

Plains

# Ongoing Sustainability Programs and Initiatives

---



**PLAINS**

NASDAQ

PAA & PAGP

# Contents

Our Sustainability Program	1	<b>Operating Excellence</b>	<b>8</b>
Sustainability Governance	2	Health and Safety at Plains	8
		Emergency Preparedness	10
<b>Our Approach to Health, Safety &amp; the Environment</b>	<b>3</b>	Our Approach to Operational Safety	10
Health, Safety and Environmental Policy	3	Security and Cybersecurity	11
Operations Management System	3	<b>Our Commitment to Employees</b>	<b>12</b>
Operational Risk Management	4	Our Workforce	12
		Human Rights	14
<b>Environmental Stewardship</b>	<b>5</b>	Communication	14
Minimizing Our Environmental Footprint	5	<b>Stakeholder Engagement</b>	<b>15</b>
Emissions	6	Community Engagement	15
Energy Management	6	Community Investment	16
Biodiversity and Conservation	7	Our Commitment to Indigenous Communities	16
Water and Waste Management	7	Government Relations	17
		Supply Chain Management	17
		<b>Corporate Governance</b>	<b>18</b>
		Governance Framework and Structure	18
		Code of Business Conduct	20

## About This Report

Plains Ongoing Sustainability Programs and Initiatives is a supplementary report that is intended to be read in conjunction with the 2023 Sustainability Progress Report and related Disclosure Charts and Reporting Frameworks.

# Our Sustainability Program

## Sustainability strategy

At Plains, we strive to accomplish our mission of delivering critical energy resources throughout North America by operating in a responsible manner that optimizes long-term value and societal benefit.

Our approach to sustainability is rooted in our Core Values. Our sustainability strategy aligns with our commitment to continuous improvement and to being the investment, partner and employer of choice, and is centered on three guiding principles:



### Build long-term relationships of trust among stakeholders

- Actively engage to improve our communities
- Promote a workforce that reflects the diversity of our communities
- Be responsive to evolving stakeholder needs
- Partner with others to advance sustainability best practices



### Improve quality of life while minimizing environmental impacts

- Provide access to affordable, reliable and responsible energy
- Protect the health and safety of our employees and communities
- Pursue operational efficiencies, emissions reductions and sustainable resource use
- Implement biodiversity and environmental enhancements



### Manage risks and maximize long-term value

- Consistently deliver competitive services within our existing businesses
- Align our assets and expertise, as appropriate, with emerging energy opportunities
- Educate and empower employees to advance our business
- Advance strong governance practices





# Sustainability Governance

Our Board’s Health, Safety, Environmental and Sustainability (HSES) Committee oversees efforts to advance our culture of continuous improvement on HSES matters. In support of its oversight role, the HSES Committee meets quarterly with members of our executive management team, including representatives of our Sustainability Leadership Team (SLT) and Sustainability Management Team (SMT).

Our SMT includes vice presidents with responsibility for departments of highest relevance to our sustainability efforts. Certain SMT members meet with stakeholders, including equity and fixed-income investors, 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 the Sustainability Working Group, whose participants identify sustainability opportunities and advance annual sustainability deliverables.

Plains’ broader Senior Management team participates in ongoing periodic reviews of our Strengths, Weaknesses, Opportunities and Threats as well as our top enterprise-level risks. Such risks may include transitional and physical climate-related risks. Management’s assessment of key risks facing the company is shared with our full Board of Directors, including our HSES Committee members, on at least an annual basis. The results of these reviews are reflected in our public filings, including our Annual Report on Form 10-K, and utilized by our Board in connection with its periodic assessment of our strategic goals and objectives.



## Board of Directors



### Health, Safety, Environmental and Sustainability Board Committee



## Chairman and CEO



### Sustainability Leadership Team

EVP and COO  
EVP and CFO  
EVP and General Counsel  
President, PMC  
SVP, Finance and CAO



### Sustainability Management Team

Representation from senior leaders with oversight for Health, Safety & Environment, Operations, Communications, Sustainability, Stakeholder Engagement, Land, Legal, Investor Relations, Information Services, Treasury and Human Resources



### Sustainability Working Group

Representation from Communications, Operations, Financial Reporting, Stakeholder Engagement, Health, Safety & Environment, Human Resources, Land, Supply Chain Management

# Our Approach to Health, Safety & 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 and mitigate incidents.**

## Health, Safety and Environmental Policy

Our *Health, Safety and Environmental Policy* describes our commitment to adhering to high environmental standards and protecting the health and safety of our employees and the communities where we operate.



## OMS assurance

OMS Assurance activities provide leadership with regular feedback on the effectiveness of the OMS and related programs.

Federal and jurisdictional agencies in the U.S. and Canada also conduct management system audits and regulatory compliance audits. These include audits by the Canada Energy Regulator, the U.S. Pipeline and Hazardous Materials Safety Administration, and various other regulators.

## Operations Management System

Our Operations Management System (OMS) supports a systematic, iterative approach to continuously improve our performance in our pursuit of operational excellence.

