

Plains Sustainability Report / 2020



PLAINS

NASDAQ
PAA & PAGP

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Message from our Chairman and CEO



Willie Chiang
Chairman and CEO
Plains

Plains Stakeholders,

Advancing a sustainable business is central to all of our actions at Plains. To us, sustainability means managing our company well, from improving performance in traditional environmental, social and governance (ESG) areas, to making prudent long-term investment decisions and pursuing continuous improvement.

Our motto, "Do the Right Thing," has guided Plains for decades and reflects our sustainability commitment. This commitment underpins efforts to advance our company values and empower our employees to deliver critical energy resources in a safe, reliable and responsible way. Our sustainability commitment is also key to our future, informing interactions with our customers, suppliers, communities and colleagues, with the ultimate goal of being the partner, employer and investment of choice.

To better share information about our sustainability commitment, in 2014 we began publishing an annual Report to Stakeholders and Communities specific to our Canadian operations. In response to stakeholder feedback, in 2019 we published sustainability data covering our full enterprise. Last year, we expanded this data set over a multi-year period to address a number of ESG areas, taking into account the Sustainability Accounting Standards Board and Global Reporting Initiative frameworks. Recognizing the challenges inherent in comparing information across companies, in 2020 we worked proactively with midstream peers on the Energy Infrastructure Council to develop standardized ESG disclosure metrics. We have incorporated many of these metrics into this year's report, including estimates of our Scope 1 and 2 greenhouse gas emissions (GHGs), which compare favorably to our peers.

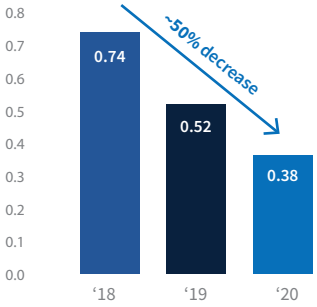
We are making solid progress in a number of sustainability focus areas. In 2020, we reported our best year for key safety and environmental metrics and made additional enhancements to our Community Investment program, governance practices and executive compensation frameworks, culminating with the addition of a new Board-level Health, Safety, Environmental and Sustainability Committee.

Integrating ESG best practices throughout our organization is the focus of our sustainability strategy, which is centered on transparency and building trust among stakeholders; managing operating and business risks and minimizing environmental impacts; and leveraging our people, assets and systems to maximize value for our stakeholders. The tenets of sustainability align with our values, underpin our business strategy and offer a framework to measure and report our progress.

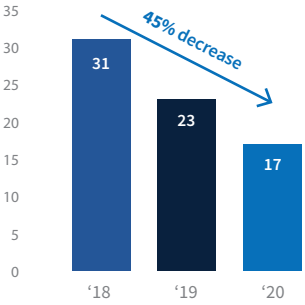
Continuous improvement on our sustainability journey is a natural extension of our enduring drive to "Do the Right Thing." Our next steps include further advancing our safety and environmental performance, assessing a GHG reduction target, and evaluating opportunities for Plains to contribute to the energy transition in ways that are natural to our asset footprint while meeting our disciplined investment thresholds.

A sustainability report alone is insufficient to fully capture our commitment to this effort; certain aspects of our sustainability approach – and how it encompasses our business decisions – are best appreciated through discussion with stakeholders. We look forward to continuing this dialogue with you and always welcome your feedback on ways we may improve.

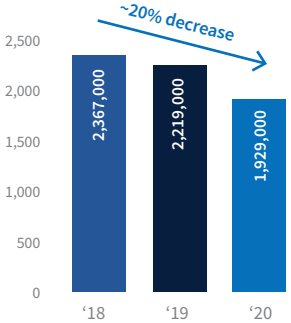
Employee Total Recordable Incident Rate (TRIR)
(per 200,000 work hours)



Federally Reportable Releases
(Number)



Total GHG Emissions - Scope 1 + Scope 2
(mt CO_2e)



About Plains

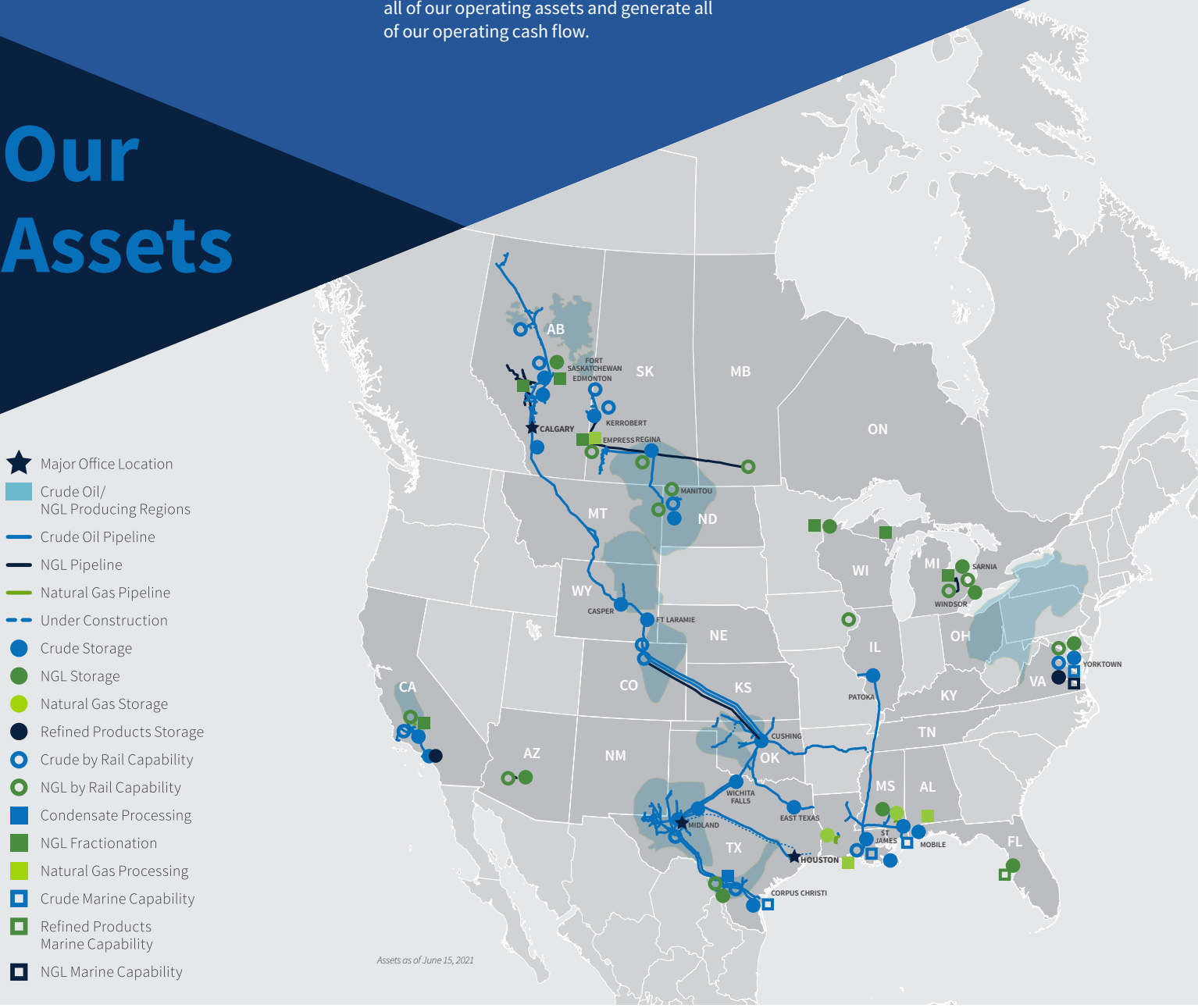
We own and operate one of the largest networks of critical energy infrastructure in North America. Our assets connect key producing regions of hydrocarbons – crude oil and natural gas liquids (NGLs) – to major demand centers and export outlets throughout North America. On average, we handle more than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

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 14 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. PAA and its subsidiaries, including Plains Midstream Canada ULC (PMC), own all of our operating assets and generate all of our operating cash flow.

PAGP indirectly owns the non-economic general partner interest in PAA as well as an economic limited partner interest. In addition to our equity investors, fixed income investors own PAA's long-term bonds. Our investors range from individuals to large institutional money managers, many of whom are intently focused on sustainability metrics and improvement. We greatly appreciate our investors and stakeholders for their continued engagement, feedback, guidance and support as we work to continuously improve our sustainability program and disclosures.

Our Assets



Pipelines Are Critical to Our Quality of Life

Pipelines are not only efficient, but they are the safest and most environmentally friendly way to transport critical energy to communities across North America and throughout the world.[1] Each of us benefit daily from abundant, affordable energy delivered via pipelines.

Pipelines deliver the energy that ensures our freedom of movement and enables the heating and cooling so many of us rely upon. Additionally, pipeline-delivered energy is converted into thousands of products we rely upon, ranging from electronics to clothing, life-saving medical supplies, household products and hygiene supplies, sports equipment and more. Hydrocarbon energy is also critical in creating the basic building blocks required for modern society's growth and prosperity: steel, cement, plastics and fertilizers.

