



Plains Sustainability Report / 2021



PLAINS

NASDAQ
PAA & PAGP



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Sustainability Accomplishments in 2021

Formed an **Emerging Energy Team** and appointed a **Vice President of Emerging Energy** and Process Optimization



Meaningfully **improved** our Sustainalytics rating

Scored a **97%** rating in the Alberta Certificate of Recognition Audit of our health and safety management system



**TOP
WORK
PLACES
2021**

HOUSTON CHRONICLE

Ranked among **Houston Chronicle's Top Workplaces** for 12th consecutive year

Developed a separate **Code of Business Conduct** for Contractors and Suppliers



Won the **International Liquids Terminal Association** Safety Excellence Award for the fourth year



Formed **Health, Safety, Environmental and Sustainability** Board Committee

Developed a companywide **waste management and minimization** plan



Helped establish industry guidelines for pipeline **rights-of-way conservation** programs



Won two rail safety awards:

CSX 27th Annual Chemical Safety Excellence Award and the Canadian Pacific Safe Shipper Award



Played an **active role** with EIC and API in **establishing industry standards for ESG reporting**



Awarded \$250,000 to first responders through our First Responder Grant program



Message From Our Chairman and CEO



Willie Chiang
Chairman and CEO

Welcome to our 2021 Sustainability Report

At no other time in recent history has the critical nature of energy been placed into sharper focus. Societal challenges – including geopolitics, supply chain issues and macroeconomic concerns – all highlight the importance of embracing multiple forms of energy while advancing sustainable practices.

At Plains, sustainability underpins our values and our purpose: to move energy where it is needed safely, reliably and responsibly, while minimizing our environmental impact and striving to improve the communities where we operate.

In October we established an Emerging Energy team, focused on optimizing our footprint and aligning our assets with energy evolution opportunities. To date we have announced advancements related to battery and hydrogen storage and are progressing a number of other promising initiatives.”

Throughout 2021, we made notable progress in key environmental, social and governance (ESG) areas, including reductions in our Scope 1 and Scope 2 emissions, formation of a Health, Safety, Environmental and Sustainability (HSES) board committee, active engagement in improving industry ESG reporting standards and development of a companywide waste management and minimization plan.

In October we established an Emerging Energy team, focused on optimizing our footprint and aligning our assets with energy evolution opportunities. To date we have announced advancements related to battery and hydrogen storage and are progressing a number of other promising initiatives.

Appreciating stakeholder interest in greenhouse gas (GHG) emissions, it is worth noting that Plains has one of the lowest GHG emissions profiles in the midstream sector, primarily as a function of our crude oil focused midstream asset base. We continue to pursue reductions, nonetheless, dedicating additional resources to these efforts this year. Progress on this and other initiatives is detailed throughout our report.

We also remain committed to our culture of safety and continuous improvement. Although we did not achieve our 2021 targets for reductions in our Total Recordable Incident Rate (TRIR) and Federally Reportable Releases (FRR), over the past five years we have achieved an approximate 50% decrease in our TRIR and an approximate 40% decrease in our FRR.

Looking forward, we are confident that hydrocarbon energy will continue to play a vital role in reducing energy poverty and improving quality of life for individuals and communities around the world.

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Given the long-term need for multiple sources of energy, a collective focus on energy efficiency and conservation – along with embracing technological advancement – is essential. At Plains, we are progressing a number of initiatives that reflect this focus, including the adoption of energy efficiency metrics for our major assets, in addition to continuing our active engagement in industrywide efforts to set sustainability expectations and continuously improve performance.

I want to thank our Plains team members for their contributions during this critical time. I also want to thank our investors, stakeholders and community members for their continued confidence, feedback and support. We appreciate your interest in our sustainability efforts and look forward to your thoughts on this year's report.

Willie

Willie Chiang
Chairman and CEO



Our Values

Our Core Values serve as a compass for how we do business and maintain trust with our stakeholders:



Safety and Environmental Stewardship

We conduct our operations and business in a manner that is safe for employees, contractors and the environment.



Accountability

In conducting our business, we are accountable to each other, our investors, our customers and our other stakeholders, including the communities where we live and work.



Ethics and Integrity

In our dealings within and outside of the company, we do the right thing, obey the law and act with the highest levels of honesty, ethics and integrity.



Respect and Fairness

We treat each other and our stakeholders fairly and with respect.

About Plains

We own and operate one of the largest networks of critical midstream infrastructure in North America. Our assets connect major producing regions of hydrocarbons – crude oil and natural gas liquids (NGL) – to key demand centers and export outlets throughout North America. On average, we handle more than six million barrels per day of crude oil and NGL.

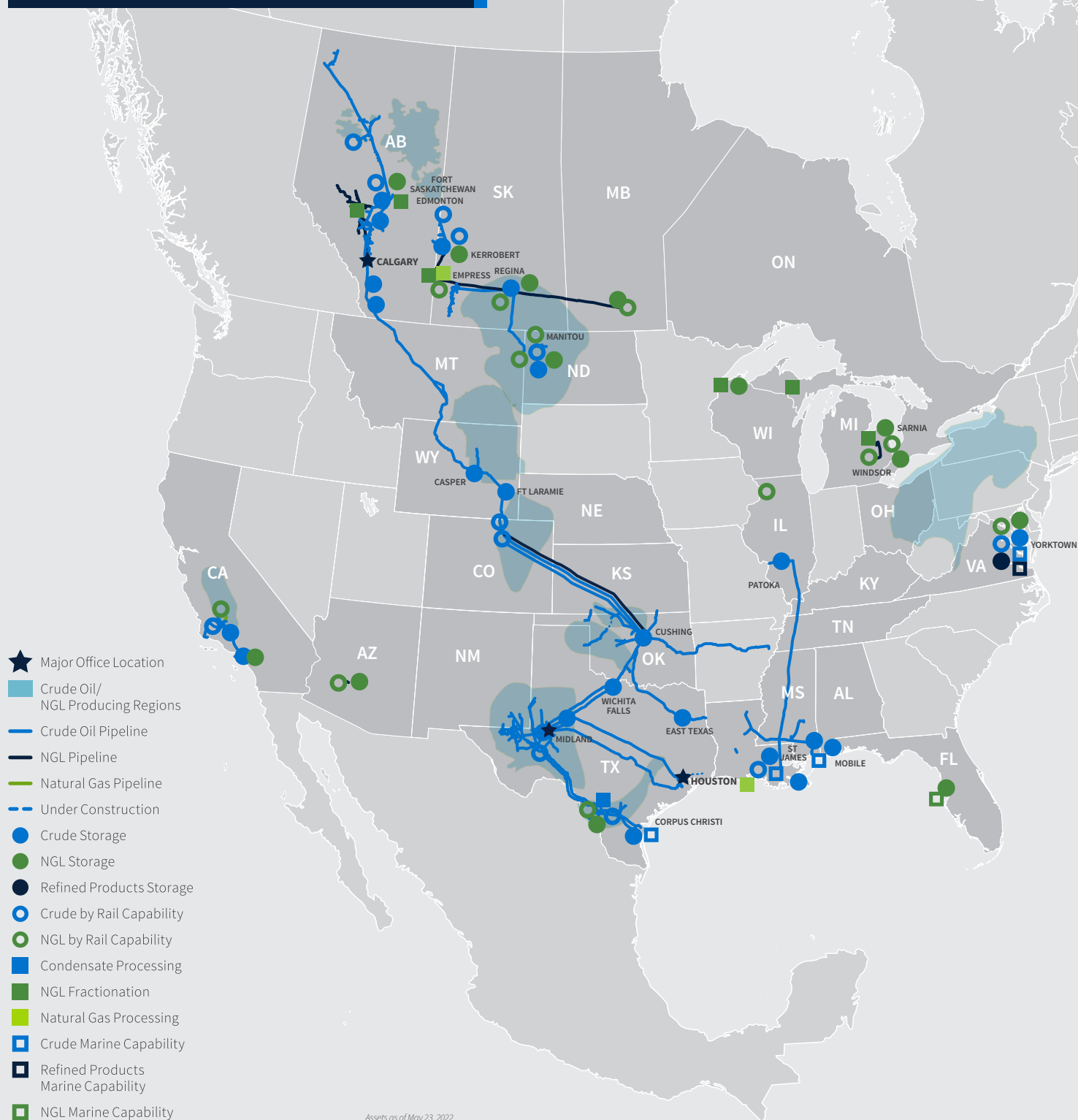
Our people, assets and systems underpin our approach to business. We are led by a seasoned team of officers who have an average of 30 years' experience spanning all sectors of the energy industry, and an average of 15 years with Plains or our predecessors and affiliates.

Although we have two publicly traded entities, Plains All American Pipeline, L.P. (Nasdaq: PAA) and Plains GP Holdings, L.P. (Nasdaq: PAGP), we have one set of operating assets and are governed by a unified and majority-independent Board of Directors. Our operations are conducted directly and indirectly through our primary operating subsidiaries, including Plains Midstream Canada ULC (PMC).

Our investors range from individuals to large institutional money managers, some of whom are intently focused on sustainability metrics and improvement. We greatly appreciate our investors and other stakeholders for their continued engagement, feedback, guidance and support as we work to continuously improve our sustainability program and disclosures.



Our Assets



Assets as of May 23, 2022

Our Sustainability Program

Our approach to sustainability is rooted in our company Core Values: Safety and Environmental Stewardship, Accountability, Ethics and Integrity, and Respect and Fairness.

We strive to operate our business in a safe, reliable and environmentally responsible manner for the protection and benefit of our employees, customers, vendors, capital providers and the communities in which we operate.

Enabling and advancing quality of life is **why** we run our business, and our sustainability strategy guides **how** we run it. Our sustainability strategy is centered on three objectives:

- Building long-term relationships of trust among stakeholders
- Managing operating and business risks and minimizing environmental impacts
- Leveraging our people, assets and systems to maximize long-term value

In 2021, we adjusted the focus areas within our sustainability program in recognition of our commitment to participation in the energy evolution. The updated program focuses on:

- Environmental stewardship and operating excellence
- Emerging energy
- Commitment to employees
- Stakeholder engagement
- Corporate governance

To support these focus areas, we formed additional working groups to advance our efforts in GHG emissions reductions and reporting, emerging energy and other areas of sustainability.

Leave it better than you found it

is a philosophy that guides our work at Plains. It has helped us be a sustainable company for the past 30 years and will surely contribute to our continued success.”

— Willie Chiang, Chairman and CEO

Also in 2021, our Board of Directors established a Health, Safety, Environmental and Sustainability (HSES) Committee. This committee assists the Board with oversight of efforts to advance our culture of continuous improvement on HSES matters.

To enhance accountability and provide direction and oversight, the HSES committee meets quarterly with members of our executive management team, including some of the members of our Executive Sustainability Leadership Team and Sustainability Management Team (SMT). The HSES committee provides quarterly reports to the full Board of Directors regarding its activities.

Our SMT members meet frequently with stakeholders, including equity and fixed-income investors, as well as ESG rating agencies, banks, credit rating agencies, insurance underwriters, trade organizations and peers to understand current industry trends, preferences and evolving standards and initiatives. The SMT is supported by designated team members on the newly formed Sustainability Working Group.

Each focus area is overseen by a member of our SMT or Executive Sustainability Leadership Team, who works with the Sustainability Working Group team members to develop multi-year roadmaps of enhancement activities. These roadmaps are reviewed by the Executive Sustainability Leadership Team in consideration of the overall goals set forth by the company.

To support the SMT and the working group, in recent years we have increased staff time dedicated to advancing our sustainability efforts and industry collaboration.



Our Sustainability Journey

The guiding principles of sustainability have been ingrained in the way we do business at Plains for years. Notable activities and accomplishments related to our sustainability journey include the following:



2010

Published an environmental policy outlining our commitment to high standards of environmental compliance.

2013

Published the first iteration of our Life Rules to help contractors and employees work safely.

2014

Published first annual Report to Stakeholders and Communities focused on our Canadian-managed operations.

Initiated development and implementation of our Operations Management System.

2015

Launched our employee donation-matching program.

2016

Implemented a unified Board governance structure.

Amended governing documents to provide for shareholder elections of independent Directors commencing in 2018.

2018

Included safety and environmental performance metrics in annual bonus program for all employees and executives.

Formed the Sustainability Management Team and the Executive Sustainability Leadership Team.

Introduced an employee volunteer program in Canada.

Began holding annual shareholder meetings for the election of independent directors.

Added first female Director to the Board.

Appointed first minority CEO.

2019

Published our first sustainability data disclosure.

Completed a sustainability materiality assessment.

Created “Cultivating Connections” affinity group for employees.

Amended our governing documents to require majority independence on our Board.

Appointed independent Lead Director.

2020

Accelerated efforts to estimate and report Scope 1 and 2 GHG emissions.

Developed rolling multi-year roadmaps to advance sustainability focus areas.

Helped develop the Energy Infrastructure Council’s Midstream ESG reporting template.

Published a comprehensive sustainability overview presentation and three years of sustainability data.

Increased internal dedicated sustainability resourcing.

Adopted Equity Ownership Guidelines and Clawback Policy.

Acknowledged by Wells Fargo for having one of the highest governance scores on its annual Midstream ESG scorecard.

2021

Formed the Health, Safety, Environmental and Sustainability (HSES) Board Committee to assist the Board in its oversight of ESG matters.

Collaborated on development of the American Petroleum Institute’s climate-related reporting template.

Launched updated philanthropy, employee match and volunteerism program in the U.S.

Published our 2020 Sustainability Report, including Scope 1 and Scope 2 emissions.

Established Emerging Energy group and appointed Vice President, Emerging Energy and Process Optimization.

Created several internal working groups focused on emissions reductions/targets.

Meaningfully improved ESG ratings from Sustainalytics.

Developed a companywide waste management and minimization plan.

Developed a separate Code of Business Conduct for Contractors and Suppliers.

Ranked among Houston Chronicle’s Top Workplaces for 12th consecutive year.

Amended our governing documents to require that all Directors, including management directors, are subject to shareholder election on a staggered three-year basis.

2022

Announced hydrogen and battery Emerging Energy opportunities.

Formed Sustainability Working Group.

Refreshed sustainability materiality assessment.

Published Human Rights Policy.



Focused on the Future

The critical role of hydrocarbons and pipelines

Hydrocarbons provide the vast majority of the energy necessary to power the world's economy, advancing economic growth, health, welfare and social development for individuals and communities around the globe.

Hydrocarbons are critical to producing the building blocks of modern society: cement, steel, fertilizer and plastics. They play a vital role in fighting energy poverty and improving quality of life. As use of renewable energy sources increases, hydrocarbons will remain critical to meeting the world's growing energy needs, powering residential, industrial and manufacturing activities, as well as heavy transportation and air travel.

Pipelines deliver a majority of the hydrocarbon energy products in both the U.S. and Canada. In addition to heating and cooling our homes, pipeline-delivered energy is converted into thousands of products we rely on every day such as medical supplies, electronics, clothing, household products and more.

Pipelines are not only efficient, but they are the safest and most environmentally responsible way to transport critical energy, producing fewer GHG emissions than other means of transportation.

Plains remains committed to delivering critical energy resources in a safe, reliable and responsible way for the long term.

Energy evolution and sustainability

As our society seeks to solve the challenge of providing reliable, abundant, affordable and environmentally responsible energy, Plains actively evaluates emerging energy opportunities that align with our established infrastructure presence and focus on making disciplined investments.

In 2021, we created the role of Vice President, Emerging Energy and Process Optimization, and formed a cross-functional Emerging Energy team, focused on positioning Plains to benefit from emerging energy opportunities. You can read more about our advancements in this area and some of the opportunities we are pursuing starting on page 33 of this report.

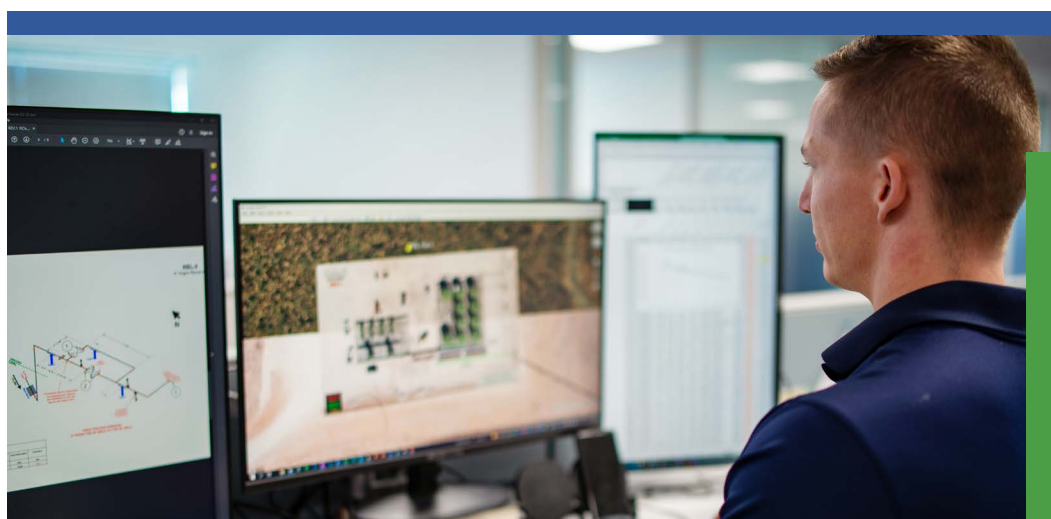
Additional examples of our commitment to the sustainability of our operations and the continuous improvement and advancement of our business include our focus on:

- Reducing releases and our total recordable incident rate.
- Minimizing our environmental footprint and reducing our Scope 1 and 2 emissions.

Pipelines are the safest and most environmentally friendly way to move energy. They are stringently regulated and will continue to be essential, even as the energy evolution is underway.”

— Harry Pefanis, PAA President

- As appropriate, repurposing assets that can be used to support emerging energy opportunities.
- Integrating energy management activities and formalizing renewable energy efforts across our North American footprint, including commercial partnership opportunities.
- Expanding localized stakeholder engagement and community investment efforts.
- Participating in conservation programs.
- Participating in ongoing industry collaboration to establish and refine sustainability reporting standards.
- Engaging with sustainability rating agencies and working to improve scores.
- Executing ongoing employee engagement surveys.
- Launching a five-year employee wellness plan.
- Advancing inclusion and diversity efforts.



About this Report

Our 2021 Sustainability Report provides qualitative and quantitative information about our Sustainability program, processes and performance.

The report also highlights several initiatives we are working to advance. We look forward to utilizing this report, along with other means of outreach, to continue our engagement with our key stakeholders, including investors, community members (including members of Indigenous and underserved communities), employees, peers, elected officials, community investment partners, regulators, industry

associations, ESG and credit rating agencies, banks, insurance underwriters, customers, contractors, vendors and others.


In 2021, our Sustainability Management Team conducted a materiality assessment update to revisit the sustainability issues that could have the most significant impact on our business and be of the greatest interest to our stakeholders. This assessment involved validating our findings with key stakeholders through a survey and ongoing discussions.

We also reviewed various sustainability reporting frameworks, peer sustainability reports, media coverage and other materials. We continue to use this information to execute on our vision and prioritize our sustainability initiatives. The topics identified in the materiality assessment, as well as other ESG issues determined to be meaningful, are addressed throughout this report.

We have also worked closely with fellow member companies from the Energy Infrastructure Council (EIC) and the American Petroleum Institute (API) to develop and continue the refinement of midstream ESG reporting frameworks. In this report, our disclosures broadly align with the EIC Midstream ESG Reporting Template and the API Template for GHG Reporting. We also continue to map our disclosures in consideration of the Sustainability Accounting Standards Board (SASB) Standards for companies in the oil and gas midstream industry, as well as the Global Reporting Initiative (GRI) Standards.

As we continue to integrate new sustainable business practices, we are evaluating alignment with the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD) and the United Nations Sustainable Development Goals.

Our ESG materiality assessment identified several focus areas, and within each one, we identified the topics deemed to be the most potentially significant to our business from an ESG standpoint over the next several years.

 Environment		 Social			 Governance
Emerging Energy	Environmental Stewardship	Operating Excellence	Commitment to Employees	Stakeholder Engagement	Corporate Governance
Energy evolution and decarbonization	Emissions tracking and reductions	Personal health and safety	Corporate culture	Community/landowner engagement	Corporate governance practices
Energy management	Biodiversity and land use	Asset integrity	Leadership development/succession planning	Indigenous community relations	Board committee structure
	Minimizing our environmental footprint	Damage prevention	Inclusion and diversity	Legislation/regulation impacting operations	Board composition and diversity
	Physical asset risk preparedness	Security management and cybersecurity	Retention	Contractor management	Succession planning
		Emergency preparedness	Wellness	Procurement/materials management	Shareholder rights
				Political contributions	

Our Approach to Health, Safety and the Environment

“**Our commitment to health, safety and environmental stewardship is rooted in our values.** We strive to minimize our environmental impact and to integrate programs and systems that reduce risk and prevent incidents.”

— Patrick Hodgins, Vice President, Health, Safety and Environmental

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Health, Safety and Environmental Policy

We are committed to adhering to high environmental standards and protecting the health and safety of our employees, contractors and the communities where we operate.

