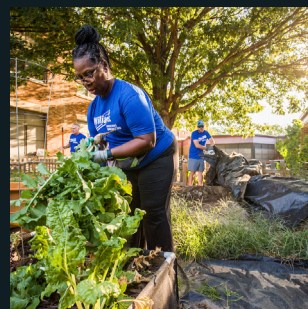
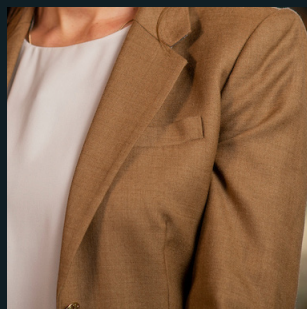
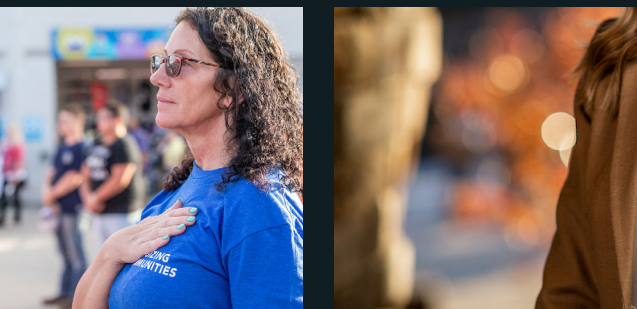
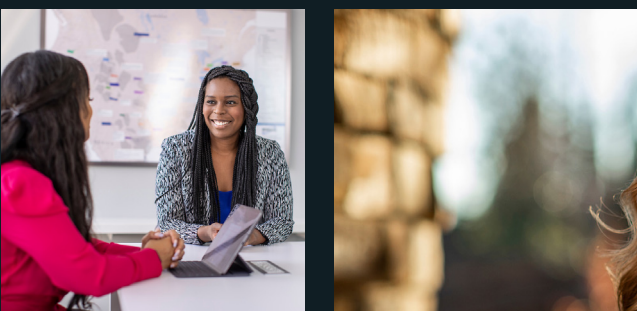




Williams WE MAKE CLEAN ENERGY HAPPEN®

2023 Diversity & Inclusion Report





Williams' We will be there.

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Introduction

Our approach

As the world demands reliable, low-cost, low-carbon energy, Williams will be there with the best transport, storage and delivery solutions. We make clean energy happen by being the best-in-class operator of the critical infrastructure that supports a clean energy future.

We know to achieve our Mission and Vision we must have two essential elements: a refusal to stand still, changing as necessary to meet new challenges and our people.

We do our work according to our Core Values:



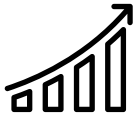
This means we:

- Treat our employees, communities and other stakeholders with fairness, mutual respect, honesty and transparency
- Safeguard our people and neighbors in every aspect of our work
- Deliver on our 100+ year reputation as a dependable and trustworthy business that delivers on our promises
- Are dedicated to strengthening our people and communities

To do this, we must purposefully nurture an inclusive workplace by making continuous improvements in our approaches and processes. It's our goal to create a welcoming culture that enables each employee to bring their authentic self to work each day, feel safe and keep others safe, be their absolute best for our customers, and continue to be a driving force in our communities.

About the report

We are pleased to share our 2023 Diversity & Inclusion Report, designed to:



Recognize progress against 2022 D&I goals



Outline 2023 D&I goals that help us focus on continued progress



Provide key people metrics and trends that inform our future work



I'm proud to work for Williams because I believe we care about doing the right things. I want every employee to feel that same pride and passion for our company and that requires an inclusive culture where people feel accepted, comfortable and safe speaking up and giving their all.

At Williams, diversity and inclusion go beyond a Human Resources function. Our efforts are based on real people and a desire to provide an environment where everyone, everywhere in our company can bring their authentic selves and be judged solely on their contributions.”

Alan Armstrong

Williams President and Chief Executive Officer





2022 Accomplishments: Year in Review



In this section of the report, we look back at the progress we made against our 2022 Diversity and Inclusion goals. We're proud of all we've accomplished but also know we must remain focused and continue our momentum in 2023.



Governance

We believe that in addition to educating and empowering employees, strong leadership commitment and measurable goals are critical to accomplishing change within our organization.