Hydrocarbon energy plays a major role in powering the world's economy while advancing economic growth, health, welfare and social development for billions of individuals around the globe. Despite the growing quality of life for many, approximately 10% of the world's population — 770 million people — live without access to electricity.[2] These individuals have limited access to healthcare and education, and experience higher infant mortality rates and lower life expectancy. Society's collective challenge is to bring this large group out of energy poverty, while simultaneously improving environmental performance.

1. U.S. Department of State, 2014.
2. International Energy Agency 2019 data.

As use of renewable energy sources grows, hydrocarbon energy remains critical to residential, industrial and manufacturing needs, as well as heavy transportation and air travel. By nearly any forecast, hydrocarbon energy will continue to play a vital role in fighting energy poverty and improving quality of life. While we must increase our focus on energy conservation and efficiency, we will continue to need all sources of energy. We are proud of the role we play in safely delivering critical energy to communities across North America and around the world.





Our Values

Our core values serve as a compass for how we do business:

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.

Our Sustainability Program

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

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

Our sustainability program focuses on five areas:

- Environmental stewardship
- Operating excellence
- Commitment to employees
- Stakeholder engagement
- Corporate governance

Recently, our Board of Directors took an additional step to formalize our sustainability commitment by establishing a Health, Safety, Environmental and Sustainability (HSES) committee. This committee provides oversight and direction to advance our culture of continuous improvement on HSES matters. It also directly engages with our Executive Sustainability Leadership Team, and with representatives of our Sustainability Working Group.

This committee meets regularly with our Sustainability Working Group to ensure accountability and provide direction, resources and support. The Executive Sustainability Leadership Team reports quarterly to the HSES committee and full Board of Directors.

Our Sustainability Working Group 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 working group is directly responsible for advancing our sustainability initiatives. Each focus area is overseen by a member of our Sustainability Working Group or Executive Sustainability Leadership Team, who works with a team to set forth a vision, identify risks and opportunities and develop a multi-year roadmap of enhancement activities and key performance indicators to measure our progress.

To support the working group, in recent years we have increased staff time dedicated to sustainability, including appointing a Manager of Sustainability and dedicating senior-level HSE resources to advance our effort and expand our participation in industry ESG collaboration. While we are pleased with the progress we have made, we recognize that improving sustainability is a journey, and we are committed to continuing to advance the effort.



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

Publicized our 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 Directors.

2018

Included safety and environmental performance in all executives' and employees' bonus metrics.

Formed the Sustainability Working Group.

Established the Executive Sustainability Leadership Team.

Introduced an employee volunteer program in Canada.

2019

Published our first sustainability data disclosure.

Completed a sustainability materiality assessment.

Updated our core values to include Environmental Stewardship.

Created "Cultivating Connections" affinity group for employees.

2020

Achieved nearly a 50% decrease in our total recordable incident rate over three years.

Achieved a 45% decrease in federally reportable releases over three years.

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

Enhanced our governance framework to better align with best practices.

Developed three-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.

2021

Formed the Health, Safety, Environmental and Sustainability (HSES) Board Committee to assist with ESG oversight and direction.

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

Conducted significant investor/stakeholder outreach.

Participating on the Canadian Energy Pipeline Association Climate Change Policy Task Force and Hydrogen Strategy Task Force.

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

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

Continuous Improvement

At Plains, we embrace a culture of continuous improvement, empowering employees to identify opportunities to enhance our performance through targeted actions and associated milestones.

We are focused on a number of actions and initiatives in pursuit of ongoing advancement on our sustainability journey. A few of these include:

- Executing roadmaps to advance progress in sustainability focus areas and long-term sustainability strategy.
- Advancing our operational excellence by reducing federally reportable releases and our total recordable incident rate.
- Reducing emissions and evaluating reduction targets.
- Pursuing energy efficiency and conservation opportunities and evaluating reduction targets .
- Evaluating additional energy transition-aligned commercial strategies.
- Advancing inclusion and diversity efforts.
- Developing a supplier and contractor code of conduct.
- Continuing to refine Political Action Committee strategies and practices.
- Advancing strategies to minimize waste generation.
- Continuing industry collaboration to establish and refine sustainability reporting standards.
- Continuing to engage with sustainability rating agencies and improve scores.
- Evaluating alignment with Task Force on Climate-Related Financial Disclosures (TCFD) reporting.



About the Report

This report builds upon our prior disclosures, adding 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 to continue our engagement with investors, community members, peers, elected officials, industry associations, ESG and credit rating agencies, banks, insurance underwriters and others.

In 2019, our Sustainability Working Group conducted a materiality assessment to identify those sustainability issues that could have the most significant impact on our business and be of the greatest interest to our stakeholders. This assessment involved engaging with and receiving feedback from financial stakeholders and ESG rating agencies, among others. We also reviewed various sustainability reporting frameworks, peer sustainability reports, media coverage and other materials. We used this information to set 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) to develop a common midstream ESG reporting framework. In this report, we have aligned our disclosures with the EIC Midstream ESG Reporting Template. 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 sustainable business practices, we intend to evaluate future alignment with the Financial Stability Board's Task Force on Climate-Related Financial Disclosures and the United Nations Sustainable Development Goals.

Our ESG materiality assessment identified five focus areas. Within each focus area, we identified the topics deemed to be the most potentially significant to our business from an ESG standpoint over the next several years. Using this analysis, we planned sustainability-related continuous improvement efforts.

Environment	Social			Governance
Environmental Stewardship	**Operating Excellence**	**Commitment to Employees**	**Stakeholder Engagement**	**Corporate Governance**
Emissions tracking and reduction	Personal health and safety	Corporate culture	Community engagement	Corporate governance best practices
Biodiversity and land use	Asset integrity	Leadership development / succession planning	Landowner and Indigenous engagement	Committee structure
Climate impact risk management	Damage prevention	Employee engagement	Legislation/regulation impacting operations	Board composition and diversity
Climate change	Security management and cybersecurity	Inclusion and diversity	Contractor management	Succession planning
	Emergency preparedness	Retention	Procurement/materials management	
			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 and mitigate incidents.

Topics in this section

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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 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) is essential to achieving our operational vision to be the midstream leader in safe, reliable, efficient and responsible operations.

Management systems like our OMS are a best practice that have led to meaningful safety and reliability improvements across multiple industries.

Our OMS framework incorporates both a safety and environmental management system that reflects the broad, integrated effort that positions environmental and personal safety at the forefront of everything we do. The framework guides the way we identify and manage risk, and promotes a learning environment and continuous improvement of pipeline safety and integrity.

In accordance with the American Petroleum Institute (API) Recommended Practice 1173 for Pipeline Safety Management Systems and the Canadian Energy Regulator Onshore Pipeline Regulations, our comprehensive OMS supports a systematic, iterative approach to continuously improving our performance. A key feature of our OMS is the Plan-Do-Check-Act (PDCA) cycle, which involves monitoring, recordkeeping and internal auditing related to our environmental and safety systems and performance, setting objectives, targets and deadlines in both areas, and driving corrective action to generate continuous improvements.

Our OMS



The focus areas of our OMS include:

Leadership Commitment

Stakeholder Engagement

Risk Management

Operational Controls

Incident Management

Competencies and Training

Safety Assurance and Continuous Improvement

Emergency Preparedness and Response

Information Management

Risk Management

Plains is committed to complying with the laws, rules and regulations that are applicable to our business.

Furthermore, we strive to align our actions and activities with industry best practices.

Our OMS has been instrumental in providing a framework to systematically manage risk and support effective operations priorities and execution to strategy. We perform routine assessments of our compliance, as well as risk assessments of our health, safety and environmental processes and procedures.

Our internal risk management team regularly reviews and assesses information gathered through our program, incident investigation process and hazard identification/near miss reporting program. Using this information, they 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 officers of the company who report 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 180 dedicated HSE professionals with assigned roles and responsibilities.

Using the PDCA principles, HSE team members regularly review and/or audit existing policies, work practices and improvement opportunities in 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 uses a number of internal performance metrics to measure health, safety and environmental performance. These metrics are reviewed regularly at the operational and executive levels, and also 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 (TRIR). Acknowledging that any incident or injury is too many, 2020 was a record year of environmental and safety performance, marking nearly a 50% reduction in both federally reportable releases and TRIR over the past three years. Our 2021 target is to reduce these metrics by an additional 20%.

Plains employs more than

180 dedicated 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.

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Environmental Management

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

- Empowering employees and contractors to identity 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 required 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.
- Systematic assessment and continuous improvement of 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.
- Active engagement in external communication and collaboration on environmental management issues with our industry peers, government agencies and the public.

Industry Collaboration on Environmental Issues

As a member of the **American Petroleum Institute** (API), we participate in the Environment, Health & Safety Group and the ESG Reporting sub-committee of the Climate Committee.

Plains is an active member of the **Energy Infrastructure Council** (EIC), participating on 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.

We are also a member of the **American Gas Association**, where we sit on the Environmental Regulatory Action Committee and the Environmental Matters Committee.

We are active on the **Association of Oil Pipe Lines** with representation on the Federal Permitting Work Group.

In Canada, we are a member of the **Canadian Energy Pipeline Association** and participate on the Environmental Working Group, the Business Environment Standing Committee, the Climate Change Working Group, the Hydrogen Task Force and the Climate Change Policy Task Force.