OMS provides a standardized approach and specific requirements for effective operations, including setting goals, objectives and targets. Our OMS is based on a Plan-Do-Check-Adjust cycle and guides the way we identify and manage risk, promotes a learning environment and drives continuous improvement. Our comprehensive OMS supports management system oversight of the following programs: environment, asset integrity, emergency response, health and safety, security and damage prevention.

## OMS governance

OMS is governed through our OMS Operations Leadership team (OLT) and OMS Operations Management team (OMT).

The OLT is a cross-functional group of executives who provide leadership and oversight for the sustainment, integration and continuous improvement of the OMS and related risk management and operational performance.

The OMT is a cross-functional group of director- and manager-level employees who provide leadership and oversight for the development and implementation of actions to continuously improve performance.

The OLT and the OMT meet regularly to assure more detailed oversight in their areas of responsibility.





## Environmental Management

Our enterprise Environmental Management Program is aimed at providing a standardized risk based approach to effectively manage our operations, minimize environmental impacts and promote environmental protection.

This Program, in coordination with the OMS sub-elements and day-to-day operational activities, helps ensure compliance with applicable environmental regulations and provides a framework for assurance of Plains environmental performance. Environmental Management objectives, targets and deadlines are set and regularly reviewed, tracked and cross functionally communicated.

As with other OMS sub-elements, we undertake recurring internal audits of our environmental management practices and programs and provide leadership with feedback on the effectiveness of programs.

## Operational Risk Management

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.

We regularly review and recommend adjustments to our risk controls, spur continuous improvement and communicate lessons learned.

### Executive oversight

Our Operations and Health, Safety and Environmental (HSE) teams 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 and discussed in detail with the HSES Committee.

## Accountability and management

Plains employs a large team of HSE professionals with assigned roles and responsibilities.

Using the Plan-Do-Check-Adjust principles, we 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 emphasize 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 tracks numerous 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.



# 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.**

## 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.
- Encouraging employees and contractors to report any potential environmental concerns without fear of retaliation.
- Providing employees with training on regulatory compliance 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, prevent pollution and minimize our environmental footprint.
- Ensuring continuous improvement through integration with other Plains programs.
- 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 sustainably produced energy, and our goal is to help meet global energy demand.

We are committed to minimizing our environmental impacts and evaluating emerging energy opportunities to help our customers and communities reduce their impacts as well.

Plains formalized our Emerging Energy practice area in 2021 to evaluate opportunities and potential projects utilizing Plains' asset base and expertise. Key objectives of the team include optimizing or repurposing underutilized 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.

As part of these efforts, we look for ways to minimize our GHG emissions, manage and reduce our energy consumption, and incorporate sustainability measures into our business planning. We assess and, where practical, adopt technologies to increase operating efficiencies and reduce GHG emissions.

Plains is a member of the Greater Houston Partnership's Houston Energy Transition Initiative (HETI), the vision of which is 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. Plains leaders are actively engaged as members of various Greater Houston Partnership leadership committees.

## Preparedness for extreme weather risks

Plains understands that extreme weather 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, tornadoes, landslides, freezes, earthquakes and fires.

As part of our ongoing physical asset risk analysis and emergency planning process, we assess the potential impact extreme weather events could have on our assets and identify and implement mitigative measures.

We maintain 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 in areas prone to tropical storm and hurricane impacts, we follow API recommendations to prepare for such weather events. We also maintain a Hurricane Preparedness Manual outlining site-specific preparedness plans for multiple field locations. Our BCP and temporary operating procedures have been tested and continuously improved in response to past weather events.



## Emissions

Emissions from liquids midstream activities are significantly lower than those from many other oil and gas industry activities.

We estimate our Scope 1 and Scope 2 GHG emissions using the methodologies outlined in the Greenhouse Gas Protocol, which establishes comprehensive global standardized frameworks for measuring and reporting GHG emissions. The estimates are based on our operated assets and account for all material emission sources.

The bulk of our GHG 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 hydrocarbons, Plains' methane emissions are correspondingly low (less than 2% of our total annual Scope 1 GHG emissions for the reporting year), particularly when compared to peer operators and the broader hydrocarbon energy industry. For this reason, Plains has not joined industry coalitions specifically focused on methane management. Most of our non-methane direct (Scope 1) GHG emissions are associated with fuel combustion in our NGL processing operations and trucking activities.

Plains has a [Greenhouse Gas Reduction Strategy](#), which outlines our approach to seeking GHG reduction opportunities while maintaining capital discipline and simultaneously pursuing long-term value creation for our stakeholders, in alignment with our sustainability strategy.

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.

## Energy Management

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

We continually look for opportunities to reduce power consumption and enhance the efficiency of our equipment, while safely meeting our operating goals and commitment to operational excellence. Reducing power consumption across our footprint has the dual benefit of reducing operating costs and environmental impact.

Plains is active in numerous curtailment and demand response programs across the U.S. and Canada. Administered by our utility providers, these programs shift energy consumption during periods of high stress on the electrical grid to help stabilize the grid and reduce or avoid higher GHG intensity power generation during peak times.