Diversity and Inclusion Council

Our Diversity and Inclusion Council governs companywide diversity and inclusion opportunities. In 2022, the Council was chaired by our CEO. Membership included each of our Executive Officers, organizational and operational leaders from across the business, and individual employees from diverse geographic regions and demographics. Members are selected based on their role in the company or a self-nomination process. Additionally, the Randy Barnard Leave the Ladder Down award recipient in the leader category is appointed to the Council for a one-year term. In addition to their daily responsibilities, members are expected to champion and actively participate in the work of the Council. Membership terms are alternated to bring in new members and perspectives while also ensuring continuity in our work.

Organizational and Diversity and Inclusion goals

In 2022, a formal organizational goal was set to prioritize cultivating an environment of employee inclusion, innovation and passion for our corporate Vision. As we were able to safely remove many COVID-19 restrictions, most employees embraced in-person opportunities to come together and connect with coworkers, from Employee Resource Group gatherings to our companywide Volunteer Week and United Way events. We also continued virtual opportunities to provide inclusion and camaraderie for all employees, regardless of location.

In support of our organizational goal, we established and met diversity and inclusion goals for 2022 to prioritize efforts that help us improve our workforce demographics and inclusion, refine sustainability and accountability, and improve our community partnerships. Our progress is provided in this report.

Voice of Williams Action Plans

We formalized Action Plans and shared them companywide to address employee responses to our 2021 engagement survey questions about diversity and inclusion. Plans included expanding learning opportunities, sharing feedback from our CEO Day of Understanding, implementing additional leadership competencies into year-end performance review ratings for all formal leaders (Values Differences and Builds Effective Teams), and increasing senior leadership participation in diversity and inclusion opportunities.

2022 Diversity & Inclusion report

We published our second internal Diversity & Inclusion report in early 2022 for employees and published it on our website to provide external stakeholders with transparency into our data, areas of focus and strategy.



During the CEO Day of Understanding – held as part of our commitment to the CEO Act!on for Diversity & Inclusion – our executive officer team held a roundtable with representatives from each ERG to gather honest and candid feedback and to discuss aspirations for the future of our ERGs.



Employees are our most valuable resource, and we believe investing in an empowered workforce and creating a culture of respect and belonging enables our people to be their very best.

In addition to formal training programs for individual contributors and those in formal leadership roles, we offer on-demand resources through Catalyst, our partnership with LinkedIn Learning and employee-led opportunities to engage in ways that are meaningful to individuals.

Employee Resource Groups

We believe diverse perspectives and backgrounds provide a competitive advantage and strive to provide a work environment where people feel safe having complex and sometimes difficult conversations. Our employee-led Employee Resource Groups (ERGs) provide space for employees to come together to lend professional and personal support to one another, participate in community and volunteer events, and promote inclusion across the company to create a stronger culture of belonging.

We ended 2022 with 10 ERGs made up of unique members and allies totaling nearly 25% of our employee base. Many employees participate in more than one ERG.

We focused efforts on encouraging greater collaboration across the organization, formalizing companywide programming to recognize historical and heritage months and shared information with all employees to create deeper understanding and support for unique differences and the similarities that bind all people. We also continued to leverage three formal Candid Conversation events led by our ERG members with total attendance of nearly 2,000. We recognized:

- Martin Luther King, Jr. Day
- Lunar New Year
- Black History Month
- Women’s History Month: coupled with Women of Williams ERG sponsored Candid Conversation ‘Women in Energy’ providing insights into women in leadership roles within our industry
- Asian American & Pacific Islander Heritage Month
- Pride Month: coupled with LGBTQ+ ERG sponsored Candid Conversation ‘Becoming an Authentic Ally’ inspiring employees to become advocates and allies of LGBTQ+ colleagues
- Juneteenth
- Hispanic Heritage Month: coupled with Latin ERG sponsored Candid Conversation ‘Nuestra Herencia’ helping employees gain greater appreciation for the Hispanic culture, commerce and community
- Indigenous Peoples Day
- Native American Heritage Month
- Veterans Day

We also implemented a senior leader sponsorship program, providing each ERG with dedicated allyship and mentorship from one or two vice presidents of the company.

LGBTQ+ ERG members, allies and families showed their support for equality, diversity and continued dialog to build inclusion by participating in Houston (pictured) and Tulsa Pride parades.