Climate Change

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

We are continuously looking for ways to manage, minimize and reduce our greenhouse gas (GHG) emissions, manage and reduce our energy consumption, and incorporate sustainability measures into our business planning. To that end, we assess, and where feasible adopt, innovative technologies to increase efficiencies and reduce GHG emissions. We took a critical step this year in completing a comprehensive estimate of our Scope 1 and Scope 2 emissions, which are included in the disclosure chart of this report. We plan to continue refining our estimation and measurement process and determining ways to drive emission reductions throughout our footprint. We intend to provide updates on these reduction activities in our future reports.

In 2017, the Financial Stability Board's Task Force on Climate-Related Financial Disclosures (TCFD) published a series of recommended climate-related disclosures in an effort 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 TCFD.

Physical asset risks

Plains is an operator of physical infrastructure, and some of our assets have exposure to potential natural disasters or climate-related events.

Our assets in the U.S. Gulf Coast region are vulnerable to hurricanes, tropical storms and other sea-level risks.

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

Hurricane preparedness

Plains follows API recommendations to prepare for future storms.

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 hurricane impact, 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 weather events over a number of years.

Greenhouse Gas (GHG) Emissions

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

Methane concentrations in crude oil and NGLs are generally very low and, as a result, our 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.

GHG emissions are reported within the following categories:

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.

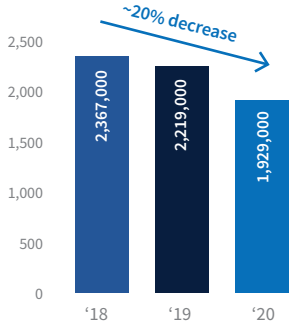
Estimating our GHG emissions is a critical step in evaluating emission reduction targets. Our 2020 report marks our initial disclosure of Scope 1 and Scope 2 emissions. Our emissions disclosure includes our Scope 1 methane emissions and our Scope 1 and 2 emissions intensity relative to our Adjusted Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA). Owing to the evolving guidance on the estimation of Scope 3 GHG emissions in our industry, 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 strives to comply with the U.S. Environmental Protection Agency's (EPA) GHG regulatory reporting requirements and the Environment and Climate Change Canada GHG regulatory reporting requirements, as well as provincial GHG reporting requirement programs.

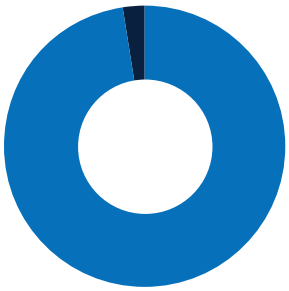
We are committed to reducing the GHG emissions from our operations, the most notable opportunity for which is through increasing the efficiency of how we move and use energy. Selected highlights of our efforts to date include:

- Shifting meaningful volumes from trucks to pipelines.
- Transitioning from generator power to grid electrical power where feasible.
- Increasing our use of electric power for pumps and other rotating equipment.
- Upgrading truck engines and emission control systems.
- Using drag-reducing agents to optimize power use.
- Scrutinizing our operations broadly to increase efficiency and reduce energy consumption.

Total GHG Emissions - Scope 1 + Scope 2
(mt CO_2e)



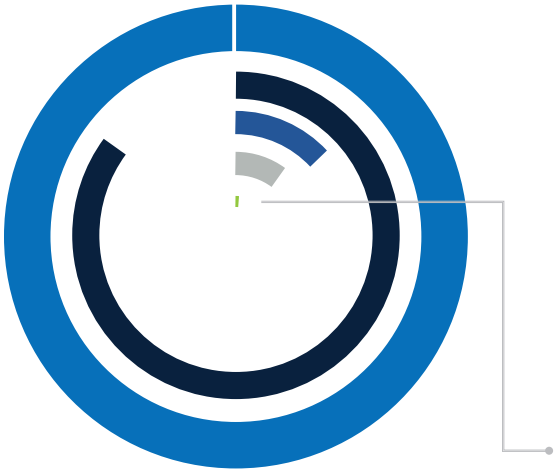
2020 Scope 1 Emissions Percentage Methane



98% *Other Gases*

2% *Methane*

2019 Emissions in Perspective
(mmt CO_2e)



Worldwide Emissions [1]

43,100
energy & non-energy sources

36,800
energy sources

U.S. Emissions [2]

6,600
energy & non-energy sources

5,400
energy–related

Plains Emissions*
2

** Plains emissions include Scope 1 and 2*
1. Global Carbon Project, 2019.
2. U.S. EPA, 2019.

Energy Management and Optimization Improves Environmental Performance

Energy management continues to be an important focus area for Plains. In 2021, we will pursue renewable opportunities while looking for ways to improve energy efficiency through process optimizations, waste heat recovery, process heater automation, variable frequency drives, co-generation and lighting efficiency."

— John Haldiman, Managing Director, Technical Services & Energy



Optimizing our energy consumption is among the most effective ways we can reduce our GHG emissions.

Our dedicated Energy Management team is focused on optimizing energy usage across our operating footprint, which has the dual benefit of reducing operating costs and improving our environmental footprint. In 2020, our Energy Management team collaborated internally to identify opportunities to reduce power consumption, including removing pressure restrictions on our systems, reducing flow rates and enhancing the efficiency of our equipment.

A key energy efficiency initiative has included eliminating generators and connecting our systems to the electrical grid. As we have expanded our footprint over the past few years, several newly constructed assets were brought into service in locations with limited options for immediate connectivity to the electrical grid. In many cases, generators burning diesel or natural gas powered these assets, emitting higher levels of greenhouse gases. Plains has been actively removing these generators, which drives efficiencies by reducing our energy consumption and emissions. In 2020, the team removed 44 diesel and natural gas generators from service by connecting directly to the electrical grid.

Plains also participates in 10 energy curtailment and demand response programs. Administered by our utility providers, these programs work to assess each facility's assets and overall energy consumption, and to implement solutions that reduce energy consumption during periods of high stress on the electrical grid.

The extent and complexities of some of our NGL and gas processing facilities demand significant energy consumption to run rotating equipment and process heaters. We are undertaking an effort to lower energy consumption at these facilities, which reduces plant-wide emissions. Initiatives in 2020 included:

- Changing the amine treating process at one of our straddle plants, which reduced fuel gas consumption and emissions.
- Utilizing a vapor recovery unit at a rail loading facility, resulting in reductions to flaring, GHGs and product losses.
- Installing variable frequency drives on certain existing pumps resulting in energy savings and evaluating all new pumps for variable frequency drive applications.
- Upgrading fired heaters with advanced instrumentation, and controls, resulting in lower emissions.
- Initiating a waste heat recovery feasibility study at one of our straddle plants that has a potential to reduce GHG emissions across the entire facility.

Looking ahead, we are actively evaluating opportunities to expand use of renewable energy sources, including solar, wind and battery storage.

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 and state/provincial and federal regulatory entities.

In the U.S., we engage regularly with the Army Corps of Engineers, Fish and Wildlife Service, Bureau of Land Management, Bureau of Reclamation, state land offices, Indigenous governments, 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 the Environment; Saskatchewan Water Security Agency; Ontario Ministry of 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, we survey the areas proposed 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 and after an asset is placed into service. We assign environmental inspectors to monitor construction activities for compliance with permits and the project's Environmental Protection Plan, and make recommendations on erosion and sediment controls to protect the surrounding areas and waterways. Construction also involves:

- Civil, cultural and environmental surveys along the proposed route during the planning and routing stages.
- 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 closely as possible to pre-construction condition and in line with landowner agreements.

After construction, we continue to monitor the right-of-way to help ensure we have re-established vegetation and restored affected land, which includes stabilizing streambeds, banks and natural drainage pathways.



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, and conducting pre-construction screening of ground-disturbing activities.

When an asset has reached the end of its useful life, we undertake environmental restoration programs to return the location as closely as reasonably possible to its original state.

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 erosion and sediment control throughout construction. Controlling erosion and sedimentation protects areas around our pipelines and facilities, including wetlands and waterways. Other environment-specific training at Plains relates to Resource Conservation and Recovery Act hazardous waste management, prevention of stormwater pollution and California hazardous waste.





Stewarding Ecosystems for the Future

Partnership projects like this are a critical component of efforts along the Eastern Slopes to recover Alberta's threatened native trout species."

— Elliot Lindsay, Project Biologist with Trout Unlimited Canada





Through our Community Investment program, Plains partners with organizations dedicated to environmental protection and conservation.

We have a long-standing relationship with Trout Unlimited Canada (TUC), a charitable organization that works to conserve, protect and restore Canada's freshwater ecosystems for current and future generations. We support TUC through direct donations, employee-matched donations and volunteer service opportunities.

In 2020, Plains continued our tradition of support by safely gathering at a popular recreational area in Waiparous, Alberta, to assist with important environmental work.

Volunteers from Plains helped enhance trout habitat by restoring stream banks through installing a bridge, harvesting and planting live willow stakes and distributing woody debris throughout the project area.

These efforts helped to protect the stream and ensure it can continue to provide habitat for the trout, a threatened species under the Canadian Species at Risk Act.

Previous volunteer efforts have included:

- A fish rescue near Lethbridge, Alberta, in which fish were saved by diverting them from an irrigation canal back into the Oldman River before winter. This event was in collaboration with both TUC and Alberta Environment and Parks.
- An initiative to increase the bull trout population of the Tay River near Caroline, Alberta, during which volunteers planted live willow stakes into the water's edge, relocated shrubs and trees, foraged for branches to weave a wattle fence, and built an exclusion fence to protect the restored area.