Under our Health, Safety and Environmental Policy, Plains strives to:

- Comply with the laws, rules and regulations that pertain to health, safety and the environment and are applicable to our business.
- Verify compliance through self-monitoring programs and regular facility assessments, and, in a timely manner, correct any conditions in our operations that could have a significant adverse health, safety or environmental impact.
- Train and empower each employee to recognize their responsibility and accountability to perform all activities in a manner that is safe for the employee, their coworkers and the environment.
- Establish and maintain corporate controls, including periodic reviews, to ensure the policy is being properly implemented and maintained.
- Participate, when possible, with government on a federal, state, provincial and local level in creating reasonable and attainable regulations to safeguard the community, workplace and environment.
- Assess potential health, safety or environmental liabilities prior to the sale, lease, transfer or purchase of property.

- Establish appropriate design, construction, operating and maintenance programs and practices to minimize risks, reduce releases and waste, increase energy efficiency and conserve natural resources.
- Establish programs to analyze and mitigate health, safety and environmental risks; investigate significant environmental and safety incidents; internally communicate lessons learned and prepare for and respond to emergencies.

Operations Management System

Our Operations Management System (OMS), which encompasses our health, safety and environmental management disciplines, is essential to achieving our operational vision.

Our OMS also incorporates our operational disciplines, including operational risk management, design and construction, operations and maintenance, control room management, asset integrity and emergency response.

The OMS provides a systematic integrated approach to, and prompts continuous improvement of, our operational performance, risk management and safety performance. It positions environmental stewardship and personal safety at the forefront of everything we do. The OMS provides governance, a standardized approach and specific requirements for effective operations.

The OMS is founded on the principle of Plan-Do-Check-Adjust and guides the way we identify and manage risk, promotes a learning environment and contributes to improvements in pipeline safety

and integrity. In accordance with API Recommended Practice 1173 for Pipeline Safety Management Systems and the Canada Energy Regulator Onshore Pipeline Regulations, our comprehensive OMS supports a systematic, iterative approach to continuously improving our performance in our pursuit of operational excellence.

Our OMS



The focus areas of our OMS include:

- Leadership Commitment
- Asset Operations
- Operations Support
- Corporate Integration
- Operational Assurance

Operational Risk Management

Plains is committed to conducting our operations in a manner that protects people and the environment.

We continuously strive to align our actions and activities with industry best practices.

We also maintain strong collaborative relationships with the regulatory agencies that govern our operations. Extensive federal, state and provincial regulation of pipelines and facilities in the U.S. and Canada helps the industry maintain the safety of communities and the environment. We strive to comply with the laws, rules and regulations that are applicable to our business throughout the asset lifecycle.

Our OMS has been instrumental in providing a framework to systematically manage risk, support operational priorities, implement improvements to achieve our strategic goals and objectives, and meet legal and regulatory requirements. Plains conducts routine assessments of our management system compliance, as well as risk assessments of our health, safety and

environmental processes and procedures. In addition, we utilize a three-tiered assurance system to assess regulatory conformance through independent third-party performance assurance activities.

Our internal Risk Management team regularly reviews and assesses relevant information to identify and recommend adjustments to our risk controls, spur continuous improvement and communicate lessons learned.

Executive oversight

Our Operations team and our Health, Safety and Environment (HSE) team have primary responsibility for our HSE policies.

Each of these teams is led by an officer of the company who reports directly to our Chief Operating Officer, who in turn reports to our Chief Executive Officer. Key HSE performance information is provided quarterly to our Board of Directors, including our Health, Safety, Environmental and Sustainability (HSES) Committee, which assists the Board with oversight of our HSES strategies and performance.

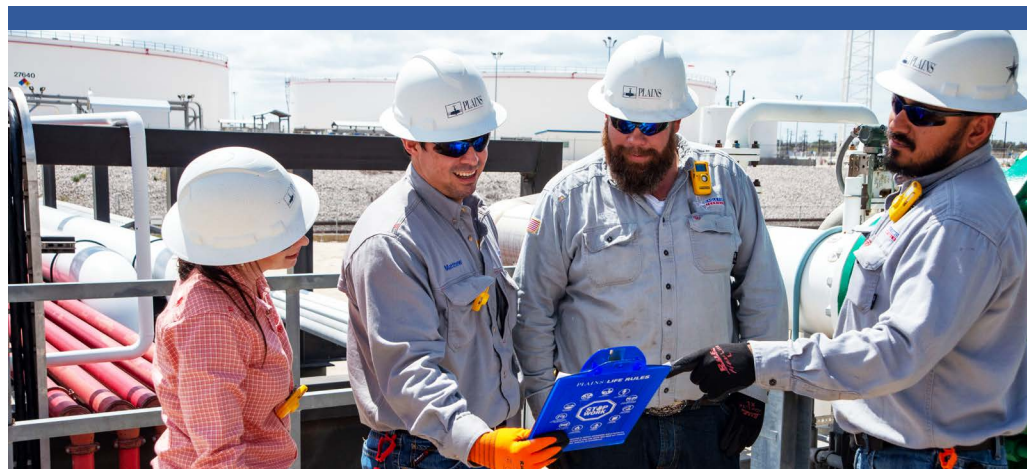
Accountability and management

Plains employs more than 160 dedicated HSE professionals with assigned roles and responsibilities.

Using the Plan-Do-Check-Adjust principles, HSE team members regularly review and/or audit existing policies, work practices and improvement opportunities related to our safety and environmental performance and initiate corrective actions to drive continuous improvement. We put strong emphasis on creating a culture focused on safety in both our office and field locations. We have executive-level oversight of safety-related initiatives and several employee-led safety committees.

Plains employs numerous internal metrics to measure health, safety and environmental performance. These metrics are reviewed regularly at the operational and executive levels, and with the HSES Committee and full Board of Directors. We also incorporate key safety and environmental performance metrics into the short-term incentive program that governs annual bonuses for all employees. These metrics include federally reportable releases and total recordable incident rate.

Plains employs more than 160 HSE professionals dedicated to achieving zero incidents and injuries.



Environmental Stewardship

“
We strive to be responsible stewards of the energy resources we rely upon to operate our business and to minimize the impact of our activities and operations on the environment and neighboring communities. We seek opportunities to reduce emissions and improve energy efficiency, while ensuring the safety and reliability of our assets.”

— Chris Chandler, Executive Vice President & Chief Operating Officer

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Minimizing Our Environmental Footprint

Protecting the environment is integral to our business. Plains is committed to:

- Empowering employees and contractors to identify and mitigate environmental risks through our Hazard Identification program.
- Encouraging employees and contractors to report any potential environmental concerns without fear of retaliation.
- Providing employees with HSE training on regulatory compliance, industry best practices and company policies and procedures.
- Regularly measuring and monitoring our environmental performance through internally and externally reported metrics.
- Systematically assessing and continuously improving our programs through our OMS to comply with environmental regulations and best practices, prevent pollution and minimize our environmental footprint.
- Ensuring integration with other Plains programs in support of our OMS.
- Actively engaging and collaborating with our industry peers, government agencies and the public on environmental management issues.

Responsible and sustainable operations

The world needs responsibly and securely produced energy. Our goal is to help meet global energy demand in a responsible and sustainable manner.

We understand that Plains has an important role in a more sustainable future. To that end, we are committed to minimizing our environmental footprint and actively evaluating emerging energy opportunities to help our customers and communities reduce their footprints as well.

In 2021, we formed an Emerging Energy team whose key objectives include optimizing our assets, repurposing and leveraging existing assets to take advantage of emerging energy opportunities and developing industry and community relationships to explore opportunities in the emerging energy market. The team is tasked with evaluating a wide range of energy evolution opportunities, from hydrogen- and carbon-related infrastructure to solar and low-carbon fuels, with a focus in and around our asset base and operations. You can read more about our Emerging Energy team starting on page 33 of this report.

As part of these efforts, we are looking for ways to minimize our greenhouse gas (GHG) emissions, manage and reduce our energy consumption and incorporate sustainability measures into our business planning. We assess and, where feasible, adopt technologies to increase efficiency and reduce GHG emissions. For example, read more about our plans to install a battery energy storage system at our Sarnia, Ontario facility on page 35.

In 2017, the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD) published a series of recommended climate-related disclosures to promote more informed investment, credit and insurance underwriting decisions. The recommendations are structured

around four themes: governance, strategy, risk management and metrics and targets. To increase transparency and respond to growing interest in our climate-related practices and performance, we are assessing alignment of our future reporting with the recommendations established by the TCFD.

Preparedness for extreme weather risks

In addition to recognizing the need to participate in and adapt to the energy evolution, Plains understands that climate-related risks can have a direct impact on our assets and operations.

While we have not experienced material impacts to date from extreme weather events, some of our assets have exposure to potential natural disasters or extreme weather events such as hurricanes, floods, tornados, freezes, earthquakes and fires.

As part of our ongoing physical asset risk analysis and emergency planning process, we regularly assess the potential impact these extreme weather events could have on our assets and identify and implement mitigative measures that reinforce our ability to provide safe, reliable and efficient operations.

We maintain detailed Business Continuity Plans (BCP) and temporary operating procedures, which we review and update annually. Given that our corporate headquarters and some of our assets are located in areas prone to tropical storm and hurricane impacts, we follow API recommendations to prepare for such weather events. We also maintain a detailed Hurricane Preparedness Manual that outlines site-specific preparedness plans for multiple field locations. Our BCP and temporary operating procedures have been tested and continuously improved in response to a variety of weather events over a number of years.

Greenhouse Gas Emissions

Emissions from liquids midstream activities are significantly lower than that of other oil and gas industry segments.

While our emissions profile is relatively low, Plains is committed to reducing environmental impacts, including GHG emissions, of our operations. GHG emissions are categorized as follows:

Scope 1 – direct emissions from owned or controlled sources (includes fuel combustion, venting and fugitive emissions).

Scope 2 – indirect emissions from the generation of purchased energy required by operations.

Scope 3 – all other indirect emissions that occur from value chain activities.

In 2020, we took an important step in completing a comprehensive estimate of our Scope 1 and Scope 2 emissions, calculated using the methodologies outlined in the Greenhouse Gas Protocol, which establishes comprehensive global standardized frameworks for measuring and managing GHG emissions. We found that the bulk of our combined Scope 1 and Scope 2 emissions are comprised of Scope 2 indirect emissions associated with the generation of energy we purchase to power our operations.

Methane concentrations in crude oil and NGLs are, in general, very low. As a result, given our primary business focus on these energy sources, Plains' methane emissions are correspondingly low, particularly when compared to peer operators and the broader hydrocarbon energy industry.

The bulk of our methane emissions are associated with our natural gas processing activities. Most of our non-methane direct GHG emissions are associated with fuel combustion in our NGL processing operations and trucking activities.

Throughout 2021, members of our Sustainability, HSE, Energy Management, Emerging Energy and Operations teams met monthly to discuss emissions reduction opportunities and target setting. Owing to our already low emissions profile and the makeup of our asset base, there are unique considerations associated with establishing targets. These ongoing discussions have been robust and informative, benefitting from input from third-party stakeholders like our banks, investors and insurers, as well as trade organizations. They have been complemented by conversations about additional, potentially more impactful actions we could take as a business to limit environmental impacts and participate in energy evolution.

Our most significant opportunity for reducing GHG emissions is by increasing the energy efficiency of our operations. One way to increase energy efficiency is by transitioning from generator power to grid electrical power, where feasible. Converting equipment from diesel-powered generators to commercial power reduces our Scope 1 emissions, while purchasing electricity from a more efficient commercial power provider reduces overall emissions.

Another method of increasing energy efficiency is through the addition of drag-reducing agents to our pipelines. These additives reduce the amount of power needed to move product through our pipelines.

Other selected highlights of our efforts to limit or reduce emissions include:

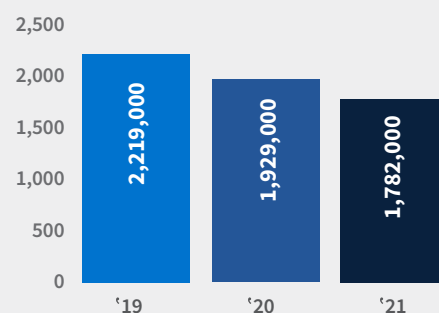
- Shifting meaningful volumes of transported product from trucks to pipelines.
- Converting to electric power for pumps and other rotating equipment.
- Upgrading truck engines and emission control systems.
- Scrutinizing our operations broadly to increase efficiency and reduce energy consumption.

Our emissions disclosure in this report includes our Scope 1 methane emissions, our total Scope 1 and 2 emissions, and Scope 1 and 2 emissions intensity relative to throughput and our Adjusted Earnings

Before Interest, Taxes, Depreciation and Amortization (EBITDA). Guidance on the estimation of Scope 3 GHG emissions in our industry continues to evolve. Debate about the accuracy and utility of Scope 3 emissions estimates are ongoing both within and outside the industry owing to competing reporting methodologies, potential emissions duplication and other inconsistencies. For those reasons, Plains is not including an estimation of Scope 3 emissions in this report. We plan to actively monitor and participate in the development of consistent Scope 3 GHG emissions estimation guidance.

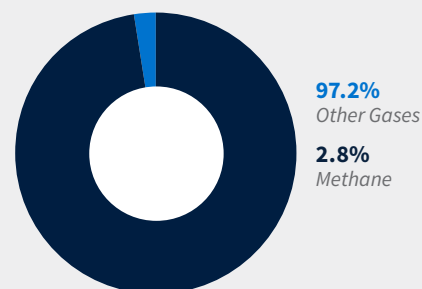
Plains follows the U.S. Environmental Protection Agency's (EPA) and the Environment and Climate Change Canada's GHG regulatory reporting requirements, as well as provincial GHG reporting requirement programs.

Total GHG Emissions - Scope 1 + Scope 2 (mt CO₂e)



*Reflects emissions from assets operated for the full calendar year.

2021 Scope 1 Emissions Percentage Methane





Industry Collaboration on Environmental Issues

As a member of the **American Petroleum Institute**, we participate in the Environment, Health & Safety Group and the ESG Reporting subcommittee of the Climate Committee.

Plains is an active member of the **Energy Infrastructure Council**, participating in the ESG Working Group.

Our participation in the **International Liquid Terminals Association** includes the Environmental, Health, Safety and Security Committee, the Environmental Subcommittee and the Vessel Emissions Working Group.

In 2021, we were a member of the **American Gas Association**, where we participated on the Environmental Regulatory Action Committee and the Environmental Matters Committee.

We are active in the **Association of Oil Pipe Lines** with representation in the Federal Permitting Working Group, the Pipeline Safety Excellence Steering Committee and the Performance Excellence Team.

Biodiversity and Conservation

We remain committed to supporting healthy ecosystems, protecting ecologically and culturally sensitive areas and minimizing our environmental footprint.

Avoiding and minimizing impacts

We strive to hold ourselves to a standard that meets or exceeds requirements imposed by federal, state and provincial laws and regulations.

We endeavor to minimize our environmental impact and thoughtfully consider the concerns of stakeholders, including private landowners, Indigenous and other underserved communities, and state, provincial and federal regulatory entities.

In the U.S., we engage regularly with the EPA, Pipeline and Hazardous Materials Safety Administration and their respective state counterparts and partners, Coast Guard, Army Corps of Engineers, Fish and Wildlife Service, Bureau of Land Management, Bureau of Reclamation, State land offices, Indigenous governments, Bureau of Indian Affairs, state agencies, county and city officials, water resource boards and levee districts.

In Canada, we regularly engage with the Alberta Energy Regulator; Alberta Environment and Parks; Saskatchewan Ministry of Environment; Saskatchewan Water Security Agency; Ontario Ministry of the Environment, Conservation and Parks; First Nations and Environment and Climate Change Canada.

In connection with our pipeline construction and expansion activities, we prioritize executing projects safely and effectively, while engaging proactively with community stakeholders and minimizing our environmental footprint.

Prior to construction, it is our policy to survey the potentially impacted areas to identify:

- Environmentally sensitive areas such as wildlife refuges, conservation areas, threatened and endangered species' habitats, wetlands and waterways.
- Public use areas such as parks and recreational areas.
- Indigenous traditional lands.
- Previously recorded cultural resource sites, culturally sensitive locations, cemeteries and other areas of historical or cultural significance to local communities.
- Public safety structures and areas such as dams and levees.

We employ an avoidance and minimization protocol to limit environmental impacts, particularly to sensitive areas. Additionally, where appropriate, we implement seasonal restrictions for construction activities.

Our environmental diligence continues throughout the construction process, including the assignment of environmental inspectors to monitor construction activities for compliance with permits and the project's Environmental Protection Plan. Construction also involves:

- Removing obstructions and grading the right-of-way, with soil set aside for re-use.
- Stringing, welding and lowering the pipe and backfilling the trench with stored soil.
- Restoring rights-of-way and work areas as close as possible to pre-construction conditions and in line with landowner agreements.

After construction, we continue to monitor the right-of-way until vegetation has been re-established.

Preserving biodiversity during operations

In operating our assets, our goal is to establish and maintain balance with, and sensitivity to, the surrounding natural environment.

We are committed to preserving air quality, water quality, wildlife, natural habitats and traditional land and resource use. We accomplish this by continuously monitoring environmental regulations and changes to permit requirements, conducting pre-construction screening of ground-disturbing activities needed as part of maintenance of our assets and engaging with stakeholder agencies and impacted communities.

When an asset has reached the end of its useful life, we decommission before undertaking appropriate environmental restoration activities.

Partnering for conservation on pipeline ROWs

In 2021, Plains representatives participated in a working group led by the American Petroleum Institute (API) to establish guidelines for conservation programs on pipeline rights-of-way (ROWs).

API's conservation guidelines provide pipeline operators like Plains a roadmap for developing and managing ROW conservation programs that are intended to benefit the environment and the communities where we operate.

The guidelines cover a number of topics, including how to identify, plan, implement and mature conservation practices. They also describe best practices for general and species-specific habitat management, integrated vegetation management and coastal restoration projects.

Following API's guidelines, Plains intends to pursue various opportunities to improve local ecosystems within the areas where we operate, including planting native species on ROWs instead of mowing, cultivating habitats for native pollinators and improving ecological conditions for endangered species.

Environmental training

Environmental training is key to our environmental stewardship.

We have an extensive slate of training programs to educate our employees on best practices for environmental protection. An example of this is our training specific to controlling erosion and sedimentation in areas around our pipelines and facilities, including wetlands and waterways.

Other examples of environmental-specific training at Plains relate to hazardous waste management and prevention of stormwater pollution.



Spotlight

Plains employees focused on protecting the environment



We definitely made a difference helping Bayou Land Conservancy.

I'm proud of the Plains employees who came out to Spring Creek in support of preserving the land for flood control, clean water and wildlife."

— Heather Tuggle, Director of Environmental Permitting

Environmental stewardship is part of Plains' Core Values. One way that we emphasize our commitment to environmental stewardship is through our Community Investment program, including donations of time and money to organizations that help protect the environment.

One of the organizations we support is Bayou Land Conservancy (BLC), which is dedicated to the preservation of land along streams for flood control, clean water and wildlife. In April of 2021 and in honor of Earth Day, a team of volunteers from Plains took part in an environmental clean-up day at BLC's newest preserve in Montgomery County, Texas.

Plains has also made donations totaling \$55,000 to date in support of BLC's conservation efforts on these 117 acres of ecologically diverse, forested land along Spring Creek, north of Houston. Plains' donation will help protect vital wetlands and forested habitat, as well as provide a place for BLC to teach students about land conservation on the preserve.

Another event took place in March 2021, when volunteers from Plains joined the Bureau of Land Management, Conservation and Environmental Services, Carlsbad Chamber of Commerce and local elected officials to support important ecological improvements along the Black River in Carlsbad, New Mexico.

A total of 88 volunteers planted trees and live tree poles to help improve the health, functionality and resiliency of the Black River system. The Black River and its surrounding area are an oasis in the Chihuahuan Desert and home to rare species of plants, fish and reptiles. Trees and other vegetation are critical to the ecosystem along riverbanks as they help to mitigate flood damage, reduce soil runoff and erosion, and provide habitat for animals and plants.

Meanwhile in Midland, employees partnered with Keep Midland Beautiful and their Adopt-A-Spot program to help clean up an area near our Midland office. Employees collected around 20 bags of debris by the end of the volunteer event, filling two pickup trucks. Plains entered into a two-year agreement with Keep Midland Beautiful earlier in 2021, committing to cleanup efforts at least twice per year.

Water and Waste Management

Water

We recognize the importance of good water management practices. Even though Plains is not an intensive consumer of water, we understand the significance of protecting water quality and sources, as well as the need for efficient water use.

In siting new projects, one of our primary goals is to avoid water body impacts wherever possible through pipeline routing and facility placement. When that is not possible, we employ sedimentation control processes to protect adjacent water bodies during construction. We also seek to minimize the impacts of pipeline

construction through the use of directional drilling as an alternative to the historical practice of open cutting across water bodies.

We strive to meet or exceed established federal, provincial and state water quality regulations. We carefully monitor and manage the water use in our operations, with the goal of using only the minimum required. When performing hydrostatic integrity testing of our pipeline and storage assets, we plan for efficient water use by minimizing the amount needed and reusing water when possible. We follow detailed procedures to treat and monitor the quality of stormwater and wastewater before returning it to the water cycle.