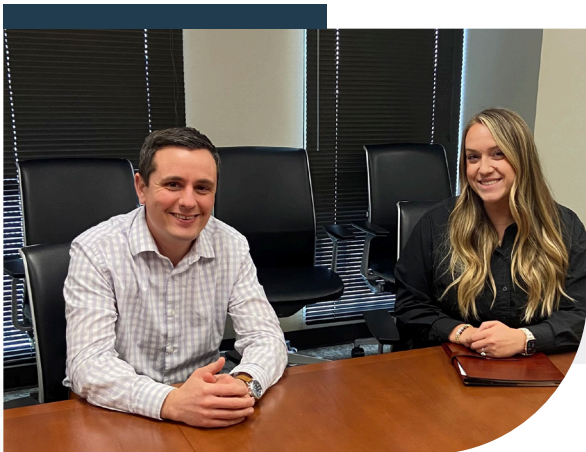
As part of our Asian American Pacific Islander Month celebration, our API ERG hosted a luncheon where employees shared their favorite cuisines.



Our Native ERG coordinated our sponsorship and participation in the Tulsa Native American Day Celebration, recognizing the resilience of Native Americans past, present and future.



Clint and Madison, two of our Men Advocating Real Change (MARC) ERG co-leads, work hard to collaborate across the organization to promote strong allyship and support for all employees.



Employees and their guests attended Houston's UNCF Gala to help raise funds for student scholarships and financial support for historically Black colleges and universities.



Annual Randy Barnard Leave the Ladder Down Award

To promote inclusion at all levels of the organization, each year we recognize one people leader and one individual contributor for their support helping others grow, especially those different from themselves, to create a welcoming environment where everyone feels a part of the team and comfortable bringing their authentic selves to work.

The Randy Barnard Leave the Ladder Down Award carries the namesake of Randy Barnard, who served as President of Gas Pipeline Company until 2012 when he lost his battle with cancer. He was widely known for his authenticity and desire to support all employees, including time in Venezuela where he recognized the importance of uniting our workforce and providing a welcoming environment for all employees. He continues to be an outstanding example of inclusion at its best.

We're happy to recognize and hold up as models of inclusion in action our 2022 award recipients, Camilo Amezcuita and JW DePriest, who are helping those around them feel welcome and valued, no matter their differences.



“I was floored, surprised and extremely honored to join the distinguished group of past recipients. As a leader, it is important to foster and grow relationships, even outside our work groups, and commit to having an organization that can attract, develop and retain our employees. All it takes is engagement with active listening, and you can start building relationships and personal connections, which is key for everyone on our teams to connect and work together.”

Camilo Amezcuita
Vice president and general manager, Northwest Pipeline

2022 Award Recipient, Leader Category



“From day one in the Air Force we are taught the value of leadership and that it is a continuous journey, not a destination. Through the toughest challenges you fought hard for the person to your left or to your right, regardless of race, religion, color, creed and many other differences. In fact, most of the value added was from those different perspectives, backgrounds and experiences of those with you.”

JW DePriest
Manager of measurement, Volume Services*

2022 Award Recipient, Individual Contributor Category

*Promoted from process improvement consultant to manager shortly after nomination and award periods.

Workday name pronunciation feature

Recognizing the importance of properly saying a coworker's name within an inclusive culture, we implemented the name pronunciation feature in Workday. All employees may add an optional phonetic spelling of their name within their profile to be viewed by colleagues who need assistance.

Voice of Williams Diversity and Inclusion learning launch pad

In response to our 2021 Voice of Williams Employee Engagement Survey results regarding diversity and inclusion questions, we created a learning launch pad for an easy to access consolidated tool for learning opportunities. The offers are designed to provide employees and leaders with focused resources that help them better understand the value of diversity and inclusion and provide practical guidance for meaningful improvements.



Creating a culture of respect and belonging requires that we bring in, grow and keep the absolute best talent. The actions outlined below helped us achieve improvements over 2021 in the percentages of employees in women and underrepresented race and ethnicity demographic categories who were represented in our candidate pools and who were promoted internally.

More robust job profiles

We took steps to better profile positions and expectations by adding “a day in the life” section to job postings so potential candidates can better see themselves filling these roles. We place employee profiles on our digital external channels to promote job openings and requirements, providing greater detail on opportunities for office, field and other industry-specific technical positions.

