

# CEO Letter



Williams is proud to be a leading provider of large-scale energy infrastructure. Our deep-rooted operational discipline enables us to safely deliver the natural gas and natural gas products our customers and communities depend on while creating value for our shareholders. We touch 30 percent of the natural gas in the United States, which comes with significant responsibility—a responsibility

to positively contribute to the communities where we operate, to prudently manage environmental impacts and to safeguard our employees, contractors and the public. Williams' steadfast commitment to operating with integrity, honesty and transparency makes this possible.

## **Execute on our commitments exceptionally well.**

From coast to coast, we're deeply committed to reliably delivering clean natural gas to local utilities so consumers and businesses can enjoy affordable electricity, heat and air conditioning. In fact, every day, Williams provides more than half of New York City's natural gas and nearly 90 percent of Washington State's. And the natural gas liquids we produce at our processing plants—like ethane, propane and butane—become the building blocks for the manufacturing and petrochemical industries, which provide the modern consumer goods on which we all rely.

We work to keep our costs competitive while reducing emissions. Our strategy to connect the best supplies to the best markets means natural gas is traveling shorter distances, improving cost-effectiveness and significantly reducing emissions.

## **Operate safely in everything we do, every day.**

At Williams, we know that operating safely is vital to preserving our long-term business success. The Williams Integrated Management System coupled with our Core Values and Beliefs guide how we manage and reduce operational risk to people, assets and the environment. At the same time, we equip and empower all employees and contractors to create a culture of safety. Our continued focus on safety has reduced our total recordable incident rate by 38 percent since 2014.

## **Collaborate to rapidly deliver our best solutions.**

Collaborating with our diverse stakeholders positively impacts society while achieving our business objectives. We engage with communities, nongovernmental organizations, industry associations and government to conduct collaborative research, listen to different perspectives and share our position. We also recognize the important role natural gas can play in helping to address environmental concerns about air quality and climate change, particularly when it comes to displacing other higher-emission fuels. Williams is eager to do its part to help our country meet its climate goals with low carbon natural gas solutions that are ready now.

## **Grow our businesses, people and communities.**

As we work to meet the growing demand for cleaner fuel and feedstocks, we remain focused on our most important asset—our more than 5,000 employees. One of our primary goals is to attract and retain the very best talent in the energy industry, and we continually develop a knowledgeable and skilled workforce through robust training programs and strong employee engagement.

Effectively growing our business requires a steadfast commitment to maintaining positive relationships with the communities we serve. We do our best to minimize the impact on people and the environment by locating our pipelines along existing rights-of-way, roadways or other utility corridors. At the same time, we work to positively impact communities through local investments and charitable giving. In fact, in 2018, we contributed \$9.4 million to nearly 2,000 organizations across 45 states, and our employees volunteered more than 17,000 hours with nonprofit organizations.

Sustainability grounded in sensibility is nothing new at Williams. We've worked to create value responsibly since our humble beginnings more than 100 years ago. Along the way, we have always adapted as required to meet the needs of our many and diverse stakeholders. Running our business in a way that is sustainable is an expected behavior at Williams and earns us the social license to operate. This report gives the reader a transparent view of what this great company strives to be every day. I'm pleased to share this sustainability report, which provides qualitative and quantitative information related to our key environmental, social and governance efforts.

Alan S. Armstrong, President and Chief Executive Officer