Included in Plains' Geohazards Management program is the inspection, assessment and, as required, mitigation of pipelines crossing waterways. Inspections include establishing the depth of cover over a pipeline. The existing depth of cover and details about each waterway, such as bank-to-bank width and flowrate, are used to assess the vulnerability of a pipeline to failure. During the annual flood season, waterways are monitored in real time, and Plains has a procedure to purge a pipeline when certain flow thresholds are reached.

Waste management

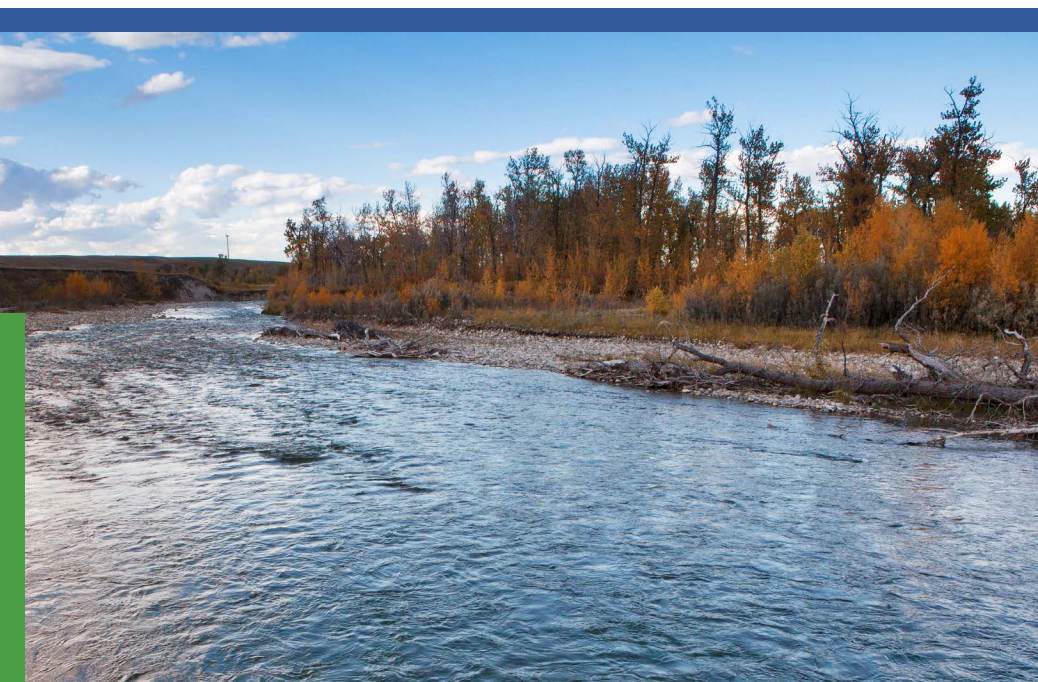
Plains is committed to recycling and reducing waste while encouraging more sustainable material use.

When feasible, we recycle steel and other metals from obsolete pipeline and facility assets, and recover hydrocarbons from a variety of maintenance activities, which are then returned to the product stream. When feasible, we employ practices that are designed to minimize the quantity of waste that we generate.

When waste disposal is required, we strive to manage and dispose of waste in accordance with all applicable regulatory standards. This involves placing waste in appropriate and properly labeled containers, properly maintaining waste storage areas and disposing of waste at appropriate facilities that are permitted to receive such waste.

Our major office locations in Houston, Texas and Calgary, Alberta — as well as many of our regional and local offices — recycle and reuse paper, cardboard, plastic and glass. As part of our commitment to reduce organic waste in landfills, our Houston and Calgary offices also participate in voluntary composting programs.

In 2021, we embarked on the development of a companywide waste management and minimization plan. As part of the plan, efforts are underway to evaluate our facilities in the U.S. and Canada to establish consistencies and efficiencies with respect to waste management across the organization. In particular, the plan focuses on reducing our waste streams through increased recycling of waste generated at our facilities.



Operating Excellence

“**Our operational vision is to be the midstream leader in safe, reliable, efficient and responsible operations.** Our commitment to safety excellence reflects this vision and the dedication shared by both our management and the employees who operate our assets every day.”

— Phil Smith, Senior Vice President, Operations

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Health and Safety at Plains

Safety performance

We monitor our health and safety performance using leading and lagging indicators and have a goal of zero recordable injuries.

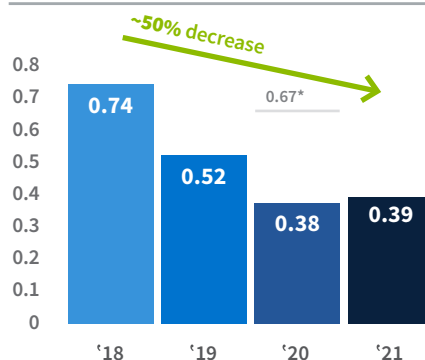
Notable highlights since 2018:

- ~ 50% improvement in total recordable incident rate.
- ~ 85% improvement in our lost time incident rate.
- ~ 50% improvement in our motor vehicle incident rate.
- ~ 50% decrease in employee days away, restricted or transferred.

Achievement of annual targets for improvement of our total recordable incident rate (TRIR) are factored into the calculation of annual bonuses for all employees, including our CEO and Executive team.

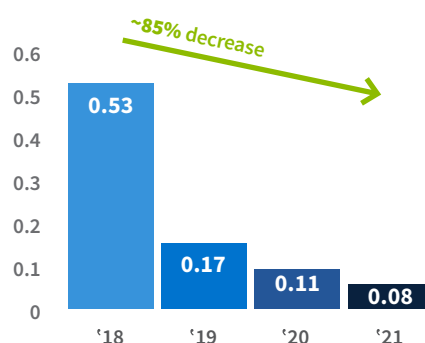


Employee Total Recordable Incident Rate (TRIR) (per 200,000 work hours)

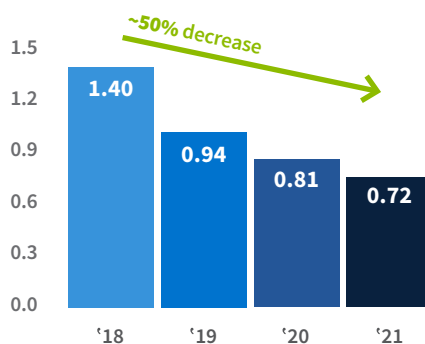


* 2020 TRIR average for 14 peer comparator companies. 2021 data not yet available.

Employee Lost Time Incident Rate (LTIR) (per 200,000 work hours)



Employee Motor Vehicle Incident Rate (MVI) (per 1 million miles)



Safety initiatives

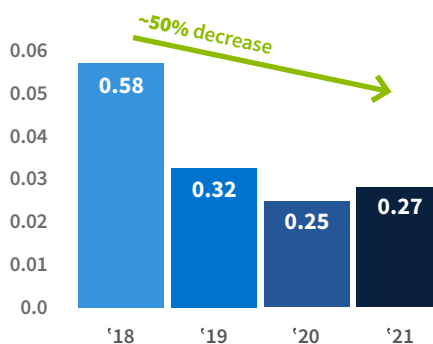
At Plains, our Health and Safety Management program consists of several initiatives that enhance our processes and procedures. Some of these safety initiatives include:

Stop Work Authority is intended to prevent unsafe actions or conditions before an incident occurs. Every employee and contractor is responsible for, and authorized to stop, any work they deem to be unsafe or noncompliant with safety policies, procedures or our Life Rules (see page 22). Our Executive team has committed that there will be no repercussions for any individual who stops unsafe work.

Our **Hazard Recognition program** provides processes for the proactive identification, assessment and control of health and safety hazards and management of those hazards enterprisewide. Field employees in safety-sensitive positions receive training on how to identify, assess and implement effective controls to mitigate hazards, in line with the National Safety Council personnel injury categories.

The program also rewards workers who identify, mitigate and report hazards in the field. The findings are shared across the company. Submissions are also used to identify trends that can inform updates to Plains' risk controls when appropriate.

Employee Days Away, Restricted or Transferred (per 200,000 work hours)



The **Incident Reporting and Investigation program** enables learnings from real-life situations to be shared across the company and industry. Plains considers improvements to processes, procedures or controls based on these learnings.

The **Corrective Actions Management program** comprises Plains' approach to developing, implementing and evaluating corrective actions. It is applied using a system of prioritization, in consideration of factors such as criticality, risk or operational impact.

As part of our **High-Risk Potential program** (HRPP), the HSE and Operational Risk teams identify events posing high risk to safety or the environment. HRPP events are shared quarterly with employees to build and sustain a strong safety culture by making employees aware of workplace hazards and empowering them to make safe decisions. By learning from past HRPP events, Plains can take a step closer to achieving our goal of zero incidents.

Our safety culture

We put a strong emphasis on creating a culture focused on safety in both our corporate and field locations.

One of the ways Plains reinforces and promotes our strong safety culture is through communication and employee engagement. For example, each year we host an annual HSE week for both corporate and field employees to reaffirm our collective commitment to a safe work environment and to revisit the policies and procedures that help keep us safe. During these annual events, employees participate in several activities designed to further expand their safety knowledge and awareness.

Every quarter, we hold enterprisewide HSE calls. The goal of these calls is to review recent lessons learned, communicate updates regarding our safe work practices and allow a direct line of communication between groups that closely impact HSE. These calls also provide an opportunity to share lessons learned or discuss safety issues from areas across North America.

Life Rules

are a set of 11 rules that our employees and contractors use to guide the way we work. We believe following these Life Rules will help reduce personal injuries, motor vehicle incidents and environmental releases. Plains employees and contractors are authorized to stop any work that does not comply with these rules.



Assess and mitigate hazards



Work safely at heights



Safely perform hot work activities



Manage confined space



Safely operate vehicles and motorized equipment



Isolate and verify energy sources



Be fit for duty



Manage ground disturbance



Safely operate lifting equipment



Don't bypass safety controls and stay within system limits



Have work authorization

We have a Plains Safety Committee that comprises field employees from each area of the business who meet monthly to identify opportunities for improvement. The committee includes HSE personnel who provide mentorship and help implement recommendations.

With the COVID-19 pandemic continuing in 2021 and 2022, Plains focused on protecting our workforce by following guidelines outlined by the Centers for Disease Control and Prevention, participating in industry information sharing sessions and arranging for a third-party medical advisor to address employee questions and issues.

Also, as a testament to our strong safety culture, Plains won the International Liquids Terminal Association (ILTA) Safety Excellence Award for the fourth year in a row as part of ILTA's 15th Annual Safety Survey and Recognition Program. In conducting this survey each year, ILTA collects safety performance data for the terminal industry and presents its findings to participating companies and facilities for their use in benchmarking and continued safety awareness. To be eligible for the Safety Excellence Award, recipients must achieve an average total recordable incident rate (TRIR) of 0.75 or less for the reporting year.

Safety training

Since safety is an integral part of our culture, we have stringent safety training programs for our employees.

Last year, Plains employees completed over 100,000 training sessions related to health, safety and the environment.

Field-based Pipeline Operations employees complete a comprehensive orientation and safety training program in the first 90 days of their hire date to review safety materials in detail and familiarize themselves with regulations governing our operations.

Key areas addressed through training include hazard management, incident prevention, fall protection, personal protective equipment, process safety management and emergency response. In 2021, as the COVID-19 pandemic continued to impact our workforce, and with many employees still working remotely from home, we put an increased emphasis on ergonomics training in addition to other training related to the pandemic and safely returning to the workplace.

Contractor safety

Our commitment to safety extends to contractors, who contribute to our day-to-day operations.

We use ISNetworld, a contractor management program, to ensure we are hiring contractors who are aligned with our safety objectives and industry standards. We also partnered with ISNetworld to conduct safety audits in the U.S. and, in 2021, conducted our first ISNetworld Safety audit in Canada.

Plains' contractor safety expectations require our contractors to assign an employee, agent or subcontractor at each applicable work location as the "Person in Charge" of administration of safety requirements, including reporting of all work-related accidents, injuries and illnesses.

Once engaged, contractors and subcontractors are expected to adhere to applicable provisions of our Contractor Safety program. This includes a requirement to report incidents and share lessons learned. We monitor and audit contractor safety performance to ensure compliance with health and safety protocols and identify opportunities for improvement. This information is additionally included in contractor health and safety performance metrics that are tracked internally, alongside similar benchmarks for permanent employees. We also hold regular contractor safety meetings to educate contractors on safety protocols that are specific to Plains and share lessons learned in our weekly communications.

In 2021, we held our fourth annual Safety Summit with contractors in the U.S. and our first contractor Safety Summit in Canada.

Our contractor safety goal is zero Occupational Safety and Health Administration recordable incidents.

For more information on our contractor selection process, see our Supply Chain Management section on page 51.

Last year, Plains employees completed over 100,000 training sessions related to health, safety and the environment.



Safety audits

We perform routine risk assessments of our business, including health, safety and environmental processes and procedures, to evaluate and recommend improvements in process design and performance effectiveness, efficiency and quality.

In Alberta, our health and safety management system is also audited through the Certificate of Recognition (COR) Audit. The Government of Alberta awards certificates of recognition to employers who have voluntarily applied for the COR and operate a health and safety management system that meets or exceeds established standards. Plains scored a 97% rating in 2021.

Marine safety

Plains has a marine operations policy that outlines various safety precautions, practices and procedures intended to prevent injuries and protect employees while working or traveling near or over water.

Plains offers boater safety training to employees involved with marine operations.



Rail safety

Plains promotes safe industrial railway operations through the implementation of a Rail Safety Management System, which emphasizes proactive risk assessment, management, inspections and employee training.

Our railcar fleet strives to comply with the dangerous goods packaging rules as published by Transport Canada and the U.S. Department of Transportation. In addition, Plains endeavors to adhere to the guidelines and standards prescribed by the Association of American Railroads Tank Car Committee for the transportation of regulated products.

In 2021, we created a Railway Operations Committee for our U.S. and Canadian rail operations, comprising Operations leaders from each district who have railway operations in their areas of responsibility. The purpose of this committee is to improve safety and operational performance in the execution of rail loading, unloading and switching.

The committee meets monthly with the objective of examining opportunities to:

- Improve worker safety in rail operations.
- Standardize safe work instructions, where possible.
- Share and standardize, where possible, rail operations best practices.



Spotlight

Plains honored with two rail safety awards

We are proud to serve customers who share our commitment to operating safely.

CP's customers play a critical role in safely shipping essential products on our rail network. Encouraging and rewarding safe behavior across every aspect of our business helps to protect our employees and our communities.”

— Coby Bullard, Vice President of Sales and Marketing, Merchandise, ECP, Intermodal and Automotive at Canadian Pacific Railway



Plains' rail business was honored with two safety awards in 2021: CSX 27th Annual Chemical Safety Excellence Award and the Canadian Pacific (CP) Safe Shipper Award.

Plains was recognized by CSX Corporation with its annual Chemical Safety Excellence Award for our commitment to the safe transportation of hazardous materials. Representing a wide range of industry segments, including chemicals, biofuels, waste and fertilizers, the award is presented to customers who shipped at least 600 carloads of hazardous materials on the CSX network in 2020 without release due to controllable factors.

Plains also received the CP Shipper Award, which is presented to companies that transported at least 500 carloads of hazardous materials (non-intermodal) on CP's system in 2020 with zero non-accidental release incidents.

Plains manages approximately 6,000 rail cars in the U.S. and Canada, which are handled by multiple parties between origin and destination. We are very focused on ensuring that our rail cars are properly maintained, inspected and up-to-date with applicable federal and railroad guidelines.



Trucking safety

Our truck transportation business plays a major role in the overall Plains value chain by safely transporting crude oil and NGL throughout the U.S. and Western Canada.

While our trucks are on the road, we take precautions to make sure other travelers and nearby communities are safe.

From 2018 to 2021, U.S. trucking-related motor vehicle incidents declined by 60%, rollovers declined by 88% and trucking-related injuries declined by 59%.

Thanks in part to our enhanced safety culture, as well as the installation of overfill protection and high-pressure shutdown devices on our crude oil trailers, Plains has also been successful in achieving a reduction in the number and volume of oil releases from trucks since 2018. On a normalized basis accounting for volumes moved and the number of loads hauled, the number of releases associated with our U.S. trucking operations declined by 47% from 2018 through 2021. None of these releases met the federally reportable threshold.

Other factors that have contributed to our improved safety performance include:

- Our Hazard Identification program, which encourages employees to report potential risks.

- In the event of severe winter weather, our Stop Work Authority enables drivers to pause their journeys to allow inclement weather to pass and road conditions to improve.
- Quarterly safety meetings reinforce our safety culture and discuss lessons learned. These quarterly meetings also provide opportunities to complete mandatory internal and external training requirements.
- Quarterly trucking newsletters share HSE bulletins, lessons learned and other organizational updates.



Emergency Preparedness

To manage potential risks to our business, we take a proactive approach to planning for emergencies such as releases, natural disasters and weather events, security events, pandemics, cyberattacks and other emergency situations.

Using the National Incident Management System's Incident Command System (ICS), Plains engages employees, first responders, regulators, response organizations and contractors in a significant number of emergency response training exercises annually to test the effectiveness of our plans and procedures.

We work closely with first responders in the communities where we operate to share information about our pipelines, terminals, trucking, rail and gas operations, and to enlist their assistance in reducing risks related to possible emergency situations. We develop relationships and provide education about our assets to community first responders and members of local emergency management services organizations.

Our HSE Emergency Management (EM) team of dedicated emergency response professionals focuses on providing employees with proper training and developing response strategies and other processes to effectively manage and mitigate emergency situations should they arise.

The EM team helps ensure key employees throughout the company are trained on ICS so they can work effectively alongside federal, state/provincial, Indigenous and local responders.

We strive to be an industry leader in emergency response. We actively participate on multiple emergency preparedness committees through trade associations, including the Association of Oil Pipe Lines

and the American Petroleum Institute. Together, we develop standards, educate emergency responders and strengthen programs throughout the U.S. and Canada. Plains employees also participate on area contingency planning committees and other local community emergency preparedness committees across North America.

In addition, we engage with members of the communities where we conduct operations to keep them informed of our activities and help ensure their safety.

In 2021, we conducted over 150 emergency response exercises, including scheduled and unannounced exercises, large-scale exercises and specialty exercises. Our specialty training involved winter weather exercises, fast-water boom training (how to place a boom on fast moving waters) and boat operations training. We provided training on emergency preparedness to over 800 first responders.

Our emergency preparedness efforts were evident during our response to Hurricane Ida in August 2021, when the Category 4 hurricane impacted our St. James, Louisiana facility. Our first course of action in the event of a hurricane is to ensure the safety of our employees, followed by determining whether the environment has been impacted and our facilities or pipelines have been damaged. In connection with Hurricane Ida, we established an Emergency Operations Center from our Houston headquarters and started to get urgent supplies to facility employees including generators, water and financial assistance. We also brought in generators from Midland and other areas to assist with efforts to resume operations as soon as safely possible.

Thanks to our rapid response and commitment to protecting the environment, we were able to get the facility back up and running in four days.



Our Emergency Preparedness program

focuses on training personnel so they can respond quickly and safely in the event of an unplanned event or incident.

Our preparedness program is built on four integrated pillars:



Prevention and Mitigation

Identify and manage hazards to avoid incidents or minimize their impacts.



Preparedness

Train personnel and other responders on the tools necessary to perform their responsibilities.



Response

Help employees respond safely and effectively in the event of an emergency.



Recovery

Assist with the recovery of the environment, communities and operations.

Spotlight

Building relationships through community outreach



The grant from Plains to the National Spill Control School at Texas A&M University-Corpus Christi, has **significantly improved the resources and equipment used in hazardous substance and oil spill training for university students and first responders.** The generous donation will help the National Spill Control School train local, regional and national first responders.”

— Dr. Tim Gunter, Director, National Spill Control School

We believe in the importance of building relationships in the areas where we operate. Community outreach is a pivotal component of our approach to damage prevention (DP) and emergency management (EM) at Plains.

Our DP and EM teams work collaboratively to facilitate this outreach and engage first responders by explaining what they would need to know in the unlikely event of an emergency involving one of our pipelines or facilities. These meetings give first responders an opportunity to ask questions and discuss emergency response plans applicable to their areas.

The meetings also provide a platform for our teams to share details about our First Responder Grant program. The First Responder Grant program began in 2016 to support local first responders near Plains assets by providing the training and resources needed for potential pipeline emergency response incidents.

In 2021 we awarded over \$250,000 to 25 different first responder organizations, including:

- \$25,000 to the Northeast Midland County Volunteer Fire Department (in partnership with an upstream partner) towards the expansion of their fire station to increase equipment storage and training space.
- \$25,000 to the National Spill Control School at Texas A&M University-Corpus Christi for the purchase of new hazardous waste operations and emergency response equipment.
- \$3,600 to Grady County Emergency Management in Oklahoma for the purchase of handheld radios for the Emergency Management Office.
- \$30,000 to the Wildlife Center of Texas for general operation costs.
- \$20,000 to Cheyenne Fire Rescue in Wyoming for a spill response trailer and equipment.

