated 2017–2019 numbers and volumes of reportable hydrocarbon spills, which resulted in decreases in our number and volume of reportable hydrocarbon spills.

Metric	2016	2017	2018	2019	2020
Number of hydrocarbon spills > 1 bbl <sup>15</sup>	19	15	11	11	9
Volume of hydrocarbon spills > 1 bbl, thousands of barrels <sup>14</sup>	0.539	0.839	0.595	0.075	0.058
Volume of hydrocarbon spills > 1 bbl recovered, thousands of barrels <sup>14</sup>	0.040	0.232	0.290	0.061	0.050
Number of environmental-related notices of noncompliance	15	45	26	18	21
Spending on environmental penalties and fines, dollars	638,642	299,891	351,150	98,639	836,544
Environmental accrual for remediation, millions of dollars <sup>16</sup>	41.5	39.5	36.7	33.5	33.9
Number of active remediation sites managed by Williams	N/A	N/A	75	110	106
Total terrestrial acreage disturbed, acres <sup>17</sup>	N/A	N/A	N/A	24,132	7,851
Total terrestrial acreage restored, acres <sup>18</sup>	N/A	N/A	N/A	N/A	2,739
Percent of land owned, leased, or operated within areas of protected conservation status or endangered species habitat <sup>19</sup>	N/A	N/A	N/A	51	54
Number of International Union for Conservation of Nature (IUCN) Red List Species in Williams' areas of operation <sup>20</sup>	N/A	N/A	140	155	132
Critically endangered	N/A	N/A	26	28	26
Endangered	N/A	N/A	42	47	40
Vulnerable	N/A	N/A	30	34	28
Near threatened	N/A	N/A	12	16	17
Least concern	N/A	N/A	30	30	16
Materials recycled at Tulsa headquarters, tons <sup>21</sup>	N/A	N/A	N/A	23	45
Metric ton-kilometers natural gas transported by pipeline, billions <sup>22</sup>	N/A	N/A	N/A	N/A	9,965

<sup>15</sup> Spills include all spills greater than 1 barrel containing hydrocarbons that impacted the environment. Williams has no operations in the Arctic. Williams had no hydrocarbon spills greater than 1 bbl in Unusually Sensitive Areas in 2020.

<sup>16</sup> Accrued liabilities related to environmental cleanup, remediation and monitoring activities.

<sup>17</sup> Land 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.

<sup>18</sup> 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.

<sup>19</sup> Percentage includes aboveground facilities and pipeline right-of-ways that are assumed to be 50 ft wide. "Within" 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 World Database on Protected Areas (WDPA), Fish and Wildlife Service (FWS) Critical Habitats and FWS Natural Wildlife Boundary.

<sup>20</sup> Data collected using the U.S. FWS's Information for Planning and Consultation online tool.

<sup>21</sup> Recycled materials includes paper, plastic and cardboard recycling collected at the One Williams Center headquarters.

<sup>22</sup> Billion metric tons of natural gas throughput times miles of natural gas 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	2016	2017	2018	2019	2020
<b>Social Metrics</b>					
Community investments, millions of dollars <sup>23</sup>	11.2	10.7	10.2	9.7	10.8
Total cash donations	11.0	10.3	10.0	9.6	10.7
Value of in-kind donations	0.24	0.40	0.17	0.12	0.10
Value of time contributed by employees, thousands of dollars <sup>24</sup>	0.35	0.26	0.66	0.84	0.52
Incidents of violations involving the rights of Indigenous Peoples	N/A	N/A	0	0	0
Lost-time incident rate (LTIR) per 200,000 work hours—employees <sup>1, 25, 26</sup>	0.35	0.26	0.25	0.06	0.48
Lost-time incident rate (LTIR) per 200,000 work hours—contractors <sup>27, 28</sup>	N/A	N/A	N/A	0.09	0.11
Total recordable incident rate (TRIR) per 200,000 work hours—employees <sup>1, 25, 26</sup>	1.07	1.09	0.81	0.55	1.05
Total recordable incident rate (TRIR) per 200,000 work hours—contractors <sup>27, 28</sup>	N/A	N/A	N/A	0.83	0.54
Number of contractor recordable accidents <sup>27</sup>	N/A	N/A	N/A	46	19
Number of days away, restricted or transferred (DART) <sup>29, 26</sup>	1,598	696	985	488	1,108
Rate of days away, restricted or transferred (DART) <sup>30, 26</sup>	0.44	0.42	0.35	0.18	0.50
Number of high-consequence work-related injuries—employees <sup>25</sup>	2	0	3	0	0
Rate of high-consequence work-related injuries—employees <sup>25, 26</sup>	0.04	0	0.06	0	0
Number of recordable work-related injuries—employees <sup>25</sup>	55	55	45	29	50
Rate of recordable work-related injuries—employees <sup>25, 26</sup>	1.10	1.15	0.87	0.57	1.08