Optimizing our terminal facilities and pipeline operations helps reduce overall run-time providing a corresponding energy reduction and/or operation during peak grid consumption periods.

Our NGL and gas processing facilities are among the most energy-intensive assets we operate. Efforts to lower energy consumption and emissions at these facilities include:

- Installing variable frequency drives (VFDs) on applicable pumps.
- Using vapor recovery units at rail loading facilities when practical.
- Establishing heat transfer baselines to further identify efficiency opportunities.
- Implementing improved preventative maintenance practices and undertaking regular maintenance to keep processing equipment (such as heat exchangers, pumps and compressors) running optimally.

## Industry Collaboration on Environmental Issues

We participate in various environmentally focused committees through our involvement with national trade associations.

- Through the **American Petroleum Institute**: the Environment, Health and Safety Group; NEPA (National Environmental Policy Act) Working Group; Climate Committee; Conservation Program Taskforce, Environmental Justice Coordination Team, and ESG Reporting and Climate Policy subcommittees.
- Through the **Energy Infrastructure Council**: the Sustainability Working Group.
- Through the **Liquid Energy Pipeline Association**: the Federal Permitting Work Group; Pipeline Safety Excellence Steering Committee; and Performance Excellence Team.

We also participate in several state, provincial and regional industry associations focused on environmental issues.





# Biodiversity and Conservation

Plains has a *Biodiversity Policy* that outlines our commitment to supporting healthy ecosystems, protecting ecologically and culturally sensitive areas and minimizing our environmental footprint. It describes our approach to conservation and biodiversity, as well as the steps we take to avoid and minimize environmental impacts.

## Avoiding and minimizing impacts

We prioritize the safe and effective operation, construction and expansion of existing assets. Safe and effective construction activities involved the avoidance or minimization of environmental impacts. This is accomplished through proactive engagement with stakeholders potentially impacted by these activities, including private landowners, Indigenous and underserved communities, and local, 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 Ministry of Energy and Resources, Saskatchewan Water Security Agency, Ontario Ministry of the Environment, Conservation and Parks, First Nations, and Environment and Climate Change Canada.

## Partnering for conservation

Plains participates in a working group led by the American Petroleum Institute (API) to establish guidelines for developing and managing conservation programs on pipeline rights-of-way (ROWs).

The guidelines address 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.

Plains works to improve local ecosystems within the areas where we operate, including planting native species on ROWs, cultivating habitats for native pollinators and improving ecological conditions for endangered species.

Additionally, we partner with conservation non-profits to preserve natural ecosystems.

In connection with our support of Ducks Unlimited Canada, we committed to assisting with conservation efforts at a ranch in southern Alberta near our Rangeland Pipeline. These conservation efforts will help protect 55,000 acres of prairie habitat, which is also an important bird and biodiversity area.

Our contributions to Bayou Land Conservancy (BLC) support preservation and protection of natural floodplains in the Houston area. To date, BLC has preserved over 14,000 acres throughout a six-county region that is one of the most biodiverse major urban areas in the nation. An additional 100,000 acres has been identified for conservation.

BLC participates in the Headwaters to Baywaters initiative. This initiative strives to ensure healthy lands, waters and communities for the greater Houston region — which includes 25 major watersheds spanning more than 5 million acres — by identifying high priority riparian conservation tracts and acquiring them for conservation and restoration. Plains employees have volunteered with BLC in support of the organization's efforts to promote flood resilience, improve water quality, provide wildlife habitat, support biodiversity and provide recreational space.

## Environmental training

An extensive slate of training programs educates our employees on best practices for environmental protection. Examples include training on controlling erosion and sedimentation in areas around our pipelines and facilities, including wetlands and waterways; hazardous waste management; and prevention of stormwater pollution.

# Water and Waste Management

## Water

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, we 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 by using directional drilling as an alternative to the historical practice of open cutting across water bodies.

We have procedures for the treatment and monitoring of stormwater and wastewater, and we manage water use in our operations with the objective 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.

Our Geohazards Management program includes the inspection, assessment and, as required, mitigation of pipelines crossing waterways. Inspections and field surveys are used to determine the depth of cover for pipelines that cross waterways. The existing depth of cover for the pipeline as well as details about each waterway, such as bank-to-bank width and flowrate, are used to assess whether a pipeline is vulnerable. To reduce risk during periods of heavy rain or flooding, waterways are monitored in real time, and Plains has a procedure to purge affected pipeline segments when certain flow thresholds are reached.

## Waste management

We have a company-wide waste management process for our assets.

When feasible, we recycle steel and other metals from obsolete pipeline and facility assets. We also recover hydrocarbons during maintenance activities and return them to the product stream. When practical, we employ practices designed to minimize the quantity of waste that we generate.

# 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.**

## Health and Safety at Plains

### Safety performance

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

The achievement of a specified annual target for our total preventable recordable incident rate is factored into the calculation of annual bonuses for all employees, including our CEO and other members of our Executive team.

### Safety initiatives

Our Health and Safety Management program includes several initiatives that enhance our operating processes and procedures.