Our Approach to Pipeline Safety

Release prevention

A release impacting people or the environment (IPE) is one of the most significant risks facing our operations.

Plains takes the responsibility of safely transporting energy resources very seriously. Our goal is to achieve zero incidents. To guide us in reaching this goal, we set year-over-year reduction targets for federally reportable releases.

While we did not meet our 2021 reduction target for federally reportable releases, none of the releases we experienced significantly impacted the environment: their severity was limited, and the released product was predominantly contained. Achievement of annual reduction targets with respect to federally reportable releases is factored into the calculation of annual bonuses for all employees, including our CEO and other members of our Executive Management team.

Our Asset Integrity program is critical to achieving our ultimate goal of eliminating releases. Our asset integrity efforts consist of several programs and processes associated with maintenance and operational assurance of our pipelines, processing and fractionation plants, storage tanks and caverns. Maintaining the integrity of our assets is a priority and our responsibility as a safe operator.

Our **Pipeline Integrity Management Plan** details the ongoing inspection and maintenance activities that verify the safety and integrity of our pipelines.

- In-line inspections (ILI) help proactively identify and address possible pipeline integrity issues before performance is compromised.

- When an ILI detects inconsistencies that meet certain criteria, we perform an integrity dig.
- Hydrostatic pressure testing uses water to help ensure integrity prior to a pipeline being placed into service, or to assess an existing pipeline.
- Geohazard management focuses on weather and outside forces and encompasses our Watercourse Crossing program and slope remediation.
- Other maintenance processes include internal and external corrosion control, regular aerial surveillance, right-of-way clearing and waterway crossing inspections.

Our **Facility Integrity Management program** includes evaluations, inspections and analyses related to the maintenance and replacement of equipment to keep our facilities operating safely.

Our **Pressure Equipment Integrity Management System** also falls within the umbrella of facility integrity. This program strives to meet or exceed regulatory requirements for pressure equipment, tank and piping inspections.

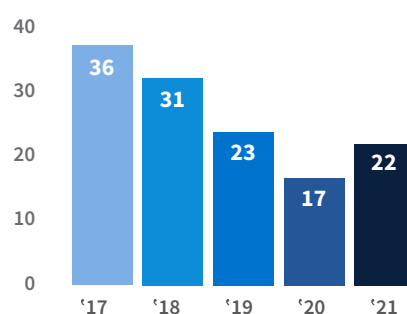
We utilize a **Cavern and Well Integrity Management program** to actively inspect and mitigate the risk of potential releases associated with our underground NGL salt caverns.

Integrity management personnel participate in a training and qualification program to stay abreast of the latest technologies and integrity management methods through involvement with multiple industry groups, including the American Society of Mechanical Engineers and the American Petroleum Institute (API). Plains representatives have also been involved in the creation or updating of API Recommended Practices relating to in-line inspection systems qualification, assessment and management of pipeline dents and pipeline facility integrity management.

In Canada, we have been involved in developing several industry standards through the Canadian Standards Association (CSA). Our Asset Integrity and Process Safety

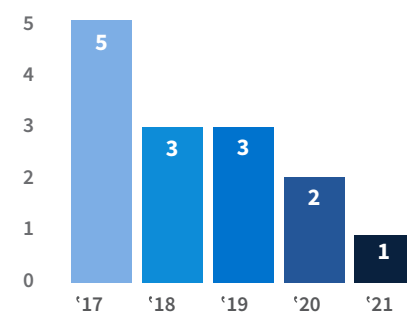
Management teams are actively involved on technical committees, including CSA Z341 (storage of hydrocarbons in underground formations), CSA Z662 (oil and gas pipeline systems) and CSA Z260 (pipeline system safety metrics).

Federally Reportable Releases (FRR)
(Number)



Federally reportable releases are those that were reported to a federal agency; a majority of these releases are contained within company property.

Releases Impacting People or the Environment (IPE)
(Number)



Releases impacting people or the environment are those that are not totally contained on company-controlled property or that meet additional impact criteria as defined by the U.S. Department of Transportation Pipeline and Hazardous Materials Safety Administration.

Control centers

Plains has two primary control centers — one in the U.S. and one in Canada — that monitor our crude oil and NGL pipeline network 24 hours a day, 365 days a year.

We use a Supervisory Control and Data Acquisition (SCADA) system to collect information transmitted from the pipeline communication system. SCADA tracks the pressure, flow, quality and temperature of product in the pipeline as well as other critical operating data. This data is received from transmitters located along the pipeline as well as at pumping stations that move product through the pipeline. The data helps Plains maintain a safe, reliable pipeline network.

Prior to beginning as a controller, candidates must complete an aptitude test. It takes up to nine months to become a qualified controller, and every three years, controllers must requalify by passing a series of exams. Controllers receive extensive and ongoing training, including online courses through our learning management system, on-the-job training, simulator sessions and written and oral tests.

The control center's golden rule is captured on a large sign in both locations: "When in doubt, shut it down!" Controllers are empowered to proactively shut down a line whenever they believe it is necessary or appropriate to do so.

In September 2020, we opened a new state-of-the-art control center in Midland, Texas, designed to accommodate 32 consoles with the ability to monitor and operate more than 2,000 remote sites. In 2021, our control center in Olds, Alberta, received significant upgrades to the latest SCADA version, which included the conversion of 380 displays to a new format; the addition of 92 new virtual servers, 50 workstations, 90 monitors and 200 TB of storage; and upgrades to 300 satellite receivers across our operations.

Through the end of 2021, we had invested over \$12 million in upgrades to our control centers as part of multi-year projects, including enhancements to our SCADA system intended to improve leak detection capabilities by enabling our controllers to detect anomalies more quickly.

We continue to share best practices between our U.S. and Canadian control centers, as well as with our industry peers. In the U.S., we are active members of working groups through the American Petroleum Institute and the Association of Oil Pipe Lines.

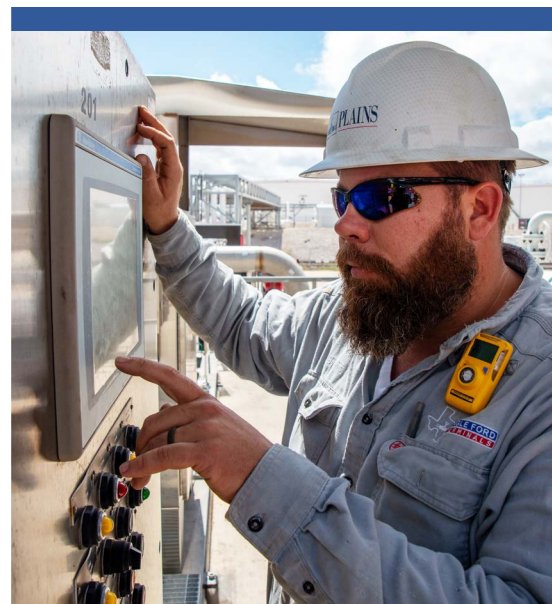
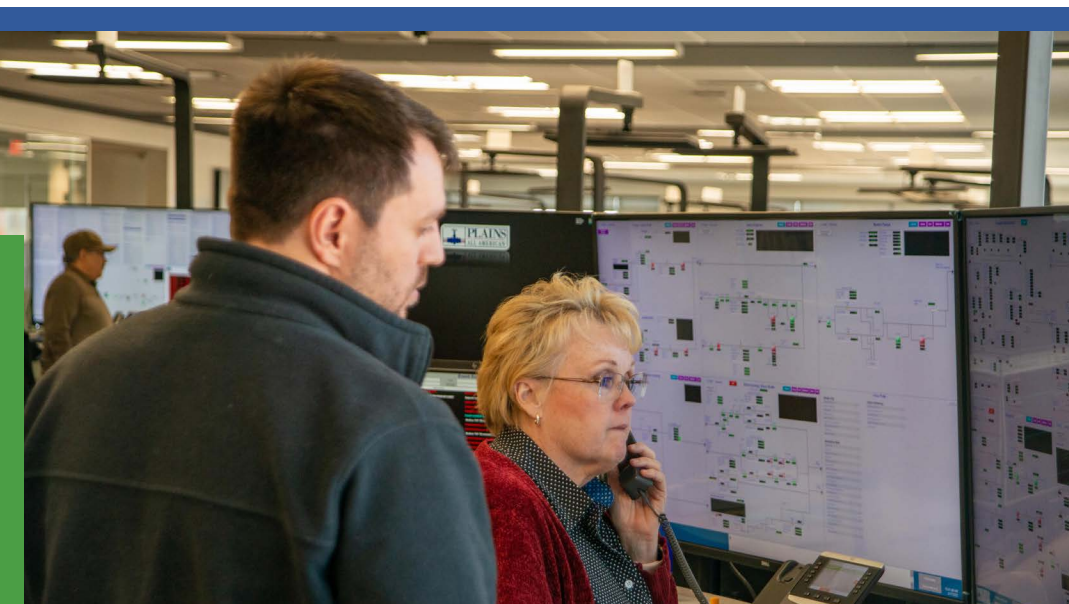
Process safety

Process Safety Management (PSM) focuses on prevention, preparedness, mitigation and response measures associated with process safety incidents.

Effective implementation of PSM practices can enhance facility safety by reducing the frequency and severity of incidents, such as potential product releases.

An important feature of the PSM program is the Process Hazard Analysis (PHA), which is a methodology to identify and analyze the significance of potential hazards associated with the processing or handling of petroleum products.

Plains completes PHAs for required facilities on a five-year rotational basis. Various scenarios are considered, and any necessary safeguards are put in place to mitigate risks.





Damage prevention

Our Damage Prevention program includes several core elements designed to protect the public, employees, contractors, assets and the environment by preventing damage to underground infrastructure.

These elements include public awareness efforts, One-Call management, and unauthorized activity and right-of-way (ROW) surveillance and monitoring. Each element approaches public safety in a different way, with the common goal of increasing awareness and changing unsafe behavior around our pipelines.

Our **Public Awareness program** involves outreach with the public so that community members are familiar with pipeline safety and what to do in an emergency.

Partnering with **One-Call centers** is another way we help prevent individuals from causing damage to pipelines. Using the One-Call ticket notification system, we gather information about any ground-disturbing activity planned near our pipelines and locate and mark our pipelines to alert third parties to buried infrastructure.

Our **unauthorized activity and ROW surveillance and monitoring** includes regularly scheduled aerial and ground patrols to identify unauthorized activities such as ground disturbance, installation of structures or projects within the ROW, vehicle crossings or other alteration of the existing surface of ground over pipelines, followed by detailed and timely reporting.

Security and Cybersecurity

Security

Our Security Management program helps ensure the protection of the environment, public, employees, property and information through emphasis on physical security, information security, personnel security, security risk management and industry-related threat intelligence.

Physical security

Every employee receives annual security awareness training to familiarize themselves with identifying potential risks and how to protect against them.

To help ensure our field personnel are ready to respond to security threats or incidents, Plains' Security Management team hosted over 30 security-focused exercises across North America in 2021 at facilities identified as critical by either the Department of Homeland Security (DHS), United States Coast Guard (USCG), Transportation Security Administration (TSA) or the company. The team also completed multiple threat and technical assessments to identify possible vulnerabilities at sites across the continent.

Robust communication and training regarding physical site security enhance the comfort level of all employees, contractors and visitors. An increased security presence, including closed-circuit television and access control systems at most manned assets, allows personnel to perform their tasks in a more secure environment and have full situational awareness of the operation of our facilities.



**Click
Before
You Dig**

Are you planning work that will disturb the ground?

Call 811 from anywhere in the U.S. a few days prior to digging. Your call will be routed to your local One-Call center. In Canada, visit clickbeforeyoudig.com for the One-Call center information you need before working near a pipeline or any buried infrastructure.

The Plains HSE Security Management team actively participates in seminars and conferences sponsored by trade associations such as the American Petroleum Institute, Association of Oil Pipe Lines, Canadian Standards Association Group, American Fuel & Petrochemicals Manufacturers and International Liquids Terminal Association, allowing Plains to supply input on security regulation and activities, as well as share best practices with other oil and gas operators.

Cybersecurity

The Information Security team at Plains maintains a cybersecurity strategy to uphold the confidentiality, integrity and availability of our information and technology systems and keep our employees, assets and facilities safe.

This strategy is designed to adhere to industry cybersecurity standards and involves ongoing evaluation of the cyberthreat landscape.

Our cybersecurity awareness training program includes frequent computer-based trainings assigned to employees and regular information sharing to educate employees on current cybersecurity-related topics and ensure they are familiar with protecting against potential risks. Topics addressed include mobile device security, phishing, social engineering, classifying and processing data, malware and internet safety.

To prepare employees to respond in the event of an incident, our Cyber Incident Response Plan, developed and maintained in collaboration with Operations and Control Center personnel, provides instructions on isolating and protecting our information systems in the event of a breach.

Technology is constantly evolving, so we frequently assess our risk and update our strategy to address and minimize security risks. We share quarterly cybersecurity updates with our Board of Directors to keep them abreast of the company's cybersecurity efforts.

In 2021, as organizations around the globe continued experiencing irregular operations due to the COVID-19 pandemic, Plains maintained remote working conditions for some of our corporate employees and those in the field who were able to work off-site. Remote access technology, such as a virtual private network, gave employees secure, quick access to their applications and data while off-site and, along with cloud-based technology, enabled Plains to maintain uninterrupted business operations.

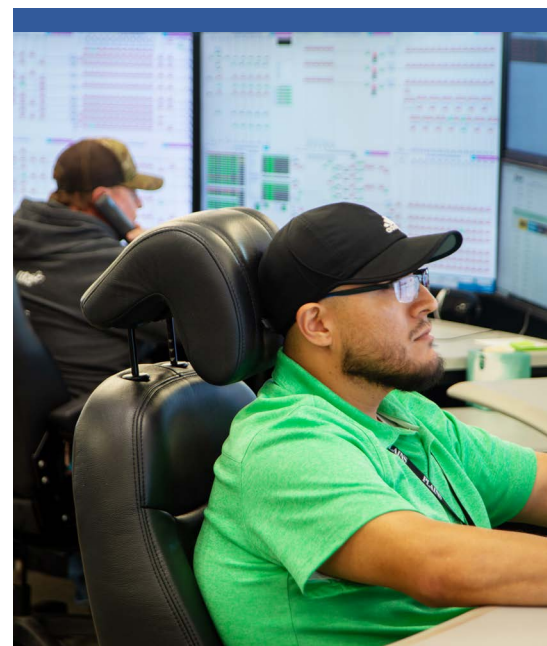
In May 2021, a large pipeline operator in the U.S. experienced a cyberattack, causing a fuel supply disruption across much of the East Coast. In response to this situation, Plains immediately raised security alert levels for information systems across all operations, including notifications to all employees. Reviews were performed and additional steps were taken to ensure controls were in place based on industry and government agency recommendations and known ransomware attack methods.

Plains is also focused on building partnerships with agencies such as TSA, DHS, USCG, Cybersecurity and Infrastructure Security Agency and Department of Energy to protect our critical infrastructure. Working with these different regulators, we have sought opportunities to align our existing processes to further improve our compliance structure. One of the enhancements we made in 2021 was establishing a new cyber risk and compliance group responsible for regulatory tracking and compliance.

Another area we are focused on is addressing insider threats. Insider threats typically come from individuals with legitimate access or knowledge of the organization who could cause harm. These are malicious or unintentional acts that negatively affect the integrity, confidentiality and availability of networks and systems or could deliberately exfiltrate data for personal gain or accidentally leak sensitive information. Because our SCADA control system is crucial to our operations, our efforts were targeted at enhancing control structures along the network. We have detailed cybersecurity standards specific to SCADA to ensure high availability and safety.

Prevention and mitigation measures to enhance our cybersecurity include:

- Strict physical security of control facilities to restrict access to only authorized employees.
- Security vulnerability assessments, including third-party risk assessment for monitoring of the control system security posture.
- Comprehensive organizational-level cyber incident response plan designed to alert and remediate any cyber breach and quickly restore impacted assets.
- Third-party remote support controlled and restricted.
- Only approved programs allowed to run on the network.
- Strict change management and patching program to ensure availability and sustainability of assets.



Emerging Energy

Our Emerging Energy and Energy Management teams are at the forefront of Plains' efforts to participate in the energy evolution, exploring opportunities to utilize our existing North American assets and infrastructure in support of new partnerships and other solutions that contribute to a lower-carbon future.”

— Dan Noack, Vice President, Emerging Energy and Process Optimization

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Solving Energy Challenges

We are committed to reducing our impact on the environment, as well as actively evaluating emerging energy opportunities to help communities and customers reduce their environmental impact.

In 2021, we appointed Dan Noack to the newly created role of Vice President, Emerging Energy and Process Optimization. Noack has more than 25 years of energy industry experience, serving most recently as Vice President of Operations for Plains' natural gas storage business unit.

Concurrent with Noack's appointment, we formed the Emerging Energy team, which is focused on aligning Plains' asset base with emerging energy opportunities such as hydrogen storage, battery-based energy storage, low carbon-fuel infrastructure and renewable power generation, among others.

Key objectives include optimizing or repurposing assets, evaluating collaborative emerging energy opportunities and developing industry and community relationships in support of emerging energy activities.

This aligns with our continued commitment to capital discipline, operational excellence and increasing returns for Plains' equity holders.

Further illustrating our interest and commitment to emerging energy, Plains recently joined the Greater Houston Partnership's Energy Transition Initiative (HETI), the vision of which is to leverage Houston's energy leadership to accelerate solutions for a low-carbon future. HETI seeks to create a unified public voice for energy transition in Houston, attract and support companies in energy value chains and engage in federal, state and local policy advocacy to enable energy transition. Our CEO, Willie Chiang, serves on the Advisory Board for HETI, and Dan Noack is a member of the Hydrogen Working Group.



Emerging Energy Initiatives

In the spring of 2022, Plains announced our initial ventures into the emerging energy space involving our assets in Ontario.

Low carbon hydrogen storage

In April, Plains announced the signing of a memorandum of understanding (MOU) with Atura Power. Under the MOU, the parties have agreed to conduct a low-carbon hydrogen (electrolyzer produced) and subsurface storage feasibility study and front-end engineering design (FEED) study relating to Atura Power's and Plains' existing assets and operations in Windsor, Ontario.

The prospective studies will analyze the technical and commercial feasibility of Atura Power designing, constructing and operating a 20-megawatt (MW) electrolyzer adjacent to its Brighton Beach Generating Station (BBGS), and Plains providing subsurface hydrogen storage service at our nearby Windsor salt-cavern product storage facility.

Electrolysis uses electricity to split water into hydrogen and oxygen. Hydrogen can be produced during off-peak times, on a daily or seasonal basis, and stored as a long-term energy source. BBGS has direct access to a high-voltage switchyard for the electricity component, and proximity to the Detroit River and the BBGS water treatment system for the water component. Plains' Windsor storage caverns are located within 2.2 miles of BBGS.

The commencement of the feasibility and FEED studies is contingent on the receipt of Canadian federal grant funding.

Atura Power is implementing a low-cost, low-carbon hydrogen program that will assist in the reduction of greenhouse gases while supporting the development and adoption of key clean-energy sources. As an enabler of clean energy, Atura Power is positioned to help build the hydrogen economy in Ontario.

Plains owns 28 million barrels of NGL storage capacity, including more than 50 storage caverns with significant connectivity via pipeline, rail and trucking. Successful completion of this project would enable Plains to join a relatively small number of hydrogen storage operators in North America.

Battery energy storage system

In June, we announced plans to install a 5 MW/10 MWh battery energy storage system (BESS) at our natural gas liquids fractionation and storage facility in Sarnia, Ontario. The BESS is designed to reduce the facility's power draw from Ontario's electric grid during periods of peak power demand.

The battery system will be charged from the grid during off-peak hours when low-cost, low-carbon electricity is more readily available, and will be discharged during higher-cost peak demand hours that currently require power generation from non-renewable sources. Plains intends to enroll the BESS in Ontario's Independent Electricity System Operator's (IESO) demand response program, which will allow the facility to collect additional revenue when the battery is used during curtailment events. The BESS is expected to be placed in service in mid-2023. This project represents another step toward aligning our operations with advancing technology and emerging energy opportunities.

Plains continues to seek new opportunities to further advance decarbonization efforts, which includes a current slate of potential projects related to solar, battery and other related infrastructure.

In April 2022, representatives from Atura Power and Plains gathered in Windsor, Ontario to celebrate the signing of a memorandum of understanding for Atura Power to conduct a low-carbon hydrogen (electrolyzer produced) and subsurface storage feasibility study and front-end engineering design study.



Energy Management

Optimizing our energy consumption is one of the most effective ways to reduce our GHG emissions.

Our Energy Management team is applying operational efficiency practices to reduce power consumption across our operations, which has the dual benefit of reducing both operating costs and environmental impact. This team collaborates with our Operations teams and with external stakeholders to identify opportunities to reduce power consumption and enhance the efficiency of our equipment, while safely meeting our operating goals and commitment to operational excellence.