<sup>23</sup> 2018 community investment data restated in 2019 to include Atlantic Sunrise environmental stewardship grant payments.

<sup>24</sup> Volunteer hours are calculated using a rate of \$28.54 per hour.

<sup>25</sup> Incidents include both injuries and illnesses. Company employees and non-employee hours and injuries/illnesses 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.

<sup>26</sup> Data calculated based on 200,000 hours worked. Includes fatalities.

<sup>27</sup> 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.

<sup>28</sup> Data calculated based on 200,000 hours worked. Excludes fatalities.

<sup>29</sup> DART numbers listed include employee and non-employee days away, restricted and transferred.

<sup>30</sup> DART rate includes employee and non-employee days away, restricted and transferred.

Metric	2016	2017	2018	2019	2020
Number of high-consequence work-related injuries—non-employee workers <sup>25</sup>	0	0	0	0	0
Rate of high-consequence work-related injuries—non-employee workers <sup>25, 26</sup>	0	0	0	0	0
Number of recordable work-related injuries—non-employee workers <sup>25</sup>	2	0	0	0	0
Rate of recordable work-related injuries—non-employee workers <sup>25, 26</sup>	1.63	0	0	0	0
Number of fatalities—employees <sup>1, 25</sup>	1	0	0	0	0
Employee fatality rate per 1,000 employees <sup>1, 25</sup>	0.18	0	0	0	0
Employee fatality rate per 200,000 work hours <sup>1, 25</sup>	0.02	0	0	0	0
Number of fatalities—contractors <sup>27</sup>	0	1	0	0	1
Non-employee worker fatality rate per 200,000 work hours <sup>25</sup>	0	0	0	0	0
Number of fatalities—third-party <sup>31</sup>	0	0	0	0	0
Number of fatalities—non-employee workers <sup>1, 25</sup>	0	0	0	0	0
Number of hours worked—employees <sup>1, 25</sup>	10,024,823	9,538,142	10,307,130	10,243,612	9,254,759
Number of hours worked—non-employee workers <sup>25</sup>	244,690	339,831	327,882	306,112	231,468
Preventable motor vehicle accident rate per 1,000,000 miles—employees <sup>25, 32</sup>	2.32	2.34	1.90	2.27	1.83
Number of Tier 1 process safety events <sup>33</sup>	N/A	57	29	16	13
Number of Department of Transportation reportable releases as a result of third-party damages	0	1	0	0	0
Number of reportable pipeline incidents/accidents <sup>1, 34</sup>	4	15	4	10	9
Percent of reportable pipeline incidents considered significant <sup>1, 35</sup>	50	60	50	50	44

<sup>31</sup> 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.

<sup>32</sup> 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. During 2019 there was a change in reporting systems that resulted in five PMVAs not being included. We have adjusted the 2019 rate accordingly.

<sup>33</sup> Data based on American Petroleum Institute (API) Recommended Practice 754 guidance.

<sup>34</sup> Natural Gas Incidents and Hazardous Liquid accidents (as defined in 49 Code of Federal Regulations (CFR) Part 191.3 and 49 CFR Part 195.50 respectively) must be reported to the National Response Center, followed later by subsequent incident/accident report forms to Pipeline and Hazardous Materials Safety Administration (PHMSA).

<sup>35</sup> The 2019 metric was updated to reflect an improved methodology used to collect this data for the 2020 report. 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. In 2020, we restated 2019 data, which resulted in an increase in this metric.