Inclusive recruiting technology

We continue to utilize Textio, and in 2022 used it for all job descriptions and role descriptions to ensure robust and inclusive language to help us draw diverse candidates. We also continue to utilize a blind resume process to remove any unintended biases as applicants are evaluated.

Our campus champions, Tondrae and Summer, were happy to meet future talent at the North Carolina A&T recruiting event.



Visibility into learning, development and promotional opportunities

Making sure employees can see themselves belonging and working at Williams in the future is important to us. We've taken steps to proactively push information to employees about development and promotional opportunities and successfully filled 38% of open positions with internal candidates in 2022.

In addition to posting positions in Workday and allowing employees to set notifications for new openings, we more prominently alerted employees to internal jobs in a weekly electronic newsletter. We also encourage hiring managers to post opportunities within our Employee Resource Group internal chats with a description of what it's like to work with that team.

We introduced an internal informational series entitled 'Building Our Bench' to provide virtual mentorship by recognizing recent internal promotions and development opportunities, identifying the paths employees took to reach their current position.

We launched the GIGs feature in Workday in June to help connect leaders and teams who have a business need to employees who are looking for a short-term development opportunity and have identified themselves as having the skills necessary to meet the business need. We are already seeing the benefit of this cross-functional promotion with 175 GIG participants in 2022 and look forward to the expanded use of this capability in 2023.

Leadership competencies

Each year as part of our annual performance review process, employees are rated against the goals they set at the beginning of the year and seven behavioral competencies. Ratings are used to calculate any approved individual bonus payouts for the year. New for 2022, all formal leaders also were rated on two additional leadership competencies: Values Differences and Builds Effective Teams. These competencies are intended to improve leadership accountability for creating an inclusive team culture and fully developing the talent on their teams.

Monthly diversity and inclusion spotlight for leaders

Through our monthly human resources electronic newsletter, we provide employee demographic data and diversity and inclusion focused resources to all formal leaders. Resources are timely and actionable and included topics like a guide for inclusion moments, meaningful ways to exhibit Values Differences and Builds Effective Teams leadership competencies, sensitivities to preferred language, leading with empathy, approaching LGBT issues in the workplace, the importance of proper name pronunciation and connecting across differences.

Differentiated support

We understand that sometimes differentiated, or tailored, development opportunities can help women and employees in underrepresented demographic groups meet their career aspirations. At Williams, we look for opportunities to meet these needs.

As a corporate sponsor for Women's Energy Network (WEN), we provide memberships to our employees free of charge. In 2022, several women and senior leaders attended the WEN national conference to benefit from industry-specific programing developed for women and those who act as supporting allies.

Our Senior Vice President of Williams' Transmission and Gulf of Mexico operating area also hosted a women's event to provide information about what the operations teams do, tour a facility and offer insights into how more women can transition to these roles.

We also continue to leverage McKinsey & Co Black Leadership Academy to equip Black leaders with the capabilities, mindsets, behaviors and network to help them achieve professional aspirations.



Several women and senior leaders attended the Women's Energy Network national conference to benefit from industry-specific programing developed for women and those who act as supporting allies.

Members of our Young Professional ERG joined company leaders at the Young Pipeline Professionals USA Symposium, 'Our Energy Future,' where our CEO was one of the Keynote Speakers.





Community investment & corporate giving

Doing our part to strengthen the communities where our employees work and live is part of who we are.

Our investments help bring STEM education to those who might not otherwise be exposed to high-quality learning opportunities, leading to careers in well-paying STEM fields. We fund programs at technical schools and universities, building a diverse talent pipeline for the future. We also provide charitable gifts, in support of our neighbors, that include health and human services, arts and cultural organizations and others that support our diversity and inclusion strategies.

\$1.39+ million in corporate giving to diversity and inclusion focused organizations in 2022

Community giving

In 2022, employees reported more than 20,000 volunteer hours, and we awarded more than \$13.8 million to more than 2,100 organizations across 49 states. More than \$1.39 million of our corporate giving, including Homegrown Giving Grants, Matching Gifts and PAC Match programs, was to diversity and inclusion-focused organizations within the communities where we work and live. United Way giving, some of which may be considered diversity and inclusion-focused, is not reflected in our diversity and inclusion total.



Our Veteran ERG showed their support for the Travis Manion Foundation during the 9/11 Heroes Run in Houston, raising awareness and honoring the fallen.