Tank mixer optimization

One key energy-efficiency initiative we have implemented involves optimizing use of our tank mixers. Plains operates approximately 680 tanks with an estimated total connected motor load of 48,000 horsepower to energize tank mixers. Our Cushing Terminal, which has 100 tanks with 192 mixers, implemented a new process in June 2021 to reduce the amount of energy consumed during peak electricity periods in the summer. The effort resulted in a 41% reduction in total tank mixer energy usage. The accumulated 10 million kWh energy reduction (over 12 months) can be associated with an estimated 4,300 metric ton reduction in carbon dioxide emissions (equivalent to the typical annual emissions of approximately 930 cars).*

Energy curtailment programs

Plains also participates as an active member in numerous curtailment and demand response programs across the U.S. and Canada. Administered by our utility providers, these programs work to assess each facility's assets and overall energy consumption and implement solutions that reduce energy consumption during periods of high stress on the electrical grid. For

example, in 2021, we curtailed about 60 MW through the Electric Reliability Council of Texas (ERCOT) program, which is the equivalent of powering an estimated 10,000 homes. This effort involves considerable coordination between our scheduling and Control Center teams as we assess daily projected grid conditions in the state of Texas.

Heater efficiency

Increasing the efficiency of heaters at our major facilities is another energy management initiative Plains has been progressing. In late 2021, we upgraded a heater at our Fort Saskatchewan facility with advanced instrumentation and controls. The approximate hourly natural gas reduction after the installation amounted to 103 M3/hr or an estimated annual reduction of approximately 1,700 metric tons of carbon dioxide. This equates to annual emissions of over 350 cars.*

NGL and gas processing facilities

Our NGL and gas processing facilities are among the most energy-intensive assets we operate. During 2021, we undertook various efforts to lower energy consumption and emissions at these facilities, including:

- Installing variable-frequency drives on applicable pumps.
- Enhancing the amine treating process at one of our straddle plants.
- Using vapor recovery units, when possible, at rail loading facilities.
- Establishing heat transfer baselines to further identify efficiency opportunities.
- Implementing improved preventative maintenance practices.

* www.epa.gov/energy/greenhouse-gas-equivalencies-calculator



Spotlight

Sharing successes from energy management programs



Managing our energy consumption is one of the primary ways we can reduce our overall GHG emissions and embrace more sustainable operations.

We are focused on finding cost-effective solutions to lower our energy use; it's good for our business, and it's the right thing to do."

— Abir Basu, Manager of Energy and Process Optimization

Plains was one of three companies featured at the Alberta Energy Efficiency Summit in 2021, where our Manager of Energy and Process Optimization shared details of our energy-efficiency journey.

That journey included our enrollment in Alberta Energy Efficiency's Strategic Energy Management (SEM) program in 2019 and the Ontario Independent Electricity System Operator's (IESO) Save on Energy program in 2018. Through participation in these programs, we received coaching, and technical and energy modeling support from a team of engineers and experts from CLEAResult, which provides consulting services to customers seeking to reduce energy use and improve energy efficiency.

Over the course of two years, our Energy Management team attended workshops and meetings to aid in the development of new concepts to save energy. Following that process, the programs helped us identify, implement and measure low or no-cost capital projects to lower our energy use. Examples include:

- Installing variable-frequency drives on downhole pumps, resulting in energy savings.
- Upgrading fired heaters with modern instrumentation and controls, resulting in lower emissions.
- Initiating a waste heat recovery feasibility study at one of our straddle plants, which has the potential to reduce GHG emissions across the facility.

Working with SEM also provided us with exposure to other industries and technologies that were helpful in providing concepts towards achieving energy conservation and reductions in GHG emissions. Our participation in the SEM program was a contributing factor in reducing electricity use at one of our Alberta facilities over a one-year period by over 23 million kWh, and natural gas use by over 10,000 gigajoules. We estimate that this in turn reduced our GHG emissions by a total of 15,000 metric tons, the equivalent of the typical annual CO₂e emissions of over 3,200 cars.*

Similarly in Ontario, we benefitted from the continuous support of energy engineers and experts in achieving energy efficiencies. Our participation in the Save On Energy program helped lead to a total electric reduction of around 3.6 million kWh of consumption.

* www.epa.gov/energy/greenhouse-gas-equivalencies-calculator

Our Commitment to Employees



Our people are our most valuable asset, and we endeavor to be the industry employer of choice.

We value and reward leadership, fresh thinking and dedication to safe, reliable and environmentally responsible operations.”

— Jim Tillis, Vice President, Human Resources

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Our Workforce

With more than 4,000 employees across the U.S. and Canada, we employ a diverse range of people with varied skills and backgrounds.

We all work towards a common goal: to power progress, spark innovation and deliver the energy necessary to fuel quality of life. Our success in meeting this goal is due to the outstanding employees at Plains, who share a commitment to operate our business safely, reliably and in an environmentally responsible manner.

Plains treats employees with dignity and respect and embraces diversity in the workplace. We provide equal opportunity in all aspects of employment and do not tolerate unlawful workplace conduct.

Inclusion and diversity

We strive to develop a culture of inclusion and diversity in our workforce and employ a workforce that reflects the diversity of the communities where we operate.

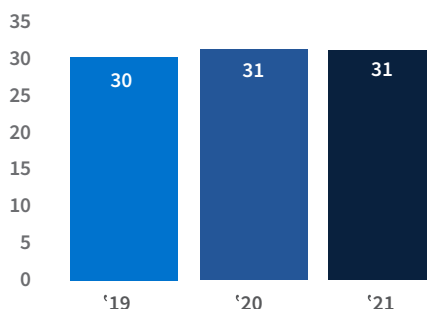
We consider diverse perspectives and backgrounds to be a competitive advantage and strive to cultivate a culture at Plains that promotes inclusion. Our employee-led Cultivating Connections network aims to encourage inclusion and diversity at Plains and across the broader industry through networking, mentoring, sharing experiences and ideas and furthering leadership development.

Through Cultivating Connections, we established an employee mentorship program to encourage professional development and growth. We have also offered programs to employees regarding mental well-being, mentoring and inclusion.

In 2021, we formed partnerships with two universities that traditionally have diverse student populations. Through these partnerships, we hope to expand our applicant pool and attract more employees with diverse backgrounds.

We are focused on adding highly skilled and motivated employees by offering opportunities for development without regard to race, color, national origin, gender, sexual orientation, age, religion, veteran status, marital status, disability, genetic information or other protected categories.

Minority Employees in the United States (%)



Benefits, compensation and wellness

Plains is committed to doing the right thing for our employees and is proud to offer a total rewards package, including competitive pay, comprehensive benefits and meaningful non-monetary benefits.

Highlights include:

- Eligibility for annual bonuses.
- Long-term equity incentives for employees at the director level and above.
- Matching contributions to a retirement savings plan that vest immediately.
- Comprehensive medical, dental, vision and prescription coverage.
- Parental leave for primary and secondary caregivers, including adoptive leave.
- Flexible spending accounts.
- Basic and optional life insurance.
- Employee Assistance program.
- Education reimbursement program.
- Employee wellness resources, including fitness club access and/or membership discounts.

In the U.S., we provide Health Advocacy Services to help employees access assistance for healthcare, insurance, medical bill needs, Medicare, Medicare Supplement plans and Medicaid assistance.

Increased focus on mental health and well-being

With the continued impact of the COVID-19 pandemic on our workforce, Plains has prioritized the well-being of employees by focusing on mental health.

We continue to offer and promote resources available for support of our employees, including the Plains Employee Assistance program, which supplies free and confidential assistance with issues

that might affect employees' physical or emotional well-being, as well as our Emergency Relief Fund, which is available to assist employees who experience financial hardship or losses as a result of a disaster, such as a hurricane.

We also improved workplace flexibility and work-life balance by implementing a flexible workplace schedule for some office-based employees, many of whom now have the option to work remotely up to two days per week.

In January of 2022, our Cultivating Connections network brought in a psychiatrist and executive coach as a guest speaker to lead an interactive virtual session on managing stress.

Also, in 2022, Plains launched a Well-being Committee to focus on the physical, financial, emotional, career and social well-being of our employees.

Leadership and professional development

We provide our leaders and employees the training, tools and resources they need to succeed, including opportunities to advance both technical and interpersonal skills.

Our Management Foundations program accelerates the development of new managers' skills and reinforces behaviors that will increase their effectiveness, performance and overall organizational results. This six-month interactive training is available to all who hold a managerial position and, since its launch in 2019 through the end of 2021, 250 employees had participated.

We continue to advance our leadership succession planning and development programs by expanding responsibilities and promoting future key leaders.

Crucial Conversations, an organization-wide training program designed to build and develop leaders' influence and communication skills while encouraging healthy teamwork, is also included in the management development curriculum. The program provides leaders in corporate and field locations with a common framework for effective communication and skills that drive mutual purpose, respect and results.

The most recent addition to our management curriculum is a Mid-level Leaders program, targeted at managers and senior managers. This program is designed to enhance coaching and managerial decision-making capability, while broadening business perspective and reinforcing overall performance and leadership skills. To date, 69 employees have completed this training.

In 2021, Plains launched our Emerging Leaders rotational program with the purpose of accelerating the professional growth of early-career high-performing employees, building their cross-functional skills by providing experiences in multiple areas. Participating departments include Operations, Engineering, HSE, Commercial/Business Development, Finance, Accounting and Treasury. The framework provides opportunities to advance and grow as openings are created through attrition or company growth.

Plains provides internal educational opportunities through our Plains Additional Learning sessions, which are intended to provide information more specific to our organization and the industry to all interested employees. Additionally, full- and part-time Plains employees are eligible for reimbursement for formal education expenses that meet certain qualifications. Plains also partners with instructional providers in both the U.S. and Canada to offer our employees opportunities to expand their computer and technical capabilities.

Performance management

Performance management at Plains involves establishing expectations, setting goals and providing feedback, as well as ongoing performance conversations.

In 2021, Plains incorporated unified human capital management software across all our U.S. and Canadian operations. The system has helped provide leaders with standard tools for performance management, enabling employees to work closely with their supervisors to establish and achieve goals. The software also enabled us to better systematize our pay-for-performance program, which links individual performance with our rewards process for employees.

During annual reviews, leaders discuss job duties, accomplishments and adherence to our values, and encourage employees to be actively involved in their personal development.

Another way that Plains encourages performance management is through leadership development meetings focused on building high performance teams. This began in 2020 as we converged some of our U.S. and Canadian teams, and because of the positive feedback, it has continued. Various departments have benefitted from the workshops which are tailored to the needs of each group.

Recruiting and onboarding

To source diverse top talent, Plains has launched internal, external and contingent worker career sites.

Our talent acquisition technology allows us to actively recruit from diverse candidate pools across a variety of career sites and social media platforms, and our recruiters attend career events across North America. In addition, we partner with veteran and active military groups and recruit from several military bases, as well as various technical schools and universities.

Upon joining Plains, all new employees complete training and orientation with the goal of becoming familiar with Plains' operations, Code of Business Conduct, basic policies and procedures, company resources, and our commitment to a culture of safety.

Internships

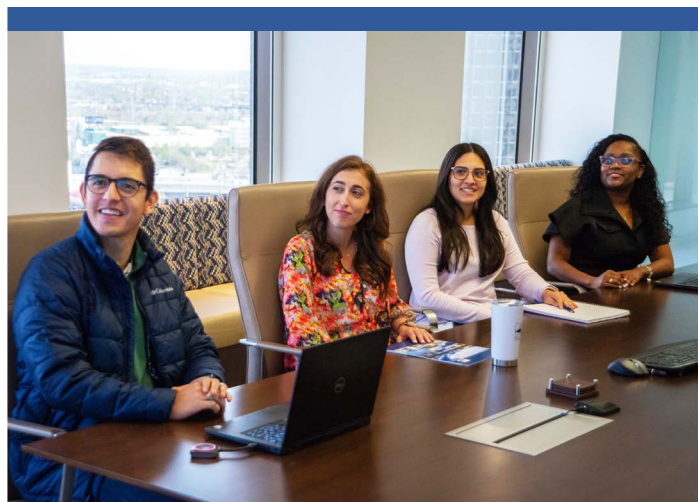
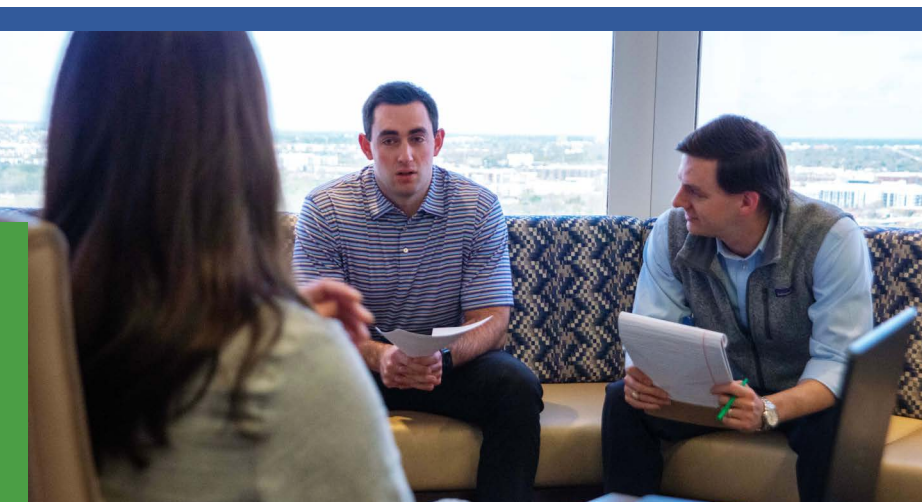
Our paid internship programs offer high school and college students a dynamic and challenging opportunity to learn more about the midstream industry.

For more than 15 years, Plains has partnered with Genesys Works, a Houston-based career-readiness nonprofit that provides high school

students in underserved communities with skills training, meaningful work experience and impactful relationships. Additionally, in 2019, we formalized our technical school internship program for field offices, offering students valuable hands-on experience at select locations. In 2021, we offered job opportunities to seven interns specifically enrolled in either field operations or engineering programs.

In our Calgary office, we have two rotational programs for students focused on the commercial and engineering sides of our business. Our immersive Plains Commercial Emerging Talent program provides students the opportunity to rotate through various commercial groups, while doing analyst-level work that contributes significant value to the business. The Engineer-in-Training program is designed to accelerate the professional development of participants by exposing them to different operating and engineering areas. It helps ensure they receive the training required to achieve their Professional Engineering or Professional Engineer accreditation.

In 2021, we were able to offer in-person internships to 27 university and seven technical school students in the U.S. and 30 students in Canada. We also converted eight previous student-held roles in Canada into full-time positions for recent graduates.



Communication

Keeping our employees up to date on initiatives and emerging priorities is of utmost importance to Plains, and we have several mechanisms in place to inform employees and engage in dialogue.

Our CEO and senior leaders host quarterly town hall meetings to review company goals and performance against those goals, progress on our sustainability program, highlights of our community engagement activities, updates on company programs such as employee volunteerism and corporate sponsorships, and existing and potential impacts from relevant current events. To foster a culture of two-way dialogue, employees are encouraged to submit questions before, during and after the meetings.

Following every town hall and in association with other initiatives throughout the year, we conduct surveys across the organization to solicit feedback, assess engagement and satisfaction, and identify opportunities for improvement. Survey results are tracked over time to inform actions we take to improve the employee experience.

We maintain an employee intranet site, which offers frequent updates on programs, leader and employee spotlight features, volunteer opportunities and charitable giving. It is also a portal for employees to pose questions directly to leaders and provides an opportunity for employees to engage in dialogue with their colleagues.

In addition, we produce a monthly employee newsletter, as well as a quarterly update specific to trucking employees. We have expanded the use of several social media tools to engage both our employees as well as members of the public. These readily available online channels are an effective way to share company highlights and career opportunities with field-based employees, who may have less regular access to other communications.

In 2022, we will be conducting an organization-wide employee engagement survey to give employees a voice on how we can further improve as an organization.

We have policies on anti-harassment and respectful workplaces in the U.S. and Canada, respectively, and our employees receive associated training at least annually through our learning management system. An individual who feels that they have been harassed may contact their supervisor, Human Resources or any member of management. Alternately, they can submit a report to the Plains confidential third-party hotline service, available by phone or online 24 hours a day, seven days a week.

Through this training and our employees' annual acknowledgement of our Code of Business Conduct, Plains commits to ensuring our workers are aware of these policies and understand their roles in maintaining a respectful workplace. We are committed to holding our employees accountable and expect each leader to model behavior that creates an inclusive and respectful environment.

We expect our employees, suppliers and business partners to treat others with dignity and be respectful of human rights. Plains will not tolerate harassment, abuse, discrimination, forced labor and child labor.

In 2022, Plains published a [Human Rights Policy](#) outlining our commitment to maintaining a culture that respects and supports internationally recognized human rights and aligns with many of the principles set forth in the United Nations Universal Declaration of Human Rights. The policy outlines our positions on:

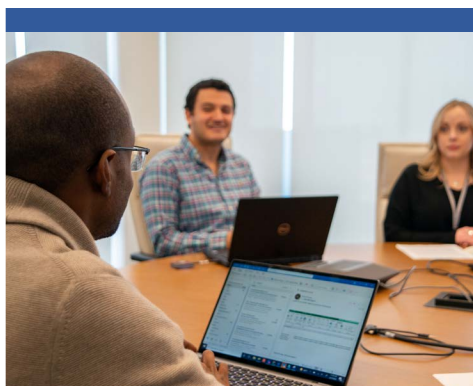
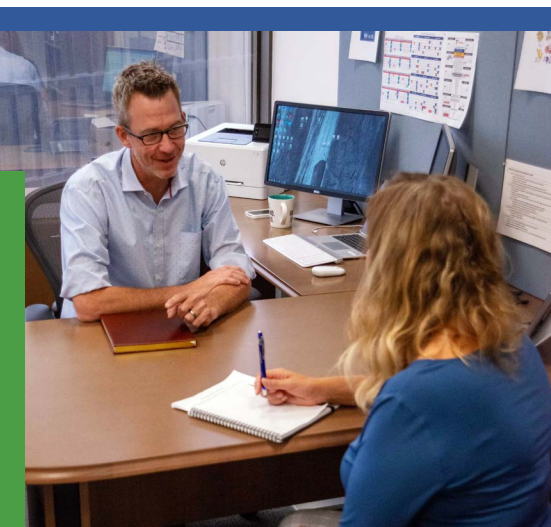
- Child labor and forced labor.
- Compensation and benefits.
- Diversity and inclusion.
- Harassment and discrimination.
- Health and safety.
- Labor relations.
- Training and development.
- Community and stakeholder engagement.

The policy also includes information about our third-party hotline, where concerns about any suspected human rights abuses or violations may be reported.

Human Rights

Our Core Value of Respect and Fairness reflects our commitment to providing a professional work environment in which all individuals are treated with respect and dignity.

Our ethical standards are rooted in obeying the law and doing the right thing, which includes adherence to our Code of Business Conduct and the related practices it details.



Spotlight

Plains employees giving back to communities

Through our participation in the Rocky Mountain Adaptive program, my colleagues and I learned that through teamwork and persistence, people of all abilities can access and enjoy even challenging outdoor activities.

I'm grateful Plains' CARE program allowed me the opportunity to give back in this memorable way."

— Ilma Gunic, Analyst, Communications & Stakeholder Relations



Plains believes in giving back to the communities where we live and work and was proud to enhance our Create A Real Effect (CARE) program in 2021 to offer more opportunities for our employees to get involved in charitable causes.

As part of Plains' CARE program, employees can volunteer up to 16 hours per year during work hours, which may include participating in company-organized opportunities. In addition to allowing employees to volunteer during work hours, Plains offers charitable donation credits of \$25 per hour, up to \$1,000, for each hour an employee volunteers outside of work. Employees can designate these accrued funds as a donation to their charity of choice.

One example of our volunteerism occurred in October 2021, when 22 employees joined Rocky Mountain Adaptive (RMA) for a hike in Kananaskis Country, Alberta. RMA provides opportunities and specialized equipment to help people with special needs enjoy outdoor activities in Alberta's Rocky Mountains.

After getting an orientation from RMA staff, Plains' volunteers learned how to use the specialized adaptive hiking equipment, called Trail Riders. Participants were seated in the Trail Riders while Plains' volunteers pulled them up the mountain during the hike. Four Plains volunteers were required to maneuver each Trail Rider through the mountain paths, taking turns to ensure everyone had the opportunity to help and rest.

In addition to providing volunteers, Plains donated \$5,000 (CAD) to RMA to support its mission of making adaptive sports possible.



Stakeholder Engagement

“
We strive to cultivate productive, long-term relationships with key stakeholders, using their diverse perspectives to better understand the issues facing our industry and company.”
— Roy Lamoreaux, Vice President, Investor Relations, Communications & Government Relations

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Community Engagement

At Plains, we explore opportunities to be a good neighbor by engaging with local stakeholders and communities near our rights-of-way and facilities.

We strive to maintain an open and honest dialogue with landowners, governments, regulatory agencies, associations, customers, employees, contractors, business partners, environmental organizations and other special interest groups.

Responsible management of our environmental and social impact is important to preserving relationships with the communities where we live and work. Before we begin any operations, we strive to engage the community and develop relationships. Recognizing that many of those affected by our business want to be informed of company activities and to be involved in issues and opportunities that affect them, we frequently engage

and share information about Plains with our neighbors.