Water and Waste Management

Water

We recognize the importance of good water management practices, even though, as a midstream operator, 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 projects, our first goal is to avoid water body impacts wherever possible through pipeline routing and facility placement. When that is not possible, we employ rigorous sedimentation control processes to protect adjacent water bodies during construction. We also minimize the impacts of pipeline construction across water bodies 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 testing of our pipeline and storage assets, we plan for efficient water use by minimizing the amount needed, reusing water when possible, reducing the potential for contamination and employing appropriate approaches for treatment and returning water to the water cycle. We have developed detailed procedures to monitor the quality of stormwater and wastewater before they can be safely returned to the water cycle.

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. Where 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 Calgary office also participates in voluntary compost programs.

We continue to seek additional opportunities to minimize waste generation from our offices and field operations.



Reducing Single-use Plastics and Paper Use





This initiative is great for the environment and also reduces expenditures at our field locations.

These are the kinds of win-win situations we strive to find as we continue to integrate sustainable business practices across our operations."

— Dwayne Koehn, Vice President Operations

To reduce plastic consumption, Plains largely eliminated the purchase of single-use water bottles in our field locations in 2020.

With an average field employee consuming water from plastic bottles roughly 250 days a year, our consumption of single-use plastic water bottles was significant.

Today, employees at facilities with potable water are encouraged to use reusable cups or five-gallon water jugs on their trucks for their hydration needs.

Plains estimates that this change will eliminate use of 1 to 2 million plastic water bottles per year, and we anticipate expanding the initiative to our corporate locations in 2021.

Plains also recently eliminated plastic foam products from our corporate office in Houston. We estimate that we can eliminate up to 500,000 cups and plates per year as part of this initiative.

In the same spirit of green initiatives, our Trucking team has moved towards paperless operations. In 2020, the team eliminated paper copy vehicle repair orders, vehicle inspection reports and maintenance records.

The group also implemented eTicketing imaging in which digital crude oil run tickets are created and sent from mobile devices and stored in the cloud, eliminating the need to print and store paper copies. Additionally, they launched a printer paper reduction project to eliminate auto-printed reports.

Meanwhile, the launch of a new app for completing operator qualification performance verifications is saving approximately 2,800 pieces of paper a month, thanks to the efforts of our Training team.

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.

Topics in this section

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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.

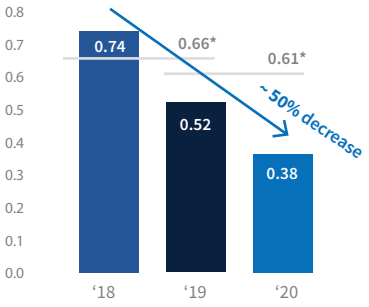
Notable highlights since 2018:

- ~ 50% improvement in total recordable incident rate.
- ~ 80% improvement in our lost time incident rate.
- ~ 40% improvement in our motor vehicle incident rate.

Our target to improve our TRIR by 20% in 2021 is considered in all employee bonus metrics, including our CEO and Executive Management team.

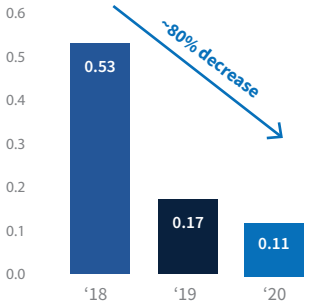


Employee Total Recordable Incident Rate (TRIR)
(per 200,000 work hours)

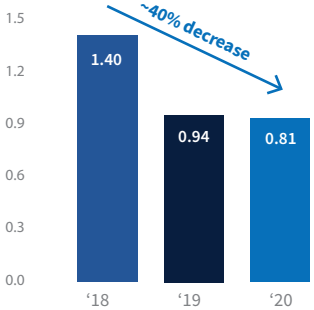


** TRIR average for 14 peer comparator companies.*

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 a number of initiatives that enhance our processes and procedures.

Stop Work Authority is intended to prevent unsafe actions or conditions before an incident occurs. Every employee or 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 leadership 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 enterprise-wide. 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 and mitigate hazards in the field through submissions into the Plains incident management software system. The findings are shared across the company. Submissions are also used to identify trends that lead to corresponding updates to Plains' risk controls.

The **Incident Reporting and Investigation program** enables incident and near-miss learnings 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.

The Plains **HSE Safety Committee** comprises field employees from each area of the business who meet quarterly to identify opportunities for improvement. The committee has executive oversight and includes HSE personnel who provide mentorship and help execute recommendations. One of the team's recent accomplishments was an overhaul of Plains' work permits and associated training.



Life Rules

is 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.

- Have work authorization
- 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

Safety training

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

Last year, Plains employees completed over 90,000 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 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 2020, our employees also received training related to the COVID-19 pandemic and safely returning to the workplace.

One of the ways Plains reinforces and promotes its strong safety culture is through communication and worker participation. For example, each year we host an annual safety week for both corporate and field employees as a way 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 a number of activities designed to further expand their safety knowledge and awareness.

In 2021, Plains employees completed over

90,000 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 Canada, 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 98% rating in 2020.

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.

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 sub-contractors must adhere to applicable provisions of our Contractor Safety program. This includes a requirement to report all 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.

Our contractor safety goal is zero Occupational Safety and Health Administration recordable incidents. Based on our recordable incidents in 2020, our target is to reduce contractor TRIR in 2021 to less than 0.19. This target represents an incident rate significantly less than the industry average.

For more information on our contractor selection process, see our *Supply Chain Management* section on page 46.

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.



Trucking safety

In recent years, Plains has targeted safety improvements in our trucking organization and achieved considerable success.

From 2018 to 2020, U.S. trucking-related motor vehicle incidents declined by 51% and trucking-related injuries declined by 71%. In Canada, we've made similarly positive progress, reducing trucking-related motor vehicle-related incidents by 67%.

To improve safety practices across our fleet, we expanded our Driver Safety program to include dashboard Vehicle Event Recorders, which record video footage before and after certain driving inconsistencies. The recorders help deter driver fatigue and distraction, while also alerting drivers to potential hazards on the road.

Our Hazard Identification program, which encourages employees to report potential risks, is another contributing factor to our improved trucking safety performance.

We also increased awareness of our Stop Work Authority program, particularly among Canadian contract drivers. Given the frequency of severe winter weather, it is important for drivers to potentially pause their journeys to allow weather to pass and road conditions to improve. From 2018 to 2020, our trucking organization saw an overall reduction in rollovers of approximately 70%.

Thanks in part to the 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 since 2018 declined 45% in 2020, while the volume declined 73%. None of these releases met the federally reportable threshold.

2020 was one of the safest years to date for our U.S. trucking team. We logged 286 consecutive days without a recordable incident.



Emergency Preparedness

To responsibly manage potential risks to our business, we take a proactive approach to planning for emergencies such as releases, natural disasters, 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.

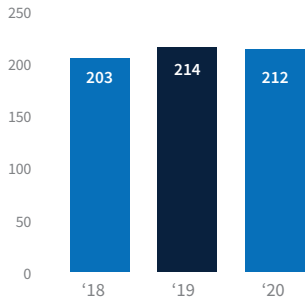
Our HSE Crisis Management Services (CMS) team of dedicated emergency response professionals focuses on providing employees with proper training and developing response strategies and other processes to effectively manage and mitigate emergency situations, should they arise.

The CMS team helps ensure key employees throughout the company are trained on ICS so they understand, and can work effectively within the Unified Command structure, alongside federal, state/provincial and local responders.

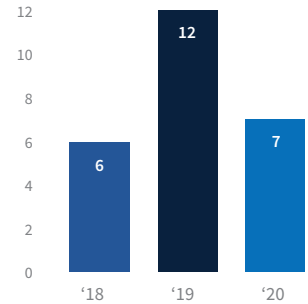
We strive to be an industry leader in emergency response. We actively participate on multiple emergency preparedness committees through trade associations, including the Association of Oil Pipe Lines, the American Petroleum Institute and the Canadian Energy Pipeline Association. Together, we develop 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.

Qualified Individual Notification Drills
(Number)



Large-Scale Emergency Preparedness Exercises
(Number)



Some trainings in 2020 were affected by COVID restrictions.

Our Emergency Preparedness program

identifies hazards and risks so personnel 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.

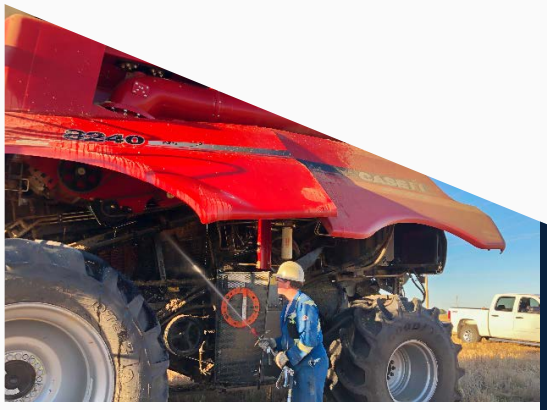
Recovery
Assist with the recovery of the environment, communities and operations.

Taking a Proactive Approach to Emergency Response

In 2017, a grassfire spread through the farming communities around our Empress facilities, resulting in the loss of homes, livestock and farms. That experience showed us how important our emergency response expertise could be to the community."