Our pledge of \$1.5 million to the University of South Carolina Center for Civil Rights History and Research helps the center preserve oral histories and enhance student learning through traveling and permanent exhibitions.





Our Latin and Working Parents ERGs joined forces to collect and deliver supplies to students at underserved local schools.

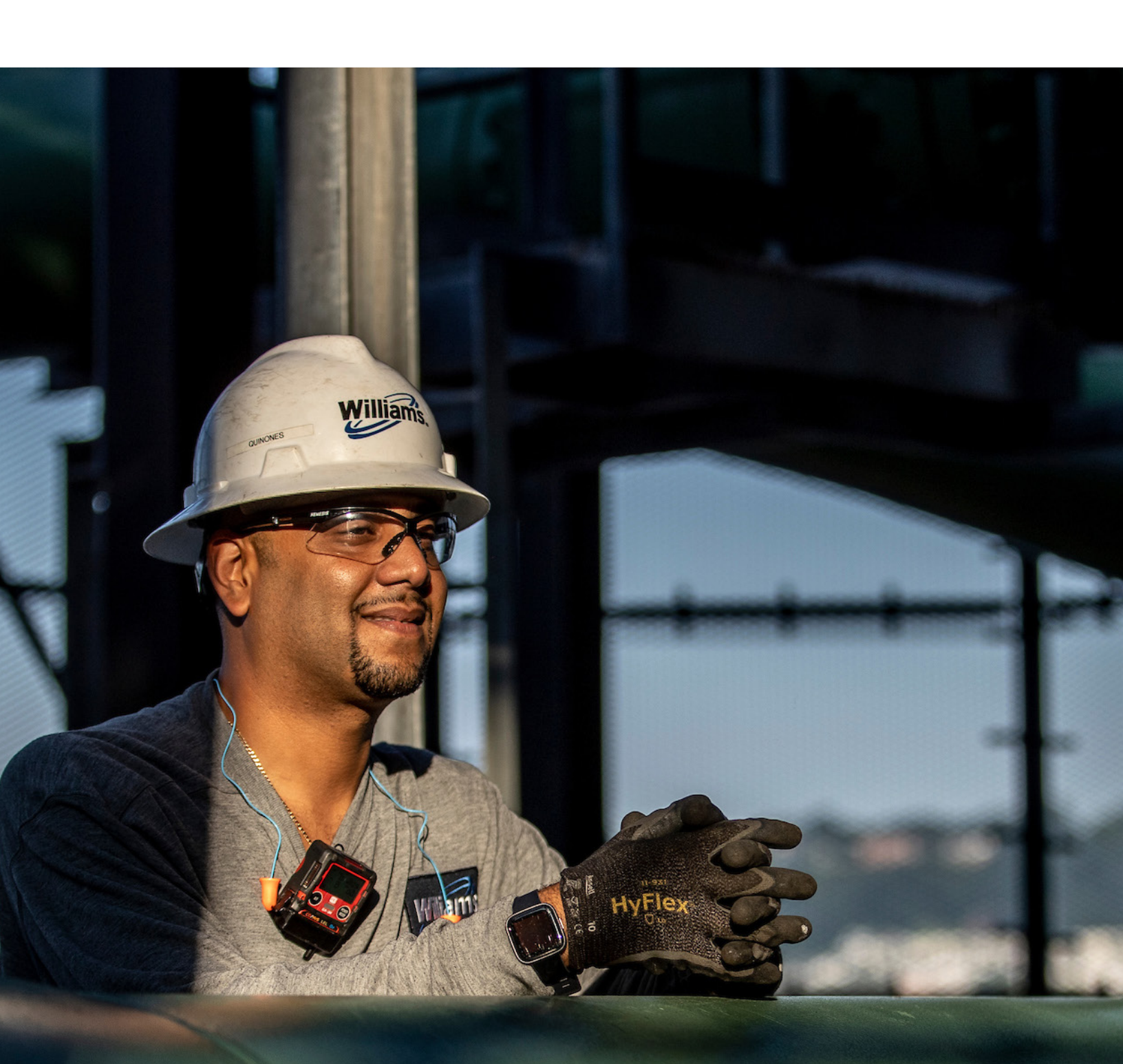


As an extension of our commitment to communities, we continue to evaluate and enhance our supplier qualification process to evaluate ways to support suppliers from underrepresented groups.