Metric	2016	2017	2018	2019	2020
Miles of natural gas and hazardous liquid pipelines inspected <sup>36</sup>	2,232.29	3,062.96	4,374.81	3,872.39	2,360.36
Percent of natural gas pipelines inspected <sup>1, 37</sup>	15.4%	17.5%	28.4%	23.1%	13.2%
Percent of hazardous liquid pipelines inspected <sup>1, 38</sup>	0.3%	26.6%	13.3%	26.2%	22.2%
Number of pipeline assessments that required no remediation in High Consequence Areas <sup>39</sup>					
Gas	N/A	12	42	51	52
Liquid	N/A	8	7	11	7
Percentage of assessments validated with API 1163 reports <sup>40</sup>					
Gas	N/A	18	39	46	39
Liquid	N/A	55	58	63	71
Number of new-hire employees	215	578	583	389	279
Voluntary turnover rate <sup>41</sup>	7.0	6.4	6.1	6.1	4.6
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	5,670	5,460	5,337	4,793	4,729
Percent men	78	79	79	80	79
Percent women	22	21	21	20	21
Percent ethnically diverse	16	16	15	15	15

<sup>36</sup> The pre-2020 data here has been modified based on data validation and an improved methodology for data collection. The changes represent increased assessment mileages and a more accurate depiction of the coverage of our Integrity Assessment activities. Our assessment mileages were elevated in the last few years due to our expanded use of crack detection assessment methods. The 2020 mileage sum is lower than previous years due to the fact that much of those crack detection baseline assessments are complete. The 2020 mileage represents our continued commitment to optimum assessment coverage. 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 49 CFR 192 and 195 and it is used to track Integrity Assessment(s). In 2020, we improved methodology of data collection resulting in an increase to previous years' miles of pipelines inspected.

<sup>37</sup> Natural gas pipeline is defined according to U.S. 49 CFR 192 as all parts of those physical facilities through which gas moves in transportation, including pipe, valves and other appurtenance attached to pipe, compressor units, metering stations, regulator stations, delivery stations, holders and fabricated assemblies. While PHMSA broadly defines natural gas and hazardous liquid pipelines above, this metric specifically reflects the subset of pipelines that are included in the company's Baseline Assessment Plan. This includes pipelines that are subject to Integrity Management regulations, in addition to other pipelines that the company has chosen to assess. The types of assessments performed include: Internal inspection tools capable of detecting corrosion, and any other threats to which a pipeline segment is susceptible; Pressure tests; Direct assessment to address threats of external corrosion, internal corrosion or stress corrosion cracking; Other technology that the company demonstrates can provide an equivalent understanding of the condition of the pipeline.

<sup>38</sup> Hazardous liquid pipeline is defined per U.S. 49 CFR 195 as all parts of a pipeline facility through which a hazardous liquid or carbon dioxide moves in transportation, including, but not limited to, line pipe, valves and other appurtenances connected to line pipe, pumping units, fabricated assemblies associated with pumping units, metering and delivery stations and fabricated assemblies therein, and breakout tanks.

While PHMSA broadly defines natural gas and hazardous liquid pipelines above, this metric specifically reflects the subset of pipelines that are included in the company's Baseline Assessment Plan. This includes pipelines that are subject to Integrity Management regulations, in addition to other pipelines that the company has chosen to assess. The types of assessments performed include: Internal inspection tools capable of detecting corrosion, and any other threats to which a pipeline segment is susceptible; Pressure tests; Direct assessment to address threats of external corrosion, internal corrosion or stress corrosion cracking; Other technology that the company demonstrates can provide an equivalent understanding of the condition of the pipeline.

<sup>39</sup> High Consequence Areas (HCAs) are populated areas, navigable waterways or environmentally sensitive areas that are adjacent to a pipeline and are at risk of damage in the event of a pipeline incident/accident. PHMSA defines natural gas HCAs in 49 CFR Part §192.903 and hazardous liquid HCAs in 49 CFR Part §195.450.

<sup>40</sup> For accuracy, the wording of this metric was changed from last year ("percentage of assessments that required no in-field evaluation").

<sup>41</sup> Data includes employees voluntarily terminating from Williams, excluding any impacts from non-recurring programs or offerings.