Stop Work Authority is intended to prevent unsafe actions or conditions before an incident occurs. Every employee and contractor is responsible for, and has authority to stop, any

work deemed to be unsafe or noncompliant with safety policies, procedures or our Life Rules. Our Executive team has committed that there will be no repercussions for individuals who stop unsafe work.

Our Hazard Recognition efforts provide processes for the proactive identification, assessment and control of health and safety hazards and management of those hazards enterprise wide. Field employees receive training on how to identify, assess and implement effective controls to mitigate hazards. We also reward workers who identify, mitigate and report hazards in the field. These findings are shared across the company, as well as used to identify trends that can inform updates to Plains' risk controls when appropriate.

We regularly share safety learnings across the company and industry. Plains considers improvements to processes, procedures or controls based on these learnings.

**Life Rules** are a set of **11 rules that govern the way our employees and contractors work**. We believe following these Life Rules will help reduce personal injuries, motor vehicle incidents and environmental releases.

- Assess and mitigate hazards
- Safely perform hot work activities
- Safely operate vehicles and motorized equipment
- Be fit for duty
- Safely operate lifting equipment
- Have work authorization
- Work safely at heights
- Manage confined space
- Isolate and verify energy sources
- Manage ground disturbance
- Stay within safe operating limits and do not bypass safety controls



## Our safety culture

Safety and Environmental Stewardship is a Core Value at Plains, underpinned by Plains Life Rules and Stop Work Authority.

We reinforce and promote our strong safety culture through communication and employee engagement. For example, Lessons Learned and HSE Bulletins are developed and distributed to employees monthly, highlighting safety issues and trends identified by the Plains Incident Investigation team.

We hold quarterly safety calls to review recent lessons learned, communicate updates regarding safe work practices and offer a direct line of communication across groups that closely impact HSE.

Plains conducts an employee safety-focused survey every 18-24 months, which covers such topics as Core Values, leadership, safety culture, operational risk and procedures.

We have a Plains Safety Committee and various associated subcommittees comprised of field employees and management from each area of our business who discuss and resolve safety matters together.

Plains HSE representatives regularly attend midstream peer group meetings to discuss issues facing the industry, share best practices, communicate lessons learned and benchmark safety performance. These meetings promote safe operations across the midstream industry and drive innovation and improvement.

## Safety training

Approximately 100,000 employee training sessions are provided annually.

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

Key areas addressed include hazard management, incident prevention, fall protection, personal protective equipment, process safety management and emergency response.

Plains uses a learning management system to provide compliance-related training to employees and track participation and results. The system covers our entire employee base and tracks required safety training, as well as other training for different roles.

## 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.

## Contractor safety

We use ISNetwork, a contractor information management platform, to ensure we hire contractors who are aligned with our safety objectives and industry standards. Through ISNetwork, we also participate in a contractor audit network, which conducts contractor safety audits.

We 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 we monitor alongside similar benchmarks for permanent employees. We hold regular meetings to educate contractors on safety protocols that are specific to Plains and share safety lessons learned in weekly communications.

Our contractor safety goal is zero injuries.

## Sharing knowledge with peers

Plains is a member of the API Sharing and Learning Sub-Committee, which holds quarterly meetings to discuss topics of interest and share experiences and lessons learned with peers.

## Transportation safety

Along with our safety culture, other factors contributing to the strong safety performance of our trucking business include:

- Stop Work Authority, which enables drivers to pause their journeys during severe weather conditions until road conditions improve
- Installation of overfill protection and high-pressure shutdown devices on our crude oil trailers.
- Quarterly safety meetings that reinforce our safety culture and discuss lessons learned.
- Quarterly trucking newsletters that share HSE bulletins, lessons learned and other organizational updates.

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.

A committee of rail operations leaders meets regularly with the objective to:

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

Plains’ marine operations safety manual outlines safety precautions, practices and procedures intended to prevent injuries and protect employees working or traveling near or over water. A key objective of the manual is to prevent releases, and it applies to all personnel working within a company marine terminal or similarly regulated facility.

## Emergency Preparedness

To manage potential risks to our business, we proactively plan for emergencies such as releases, natural disasters and significant weather events, security events, pandemics and cyberattacks. Plains uses an “all-hazards” approach to emergency management.

Our team of dedicated emergency response professionals focuses on providing employees with proper training and developing response strategies and other procedures to effectively manage and mitigate emergency situations, should they arise.

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 and emergency management services organizations in the communities where we operate to share information about our operations, and to enlist their assistance in reducing risks in the event of a possible emergency situation. In addition, we engage with members of the communities where we operate to keep them informed of our activities and help ensure their safety.

We actively participate on multiple emergency preparedness committees through trade associations, including the Liquid Energy Pipeline Association and the American Petroleum Institute. Together, we develop standards, educate emergency responders and strengthen industry programs. Plains employees also participate on area contingency planning committees and other local community emergency preparedness committees across our operating footprint.

## Our Approach to Operational Safety

### Incident prevention

An incident impacting people or the environment is one of the most significant risks facing our operations.

Our goal is to achieve zero incidents. As a metric to help us measure performance, we set year-over-year performance targets for federally reportable releases.