We've implemented technology that enables us to assess suppliers for diversity classifications and utilize that information to better understand our spend and where we may have opportunities to expand relationships.

We've identified suppliers within our database who have active certificates for Minority-, Veteran-, LGBT-, service-disabled-Veteran-owned, and historically underutilized business and small businesses. Additionally, new suppliers or suppliers under reevaluation must complete a self-assessment questionnaire that includes questions on diversity, human rights policies, and code of conduct for business partners.

According to the data we have collected to date, diverse suppliers account for roughly 15% of our total supplier count.



Looking Ahead to 2023

We approach our diversity and inclusion work the same way we approach our business. We collect and analyze internal employee feedback and data, transparently participate in third-party benchmarking research, utilize peer comparisons where available and continuously review and evaluate third-party best practices to help identify employee needs and develop solutions that adhere to our Core Values and help us become more inclusive in our culture.

In 2023 we will continue to build upon our solid foundation, by monitoring, measuring and adjusting our efforts as needed across the key areas we've identified as fundamental to our continued growth: governance, resources and training, employee attraction, retention and development, community and work with suppliers. Following are the goals we've established for 2023 to help us continue our journey of focused improvement.



Governance

- Advance organizational understanding of diversity and inclusion metrics and longer-term strategies to improve inclusion for employees and other stakeholders



Resources & Training

- Refine diversity and inclusion resources and training to provide easy to understand, timely and actionable information for all employees
- Further develop ERGs by defining, sharing and adopting best practices and sustainable processes across all groups
- Recognize diverse employees and those who promote diversity



Attraction, Retention & Development

- Enhance talent acquisition by defining and implementing diversity-based recruitment strategies that improve diverse representation across the organization
- Engage employees in learning, networking and volunteer opportunities that improve inclusion and belonging
- Increase diverse representation in leadership



Community investment & corporate giving

- Ensure charitable giving and volunteer efforts continue to support diversity and inclusion including improved access to education for underrepresented children



Suppliers

- Develop capabilities that enable us to further identify and include diverse suppliers in our procurement process for material and services, including minority-, Veteran-, LGBT- and service-disabled-Veteran- owned-businesses, and historically underutilized business and small businesses



Our People Metrics

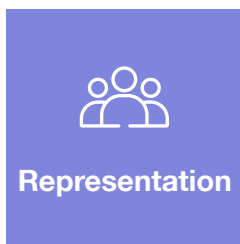
Our People Metrics

Methodology and observations

The baseline race and gender data outlined in this section allows us to assess trends, acknowledge gaps and focus our hiring, development and inclusion efforts in ways that help us attract and retain the best talent across demographics. While we share and examine our data as a benchmark for year-over-year progress, we also know that we must apply employee feedback and other sources of information to gain human insights allowing us to take actions for future improvements.

Our D&I Council formally reviews gender and underrepresented race and ethnicity data quarterly – categorized into four of the five Catalyst Vital Signs¹ - to identify trends and opportunities for improvements. This data – among other inputs - helps us measure our 2022 success and inform our 2023 goals.

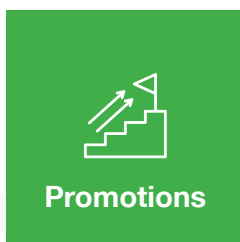
¹Catalyst is a global non-profit organization with over 800 supporting organization and over 50 years of research focused on equity, inclusion and championing change.



We assess our workforce to measure if our employee demographics reflect the demographics where we operate our business, from individual contributor to leadership roles. For the purposes of this report, we provide representation of gender and ethnic diversity as identified by the employee (Black, Native American or Alaska Native, Asian, Hispanic or Latinx, Native Hawaiian or another Pacific Islander, Multiracial or White). Other characteristics that may categorize an employee as diverse, such as employees who self-identify as LGBTQ, military or having a disability are not included.



As we work to increase representation of diverse employees and leaders, it's important to understand if we need to expand where and how we recruit to better attract qualified, diverse applicants and if we need to provide additional training for hiring decision makers to ensure candidates are considered fairly as we fill open positions.



As we work to improve representation of diverse leaders, it's important to understand promotion rates and evaluate our systems, programs and processes – for example being purposeful in our succession planning efforts – to ensure they are designed to provide all individuals with the same opportunities to grow to their full capabilities, regardless of demographic.