Metric	2016	2017	2018	2019	2020
Percent of men in technical and support roles <sup>42</sup>	N/A	52	50	53	52
Percent of men in professional and managerial roles <sup>43</sup>	N/A	48	50	47	48
Percent of women in technical and support roles <sup>44</sup>	N/A	35	31	29	27
Percent of women in professional and managerial roles <sup>45</sup>	N/A	65	69	71	73
Percent of ethnic diversity in technical and support roles <sup>46</sup>	N/A	47	41	40	39
Percent of ethnic diversity in professional and managerial roles <sup>47</sup>	N/A	53	59	60	61
Percent of ethnic diversity in technical and support roles <sup>48</sup>	N/A	N/A	50	51	52
Percent of ethnically diverse in managerial roles <sup>49</sup>	N/A	N/A	9	8	8
Percent of ethnically diverse in senior management roles <sup>50</sup>	N/A	N/A	0	1	1
Percent of management roles held by a diverse population <sup>51</sup>	24	23	27	26	26
Percent of management roles held by women <sup>52</sup>	N/A	15	16	16	18
Percent of management roles held by men	N/A	85	84	84	82

<sup>42</sup> Data represents the number of male employees that are in technical and support roles as a percentage of all male employees. Technical roles achieve results through individual and team-based contributions. They use operational and technical skills to support work done typically in a non-office setting, such as a pipeline station or processing facility. Support roles achieve results through individual and team-based contributions. They use technical and operations skills to support office-related or administrative work.

<sup>43</sup> Data represents the number of male employees that are in professional and managerial roles as a percentage of all male employees; as noted in the content collection guide. Managerial roles primarily achieve results through others. These roles require skills in management and/or business knowledge. These roles are accountable for functional and/or program management and typically manage the work of two or more individuals. Professional roles primarily achieve results through individual contributions, internal consulting and project management. These roles typically require a relevant undergraduate degree and practical experience in a related field.

<sup>44</sup> Data represents the number of female employees that are in technical and support roles as a percentage of all female employees. Technical roles achieve results through individual and team-based contributions. They use operational and technical skills to support work done typically in a non-office setting, such as a pipeline station or processing facility. Support roles achieve results through individual and team-based contributions. They use technical and operations skills to support office-related or administrative work.

<sup>45</sup> Data represents the number of female employees that are in professional and managerial roles as a percentage of all female employees; as noted in content collection guide. Managerial roles primarily achieve results through others. These roles require skills in management and/or business knowledge. These roles are accountable for functional and/or program management and typically manage the work of two or more individuals. Professional roles primarily achieve results through individual contributions, internal consulting and project management. These roles typically require a relevant undergraduate degree and practical experience in a related field.

<sup>46</sup> Data represents the number of ethnically diverse employees that are in technical and support roles as a percentage of all ethnically diverse employees. Technical roles achieve results through individual and team-based contributions. They use operational and technical skills to support work done typically in a non-office setting, such as a pipeline station or processing facility. Support roles achieve results through individual and team-based contributions. They use technical and operations skills to support office-related or administrative work.

<sup>47</sup> Data represents the number of ethnically diverse employees that are in professional and managerial roles as a percentage of all ethnically diverse employees. Managerial roles primarily achieve results through others. These roles require skills in management and/or business knowledge. These roles are accountable for functional and/or program management and typically manage the work of two or more individuals. Professional roles primarily achieve results through individual contributions, internal consulting and project management. These roles typically require a relevant undergraduate degree and practical experience in a related field.

<sup>48</sup> Data represents the number of ethnically diverse employees that are in professional roles as a percentage of all ethnically diverse employees.

<sup>49</sup> Data represents the number of ethnically diverse employees that are in managerial roles as a percentage of all ethnically diverse employees. Senior management roles are excluded from the count of managerial roles.

<sup>50</sup> Data represents the number of ethnically diverse employees that are in senior management roles as a percentage of all ethnically diverse employees.

<sup>51</sup> Data calculated as percent of management roles held by women and ethnically diverse employees.

<sup>52</sup> Data calculated as a percent of management roles held by women regardless of race and/or ethnicity.