Achievement of these specified annual targets is factored into the calculation of annual bonuses for all employees, including our CEO and other members of our Executive team.

Our asset integrity efforts are critical to achieving our ultimate goal of eliminating releases and includes programs and processes associated with maintenance and operational assurance of our pipelines, processing and fractionation plants, as well as storage tanks and caverns.

Ongoing inspection and maintenance activities assess the safety and integrity of our pipelines.

- In-line inspections help proactively identify and address possible pipeline integrity issues before performance is compromised.
- When inspections detect inconsistencies that meet certain criteria, we perform an

integrity dig to inspect the buried pipeline and make repairs.

- Hydrostatic pressure testing uses water to assess the integrity of an existing pipeline or help ensure integrity prior to a pipeline being placed into service.
- Geohazard management focuses on the impact of natural forces on our assets and includes 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.

We also evaluate, inspect and analyze our equipment. This includes inspection and mitigation of risks associated with our underground NGL salt caverns.

Integrity management personnel participate in a training and qualification program and multiple industry groups to stay abreast of the latest technologies. Plains representatives have been involved in the creation or updating of API Recommended Practices relating to in-line inspection systems qualification, assessment and management of pipeline dents, pipeline facility integrity management and pipeline awareness programs for pipeline operators.

In Canada, we contribute to development of similar industry standards through the Canadian Standards Association (CSA).





## 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 track the pressure, flow, quality and temperature of the product being transported in our pipelines 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 enables Plains' pipeline controllers to make informed operating decisions to maintain a safe and reliable pipeline network.

The golden rule at our control centers is: "When in doubt, shut it down!" Controllers are empowered to use their Stop Work Authority to proactively shut down a line if they believe it is necessary or appropriate to do so to protect life, property or the environment.

## Process Safety Management

Our Process Safety Management (PSM) efforts focus on prevention, preparedness, mitigation and response.

Effective PSM practices can reduce the frequency and severity of incidents, such as potential product releases.

A cross-discipline PSM working group meets quarterly to discuss PSM topics, share best practices across operating areas and provide direction on continuous improvement focus areas.

## Damage prevention

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

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 efforts strive to educate local community members in certain areas on pipeline safety and emergency response.

Partnering with One-Call centers helps us prevent individuals from damaging 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 the existence of buried infrastructure.

If you are planning any 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](http://clickbeforeyoudig.com) for the information you need before working near a pipeline or any 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.

## Security and Cybersecurity

### Security

Security Management helps to 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 help them identify potential risks and learn how to protect against them.

We hold security-focused exercises every year 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. We also complete multiple threat and technical assessments to identify possible vulnerabilities at our sites.

Closed-circuit television and access control systems at most staffed assets offer personnel a more secure environment and enhanced situational awareness of the operation of our facilities.

### Cybersecurity

Please refer to our most recent [Annual Report on Form 10-K](#) for information on our cybersecurity program.



# 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, innovative thinking and dedication to safe, reliable and environmentally responsible operations.**

## Our Workforce

With more than 4,000 employees across the U.S. and Canada, we employ a diverse employee group with varied skills, experience and backgrounds.

Plains strives to treat 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

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

There is managerial level accountability within the Human Resources team for inclusion initiatives, including monitoring diversity metrics and providing updates to management and the Board of Directors.

Plains increased its focus on inclusion by forming an Inclusion Steering Committee comprised of a diverse group of managers, directors and vice presidents who identify and recommend best practices in training and other programs that support inclusion across the organization.

Our Cultivating Connections employee resource group aims to encourage inclusion at Plains and across the broader industry through networking, mentoring, training and furthering leadership development.

Our mentorship program encourages professional development and growth. We also offer programs to employees regarding well-being and career development.

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.

## Benefits, compensation and well-being

Plains is committed to offering an attractive total rewards package, including competitive pay, comprehensive benefits and meaningful non-pay benefits.

Plains' broad range of benefits includes:

- Eligibility for annual short-term incentive program bonuses, based on a variety of performance metrics including safety and environmental targets.
- Long-term incentive program for positions 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 and Family Assistance program.
- Education reimbursement program.
- Employee well-being resources, including fitness club access and/or membership discounts.

In the U.S., we also provide Health Advocacy Services to assist employees with issues related to healthcare, insurance, medical bill needs, Medicare, Medicare Supplement plans and Medicaid.

To support well-being, mental health and a healthy work-life balance we offer and promote free and confidential resources addressing issues that might affect physical or emotional well-being through our Employee and Family Assistance program. Our Emergency Relief Fund is available to assist employees who experience financial hardship or losses as a result of a natural disaster. We also offer a flexible workplace schedule for some office-based employees who have the option to work remotely on a limited basis.

Plains also has a Well-being Committee, with members ranging from senior leaders to manager-level employees. The Committee focuses on employee physical, financial, emotional, career and social well-being, identifying opportunities to enhance our offerings and tracking metrics to drive continuous improvement.