— Jason Carter, District Manager, Operations





Safety is such an integral part of Plains' culture that we strive to make responding to emergencies second nature to our team members.

In 2017, Plains created a wildfire response team at the Empress plant in Alberta, Canada, and purchased grass firefighting equipment after a tragic wildfire ripped through the area.

In September 2020, employees from our Empress plant noticed a combine harvester on fire in a field near our facilities. The Plains maintenance team immediately began coordinating a response.

With all the necessary equipment at hand, our employees assisted the farmer struggling to put out the fire. Our crews extinguished the fire, preventing it from spreading to the surrounding stubble field.

Plains' leaders credit facility personnel for identifying opportunities to work with the community regarding these types of risks. One of the main reasons Plains is so well prepared for emergencies like this is the amount of training provided.

For example, in June 2020 in Long Beach, California, the local fire department and Plains employees trained together and gained valuable experience during two exercises involving a simulated tank seal fire at our facility.

The hands-on trainings helped the first responders become familiar with our facility, the equipment required if a tank fire were to occur, how to access the tanks and where the fire monitors are located. The simulation also offered an opportunity for the first responders to test their pumping capabilities, operate the fire monitors and practice setting up the foam that would be used to extinguish a fire on the surface of a tank.

Also in 2020, Plains participated in a public-private initiative with the U.S. Department of Transportation's Pipeline and Hazardous Materials Safety Administration (PHMSA), as well as federal, state and local agencies and other energy industry leaders, to create training resources that will further equip organizations with the tools needed to appropriately respond to oil spills.

Although pipeline releases are rare, being prepared to rapidly respond to incidents in partnership with other agencies and our communities is vital. For Plains, our top priority is protecting people and the environment.

Our Approach to Pipeline Safety

Release prevention

A release impacting people or the environment is among the biggest risks facing our operations.

Plains takes the responsibility of safely transporting energy resources very seriously. We are committed to a year-over-year reduction in federally reportable releases as we strive toward our goal of zero incidents.

We have reduced federally reportable releases by over 45% the past three years. We have a target to reduce federally reportable releases by 20% in 2021. This target is considered in all employees' bonus metrics, including our CEO and other members of our Executive Management team.

Our Asset Integrity program is critical to meeting our targets. Our asset integrity efforts consist of a number of 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 **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.
- Other maintenance processes include internal and external corrosion control, regular aerial surveillance, right-of-way clearing and waterway crossing inspections.

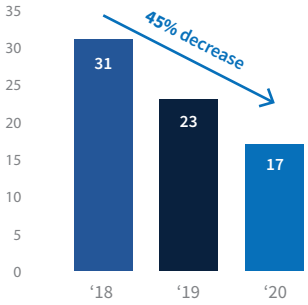
Our **Facility Integrity Management program** includes evaluations, inspections and risk-based analyses related to the maintenance and replacement of equipment to keep our facilities operating safely.

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. In 2020, the Alberta Boilers Safety Association concluded an audit on our Canadian Pressure Equipment Integrity Management program, extending the program for three years.

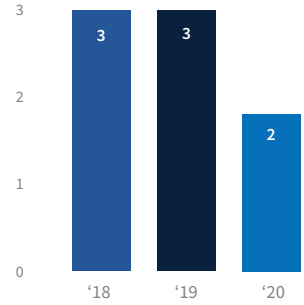
Integrity management personnel participate in a training and qualification program to stay abreast of the latest technologies and integrity management methods through involvement with multiple industry groups, including the American Society of Mechanical Engineers and the American Petroleum Institute (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 in 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
(Number)



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





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, a controller 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 make all decisions to operate safely, and senior management stands behind those decisions.

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. The building offers a gym to promote physical well-being and help mitigate controller fatigue, huddle rooms to foster collaboration, and break rooms to recharge between meetings and projects.

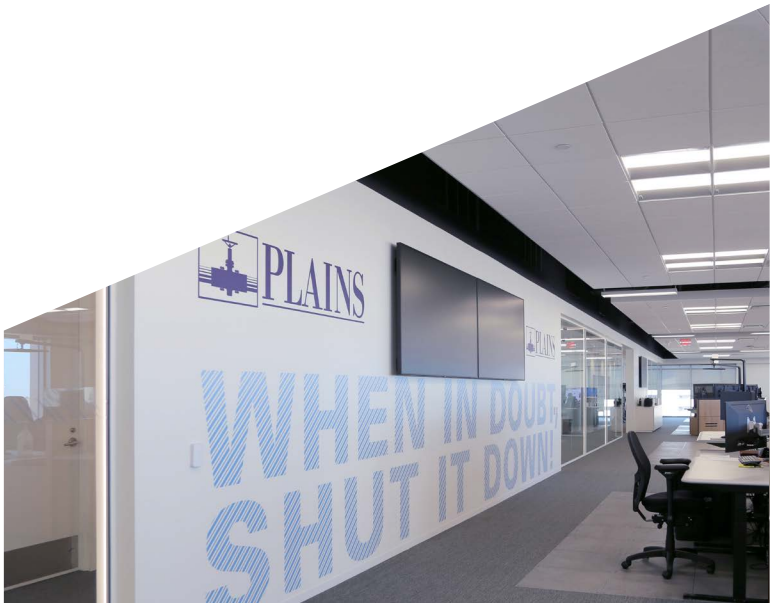
Meanwhile, we completed a major upgrade to the SCADA system in our control center in Olds, Alberta, to maintain security, functionality and efficiency. Our control rooms feature consoles that allow our controllers to sit or stand, as well as circadian lighting that helps increase alertness for employees on shift.

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 system 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.





Investing in Technology to Advance Pipeline Safety

We are so grateful for this partnership with Plains and look forward to ongoing engagement through APRIL.

This unique collaborative research space is enabling Pipeline Engineering Centre researchers to serve the needs of the pipeline sector in the safe and efficient transmission and distribution of energy and energy-related fluids that are essential to modern society."

— Dr. Ron Hugo, Director, Pipeline Engineering Centre at the University of Calgary



At Plains, we proactively pursue opportunities for innovation across our operations to continuously improve the safety and efficiency of our business. This includes investment in new technologies for pipeline monitoring and leak detection.

To support these efforts, we collaborate, with a number of educational institutions including the University of Calgary in Alberta. Our latest endeavor includes an $800,000 contribution toward research on remote sensing technology for pipelines and the Advanced Pipeline Research and Innovation Lab (APRIL).

The university has identified a critical need for early warning systems that detect small leaks at the first stage of their development and prevent them from resulting in a major release. Additionally, the research will focus on key predictors for preventive maintenance.

APRIL will enable University of Calgary pipeline researchers to collaborate in a focused environment with industry partners and professionals from around the world.

The lab is fully equipped with a broad range of instrumentation commonly found in pipeline systems that enables accurate research testing, while offering students hands-on, real-world experience.

Damage Prevention

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

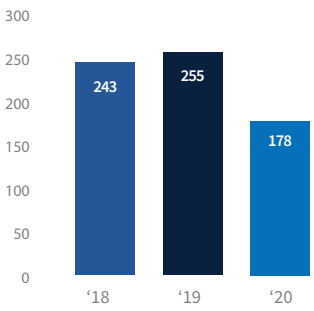
These elements include public awareness efforts, One-Call management, and unauthorized activities and right-of-way (ROW) surveillance and monitoring. Each approaches public safety in a different way, with the common goal of increasing awareness and changing unsafe behavior around our pipelines.

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.

One-Call Tickets Processed
(000's)



811

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.





Security and Cybersecurity

Security

Our Security Management program 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 familiarize themselves with identifying potential risks and how to protect against them.

We undertake annual exercises for facilities identified as critical by United States Coast Guard (USCG) and/or Transportation Security Administration to help ensure we are ready to respond to security threats or incidents. Additionally, quarterly drills are held for USCG facilities to test the response of local Operations employees to potential security threats or incidents.

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, allows personnel to perform their tasks in a more secure environment and have full situational awareness of the operation of our facilities.

The Plains HSE Security Management team actively participates in trade associations such as the American Petroleum Institute, Association of Oil Pipe Lines, Canadian Standards Association Group and International Liquids Terminal Association, allowing the company 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.

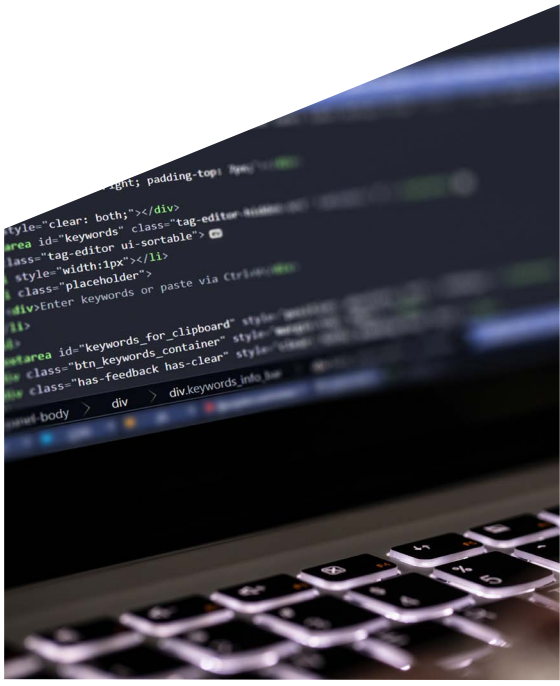
Our cybersecurity awareness training program includes bi-monthly computer-based trainings assigned to employees and regular information sharing, to educate employees on current cybersecurity-related topics and ensure they are familiar with protecting against potential risks. Topics addressed include 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 responding, 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 2020, as organizations around the globe adjusted to irregular operations due to the COVID-19 pandemic, Plains was able to move seamlessly to remote working conditions for 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 agencies' recommendations, and known ransomware attack methods. Moving forward, we anticipate ongoing partnership with these and other stakeholders to help mitigate potential cybersecurity risks.