This includes efforts like hosting neighborhood open houses, establishing community advisory panels to represent local interests, conducting local project awareness efforts, holding local office hours for stakeholders and implementing charitable giving programs. We have expanded our social media presence so that we can offer additional venues for our various stakeholders to access updated information about Plains, our community activities, career opportunities and our accomplishments.

In the areas where we operate, Plains contributes to community development projects supporting local economic development. We also engage with local officials to understand their future development plans and collaborate to ensure our infrastructure won't impact their planning.

The relationships we build with community representatives and first responders, along with our philanthropic activities, are some of the ways we work to help communities thrive.

Investor Relations

Plains takes a proactive approach to engaging with our investors as we recognize the value of their input, not only on financial matters, but also on other issues of significance, including sustainability.

Shareholders are increasingly incorporating ESG as a component of their investment criteria, and Plains is committed to advancing our sustainability journey, strengthening our relationships with existing shareholders and focusing on attracting new ones.

In 2021, members of our Executive team and Investor Relations department held sustainability-related discussions with investors representing about 40% of our equity ownership.



Spotlight

Working with communities and industry partners to make a sustainable difference

“We get involved because **we believe in being a good neighbor.** We’re grateful to make a difference where we can.”

— Beth Lee, Senior Manager, Sustainability & Communications

At Plains, we recognize the importance of communicating in a transparent way with stakeholders who may be affected by our operations, and the benefits of collaborating with other industry partners to positively impact communities where we operate.

We aspire to be sensitive to the needs of each individual community where we operate.

For example, in 2021, prior to beginning construction on a proposed new pipeline project in the U.S., we elected to establish a Community Advisory Panel (CAP) to inform local community members about the project and to address their concerns. The 15-member CAP consisted of local residents, first responders, elected officials, healthcare representatives, business owners and church leaders. In addition to regular engagement with the CAP, we held five in-person community open houses, participated in public and small group meetings and established virtual office hours, inviting residents to ask questions and share any concerns with members of our team.

In Canada, we have a team of community relations advisors (CRAs) who work directly with first responders, landowners and Indigenous communities. The CRAs are active in the communities where they live and participate in a variety of community events. They work closely with various teams at Plains including Land, Damage Prevention, Emergency Management and Community Investment. They also work with synergy groups such as the Sundre Petroleum Operators Group to collaborate and collectively resolve issues in a manner that benefits stakeholders.

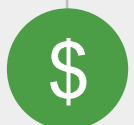
In a similar spirit of engagement, we seek opportunities to work with industry partners to collaboratively improve the communities where we live and work through initiatives like the Permian Strategic Partnership (PSP). Given our significant operational footprint in the Permian Basin, Plains joined the PSP in 2019 with a \$5 million multiyear donation, becoming its first midstream member.

The PSP is an alliance of 17 energy companies that operate in the Permian Basin and collectively seek to improve the quality of life for families in the region. The PSP collaborates with federal, state and local leaders to develop and implement strategic plans that foster superior schools, affordable housing, quality healthcare, safer roads and a trained workforce.

In 2021, the PSP was responsible for a robust COVID-19 vaccine media campaign, a \$1.9 million initiative with the University of Texas – Permian Basin to train STEM teachers and more than \$6 million in infrastructure projects. Since its inception, the PSP has helped direct nearly \$950 million in collaborative investments in the community.



Our total charitable contributions for 2021 included the following:



93%
Direct Cash
Investment

5%
Employee Donation
Matching

2%
In-Kind
Donations

Category	Amount
Direct Cash Investments	\$2,905,000
Employee Donation Matching	\$143,000
In-kind Donations	\$62,208

\$3,110,208

Community Investment

Plains believes in investing in the communities where we live and work.

Our Community Investment program supports long-term, strategic involvement in the communities where we operate. We form partnerships with organizations to make meaningful change through donations, sponsorships and volunteering in the areas of health and safety, community development, education and environment.

Create A Real Effect (CARE) program

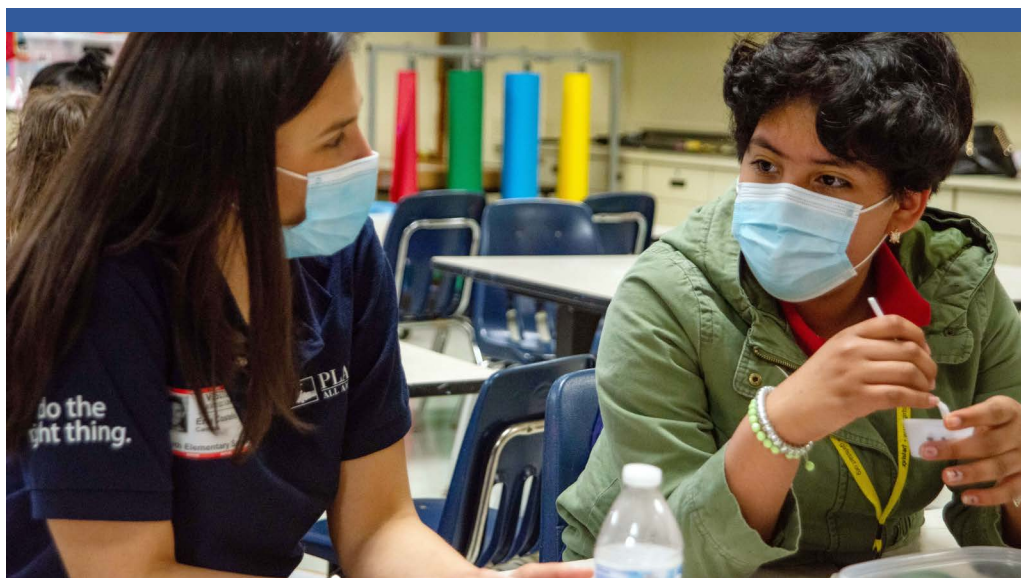
Plains' CARE program supports nonprofit organizations through donation matching and volunteer opportunities. Through the program, Plains matches employee donations to the charities they choose to support. Eligible employees can receive up to \$1,000 in matched donations and/or volunteer rewards each year. In 2021, Plains, our joint ventures, subsidiaries and our employees made over \$3 million in cash and in-kind donations toward projects and initiatives that helped address local needs in communities across Canada and the U.S.

Plains also offers volunteer opportunities to employees during work hours (up to 16 hours per eligible employee per year) to support organizations in their local communities. Employees have donated their time over the years to organizations such as food banks, Habitat for Humanity, Trout Unlimited Canada, Ronald McDonald House, Tree Canada and grassroots volunteering through natural disaster relief efforts, river cleanups and building campgrounds and parks, to name a few.

In 2021, keeping COVID-19 restrictions in mind and following local health measures, we organized outdoor volunteer events so that our employees could continue to help in their communities while staying safe.

Other highlights:

- At our corporate headquarters, our United Way of Greater Houston campaign raised over \$408,000, with over 34% of eligible employees participating.
- In Canada, 50 employees took part in the third annual CARE Run and Walk, which raised over \$26,000 for various charities.
- Plains CEO elected as Board and Executive Committee Chairman for the United Way of Greater Houston in 2022.



Spotlight

Plains supports organizations committed to safety

Plains' contributions to STARS means that we can be there for patients across the Prairies when they need us most. Not only has their generous support allowed us to care for patients with COVID-19, but over the years it has allowed us to be there for those who have suffered a heart attack, stroke or any other illness or traumatic injury.”

— Mike Lamacchia, Chief Operating Officer and Vice President, Provincial Operations for STARS

As an organization committed to safety, Plains has been a proud supporter of the Shock Trauma Air Rescue Service (STARS) since 2016. STARS provides safe, rapid and specialized emergency medical transportation for the critically ill and injured through its fleet of helicopters in Western Canada.

STARS relies heavily on industry and community partners as a source of revenue, with over 25% of total proceeds coming from fundraising and donations. To date, Plains has donated over \$350,000 (CAD) to support STARS in its mission to provide life-saving support.

As the COVID-19 pandemic impacted lives globally over the past two years, much of Plains' recent funding to STARS was focused on COVID-related care. With so many rural residents across the Canadian prairie provinces, many smaller hospitals are not equipped to handle patients requiring intensive care.

STARS is frequently called to transport patients who have reached a critical state to larger medical centers. At times during the pandemic, 20% of transports were related to COVID-19.

Plains is proud to support this life-saving service in support of our Canadian operations.



Our Commitment to Indigenous Communities

Plains believes that the best relationships between industry and Indigenous Peoples are mutually beneficial and built through trust, clear communication, transparent objectives, safe work practices and a shared sense of responsibility to the land and the environment.

Our goal is to communicate with Indigenous communities in an open and transparent manner that respects the sovereignty and culture of each group, while sharing information about our assets and activities in the area. We seek to form collaborative partnerships with federal, state and local agencies and Indigenous communities, and will continue to engage with these groups in an open and respectful manner.

Plains' Indigenous Relations Commitment Statement acknowledges that Indigenous Peoples of Canada have treaty and Aboriginal rights as well as diverse protocols, histories, languages and cultures unique to each community. The statement stipulates that Plains is guided by the following principles:

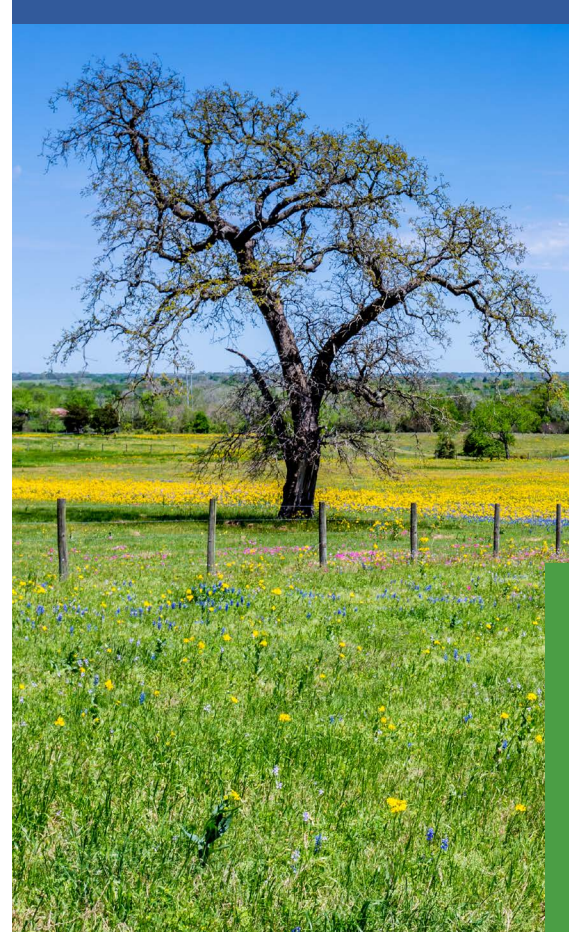
- We work with Indigenous communities at the earliest stage practical to share timely, clear and useful information regarding proposed developments and projects.
- We recognize Indigenous Peoples of Canada have unique and important relationships with the environment and land and we strive to incorporate this perspective into the development of our projects.

- We tailor our engagement approach to address the protocols of individual communities.
- We support fair and equal access to employment and business opportunities for Indigenous communities and their members.
- In addition to our commitment to safe operations, we understand it is our duty to be environmentally and culturally responsible in our operations.

One of our goals is to provide cross-cultural training for Plains employees as appropriate to promote education and understanding of Indigenous Peoples. We offer Indigenous awareness training for our Canadian workforce.

Plains also seeks opportunities to support Indigenous communities as part of our Community Investment program. Some of our community investments with Indigenous communities include:

- In 2021, we sponsored an Entrepreneurial Business Plan Training Program designed to assist aspiring Treaty Seven entrepreneurs in starting their own small businesses.
- Plains contributed to Northlands School Division and Classroom Champions in 2021. Northlands supports approximately 1,500 students of First Nations and Métis heritage in schools across Northern Alberta. Classroom Champions connects volunteer Olympian, Paralympian, student and professional athletes to K-8 classrooms and schools to facilitate an engaging and effective social and emotional learning curriculum.
- In 2019 Plains made a three-year commitment to provide funding through the National Indigenous Economic Education Foundation (NIEEF). Plains' annual donation is awarded to one Alberta-based resident who is studying Indigenous community economic development.



Cultural resource protection during construction

We seek to consult with Indigenous communities in areas where we operate and consider their input regarding the route, design and construction of our pipelines.

If concerns arise about a proposed route, we carefully consider the concerns and options to reroute our pipeline, use less invasive installation technologies or provide access to the right-of-way during construction activities to allow specially trained archaeologists to monitor for possible cultural resources.

Where appropriate, we work with Indigenous communities to engage additional heritage-focused cultural monitors at specific culturally sensitive locations.

When applicable, we also participate in the intergovernmental consultation process pursuant to Section 106 of the National Historic Preservation Act in collaboration with the U.S. Army Corps of Engineers.

Government Relations

Proactive, meaningful engagement with government and regulatory stakeholders is vital to our continued ability to provide competitive and efficient midstream services.

Plains works with government and regulatory stakeholders on a variety of issues to support safe, responsible and reliable energy infrastructure development and operations.

Engagement and initiatives

We track issues that may affect our operations or other business activities at federal, state and local levels through engagement with our trade associations and focused engagement in Washington, D.C., Texas, California, New Mexico, Oklahoma, Arkansas, Louisiana, Mississippi and Alabama.

Primary focus areas include pipeline safety and security issues, pipeline public awareness and damage prevention programs, cybersecurity, energy transition, right-of-way acquisition requirements, pipeline and petroleum storage permitting and maintenance, environmental regulations, financial reporting requirements, trucking-related issues and taxes.

Trade associations

Plains participates in industry advocacy initiatives primarily through our membership in multiple national and state trade associations.

Through this engagement, Plains contributes to public discourse on the oil, NGL and low-carbon energy industry and furthers our commitment to safely transport and store affordable, reliable energy for our customers and end users.

Our key trade association memberships include (listed alphabetically):

National/International Participation

- American Fuel & Petroleum Manufacturers
- American Petroleum Institute
- Association of Oil Pipe Lines
- Energy Infrastructure Council
- International Liquid Terminals Association
- Pipeline Research Council International
- US Oil & Gas Association

State and Local Participation

- Louisiana Mid-Continent Oil and Gas Association
- Louisiana Oil & Gas Association

- Mississippi Petroleum Council
- New Mexico Oil & Gas Association
- Petroleum Alliance of Oklahoma
- Petroleum Association of Wyoming
- Texas Oil & Gas Association
- Texas Pipeline Association
- Western States Petroleum Association

Political contributions

Plains promotes civic engagement among employees and builds relationships with elected officials in part through political contributions.

The Plains All American GP LLC Political Action Committee (PAA PAC) recognizes that our employees are our best advocates and supports informed employee engagement on a variety of issues affecting our business.

Plains employees have an opportunity to learn more about and voluntarily participate in the political process through the PAA PAC.

The PAA PAC is a non-partisan multi-candidate political action committee, created and registered with the Federal Election Commission (FEC) in 2018. This strictly voluntary employee-funded committee is subject to state and federal regulations. Current financial reports are available on the FEC website (www.fec.gov).

The PAA PAC was formed to develop relationships with elected leaders aligned with four key criteria:

- Representation of a community in which we operate.
- Service in leadership or on a key committee of jurisdiction for our industry.
- Champion for our policy interests.
- Aligned with Plains' business interests and values.

In 2021, the PAA PAC adopted new Operating Principles, which provide additional structure to the application of the four defined political contribution criteria. These criteria were applied to the \$84,000 disbursed by the PAA PAC in 2021 and approximately \$18,000 in 2021 corporate political contributions.



Supply Chain Management

Our goal of safely delivering results relies in part on our relationship with third-party contractors and suppliers.

Plains works with numerous contractors and suppliers, including pipe, valve and fitting manufacturers and distributors; manufacturers of engineered and skid-mounted equipment; construction companies; technology providers and engineering firms.

To foster a culture of safety from the onset of all work-related activities, we vet contractors during the procurement process using the independent, third-party ISNetworld system. Among other things, ISNetworld monitors contractor health and safety performance.

Plains reviews and verifies information in accordance with applicable government regulations.

In addition, the service agreements that guide Plains' engagement with suppliers typically stipulate ethical standards with which they are expected to comply. They are also expected to follow all applicable laws and regulations pertaining to working conditions. When selecting suppliers, we evaluate inspection practices, non-conformance history, manufacturing processes and procedures and adherence to our preferred manufacturers list. If we are not comfortable with our review or audit findings, we often use alternative sources.

Our Major Service Contract, which, with limited exceptions, is referenced in every work order that we issue to awarded contractors, addresses ethical conduct. A contractor is expected to disclose in writing any financial transactions between any employee of Plains, including family members, and the contractor, its officers,

directors, shareholders/owners and employees. Plains prohibits bribes, kickbacks or other illegal efforts to obtain an improper business advantage.

We expect our contractors and suppliers to adhere to our Code of Business Conduct for Contractors and Suppliers. We also expect that they abide by our guidelines on property rights, which include our right-of-way easements and agreements with landowners.

We endeavor to hire contractors and utilize suppliers in areas where we operate to support local economies when they are competitively priced, have the appropriate skillsets and can meet our materials specifications and timelines.

Plains will not tolerate harassment, abuse, discrimination, forced labor and child labor. We expect firms doing business with Plains to maintain similar ethical standards and ensure working conditions are safe.



Spotlight

Plains rolls out Code of Business Conduct for Contractors and Suppliers

Plains is evaluating trends in the industry and how we can better integrate sustainable practices into our business. While Plains has always had an intense focus on the safety performance of our vendors, we wanted to advance a broader set of expectations for the contractors and suppliers we work closely with.”

— Jimmy Ferrell, Vice President, Supply Chain Management



Plains rolled out a separate *Code of Business Conduct for Contractors and Suppliers* (CBCCS), which was shared with our 2,200+ contractors and key suppliers across the U.S. and Canada.

The impetus behind the CBCCS was the desire to hold Plains’ contractors and suppliers to some of the same high standards we hold employees to in our company Code of Business Conduct.

We strive to choose suppliers and business partners objectively and fairly, and to act with honesty in our business dealings with them, avoiding conflicts of interest and other improper or unethical behavior. In turn, we expect our third-party suppliers, contractors and their employees to maintain similar ethical standards. Collectively, we strive to work together in a way that allows Plains to uphold the standards set forth in our Code of Business Conduct and meet our commitment to conduct business the right way.

The CBCCS references our Core Values in addition to highlighting key standards we expect our contractors and suppliers to uphold. This includes expectations regarding:

- Environmental stewardship
- Health and safety
- Substance abuse
- Discrimination and harassment
- Human rights
- Conflicts of interest
- Avoiding improper business conduct
- Protecting confidential information
- Proper use of company assets
- Books and records

The CBCCS offers vendors access to our third-party hotline to anonymously report suspected violations.

Corporate Governance

We believe in strong alignment among Board, management and investors. Our Board follows sound governance policies, and we are committed to their ongoing improvement.”

— Richard McGee, Executive Vice President & General Counsel

Topics in this section

Governance Framework and Structure
Code of Business Conduct

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Governance Framework and Structure

Our corporate governance framework and practices endeavor to reinforce investor confidence through sound, principled and transparent practices.

Over the past several years, we have made multiple enhancements to our governance framework to more closely align with best practices and investor preferences. Several of these changes were made in direct response to feedback from financial stakeholders, with whom we regularly engage to discuss Plains' ESG approach and performance. We believe our overall governance structure produces a degree of alignment with our investors that places us at the top of our master limited partnership peers for the midstream sector regarding governance structure and investor rights. This conclusion is reinforced by the Wells Fargo Midstream ESG Scorecard, published in January 2022, which found that Plains "has one of the highest governance scores." Key characteristics of Plains' governance framework include:

- Unified Board of Directors with responsibility for managing PAA and PAGP.
- Mandatory majority Board independence, with Board committees that are required to be fully independent.
- Annual meetings for the public election of all directors (staggered 3-year rolling basis).
- Lead independent director position.
- Significant Board and management equity ownership.
- No incentive distribution rights.
- No "Golden Share."
- Significant variable/at-risk executive compensation structure.
- Equity Ownership Guidelines.
- Clawback Policy.

Our structure

Plains was formed in 1998 as a master limited partnership.

Our operations and activities are managed by Plains All American GP LLC (GP LLC), which employs our management and operational personnel (other than our Canadian personnel, who are employed by Plains Midstream Canada ULC). The Board of Directors of PAGP GP (the Board) has responsibility for managing the business and affairs of PAGP, PAA and AAP.

While PAA's unitholders and PAGP's shareholders are limited partners and do not directly or indirectly participate in our management or operation, such equity holders are entitled to vote in the election of our directors. PAA and PAGP hold annual meetings for this purpose.

Board of Directors

Our Board of Directors currently consists of 11 members, including CEO Willie Chiang, who serves as Chairman.

Given the combined CEO and Chairman of the Board role, the Board has designated one of its independent directors to serve as Lead Independent Director. Our governing documents also stipulate that a majority of directors meet the independence requirements of the stock exchange on which the securities of PAA and PAGP are listed (currently Nasdaq). In 2021, our Board and its committees held an aggregate of 24 meetings. All of our directors attended all meetings of the Board and applicable committees of the Board on which they served, other than one director, who missed one committee meeting.