## Leadership and professional development

We strive to provide our leaders and employees with the training, tools and resources they need to succeed, including opportunities to advance both technical and interpersonal skills. We undertake comprehensive succession planning and offer development programs at multiple levels.

Plains has an Emerging Leaders program, designed to accelerate professional growth and build the cross-functional skills of early-career high-performing employees by providing experiences in multiple areas.

Our Management Fundamentals program for new supervisors accelerates the development of management skills and reinforces behaviors to increase supervisors' effectiveness, employee performance and overall organizational results.

Our Next Level Leader program targets managers who want to build their business acumen and better understand our operations. The program also focuses on enhanced coaching and leading change skills, shifting from tactical solutions to problem-solving.

Crucial Conversations training is designed to build and develop influence and communication skills while encouraging healthy teamwork. Available to all employees, the training is also included in the management development curriculum.

Plains also provides educational opportunities through our Plains Additional Learning sessions, which provide organization and industry-specific information to interested employees. Additionally, full- and part-time employees are eligible for reimbursement for certain formal education expenses. Plains also partners with instructional providers to offer opportunities for employees to expand their computer and technical capabilities.

## Recruiting

To source top talent, we actively recruit from diverse candidate pools across a variety of universities, career sites and social media platforms. This includes a partnership with an online community representing over 1,500 diverse schools (including technical schools and historically Black colleges and universities), allowing our recruiters and hiring managers direct access to leading candidates from these institutions. Plains also continues to participate in a variety of veteran career events.

## Internships

Our paid internship programs offer college and university students an 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, we have a technical school internship program for select field offices, offering students valuable hands-on experience.

In our Calgary office, our Commercial Emerging Talent program allows students to rotate through various commercial groups, while our Engineer-in-Training program exposes participants to operating and engineering areas. Specifically, the latter helps ensure students receive the training required to achieve their Professional Engineering or Professional Engineer accreditation.

Additionally, Plains supports the University of St. Thomas (UST) – Houston, sponsoring intern training and placement programs and participating in career and hiring events. UST is ranked as a leading private Hispanic-serving Institution in the U.S. Plains' sponsorship helps provide opportunities for underprivileged students to gain valuable corporate experience while also earning funds towards tuition.

## Performance management

We help our employees succeed by ensuring clear job responsibilities and communicating corporate and department goals. Leaders work closely with employees to establish expectations, set goals and provide feedback. Our leaders use a unified human capital management software across our operations that provides standardized tools for performance management. The software enables us to better systematize our pay-for-performance program, linking corporate and individual performance with our employee rewards process.



## Human Rights

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.

We have anti-harassment and respectful workplace policies in the U.S. and Canada, and employees receive associated training at least annually.

Through this training and our employees' annual acknowledgement of our Code of Business Conduct, Plains commits to ensuring our workers understand their roles in maintaining a respectful workplace. Any individual who feels that they have been harassed may contact their supervisor, Human Resources or any member of management. Alternatively, they can submit a report to the Plains confidential third-party hotline, available 24/7/365.

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 or child labor.

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

- 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 how and where to report suspected human rights abuses or violations.

Given the breadth of the policy, monitoring its effectiveness spans a variety of metrics and recurring assessments. This includes annual benchmarking of our compensation and benefits offerings versus peers'; any reported whistleblower violations; health and safety performance; and training compliance, among others.

## Communication

Our Chairman and CEO along with senior leaders host quarterly town hall meetings to review company goals and performance against those goals, updates on company programs, and existing and potential impacts from current events. To foster a culture of two-way dialogue, every meeting features a question-and-answer session with employees.

Following every town hall and in association with other initiatives throughout the year, we conduct surveys and use focus groups to solicit feedback, assess engagement and satisfaction, and identify opportunities for improvement. Survey results are tracked over time to inform actions to improve the employee experience. Informal feedback is encouraged through various mechanisms, including site visits to the field from our Chairman and CEO as well as senior leaders.

We maintain an employee intranet site offering news, information and a mechanism to pose questions directly to leaders.

We also use social media to engage both our employees and members of the public, sharing company highlights and career opportunities.





# Stakeholder Engagement

**We strive to cultivate productive, long-term relationships with key stakeholders, using their diverse perspectives to better understand the issues most important to them.**

## Community Engagement

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

Recognizing those affected by our business may wish to be informed of company activities and be involved in issues and opportunities that affect them, we engage and share information about Plains with our neighbors.

This includes efforts like hosting neighborhood open houses, participating in community advisory panels to represent local interests, conducting local project awareness efforts, creating dedicated websites, holding local office hours and advancing our community investment programs.

Our social media presence also offers stakeholders updated information about Plains, our community activities, pipeline safety, career opportunities and our accomplishments.

In the event stakeholders want to engage more directly, local community engagement initiatives occur through formal channels. For example, we have established processes

for receiving, reviewing and responding to community concerns. This includes accessible mechanisms like designated email addresses and phone lines for the purpose of collecting, recording and addressing feedback, complaints or grievances. We strive to collaborate to resolve community concerns in a mutually beneficial manner.

### Community development

Plains is committed to promoting community development projects that enhance social and economic well-being in the areas where we live and work.