Metric	2016	2017	2018	2019	2020
Number of permanent employees by region <sup>53</sup>					
Atlantic-Gulf	N/A	1375	1325	1229	1206
Northeast	N/A	1387	1548	1374	1445
West	N/A	1530	1295	1127	909
Tulsa Headquarters	N/A	1168	1169	1063	1169
Number of full-time employees by gender <sup>52</sup>					
Women	N/A	1099	1107	979	958
Men	N/A	4,143	4,176	3,813	3747
Number of part-time employees by gender <sup>52</sup>					
Women	N/A	35	30	26	22
Men	N/A	6	3	3	0
Percent of employees under 30 years old	N/A	11	11	11	10
Percent of employees between 30–50 years old	N/A	51	53	57	60
Percent of employees over 50 years old	N/A	38	36	32	30
Corporate and technical training hours completed by employees, thousands	114	182	172	175	174
Corporate and technical training hours completed per employee	20	33	32	37	37
Corporate and technical training expenditures, millions of dollars	2.92	3.71	3.54	3.77	1.69
Percent of employees who received a performance review <sup>54</sup>	100	100	100	100	100

<sup>53</sup> Data 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.

<sup>54</sup> 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.



Metric	2016	2017	2018	2019	2020
<b>Governance Metrics</b>					
Spending on taxes, millions of dollars <sup>55</sup>	216.9	260.9	261.2	263.8	266.0
Percent of votes for the company's executive compensation program <sup>56</sup>	93	97	97	97	77
Percent of employees that completed compliance and ethics training	100	100	100	100	100
Number of inquiries received through ethics reporting channels	212	215	203	210	186
Number of inquiries received through ethics reporting channels by Code of Business Conduct category					
Work environment	161	149	134	134	92
Health, safety and the environment	10	30	31	45	62
Conflicts of interest	20	18	19	10	15
Protecting company assets	21	18	19	21	17
Number of inquiries received through ethics reporting channels by reporting channel <sup>57</sup>					
Human resources	58	71	74	58	55
Action Line	72	55	51	32	15
Management	37	56	40	70	74
Business ethics resources center	18	13	5	6	4
Other reporting channels	27	20	33	44	38
Percent of board members between 30–50 years old <sup>58</sup>	0	0	8	8	8
Percent of board members over 50 years old <sup>58</sup>	100	100	92	92	92
Female board members, percent <sup>58</sup>	17	18	25	25	25
Ethnically diverse board members, percent <sup>58</sup>	0	0	8	8	8
Percent of employees that completed cybersecurity training	N/A	N/A	99.0	99.4	99.7
Monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations, dollars <sup>59</sup>	39,700	53,500	0	1,944,700	209,002
Legal and regulatory fines and settlements associated with violations of bribery, corruption or anti-competitive standards, dollars	0	0	0	0	0

<sup>55</sup> Includes Social Security, Medicare, state franchise, property, state, foreign, federal and state transaction taxes. Property taxes: ACMP property taxes only included in years after 2017. Only includes property taxes from Williams subsidiaries operated/managed by Williams. 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, NM Gas Processors Tax and WV Motor Fuel Tax.

<sup>56</sup> 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." Percent for 2016 has been corrected to remove abstentions from the calculation, which increased substantially for that single year.

<sup>57</sup> Other reporting channels include the Williams call center, social media and enterprise security.

<sup>58</sup> Percentages are based on information as of December 31.

<sup>59</sup> On January 23, 2020, PHMSA issued a Notice of Probable Violation (NOPV) and proposed civil penalty to Gulfstream, a subsidiary of Williams Partners, L.P., related to its assets in Alabama, Mississippi, and Florida, following inspections in January, March, May, July and August 2019. The alleged violations include a failure to provide immediate notice of certain incidents (NRC report within 1 hour and revision or confirmation within 48 hours); failure to follow its manual of written procedures for a Gas Detection System Functional Test; and failure to initiate a program to recondition or phase out a segment of pipe determined to be in need of repair. PHMSA issued Warnings for three items and assessed the NOPV and penalty for a fourth item (program to correct pipe segment/continuing surveillance). Final order was issued April 6, 2020. The penalty amount was \$209,002.