We aspire to be an employer of choice and strive to help each employee feel valued and welcome. We must honestly review the reasons some employees choose to leave the company. Understanding exit rates may help us form strategies to better retain our diverse employees.

2022 data

We use these people metrics and other measures of culture to gain insights that help us better understand our current demographics and set goals that guide improvements in our hiring, retention, development and workforce inclusion efforts.

As noted in our 2022 Diversity and Inclusion report that included full-year data for 2021, among several factors that supported changes in our representation data, the acquisition of Sequent Energy Management resulted in an increase in diverse employee representations that was not repeated in 2022.

Additionally, our 2022 EEO-1 data is available on the diversity and inclusion page of our website.

Summary of William's 2022 diversity and inclusion metrics

	Metric	Female	Male	Underrepresented Ethnicity and Race	White
Point-in-Time Metrics	Headcount	1,105 ↑ 6%	3,910 ↑ 4%	839 ↑ 8%	4,119 ↑ 4%
	% of Total	22% → 0%	78% → 0%	17% ↑ 1%	82% ↓ -1%
	Representation in Leadership	21% → 0%	79% → 0%	15% ↑ 1%	84% ↓ -1%
Rolling 12-Month Metrics	Representation in New Hires	25% ↓ -4%	75% ↑ 4%	24% ↓ -3%	75% ↑ 4%
	% of Population Promoted	14% ↑ 2%	15% ↑ 5%	12% ↑ 2%	15% ↑ 5%
	Voluntary Turnover	8.1% ↑ 1.5%	7.6% ↑ 1.6%	9.9% ↑ 3.4%	7.3% ↑ 1.3%

This table further breaks out our point-in-time and rolling 12-month race and ethnicity data providing a more detailed view of the populations we measure.

		American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	2+ Races	White
Point-in-Time Metrics	Headcount	90	149	194	324	80	4,119
	Representation in Leadership	2.1%	2.6%	3.6%	4.4%	1.6%	84.3%
Rolling 12-month metrics	Representation in New Hires	2.5%	4.2%	5.7%	9.9%	1.7%	74.9%
	% of Population Promoted	16.6%	9.8%	10.8%	11.5%	17.8%	15.1%
	Voluntary Turnover	5.9%	11.9%	9.8%	8.8%	14.0%	7.3%

Footnotes:

- Point-in-Time Metrics reflect the count or percentage as of Dec. 31, 2022
- Rolling 12-Month Metrics reflect data from Jan. 1 - Dec. 31, 2022
- The indicator arrows and values reflect change from Dec. 31, 2021, to Dec. 31, 2022
- The % of Population Promoted reflects the percentage within the specific demographic group (female, male, underrepresented ethnicity and race, or white)



Summary

Culture has always been a key pillar of success at Williams, and our Core Value of Authenticity is reflected in all that we do. We believe that respect helps everyone achieve their maximum potential. That's why we foster a high-performing, diverse and inclusive environment where employees, customers, business partners, shareholders and community partners are treated with integrity and fairness.

Three years ago, we made the choice to be even more transparent, internally and externally, about our dedication to diversity and inclusion. Our data transparency, our Diversity and Inclusion Council's and employee initiatives, our accountability measures and our progress all send the same message: **Our goal is to create authentic belonging at Williams.**

Together we continue to support Williams' Vision and Mission. We make clean energy happen by being a best-in-class operator and we will continue to cultivate the inclusive culture necessary for our future success.

“Creating a sense of belonging isn't done performatively, through a pledge or simple happenstance. It happens with intention. Intentionally understanding our connected experience to one another as human beings. It's deep and powerful connection to the people we spend our workdays with because they value inclusion and belonging with similar devotion to our own.



At Williams, we are optimistic about our shared future. The possibilities for employees to thrive, for teams to collaborate and for organizations to excel are all unlocked when we have a shared commitment.”

Mikeale Campbell

Diversity and inclusion program manager, Williams



WE ARE STRONGER WHEN WORKING TOGETHER

Williams
COMMUNITIES

Williams
COMMUNITIES

Williams
COMMUNITIES

Williams
COMMUNITIES

PPEN®



WORKING TOGETHER

Williams
volunteer week





WE MAKE CLEAN ENERGY HAPPEN®