We seek to better understand where and how we can be involved through interactions with local elected representatives, community leaders and charitable organizations.

Local Plains employees and other company representatives work directly with first responders, landowners, Indigenous communities, schools and public officials to identify community development initiatives and monitor and report on those in which we engage.

## Permian Strategic Partnership

Given our significant operational footprint in the Permian Basin, Plains joined the Permian Strategic Partnership (PSP) — a community development initiative — in 2019. Plains has since contributed or committed a total of \$10 million including an additional 5-year, \$5 million pledge extending through 2028.

The PSP is an alliance of energy companies that operate in the Permian Basin and collectively seek to improve quality of life 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.

The PSP sets community development targets and deadlines, and reports on community development programs and results.

Since its inception, the PSP has helped direct more than \$1 billion in direct and matching investments in the community.

## Public awareness and community outreach

Our Public Awareness program strives to educate community members on pipeline safety and emergency response. Safety information is disseminated to property owners and residents in close proximity to our pipelines at least bi-annually, with similar information provided to local emergency officials in communities where we operate.

In many areas, Plains representatives also hold meetings with local first responders to educate them on what they 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.

## Community Investment

We make meaningful change in the areas where we live and work through donations, sponsorships and volunteering, primarily in the areas of health and safety, community development, education and the environment.

### Community Investment program elements

#### **Create A Real Effect (CARE) program:**

Through Plains' CARE program, eligible employees can receive up to \$1,000 each year in matched donations and/or rewards for time spent volunteering outside of work.

**CARE Volunteering:** Plains offers volunteer opportunities to employees during work hours to support organizations in their local communities. Employees have donated their time over the years to organizations such as food banks, Habitat for Humanity, Kids' Meals, Trout Unlimited Canada, Ronald McDonald House, Tree Canada and various others focused on natural disaster relief efforts, river cleanups and building campgrounds and parks.

**Core partnerships:** Larger, often multi-year donations aim to provide charities with meaningful, reliable support, so they can focus on improving the communities where we work. We also seek to engage our employees

with these non-profit organizations through volunteer opportunities.

**Corporate contributions:** To support community needs that arise throughout the year, a portion of our community investment budget is allocated to direct requests for sponsorship of charitable events.

**Local Giving:** Each year Plains provides gifts in local communities across our North American asset footprint as recommended by the employees who live and work in these areas.

**First Responder Grants:** The First Responder Grant program provides funds for emergency response equipment and training in the communities where we operate.

**In-kind Donations:** In certain circumstances Plains assists local communities with non-cash gifts through donations of items like retired vehicles, office supplies or even property.

## 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 relationships 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 have treaty and Aboriginal rights as well as diverse protocols, histories, languages and cultures unique to each community.

In 2021, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) Act became law in Canada. The declaration provides a roadmap to advancing

reconciliation with Indigenous Peoples and is an important step in fully recognizing, respecting, protecting and fulfilling their rights.

In alignment with UNDRIP, Plains' *Indigenous Relations Commitment Statement* acknowledges that Indigenous Peoples have treaty and Aboriginal rights as well as diverse protocols, histories, languages and cultures unique to each community.

We also provide Indigenous Awareness training for Canadian employees as appropriate to promote education and understanding of Indigenous Peoples.

## 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. We strive to protect culturally sensitive areas.

If concerns arise about a proposed route, we carefully consider those concerns as well as 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 in collaboration with the U.S. Army Corps of Engineers and in doing so, seek the effective representation and participation of Indigenous Peoples.





# Government Relations

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, provincial and local levels through engagement with trade associations and other efforts across the U.S. and Canada.

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, taxes and energy advocacy.

# Trade associations

Plains participates in industry advocacy initiatives through membership in multiple national and state trade associations including:

## National/International Participation

- American Fuel & Petroleum Manufacturers
- American Petroleum Institute
- Canadian Propane Association
- Canadian Standards Association
- Energy Infrastructure Council
- Liquid Energy Pipeline 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
- Southeast Oil & Gas Association
- Texas Oil & Gas Association
- Texas Pipeline Association
- Western States Petroleum Association

# Political contributions

We recognize that our employees are our best advocates and support informed employee engagement on a variety of issues affecting our business. As such eligible Plains U.S. employees have an opportunity to join the PAA Political Action Committee (PAA PAC).

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

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

- Represent a community in which we operate.
- Serve in leadership or on a key committee of jurisdiction for our industry.
- Champion our policy interests.
- Align with Plains' business interests and Core Values.

# Supply Chain Management

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, we evaluate contractors during the procurement process using the independent, third-party ISNetwork system which, among other benchmarks, 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. Suppliers 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.

Our Master Service Contract, which, with limited exceptions, is referenced in every work order that we issue to awarded contractors, addresses ethical conduct. Plains prohibits bribes, kickbacks or other illegal efforts to obtain an improper business or personal advantage.

We expect our contractors and suppliers, as well as any contract security providers, 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 respecting our right-of-way easements and agreements with landowners.

To support local economies in areas where we operate, we endeavor to hire local contractors and use local suppliers 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 or child labor. We expect firms doing business with Plains to maintain similar ethical standards and ensure working conditions are safe.