Hurricane Response During a Pandemic



I'm immensely proud of our HSE Crisis Management Services team for the way they stepped up to unique challenges this year.

Due to the many virtual exercises we conducted, Plains was able to mount a response not only during a natural disaster, but also during the COVID-19 pandemic, and effectively mitigate storm damage to our assets."

— Russ Miller, Senior Director, Health, Safety and Environmental

On August 27, 2020, Hurricane Laura, one of the strongest hurricanes on record, made landfall in Louisiana, causing billions of dollars in damage in the states of Texas, Arkansas and Louisiana, and resulting in the tragic deaths of more than 40 people.

Confronting a category 4 hurricane at the same time as a global pandemic would be a major challenge for any industry. Fortunately, Plains was prepared.

Hurricanes are never entirely predictable, and a storm's path can shift unexpectedly. Initially, our Houston headquarters was bracing for the full force of the storm, but Hurricane Laura's path shifted eastward and spared our headquarters. The change in course, however, resulted in damage to one of our assets in southeastern Louisiana, when a 40,000-barrel tank was washed off its foundation, resulting in a release.

Our Crisis Management Services (CMS) team frequently trains for such an emergency, and because of the COVID-19 pandemic, the team had conducted remote virtual exercises. The CMS team prepared for the threat of Hurricane Laura by establishing an Emergency Operations Center in Austin, Texas, to support response and recovery efforts.

Once the storm had passed over Louisiana, the team mobilized from Austin and established an Incident Command Post in Morgan City, Louisiana. Federal and state on-scene coordinators from the U.S. Coast Guard and the Louisiana Oil Spill Coordinator's Office were members of the Unified Command staff.

We used the Incident Command System to coordinate response and cleanup efforts, which initially included carefully moving equipment on impacted roadways to access the tank site. We also accessed virtual technology to facilitate required meetings with Plains team members in our Corporate Emergency Operations Center in Houston.

Thanks to our rapid response and commitment to protect the environment, we completed cleanup of the release within a day of discovering the damage.

Subsequently, both federal and state on-scene-coordinators approved and signed the incident action plan indicating that our response plan and actions were effective and successful.

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 a dedication to safe, reliable and environmentally responsible operations.

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Our Workforce

With more than 4,400 employees in 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 aspire to employ a workforce that reflects the diversity of the communities where we operate.

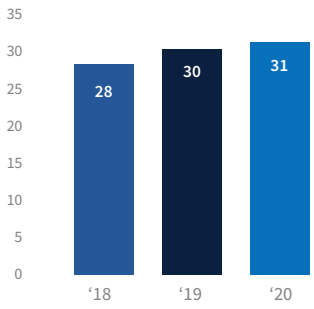
We consider diverse perspectives and backgrounds to be a competitive advantage and strive to cultivate a culture at Plains that promotes inclusion. In 2019, the employee-led Cultivating Connections network was established with the goal of encouraging inclusion and diversity at Plains and across the broader industry through networking, mentoring, sharing experiences and ideas, training, and furthering leadership development.

Through Cultivating Connections, we established an employee mentorship program to encourage core competency development and professional growth.

The societal events of 2020 brought into sharper focus the need to dedicate more attention to diversity, equity and inclusion at Plains. We anticipate expanding our efforts to promote diversity, respect, belonging, inclusion, equity and connection through opportunities like unconscious bias training for employees and adjustments to recruiting practices that will help diversify our employee base.

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
(%)



Houston Chronicle Top Workplaces Ranking





Cultivating Connections Among Employees



We want to advance a culture where everyone has a voice and is included, valued and has an opportunity to advance.

Inclusion and diversity are key to our effort to grow our business and advance the communities where we operate."

— Sharon Spurlin, Senior Vice President & Treasurer

Established in 2019, the Cultivating Connections employee affinity group encourages development of leadership skills while championing our core values and business model.

Cultivating Connections aims to:

- Model inclusion and diversity in thought, professional growth and leadership within Plains.
- Provide a forum to share knowledge and seek advice on a variety of issues, including business and leadership challenges.
- Encourage and develop talent through mentorship.
- Provide information, resources and networking opportunities.
- Reinforce managerial effectiveness and communication with employees.
- Offer opportunities to give back to the community through volunteer projects.

While the COVID-19 pandemic altered some of the Cultivating Connections programming originally slated for 2020, we hosted an in-person presentation in January 2020 with Mary Jane Mapes, MA, CSP, a well-known executive leadership coach and keynote speaker, who presented on boosting executive presence. Mapes illustrated how workplace culture is enhanced when leaders have the skills to connect, communicate effectively and build trusting relationships.

Later in the year, we hosted a virtual workshop for all employees with nationally recognized inclusion and diversity leader Denise Hamilton. As the founder and CEO of WatchHerWork, a digital learning platform for professional women, Hamilton addressed the importance of respect, inclusion and diversity in the workplace. In addition, she encouraged difficult conversations in light of the racial justice movement that rose to prominence in 2020.

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 or above director-level.
- Matching contributions to a retirement savings plan.
- 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.

Leadership and professional development

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

Our **Management Foundations program** accelerates development of managers' skills and reinforces behaviors that will increase their effectiveness, performance and overall organizational results. Available to all who hold a managerial position, 157 employees have participated in the six-month interactive training since its launch in 2019.

High-potential employees at the director-level and above participate in our **Senior Leadership Forum**, an element of our succession planning strategy, while those at the vice president level participate in an ongoing discussion forum centered on leadership best practices. The forum is guided by essays and books authored by thought leaders from a variety of industries.

Crucial Conversations, an organization-wide training program designed to build and develop leaders' influencing 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.

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. Additionally, full- and part-time Plains employees are eligible for reimbursement for formal education expenses that meet certain qualifications.

Recruiting and onboarding

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

Our recruitment 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 the U.S. and Canada. 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

The paid internship programs at our offices offer 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 career readiness non-profit with a Houston location 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 2020, 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 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 2020, we moved to virtual internships, and were able to offer job opportunities to 20 university and seven technical school students in the U.S. and 41 students in Canada. Plains offered $1,000 scholarships to 25 summer students whose internships could not be completed virtually.

Performance management

Performance management at Plains involves establishing expectations, goal setting and providing feedback, as well as ongoing performance conversations. Leaders discuss past accomplishments and future objectives, and are encouraged to be actively involved in development beyond an annual review.

Plains Responds to COVID-19 Pandemic



Impacts from the COVID-19 pandemic continue to be felt around the world.

At Plains, the health and safety of our workforce and the community has been a top priority while maintaining the essential service we provide. Thanks to our dedicated team and a robust business continuity plan, we successfully maintained operations without interruption during the pandemic, while keeping our workforce safe."

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

Meeting the energy needs in North America is essential work, so when the COVID-19 pandemic struck, Plains took immediate steps to protect our employees and ensure uninterrupted operations.

This included:

- Implementing the existing pandemic procedures detailed in our Business Continuity Plan.
- Enabling employees to work from home where possible.
- Developing detailed virus prevention protocols.
- Managing risk in key areas of our operations such as our control centers by standing up our emergency backup center, adding more trained staff and preventing non-essential personnel from being on premise.
- Implementing additional safety precautions such as mandatory self-isolation protocols, enhanced cleaning activities and extensive screening procedures.
- Establishing a virtual Emergency Operations Center in Canada to enable the continuation of all planned and regulated emergency training exercises.
- Promoting resources available for support, including those through the Plains Employee Assistance program, which supplies free and confidential assistance with issues that might affect employees' physical, mental or emotional well-being, as well as our Emergency Relief Fund, which assists employees who experience financial hardship or losses.

Thanks to these collective efforts, Plains helped ensure that reliable, affordable energy was available throughout the crisis. More broadly, the efforts of our industry supported production of personal protective equipment like gloves, masks, ventilators and other medical supplies, as well as helping fuel the airplanes and ground transportation responsible for delivering vaccines to millions.

Throughout the pandemic, Plains and our dedicated employees supported the communities where we live and work through community investments and volunteerism.

In 2020, our charitable commitments included many donations that were specific to COVID-19 relief. For example, in appreciation of the significant impacts borne by seniors during the pandemic, we donated to the Heartland Housing Foundation in Alberta to help expand its elder care facility, providing safe and affordable housing.

We also donated much-needed funds to the I-Nspire Foundation to help bridge the remote learning digital divide in DeSoto County, Mississippi. Our donation enabled the purchase of 170 laptops and 55 hot spots so that students could learn from home during the pandemic.

Volunteer efforts in 2020 included helping vulnerable community members, such as seniors, persons with disabilities and low-income households, by safely assembling and delivering food baskets and meals.