PLAINS

PAA GP HOLDINGS LLC (PAGP GP)

Unified Board of Directors



PLAINS GP HOLDINGS (NASDAQ: PAGP) 1099 SECURITY

Public Investors



PLAINS AAP, L.P. (AAP)

Private Owners and Management



PLAINS ALL AMERICAN PIPELINE, L.P. (NASDAQ: PAA) K-1 SECURITY

Public Investors

Series A and B Preferred

100% of Plains' assets and operations

Board composition

Individual	Committees	Experience/ Qualifications (see Key below)	Tenure
Greg L. Armstrong		1, 2, 3, 4, 5, 6, 9	Since 1998
Victor Burk	Audit (Chair)	1, 2, 3, 4, 6, 9	Since 2010
Willie Chiang, CEO and Chairman of the Board		1, 2, 3, 4, 5, 6, 8, 9	Since 2017
Kevin McCarthy	Governance	1, 2, 3, 4, 6, 7	Since 2020
Harry N. Pefanis, President		1, 2, 3, 4, 5, 6, 9	Since 2017
Gary R. Petersen	Compensation, Governance	1, 2, 3, 4, 6, 7, 9	Since 2001
Alexandra Pruner	Audit, Governance	1, 2, 3, 4, 6, 8, 9, 10	Since 2018
John Raymond	Compensation (Chair)	1, 2, 3, 4, 5, 6, 7, 9	Since 2010
Bobby Shackouls, Lead Director	Governance (Chair)	1, 2, 3, 4, 5, 6, 9	Since 2010
Christopher M. Temple	HSES, Compensation	1, 2, 3, 4, 6, 7, 10	Since 2009
Larry Ziemba	Audit, HSES (Chair)	1, 2, 3, 4, 5, 6, 9	Since 2020

Key

1 – Public Company Experience	6 – Industry Experience (Upstream/Midstream/Downstream)
2 – Finance/Accounting	7 – Private Equity
3 – Business Development/Strategy/Commercial	8 – Diversity (Gender/Race/Ethnicity)
4 – Legal/Governance/Government Relations	9 – International
5 – Operations/Engineering/Construction	10 – Cybersecurity/IT

Committees

Health, Safety, Environmental and Sustainability	Audit	Compensation	Governance	Other
The Health, Safety, Environmental and Sustainability (HSES) Committee was formed in February 2021 to assist the Board in its evaluation and oversight of the partnership's management of HSES matters. The HSES Committee currently has two members, both of whom are independent, and who receive regular updates regarding the advancement of sustainability efforts at Plains.	Our Audit Committee reviews our external financial reporting, engages our independent auditor and reviews the adequacy of our internal accounting controls. Each of the three members of our Audit Committee is independent, as defined in applicable Nasdaq and SEC rules, and financially literate. Two members of the Audit Committee qualify as Audit Committee Financial Experts.	The Compensation Committee reviews and makes recommendations to the Board regarding the compensation of our executive officers and administers our equity compensation plans for officers and key employees. Although not required under Nasdaq rules, all three members of our Compensation Committee are independent.	Among other governance-related matters, our Governance Committee periodically reviews our governance structure, policies and procedures; oversees the Board's annual self-assessment and committee evaluation process, and assists with succession planning and related activities, including identifying and assessing director nominees. Although not required under Nasdaq rules, each of the four members of our Governance Committee is independent.	As circumstances warrant, a Conflicts Committee may be established or activated to review conflicts of interest between PAA or PAGP and its general partner or its owners.

Enterprise-level risk

The management of enterprise-level risk (ELR) is the process of identifying, managing and monitoring events that present risks to the operation of our business and the creation of value for our shareholders.

The Board has delegated to management the primary responsibility for ELR management while retaining responsibility for its oversight. Management provides a formal ELR assessment to the Board at least once every year.

Open and regular communication between management and our directors allows informed oversight of management's processes for identifying and managing significant risks and their impact on PAA's business.

Compensation practices

Our executive compensation philosophy emphasizes pay for performance, both on an individual and entity level, and places a significant portion of our executives' compensation at risk.

Our at-risk compensation is tied to the achievement of several objective and transparent performance metrics that measure value creation over both the near and longer term, as well as service period requirements.

We use three primary elements to achieve our executive compensation program objectives: salary, cash bonuses and long-term equity incentive awards. We believe our compensation structure aligns the interests of our executive officers with our investors and positions us to achieve our business goals. It also encourages the exercise of sound judgment and risk-taking that is conducive to creating and sustaining long-term value.

Key components of our executive compensation approach include:

- A significant portion of executive compensation is at-risk, including, for 2021, 88% of target compensation for our CEO and an average of 83% of target compensation for other Named Executive Officers.
- For the CEO in 2021:
 - 59% of target compensation was equity-based.
 - 59% of target compensation was performance-based.
- Annual bonus program is 100% performance-based with payout based on a formulaic framework.
- Annual long-term equity incentive grants are 50% time-based and 50% performance-based, requiring performance over a multi-year period.
- Executive compensation levels are supported by an independent compensation consultant review and benchmark studies.

Performance metrics for annual bonuses include specific targets for Adjusted EBITDA, Distributable Cash Flow per common unit and common unit equivalents, improvements in safety and environmental performance and achievement of individual goals. Approximately 13% of Named Executive Officer short-term incentive compensation is linked to environmental and safety performance.

Performance metrics for 25% of the long-term incentive plan grants awarded in 2021 include relative total shareholder return (TSR) with an absolute TSR modifier. Plains' TSR is measured over a three-year performance period relative to the TSR of a group of 14 midstream peers, the S&P 500 and the Alerian Midstream Energy Index. Performance metrics for the remaining 25% of the long-term incentive plan grants awarded in 2021 include Distributable Cash Flow per Common Unit Equivalent measured over a three-year performance period. Payout may be adjusted upward or downward based on achievement of a specified target leverage ratio.

Equity Ownership Guidelines and Clawback Policy

In 2020, the Board adopted Equity Ownership Guidelines for executive officers and directors and a Clawback Policy for executive officers.

Equity Ownership Guidelines

- Multiple of salary for executive officers (CEO (6x), President (5x), EVPs (3x), SVP (1x)) and multiple of cash retainer for directors (5x).
- Five-year grace period to achieve compliance.
- Hold until met requirement covers units/shares acquired upon vesting of long-term incentive plan awards.

Clawback Policy triggers

- Fraud or intentional/unlawful conduct that contributes to material financial restatement that results in over-payment of performance-based compensation (clawback applies to excess compensation awarded or paid).
- Detrimental conduct that results in significant financial, reputational or other harm to the company (clawback applies to performance-based compensation and time-based equity awards granted or paid during three-year period prior to discovery of misconduct).

Code of Business Conduct

Plains is committed to acting with ethics and integrity and conducting business the right way.

Our *Code of Business Conduct*, which is centered on our Core Values, governs how we conduct our business and engage in relationships with our stakeholders. Our Core Values of Safety and Environmental Stewardship, Accountability, Ethics and Integrity, and Respect and Fairness serve as the foundation of our culture and a compass for addressing any situation or concern, guiding us to always do the right thing. We believe that maintaining and nurturing a culture that is consistent with these Core Values is key to our long-term success and sustainability as a company.

Employees, officers and directors of Plains are obligated and expected to abide by and follow our Code, which is reviewed and updated periodically, and proactively communicated to employees. Specifically, all employees must annually complete Code

of Business Conduct training and certify their acknowledgement of the Code. New employees must complete the training and acknowledgement process within 30 days of employment.

Employees have a duty to report illegal or unethical behavior, or behavior that violates our Code or any company policies. The company will take appropriate action with respect to reports of misconduct received, which may include an investigation of the reported matter.

Questions, concerns or reports of inappropriate behavior may be communicated in several ways, including via a confidential, third-party hotline service that is available by phone or online 24 hours a day, seven days a week. All employees, officers and directors are encouraged to speak openly and ask questions about the Code, or any other subject, without fear of retaliation. Plains has implemented specific structures for the purposes of processing whistleblower reports or other Code violations. Reports are initially processed by our Internal Audit department and elevated to management and/or outside reviewers as appropriate.

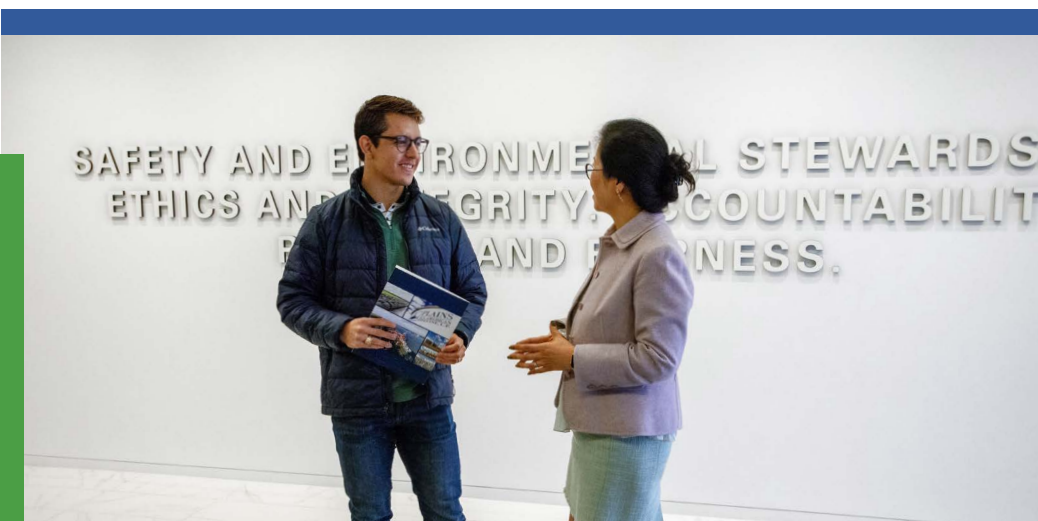
Plains strictly forbids retaliation for raising concerns under our Code, our standards, or applicable law.

Plains prohibits any act of corruption including bribes, kickbacks or other illegal efforts to obtain an improper business advantage.

Our Code of Business Conduct also addresses conflicts of interest, which exist when a person's personal interests interfere with, or may be perceived to interfere with, the interests of the company. Our dealings with business partners, customers, suppliers, contractors, competitors or anyone doing or seeking to do business with us must be in the best interests of the company.

Other important topics addressed in the **Code of Business Conduct** include:

- **Discrimination and harassment**
- **Avoiding improper business conduct**
- **Protecting employees and the environment**
- **Honest recordkeeping and reporting**
- **Accurate public disclosure**
- **Protecting confidential information**
- **Insider trading**
- **Proper use of company assets**
- **Social media and public comments**
- **Corporate opportunities**
- **Obedying the law**
- **Substance abuse**
- **Violence**



Disclosure Chart

Our data disclosure charts are intended to supply decision-useful information that helps convey our approach to sustainability. We support industry efforts to further standardize sustainability reporting so that disclosures are consistent, comparable and transparent across companies. In doing so, we have actively engaged in efforts to achieve standardization led by industry groups, including the American Petroleum Institute (API) and Energy Infrastructure Council (EIC).

In certain cases, multiple reporting frameworks call for disclosure of similar metrics calculated according to divergent methodologies. In those cases, we have elected to disclose in accordance with one methodology. Please refer to the definitions provided in the [EIC](#) and [Sustainability Accounting Standards Board](#) (SASB) frameworks, as well as our footnotes, to better understand these metrics. Unless otherwise indicated, data is reported on an operational basis. Data for certain metrics include estimates that are based on commonly accepted standards and/or industry best practices. Our sustainability data is collected and verified by subject matter experts across the company. Our Financial Reporting and Internal Audit teams participate in the collection, review and validation process, which is further reviewed by senior-level management.

We welcome feedback on this approach and are committed to continuing to refine our reporting to meet our stakeholders' needs.

Operational & Financial	2021	2020	2019	EIC	SASB
Gross Throughput (B BOE) ¹	3.7	3.9	4.3	X	
Total Metric Ton-Kilometers of Crude Oil, Highly Volatile Liquids, and Refined Petroleum Products Transported by Pipeline (T mt-km) ¹	9.3	8.4	9.2		EM-MD-000.A
Total Metric Ton-Kilometers of Crude Oil Transported by Truck (B mt-km)	6.0	7.1	9.2		EM-MD-000.A
Adjusted EBITDA (\$mm) ²	\$2,290	\$2,560	\$3,237	X	
Property Taxes Paid - U.S. (\$mm) ³	\$129	\$133	\$115		
Property Taxes Paid - Canada (\$mm) ³	\$19	\$18	\$18		
Total Miles of Pipeline (Operated and Non-operated) ⁴	20,085	18,700	18,965		
Miles of Pipeline Operated ⁵	16,380	15,164	15,434	X	
Crude Oil and NGL Storage Capacity (mmb)	140	138	148		
NGL Fractionation/Condensate Processing Capacity (mb/d)	>320	>340	>345		
Natural Gas Processing Capacity (Bcf/d)	5.7	6.3	7.3		

Disclosure Chart

Emissions⁶	2021	2020	2019	EIC	SASB
Total GHG Emissions (Scope 1 + Scope 2) - Total (mt CO ₂ e)	1,782,000	1,929,000	2,219,000	X	
Scope 1 GHG Emissions - Total (mt CO ₂ e)	805,000	831,000	930,000	X	EM-MD-110a.1
Scope 1 CO ₂ Emissions - Total (mt)	779,000	809,000	912,000	X	
Scope 1 Methane Emissions - Total (mt CO ₂ e)	22,000	19,000	15,000		
Gross Global Scope 1 Emissions Percentage Methane	2.77%	2.26%	1.58%	X	EM-MD-110a.1
Gross Global Scope 1 Emissions Percentage Covered Under Emissions-limiting Regulations	69%	66%	63%		EM-MD-110a.1
Scope 1 GHG Emissions - EPA (mt CO ₂ e)	75,000	122,000	168,000	X	
Scope 1 CO ₂ Emissions - EPA (mt)	62,000	113,000	162,000	X	
Scope 1 Methane Emissions - EPA (mt CO ₂ e)	12,000	9,000	7,000		
Scope 2 GHG Emissions (mt CO ₂ e) ⁷	976,000	1,098,000	1,289,000	X	
Total GHG Emissions (Scope 1 + Scope 2) Intensity per Thousand BOE- Total (mt CO ₂ e/Thousand BOE)	0.49	0.50	0.52	X	
Total Methane Emissions (Scope 1) Intensity per Thousand BOE - Total (mt CO ₂ e/Thousand BOE)	0.006	0.005	0.003		
Total GHG Emissions (Scope 1 + Scope 2) Intensity per \$mm Adj. EBITDA - Total (mt CO ₂ e/\$mm)	778	753	686		
Air Emissions of NOx (mt) ⁸	1,050	1,040	980	X	EM-MD-120a.1
Air Emissions of SOx (mt) ⁸	60	110	110	X	EM-MD-120a.1

Disclosure Chart

Environmental	2021	2020	2019	EIC	SASB
Barrels of Petroleum Liquids Transported (B bbls) ¹	2.7	2.6	2.9		
Percentage of Barrels Safely Delivered	>99.999%	>99.999%	>99.999%		
Number of Federally Reportable Releases ⁹	22	17	23		
Volume of Federally Reportable Releases (bbls)	1,765	1,529	1,078		
Volume Recovered of Federally Reportable Releases (bbls)	1,652	1,196	986		
Number of Releases Impacting People or the Environment (IPE)	1	2	3		
Volume of Releases Impacting People or the Environment (IPE) (bbls)	593	786	131		
Volume Recovered of Releases Impacting People or the Environment (IPE) (bbls)	489	721	104		
Hydrocarbon Liquid Releases Intensity per Mile of Pipeline (BOE/mi) ¹⁰	0.07	0.06	0.04		
Third-party Line Strike Resulting in a Release	0	1 ¹¹	0		
Percentage of Hazardous Liquid Pipelines Inspected ¹²	21%	29%	39%		EM-MD-540a.2
Percentage of Natural Gas Pipelines Inspected ¹²	17%	18%	25%		EM-MD-540a.2
Percentage of Energy Purchased From the Grid That is Renewable ¹³	22%	18%	16%		
Does the Company Participate in Any Efforts to Expand the Share of Alternative/Renewable Energy Sources in the Company's Portfolio?	Yes	No	No	X	
Does the Company Have a Biodiversity Policy or Commitment for New and Existing Assets?	Yes	Yes	Yes	X	
Safety & Security					
Employee Total Recordable Incident Rate (TRIR) (per 200,000 work hours) ¹⁴	0.39	0.38	0.52	X	
Contractor TRIR for Major Growth Projects (per 200,000 work hours) ¹⁵	0.44	0.15	0.18	X	
Employee Lost Time Incident Rate (LTIR) (per 200,000 work hours)	0.08	0.11	0.17	X	
Contractor LTIR for Major Growth Projects (per 200,000 work hours)	0.22	0.04	0.05	X	
Employee Days Away, Restricted or Transferred (DART) (per 200,000 work hours)	0.27	0.25	0.32	X	
Contractor DART for Major Growth Projects (per 200,000 work hours)	0.33	0.09	– ¹⁶	X	
Employee Fatalities	0	0	0	X	
Contractor Fatalities	0	0	1 ¹⁷	X	
Employee Motor Vehicle Incident Rate (per 1 million miles) ¹⁸	0.72	0.81	0.94		
Does the Company Have an Indigenous Engagement Policy or Commitment for New and Existing Assets?	Yes	Yes	Yes	X	
Does the Company Undertake Any of the Following to Manage Cybersecurity Risk?					
Mandatory Employee Training	Yes	Yes	Yes	X	
Adherence to Industry Cybersecurity Standards	Yes	Yes	Yes	X	
Ongoing Evaluation of the Threat Landscape	Yes	Yes	Yes	X	
Competitive Behavior					
Total Amount of Monetary Losses as a Result of Legal Proceedings Associated with Federal Pipeline and Storage Regulations ¹⁹	\$0	\$0	\$0		EM-MD-520a.1

Disclosure Chart

Employees ²⁰	2021	2020	2019	EIC	SASB
Employees Located in the United States (approximate)	2,900 (23 states)	3,200 (29 states)	3,700 (32 states)		
Employees Located in Canada (approximate)	1,200 (4 provinces)	1,200 (4 provinces)	1,300 (4 provinces)		
Percentage of Field Employees	69%	68%	68%		
Number of Employees Hired	323	244	930		
Voluntary Employee Turnover Rate	11%	8%	10%		
Houston Chronicle Top Workplaces Ranking Among Large Companies	14	5	6		
Percentage of Female Employees	21%	21%	21%	X	
Percentage of Management Roles Filled by Females ²¹	21%	23%	19%		
Percentage of Corporate Officer Roles Filled by Females ²²	10%	12%	12%	X	
Percentage of Minority Employees in the United States ²³	31%	31%	30%	X	
Percentage of Corporate Officer Roles in the United States Filled by Minorities ²²	7%	4%	3%	X	
Does the Company Have a Code of Conduct for Suppliers?	Yes	No	No	X	
Dollars Invested in Local Communities Via Employee Match and Corporate Contributions ²⁴	\$3,110,208	–	–		
Number of Hours Employees Volunteered in Local Communities ²⁴	1,289	–	–		
Board ²⁵					
Number of Board Members	11	11	13		
Number / Percentage of Independent Directors ²⁶	8 / 73%	7 / 64%	7 / 54%	X	
Percentage of Directors Subject to Public Election ²⁷	100%	64%	54%		
Number / Percentage of Female Directors	1 / 9%	1 / 9%	1 / 8%	X	
Number / Percentage of Minority Directors ²⁸	1 / 9%	1 / 9%	2 / 15%	X	
Is Any Director Under the Age of 50?	No	Yes	Yes	X	
Average Tenure of Independent Directors	10	9	12		
Average Board Meeting Attendance	100%	100%	98%		
Number of Directors Receiving Less Than 80% Votes Cast in Favor When Running Unopposed	0	0	1		

Disclosure Chart

Compensation	2021	2020	2019	EIC	SASB
Percentage of Equity Owned by Directors and Executive Officers ²⁹	11%	13%	16%		
Did any Executive Officers or Directors Make Share Purchases with Personal Funds?	No	Yes	Yes		
Percentage of CEO Target Compensation "At Risk" For Fiscal Year ³⁰	88%	88%	88%		
Percentage of CEO Target Compensation That Is Performance-based ³¹	59%	59%	59%	X	
Percentage of CEO Target Compensation That Is Equity-based ³²	59%	59%	59%	X	
Average Percentage of All Named Executive Officer (NEO), Other Than CEO, Target Compensation "At Risk" For Fiscal Year ³³	83%	83%	83%		
Are There Any Shareholder Return Metrics In Any NEO Equity Compensation Plan?	Yes	Yes	No	X	
Is $\geq 10\%$ of NEO Short-term Incentive (STI) or Long-term Incentive (LTI) Compensation Linked to Environmental or Social Metrics?	Yes	Yes	Yes	X	
Did The Company Receive $<70\%$ Support for Say On Pay?	No	Yes	No		
Has the Company Adopted a Clawback Policy?	Yes	Yes	No		
Has the Company Adopted Equity Ownership Guidelines?	Yes	Yes	No		
CEO-to-Median Employee Compensation Ratio	36 to 1	39 to 1	38 to 1		
Does The Company Tie Any Amount of Pay For All Employees to ESG Objectives?	Yes	Yes	Yes	X	
Governance					
Unified Board of Directors ³⁴	Yes	Yes	Yes		
Annual Meetings for the Public Election of Independent Directors ³⁵	Yes	Yes	Yes		
Lead Independent Director	Yes	Yes	No		
Does the Company Have Incentive Distribution Rights? ³⁶	No	No	No		
Does the Company Have a "Golden Share"? ³⁷	No	No	No		
Does the Company Publish An Annual Proxy Statement?	Yes	Yes	Yes	X	
Which of These Data Sets are Collected and Shared with the Board?					
Voluntary Employee Turnover Company-wide, and by at Least One Additional Level (e.g. Business Unit, Location, or Division)	Yes	Yes	Yes	X	
Percentage of Employees Who Participate in Company-Sponsored Matching Gift Programs and/or Volunteer for Corporate-Sponsored Charitable Events	Yes	No	No	X	
Gender Pay Ratio	No	No	No	X	
Underlying Data From an Employee Satisfaction Survey that is Anonymous and at Least Annual	No	No	No	X	