# Corporate Governance



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

## Governance Framework and Structure

Over the years, we have enhanced 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. 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. 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 three-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

PAA was formed in 1998 as a master limited partnership. Our operations and activities are managed by Plains All American 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 PAA GP Holdings LLC has responsibility for managing the business and affairs of PAGP and PAA.

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 must meet the independence requirements of the stock exchange on which the securities of PAA and PAGP are listed (currently Nasdaq).

## Enterprise-level risk

The management of enterprise-level risk (ELR) involves 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 management primary ELR responsibility while retaining responsibility for its oversight. Management provides a formal ELR assessment to the Board at least annually and updates on other areas of potential risk at least quarterly.



## Board composition

Individual	Committees	Experience/ Qualifications (see Key below)	Tenure
Greg L. Armstrong, former Chairman of the Board and CEO		1, 2, 3, 4, 5, 6, 9	Since 1998
Victor Burk*	Audit (Chair)	1, 2, 3, 4, 6, 9	Since 2010
Willie Chiang, Chairman of the Board and CEO		1, 2, 3, 4, 5, 6, 8, 9, 11	Since 2017
Ellen DeSanctis*	Audit, HSES	1, 2, 3, 4, 5, 6, 8, 9	Since 2022
Kevin McCarthy*	Governance, HSES	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, 11	Since 2018
John Raymond*	Compensation (Chair)	1, 2, 3, 4, 5, 6, 7, 9, 11	Since 2010
Bobby Shackouls, Lead Independent Director*	Compensation, Governance (Chair)	1, 2, 3, 4, 5, 6, 9	Since 2010
Lawrence M. Ziemba*	Audit, HSES (Chair)	1, 2, 3, 4, 5, 6, 9, 11	Since 2020

\*Determined by Board to be independent under applicable SEC and stock exchange rules.

### Key

1 – Public Company Experience	7 – Private Equity
2 – Finance/Accounting	8 – Diversity (Gender/Race/Ethnicity)
3 – Business Development/Strategy/Commercial	9 – International
4 – Legal/Governance/Government Relations	10 – Cybersecurity/IT
5 – Operations/Engineering/Construction/Technical	11 – Energy Evolution
6 – Industry Experience (Upstream/Midstream/Downstream)	

## Committees

Health, Safety, Environmental and Sustainability	Audit	Compensation	Governance	Other
The Health, Safety, Environmental and Sustainability (HSES) Committee assists the Board in its evaluation and oversight of the partnership's management of HSES matters including, among others, climate-related risks and opportunities. The HSES Committee currently has three members, all 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 four 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.

## 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, annual 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:

- Annual bonus program that is 100% performance-based with payout based on a formulaic framework.
- Annual long-term equity incentive grants that are 50% time-based and 50% performance-based, requiring performance over a multi-year period.
- Executive compensation levels that are supported by an independent compensation consultant review and benchmark studies.
- Performance metrics for annual bonuses that include specific targets for Adjusted EBITDA, Distributable Cash Flow per common unit and common unit equivalents, safety and environmental performance and achievement of individual goals. Annual details are included in our proxy.

## Equity Ownership Guidelines

Our Equity Ownership Guidelines were adopted to further align the interests of our executive officers and directors with the interests of our equity holders by requiring each to achieve and maintain a minimum equity ownership level. The minimum equity value that must be held and other key provisions of the guidelines are summarized below:

- Multiple of salary for executive officers (ranging from 1x for SVP level officers to 6x for the CEO) 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

Our Clawback Policy was adopted to further align the interests of our executive officers with the interests of our equity holders, to incentivize appropriate behaviors and to discourage excessive risk taking. The compensation recovery provisions under our Clawback Policy are triggered under the following circumstances:

- Material financial restatements that result in over-payment of incentive-based compensation.
- Detrimental conduct by an executive officer that results in significant financial, reputational or other harm to Plains.

## 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 include Safety and Environmental Stewardship; Ownership and Accountability; Ethics and Integrity; Respect, Fairness and Inclusion; Teamwork; and Entrepreneurship and Innovation. These Core Values serve as the foundation of our culture and a compass for addressing any situation or concern, guiding us to do the right thing. We believe that maintaining and nurturing a culture that is consistent with our 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 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 specific structures in place for 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.

### 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**
- **Obeying the law**
- **Substance abuse**
- **Violence**



## 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 2023. All denominations in the Plains Sustainability Report are in USD unless otherwise indicated.

Although Plains entities have their own separate identities, and each manages its own affairs, we may sometimes use “Plains”, “we” or “us” throughout this report to refer to one or more Plains entities in general.

## 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

For questions or to offer comments and suggestions about this report, please contact:

#### Sustainability

[sustainability@plains.com](mailto:sustainability@plains.com)

#### Investor Relations

[PlainsIR@plains.com](mailto:PlainsIR@plains.com)

333 Clay Street  
Suite 1600  
Houston, TX 77002

T 713.646.4100



PLAINS

NASDAQ

PAA & PAGP