While the pandemic disrupted many in-person volunteer plans, Plains employees pivoted their efforts to create virtual notes of encouragement to uplift healthcare providers, essential grocery store and delivery workers and nonprofit frontline workers.

Our compassionate employees also took part in a campaign to spread positivity by creating handmade cards for seniors and families in shelters.

> "This year was definitely a difficult year for everyone given the hardships of the pandemic. Our local team wanted to do something to ensure families in the area did not go without over the holidays. We sponsored two local families and volunteered for a local soup kitchen that serves an average of 110 meals a day. **This made me very proud to be an employee of Plains.**"
>
> *— Katie Karnas, Plains Volunteer*





Communications

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

We hold quarterly town halls, hosted by our CEO and senior leaders, to review company performance and relevant current events. Employees are encouraged to submit questions to foster a culture of two-way dialogue.

We maintain an employee intranet site, which offers frequent updates on programs, current events, volunteer opportunities and charitable giving, as well as a portal for employees to pose questions directly to leaders.

In addition, we produce a monthly employee newsletter, as well as a quarterly update specific to trucking employees who otherwise encounter challenges accessing traditional communications.

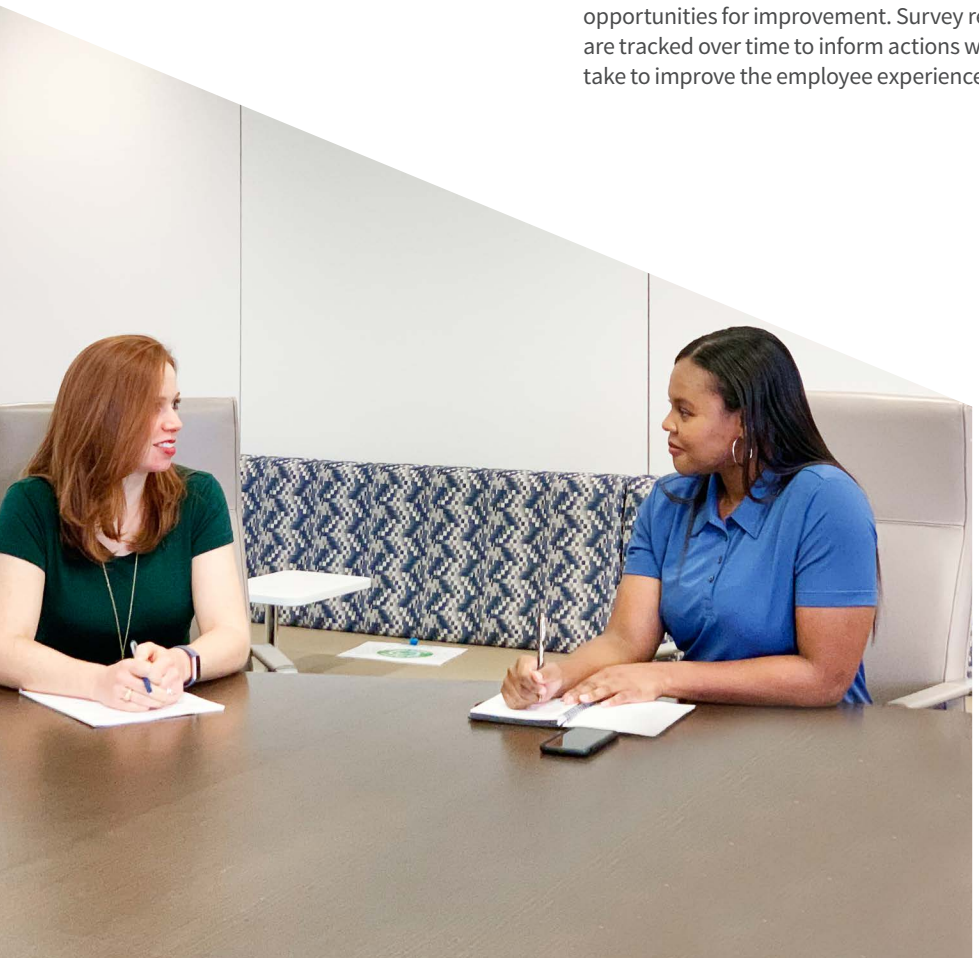
Following every town hall meeting and in association with other initiatives throughout the year, we conduct surveys across the organization to solicit feedback, assess engagement and satisfaction, and identify opportunities for improvement. Survey results are tracked over time to inform actions we take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

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 policies and practices it details, such as Respectful Workplace, Anti-Harassment and Equal Employment Opportunity.

Among our core values, Respect and Fairness reflects our commitment to providing a professional work environment in which all individuals are treated with respect and dignity.

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.





Plains Acknowledged for Safety, Culture and Customer Satisfaction







It is an honor to be recognized for our achievements in safety, customer satisfaction, talent development and as a top workplace. This is a testament to the hard work and dedication of employees all across Plains."

— Chris Chandler, Executive Vice President and Chief Operating Officer

Plains employees share a passion for excellence and continuous improvement. In 2020, Plains received recognition and a number of awards, thanks to the hard work and dedication of our employees.

For the 11th year in a row, Plains ranked among the **Houston Chronicle's Top Workplaces**, one of only seven companies to make the newspaper's list each year since the survey's inception. The survey drew 37,300 responses from Houston-area employees at 173 companies. In 2020, we moved up a notch to fifth place among companies with 500 workers or more, which also represented the highest ranking for a company in the midstream sector. Plains employees electively participate in the anonymous survey, results of which are shared with executives to offer insights into our culture.

Plains won the **International Liquids Terminal Association (ILTA) Safety Excellence Award** for the third year in a row as part of ILTA's 14th Annual Safety Survey and Recognition Program. In conducting this survey, 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. In 2019, Plains' terminals reported a TRIR of 0.49, improving from a rate of 0.51 in 2018.

Plains was recognized as an industry leader by the **EnergyPoint Research 2020 Oil & Gas Midstream Services Customer Satisfaction Survey**. Designed to independently track the performance of midstream providers in meeting the needs of the North American marketplace, the survey measures the customer satisfaction levels of providers across dozens of attributes, services and geographic regions.

Plains ranked first in three categories — crude transportation, onshore crude gathering and the U.S. Rockies region — and placed fourth in the overall ratings. The survey results reflect the opinions of more than 4,000 respondents. A total of 31 U.S. and Canadian midstream companies were included in the rankings.

In late 2019, our Talent Management team received a best practice award from the **Association for Talent Development (ATD) – Houston Chapter** for its Management Foundations program. ATD Houston recognizes organizations that demonstrate enterprise-wide success as a result of offering development opportunities to employees and leaders. Through a six-month course focused on developing both newly promoted and recently hired employees at a supervisor level and above, Plains' Management Foundations program provides leaders with the tools they need to succeed in guiding their employees and teams.

Stakeholder Engagement



We strive to cultivate productive, long-term relationships with key stakeholders because their diverse perspectives help us better understand the issues of most importance to our industry and company.

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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.

This includes landowners, governments, regulatory agencies, associations, customers, employees, contractors, business partners, environmental organizations and other special interest groups.

It is our practice to engage stakeholders through open and honest communication based on respectful dialogue.

Key to this dialogue is a recognition that those affected by our business often want to be informed about company activities, to be involved in issues and opportunities that affect them, and to participate in an open engagement process. 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, as we have done in hundreds of locations.

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.

In the areas where we operate, Plains funds community development projects supporting local economic development. 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.





Our total charitable contributions for 2020 included the following:



84%
Direct Cash Investment

8%
Employee Donation Matching

8%
In-Kind Donations

Category	Amount
Direct Cash Investments	$2,668,986
Employee Donation Matching	$249,151
In-kind Donations	$274,155

$3,192,292

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.

Plains' Create A Real Effect (CARE) program supports nonprofits through donation matching and volunteer opportunities. Through the program, employees can donate to charities of their choice, and Plains proudly matches overall contributions.

In 2020, Plains, our joint ventures/ subsidiaries and our employees invested over $3 million in cash and in-kind donations toward projects and initiatives addressing local needs in communities.

Plains also offers employees volunteer opportunities during work hours to support organizations in their local communities. Employees have donated their time over the years to organizations ranging from Habitat for Humanity, Trout Unlimited Canada, Ronald McDonald House, United Way and grassroots volunteering through natural disaster relief efforts, river cleanups and building campgrounds and parks, just to name a few.

In 2020, despite the restrictions surrounding the COVID-19 pandemic, our employees took part in virtual volunteer opportunities as well as some in-person initiatives where they could stay safe and follow local health measures.

One of the initiatives involved Plains employees and contractors who volunteered with the Bureau of Land Management's Carlsbad, New Mexico, office. They helped convert a reclaimed drill site into a campground for visitors of the nearby Carlsbad Caverns and Guadalupe Mountains national parks.