Disclosure Chart

1. 2020 and 2019 data has been updated from previously reported amounts to include throughput volumes on capacity owned by third parties under undivided joint interest arrangements on assets that we operate.
2. Earnings before interest, taxes, depreciation and amortization (including our proportionate share of depreciation and amortization, including write-downs related to cancelled projects, of unconsolidated entities), gains and losses on asset sales and asset impairments, goodwill impairment losses and gains on and impairments of investments in unconsolidated entities, adjusted for certain selected items impacting comparability.
3. Represents property taxes associated with assets that we own and/or operate (including property tax associated with assets of unconsolidated entities that we operate).
4. Miles of active pipeline owned or operated, including total mileage of pipelines of unconsolidated entities in which we own a partial interest that we operate or are operated by third parties.
5. Miles of active pipeline operated, including total mileage of pipelines of unconsolidated entities in which we own a partial interest that we operate and excluding total mileage of such entities that we do not operate.
6. Estimates do not include emissions from assets that were operated for a portion of the reporting year.
7. Includes estimates based on most current grid emission factors for a given year at the time of calculation.
8. Reflects emissions reported in accordance with applicable regulatory requirements in the U.S. and Canada.
9. Our 2022 reduction target is a 20% improvement over 2020 results.
10. Hydrocarbon releases are defined as Federally Reportable Releases.
11. In 2020, the third-party line strike accounted for 51% of released volumes.
12. Miles inspected as a percentage of total mileage of U.S. DOT-regulated pipelines and all Canadian pipelines. Excludes pipelines of unconsolidated entities and retired and abandoned pipelines. Pipeline inspection schedules vary on an annual basis and also change over time in response to asset conditions.
13. 2021 includes estimates based on certain 2020 data as the 2021 data has not yet been published. Amounts presented for prior years have been revised from previous disclosures based on final data.
14. Our 2022 reduction target is a 20% improvement over 2020 results.
15. Major growth projects are defined as those managed by our Engineering group. Over the last three years we had a decrease in both the number of contractor injuries (2021: 4, 2020: 8, 2019: 20) and contractor manhours (2021: 1.8 million, 2020: 11.0 million, 2019: 21.9 million).
16. Contractor DART was not tracked for 2019.
17. No incident is acceptable to us, and our first concern in all instances is for those impacted. We remain committed to reaching our goal of zero incidents and injuries and ensuring that everyone working on our behalf returns home safely each day.
18. Any preventable motor vehicle incident involving a company vehicle or a private vehicle being used for company business.
19. Disclosure pertains to legal proceedings associated with federal pipeline and storage rate, access and pricing regulations (anti-competitive behavior) for assets we operate.
20. Data is representative of full-time employees only and reflects year-end numbers.
21. Employees at Manager, Director and above levels.
22. Employees at the Vice President, Senior Vice President and Executive levels.
23. Minority data includes all U.S. employees who identify as persons of color. Due to regulatory limitations, this data is not collected in Canada.
24. Enterprise-wide tracking of philanthropic and volunteer investment initiated in 2021. Data may not reflect full scope of investment.
25. Data as of May 31 of each year unless otherwise noted.
26. As of November 2019, our governing documents require that a majority of our Board satisfy the independence requirements of the stock exchange where our securities are listed for trading, despite the fact that, as limited partnerships, PAA and PAGP are exempt from such stock exchange requirements.
27. Three-year staggered term. As of August 2021, 100% of Directors are subject to shareholder election.
28. Minority data includes Directors who identify as persons of color.
29. As of record date for annual meeting.
30. "At Risk" compensation is tied to the achievement of one or more performance metrics that measure value creation over both the near and longer term, as well as service period requirements.
31. Performance-based compensation is comprised of annual cash incentive awards and the performance-based portion of long-term equity incentive awards.
32. Long-term equity incentive awards are 50% performance-based and 50% time-based.
33. PAA's President is a co-founder and substantial equity owner and for the last several years has requested to not participate in the long-term incentive program. As a result, he is not one of the three most highly compensated executive officers, but is included as a Named Executive Officer given the significance of his role. Given his lack of participation in the long-term incentive program, his compensation is excluded from the calculation.
34. Plains All American Pipeline, L.P. (Nasdaq: PAA) and Plains GP Holdings (Nasdaq: PAGP) are managed by a single unified Board of Directors located at PAA GP Holdings LLC.
35. Three-year staggered term.
36. Incentive distribution rights give a general partner an increasing share of incremental distributable cash flow based upon certain conditions.
37. Refers to a control right granted in certain partnership agreements whereby the holder has the right to direct certain activities of the partnership, including the unilateral right to appoint and replace board members. This control provision may be held/exercised irrespective of the holder's economic interest.

SASB Index

Our Sustainability Report disclosures are intended to broadly address a number of key areas and topics that we believe are of interest to our stakeholders. In certain cases, multiple reporting frameworks call for disclosure of similar metrics calculated according to divergent methodologies. In those cases, we have elected to disclose in accordance with one methodology, and made note of the disclosure specifics.

SASB Topic	SASB Code	Accounting Metric	Location or Direct Response
Greenhouse Gas Emissions	EM-MD-110a.1	Gross global Scope 1 emissions, percentage methane, percentage covered under emissions-limiting regulations	Information on gross global Scope 1 emissions, calculated according to the EIC definition is available on page 59 in our Disclosure Chart.
	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	We are evaluating the feasibility of potential emission reduction targets.
Air Quality	EM-MD-120a.1	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , (3) volatile organic compounds (VOCs) and (4) particulate matter (PM ₁₀)	Information on NO _x and SO _x air emissions, as reported in accordance with applicable regulatory requirements in the US and Canada, is available on page 59 in our Disclosure Chart.
Ecological Impacts	EM-MD-160a.1	Description of environmental management policies and practices for active operations	Sustainability Report – pages 14-19
	EM-MD-160a.2	Percentage of land owned, leased and/or operated within areas of protected conservation status or endangered species habitat	We are evaluating the feasibility of reporting these metrics in the future.
	EM-MD-160a.3	Terrestrial acreage disturbed, percentage of impacted area restored	We are evaluating the feasibility of reporting these metrics in the future.
	EM-MD-160a.4	Number and aggregate volume of hydrocarbon spills, volume in Arctic, volume in Unusually Sensitive Areas (USAs) and volume recovered	Information on the number, volume and volume recovered of federally reportable hydrocarbon releases and releases impacting people and the environment is available on page 60 in our Disclosure Chart.
Competitive Behavior	EM-MD-520a.1	Total amount of monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations	Disclosure Chart - page 60
Operational Safety, Emergency Preparedness and Response	EM-MD-540a.1	Number of reportable pipeline incidents, percentage significant	Information on the number of federally reportable hydrocarbon releases and releases impacting people and the environment is available on page 60 in our Disclosure Chart.
	EM-MD-540a.2	Percentage of (1) natural gas and (2) hazardous liquid pipelines inspected	Disclosure Chart - page 60
	EM-MD-540a.3	Number of (1) accident releases and (2) non-accident releases (NARs) from rail transportation	Accidental releases: 0 Non-accidental releases: 0
	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 lifecycles	Sustainability Report – page 11
Activity Metric	EM-MD-000.A	Total Metric Ton-Kilometers of: (1) Natural Gas, (2) Crude Oil, and (3) Refined Petroleum Products Transported, by Mode of Transport (mt-km)	Information on total metric ton-kilometers of product transported by pipeline and truck is available on page 58 in our disclosure chart.

GRI Index

GRI Topic	GRI Standard	GRI Standard Disclosure	Location or Direct Response
General Disclosures			
Organizational Profile	102-1	Name of the organization	Plains All American Pipeline, L.P.
	102-2	Activities, brands, products and services	Sustainability Report – About Plains page 4 <i>2021 Form 10-K page 5 (Business and Properties)</i>
	102-3	Location of headquarters	Houston, TX
	102-4	Location of operations	Sustainability Report – Asset Map page 5
	102-5	Ownership and legal form	Publicly Traded Partnership (Nasdaq PAA & PAGP)
	102-6	Markets served	Sustainability Report – About Plains page 4
	102-7	Scale of the organization	Sustainability Report – About Plains page 4 Disclosure Chart page 58 <i>2021 Form 10-K page 5 (Business and Properties)</i>
	102-8	Information on employees and other workers	Sustainability Report – Our Commitment to Employees pages 39-43
	102-9	Supply chain	Sustainability Report – Supply Chain Management page 51
	102-10	Significant changes to the organization and its supply chain	There were no significant changes in 2021.
	102-11	Precautionary principle or approach	We assess risks across our operations in accordance with industry guidance and have a comprehensive risk management plan in place through our Operations Management System. Plains does not formally follow the precautionary principle. <i>2021 Form 10-K page 43 (Risk Factors)</i>
	102-13	Membership of associations	Sustainability Report – Trade Associations page 50
Strategy	102-14	Statement from senior decision-maker	Sustainability Report – Message from our Chairman and CEO page 2-3
	102-15	Key impacts, risks and opportunities	Sustainability Report <i>2021 Form 10-K page 43 (Risk Factors)</i>
Ethics and Integrity	102-16	Values, principles, standards and norms of behavior	Sustainability Report – Code of Business Conduct page 57
	102-17	Mechanisms for advice and concerns about ethics	Sustainability Report – Code of Business Conduct page 57
Governance	102-18	Governance structure	Sustainability Report – Governance Framework and Structure page 54
	102-19	Delegating authority	Sustainability Report – Governance Framework and Structure page 54
	102-20	Executive-level responsibility for economic, environmental and social topics	Sustainability Report – Executive Oversight page 12
	102-21	Consulting stakeholders on economic, environmental and social topics	Sustainability Report – About the Report page 9, Community Engagement page 45

GRI Index

GRI Topic	GRI Standard	GRI Standard Disclosure	Location or Direct Response
Governance cont'd	102-22	Composition of the highest governance body and its committees	Sustainability Report – Governance Framework and Structure pages 54-55
	102-23	Chair of the highest governance body	Sustainability Report – Governance Framework and Structure pages 54-55
	102-24	Nominating and selecting the highest governance body	Sustainability Report – Board of Directors pages 54-55
	102-25	Conflicts of interest	Sustainability Report – Code of Business Conduct page 57
	102-26	Role of highest governance body in setting purpose, values and strategy	Sustainability Report – Executive Oversight page 12, HSES Committee page 55
	102-27	Collective knowledge of highest governance body	Sustainability Report – Board of Directors pages 54-55
	102-28	Evaluating the highest governance body's performance	Sustainability Report – Governance Committee page 55
	102-29	Identifying and managing economic, environmental and social impacts	Sustainability Report – Our Sustainability Journey page 7, Board of Directors pages 54-55, HSES Committee pages 55
	102-30	Effectiveness of risk management processes	Sustainability Report – Corporate Governance pages 54-56, 2021 Form 10-K page 43 (<i>Risk Factors</i>)
	102-31	Review of economic, environment and social topics	Sustainability Report – HSES Committee page 55, Operational Risk Management page 12
	102-32	Highest governance body's role in sustainability reporting	Sustainability Report – HSES Committee page 55
	102-33	Communicating critical concerns	Sustainability Report – Code of Business Conduct (third-party hotline) page 57
	102-35	Remuneration policies	Sustainability Report – Compensation Practices page 56
	102-36	Process for determining remuneration	Sustainability Report – Compensation Practices page 56
	102-38	Annual total compensation ratio	Page 56 of PAA's Proxy Statement Dated April 14, 2022
Stakeholder Engagement	102-40	List of stakeholder groups	Sustainability Report – Community Engagement page 45, Government Relations – Engagement and Initiatives page 50
	102-42	Identifying and selecting stakeholders	Sustainability Report – Community Engagement page 45
	102-43	Approach to stakeholder engagement	Sustainability Report – Community Engagement page 45, Government Relations – Engagement and Initiatives page 50
	102-44	Key topics and concerns raised	Sustainability Report – About the Report page 9
Reporting Practice	102-45	Entities included in the consolidated financial statements	2021 Form 10-K page F-12 (<i>Organization and Basis of Consolidation and Presentation</i>)
	102-46	Defining report content and topic Boundaries	Sustainability Report – About the Report page 9

GRI Index

GRI Topic	GRI Standard	GRI Standard Disclosure	Location or Direct Response
Reporting Practice cont'd	102-47	List of material topics	Sustainability Report – About the Report page 9
	102-49	Changes in reporting	No significant changes in 2021.
	102-50	Reporting period	January to December 2021
	102-51	Date of most recent report	July 2022
	102-52	Reporting cycle	Annual updates
	102-53	Contact point for questions regarding the report	sustainability@paalp.com investorrelations@paalp.com
	102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared with reference to the GRI Standards.
	102-55	GRI content index	This document represents Plains' content index.
	102-56	External assurance	We did not seek external assurance for the data in this sustainability report.
Management Approach	103-1	Explanation of the material topic and its Boundary	This report includes topics of relevance and/or interest in the realm of sustainability. See this report's Contents for discussion of each topic.
	103-2	The management approach and its components	This report includes topics of relevance and/or interest in the realm of sustainability. See this report's Contents for discussion of each topic.
	103-3	Evaluation of the management approach	This report includes topics of relevance and/or interest in the realm of sustainability. See this report's Contents for discussion of each topic.
Economic Topics			
Economic Performance	201-1	Direct economic value generated and distributed	2021 Form 10-K page F-7 (Consolidated Statement of Operations)
	201-2	Financial implications and other risks and opportunities due to climate change	Sustainability Report – Operational Risk Management page 12
	201-3	Defined benefit plan obligations and other retirement plans	Sustainability Report – Benefits, Compensation and Wellness page 40
Indirect Economic Impacts	203-1	Infrastructure investments and services supported	2021 Form 10-K pages 91-92 (Investment Capital Projects)
	203-2	Significant indirect economic impacts	Sustainability Report – Community Investment page 47

GRI Index

GRI Topic	GRI Standard	GRI Standard Disclosure	Location or Direct Response
Environmental Topics			
Energy	302-1	Energy consumption within the organization	Sustainability Report – Disclosure Chart page 60
	302-4	Reduction of energy consumption	Sustainability Report – Energy Management page 36
Water and Effluents	303-1	Interactions with water as a shared resource	Sustainability Report – Water and Waste Management page 19
	303-2	Management of water discharge-related impacts	Sustainability Report – Water and Waste Management page 19
Biodiversity	304-2	Significant impacts of activities, products and services on biodiversity	Sustainability Report – Biodiversity and Conservation page 16
Emissions	305-1	Direct (Scope 1) GHG emissions	Sustainability Report – Disclosure Chart page 59
	305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Report – Disclosure Chart page 59
	305-4	GHG emissions intensity	Sustainability Report – Disclosure Chart page 59
	305-5	Reduction of GHG emissions	Sustainability Report – Greenhouse Gas Emissions page 15, Energy Management page 36, Disclosure Chart page 59

GRI Index

GRI Topic	GRI Standard	GRI Standard Disclosure	Location or Direct Response
Social Topics			
Employment	401-1	New employee hires and employee turnover	Sustainability Report – Disclosure Chart page 61
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Report – Benefits, Compensation and Wellness page 40
Occupational Health and Safety	403-1	Occupational health and safety management system	Sustainability Report – Operations Management System page 11
	403-2	Hazard identification, risk assessment and incident investigation	Sustainability Report – Operational Risk Management page 12, Environmental Management page 14, Health and Safety at Plains page 21, Trucking Safety page 26
	403-3	Occupational health services	Sustainability Report – Health and Safety at Plains pages 21-31
	403-4	Worker participation, consultation and communication on occupational health and safety	Sustainability Report – Accountability and Management page 12, Safety Training page 23
	403-5	Worker training on occupational health and safety	Sustainability Report – Safety Training page 23
	403-6	Promotion of worker health	Sustainability Report – Health and Safety at Plains page 21, Benefits, Compensation and Wellness page 40
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report – Contractor Safety page 23
	403-8	Workers covered by an occupational health and safety management system	Sustainability Report – Health, Safety and Environmental Policy page 11, Contractor Safety page 23, Safety Audits page 24
	403-9	Work-related injuries	Sustainability Report – Disclosure Chart page 60
	403-10	Work-related ill health	Sustainability Report – Disclosure Chart page 60
Training and Education	404-2	Programs for upgrading employee skills and transition assistance programs	Sustainability Report – Leadership and Professional Development page 40
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Sustainability Report – Disclosure Chart page 61
Public Policy	415-1	Political contributions	Sustainability Report – Political Contributions page 50

Glossary of Terms

Units

bbls	barrels of oil
bbls/mi	barrels of oil per mile
BOE	barrel of oil equivalent
BOE-miles	barrel of oil equivalent miles
B	in billions
B bbls	billion barrels of oil
Bcf	billion cubic feet
Bcf/d	billion cubic feet per day
CO ₂	carbon dioxide
CO ₂ e	carbon dioxide equivalent
m	in thousands
mm	in millions
mmB	millions of barrels
mmB/d	millions of barrels per day
mmB/mo	millions of barrels per month
mt	metric ton
mt CO ₂ e	metric ton carbon dioxide equivalent
mt-km	metric ton kilometers
MW	megawatt
T	in trillions
T BOE	trillions of barrels of oil equivalent

Acronyms

API	American Petroleum Institute
BBGS	Brighton Beach Generating Station
BESS	battery energy storage system
BLC	Bayou Land Conservancy
CARE	Create A Real Effect
CBCCS	Code of Business Conduct for Contractors and Suppliers
CSA	Canadian Standards Association
CUE	common unit equivalents
DHS	Department of Homeland Security (U.S.)
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization
EIC	Energy Infrastructure Council
ELR	enterprise-level risk
EPA	Environmental Protection Agency (U.S.)
ERCOT	Electric Reliability Council of Texas
ESG	environmental, social and governance
FEC	Federal Election Commission (U.S.)
FEED	front-end engineering design
FRR	federally reportable releases
GHG	greenhouse gas
GRI	Global Reporting Initiative
HSE	health, safety and environment
HSES	health, safety, environmental and sustainability
ICS	Incident Command System
IESO	Independent Electricity System Operator
ILI	in-line inspection
ILTA	International Liquids Terminal Association
MLP	master limited partnership
MOU	memorandum of understanding
NGL	natural gas liquids
OMS	Operations Management System

PAA	Plains All American Pipeline, L.P.
PAA PAC	Plains All American GP LLC Political Action Committee
PAGP	Plains GP Holdings, L.P.
PDCA	Plan-Do-Check-Adjust
PHA	Process Hazard Analysis
PHMSA	Pipeline and Hazardous Materials Safety Administration
PMC	Plains Midstream Canada ULC
PSM	Process Safety Management
PSP	Permian Strategic Partnership
RMA	Rocky Mountain Adaptive
ROW	right-of-way
SASB	Sustainability Accounting Standards Board
SCADA	Supervisory Control and Data Acquisition
SDG	Sustainable Development Goals
SEC	Securities and Exchange Commission (U.S.)
SEM	Strategic Energy Management
STARS	Shock Trauma Air Rescue Service
TCFD	Task Force on Climate-related Financial Disclosures
TRIR	total recordable incident rate
TSA	Transportation Security Administration (U.S.)
TSR	total shareholder return
USCG	United States Coast Guard

Cautionary Note

Certain figures have been rounded for presentation purposes. Plains undertakes no obligation to update the figures and information contained herein, although it is our intent to provide similar information in the future with respect to periods following 2021.

All denominations in the Plains Sustainability Report are in USD unless otherwise indicated.

Forward-Looking Statements

Except for the historical information contained herein, this report contains forward-looking statements, including, in particular, statements about the plans, performance, strategies and objectives for future operations of Plains All American Pipeline, L.P. and Plains GP Holdings, L.P. These forward-looking statements are based on our current views with respect to future events, based on what we believe to be reasonable assumptions. We can give no assurance that future results or outcomes will be achieved. Important factors, some of which may be beyond our control, that could cause actual results or outcomes to differ materially from the results or outcomes anticipated in the forward-looking statements are disclosed in our filings with the Securities and Exchange Commission.

Questions and Comments

To offer comments and suggestions about this report, please contact:

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