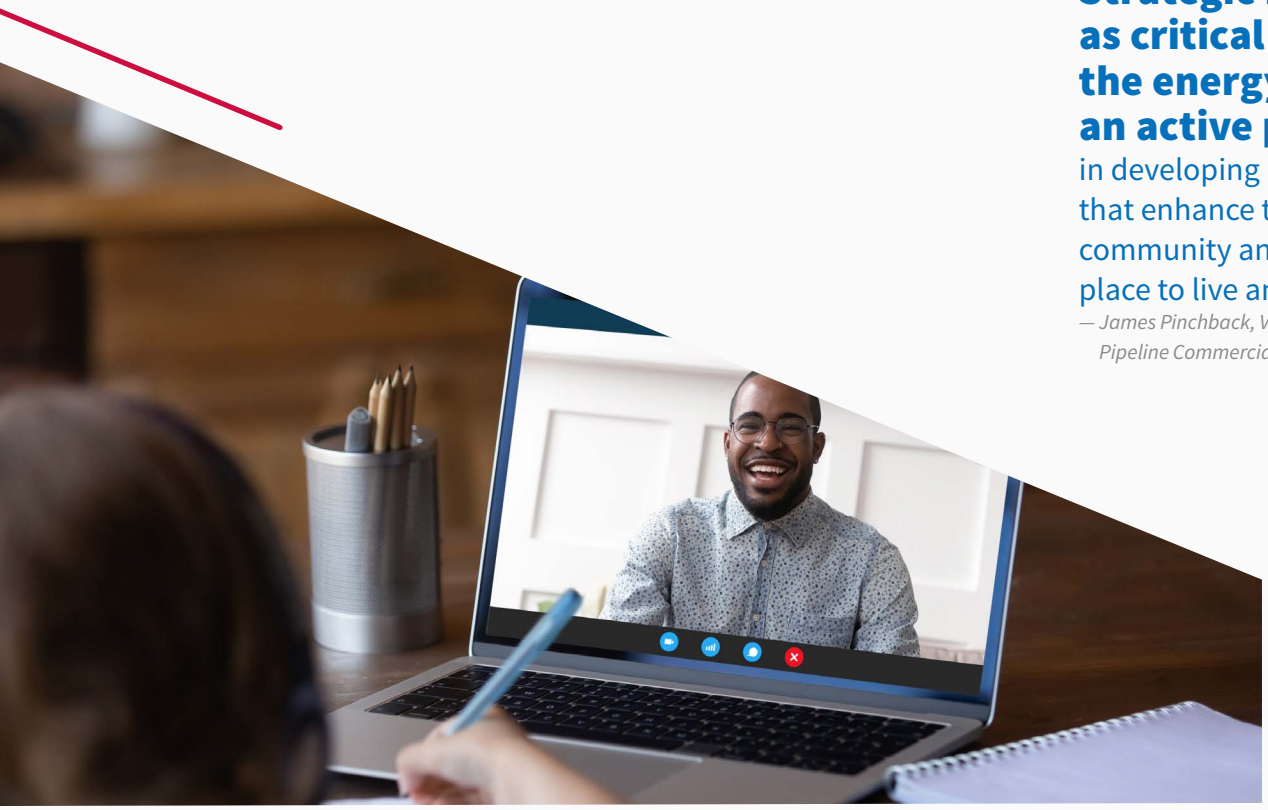
In another initiative, employees from our Empress, Alberta facility planted trees, laid sod and installed benches, picnic tables and a fire pit at a park for all citizens of the Medicine Hat region to enjoy.

Other highlights of 2020 include the following:

- At our corporate headquarters, our United Way of Greater Houston campaign raised over $300,000, with over 30% of eligible employees participating.
- In Canada, employees took part in the second annual CARE Run and Walk, which raised over $32,000 for charities.



Improving Quality of Life in the Permian Basin



We see the Permian Strategic Partnership as critical to ensuring the energy industry is an active participant in developing long-term solutions that enhance the Permian community and make it a great place to live and work."

— James Pinchback, Vice President, Pipeline Commercial and Senior Permian Executive

Located in West Texas and Southeast New Mexico, the Permian Basin has grown to be one of the top energy-producing oilfields in the world.

Last year alone, the Permian Basin's energy industry contributed nearly $7 billion in tax revenues and royalties, up to 550,000 direct and indirect jobs and $91 billion toward local and state gross domestic product.[1]

Plains has notably increased our operational footprint in the area over the last several years. In 2019, we increased our community development commitment by joining the Permian Strategic Partnership (PSP) with a $5 million multi-year donation, becoming the coalition's 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 area leaders to develop and implement strategic plans to foster local economic development, including superior education, accessible housing, a supportive healthcare system, safer roads and workforce development.

In its first full year of operation, the PSP committed the funds necessary to bring nationally recognized IDEA Public Schools to the region, and supported advocacy efforts that led to roughly $1 billion in local roadway improvements. During the challenges of 2020 and the global pandemic, the PSP embarked on innovative partnerships to address emerging needs in the area. An estimated one-third of students in Ector County were struggling with broadband issues, for example, which was resolved thanks to a partnership between local internet providers and the PSP.

Other programs currently being pursued by the PSP include advancing technology and connectivity, strengthening available teacher talent, expanding technical education opportunities, and training doctors and nurses in the region.

1. >> Permian Strategic Partnership

Our Commitment to Indigenous Communities

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

While the U.S. has different regulations concerning Indigenous relationships, similar principles are in place. Our goal is to communicate with Indigenous governments in an open and transparent manner that respects the sovereignty and culture of each tribe, 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 governments, and will continue to engage with these groups in an open and respectful manner.

In Canada, Plains' Indigenous Relations Commitment Statement acknowledges that Indigenous people 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 Peoples and governments at the earliest stage practical to share timely, clear and useful information regarding proposed developments and projects.
- We recognize Indigenous Peoples 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. In 2020, we launched Indigenous awareness training for a portion of our Canadian workforce and look to expand those training opportunities in the future.



Plains is also actively involved with the Canadian Energy Pipeline Association's Indigenous Affairs Working Group. Through this group, we engaged on the Canadian Government's passage of legislation to implement the United Nations Declaration on the Rights of Indigenous Peoples.

The declaration provides a roadmap to advance reconciliation with Indigenous Peoples and is an important step in fully recognizing, respecting, protecting and fulfilling their rights.

Cultural resource protection during construction

We seek to consult with Indigenous governments 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 for archaeologists specially trained to monitor for possible cultural resources.

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.

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

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, our social supplier standards include vetting 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.

We evaluate inspection practices, non-conformance history, manufacturing processes and procedures and adherence to our preferred manufacturers list when selecting suppliers. If we are not comfortable with our review or audit findings, we often use alternative sources.

Our Major Service Contract, which 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 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 material 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.





Building Regional Capacity for Trades Training



Northern Lakes College values the support of Plains. The High Prairie campus is a testimony to what can be achieved when we work together in partnership. Thanks in part to Plains, our students, staff and regional community members will enjoy working and learning in this beautiful facility."

— Glenn Mitchell, President and CEO of Northern Lakes College

At Plains, we support the communities where we live and work with investments in education initiatives because we believe that education is a building block for the success of future generations.

In 2020, this commitment included a $40,000 contribution in support of the Plains Trades Lab in the new Northern Lakes College teaching and training facility in High Prairie, Alberta.

The new Trades Lab will offer pre-employment training for carpenters, electricians, heavy equipment technicians, industrial mechanics and welders. It will also offer resource training including, oilfield operations, power engineering and an introduction to surveying and survey theory, all of which are skillsets that apply to our industry.

Our support of the multi-function Trades Lab will help to build regional capacity for trades training through apprenticeships, pre-employment training and dual credit opportunities for high school students.

Northern Lakes College provides educational programs and services that enable adults to continue their education, improve employment opportunities and enhance their quality of life.

The college serves multiple communities throughout northern Alberta, including 15 First Nations and four Métis Settlements, with 25 campuses and community access points.

Plains has assets spread across northern Alberta and is proud to support education in the region and the development of the current and future workforce.

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 topics 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 trade association engagement and support of contract lobbyists with expertise in key regions.

Plains is supported by contract lobbyists in Washington, D.C., Texas, California, New Mexico, Oklahoma, Arkansas, Tennessee, Louisiana, Mississippi and Alabama. Primary focus areas include pipeline safety and security issues, pipeline public awareness and damage prevention programs, 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 and natural gas 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:

National/International Participation

- American Fuel & Petroleum Manufacturers
- American Gas Association
- American Petroleum Institute
- Association of Oil Pipe Lines
- Canadian Energy Pipeline Association
- 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
- New Mexico Oil and 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.

Eligible 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 highly regulated and strictly voluntary 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 where we operate.
- Leadership position or role on a key committee of jurisdiction for our industry.
- Champion for our policy interests.
- Alignment with Plains' business interests and values.

These criteria were applied to the $167,000 in PAA PAC political contributions made in 2020. These criteria, as well as a revision of PAC governance to enhance objectivity in political giving, will apply to decision-making for the 2021 to 2022 election cycle as well.

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.

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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. We believe our overall governance structure and alignment with our investors places us near 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.
- Annual meetings for the public election of all non-designated directors (staggered 3-year rolling basis).
- Lead independent director position.
- Significant Board and management equity ownership.
- No incentive distribution rights.[1]
- No "Golden Share".[2]

Recent governance enhancements include changes to the executive compensation program, the adoption of equity ownership guidelines and a clawback policy, as well as the addition of two new directors.

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). GP LLC is the general partner of Plains AAP, L.P., which is the sole member of PAA GP LLC, PAA's general partner. Plains GP Holdings, L.P. (PAGP) is the sole member of GP LLC, and PAA GP Holdings LLC (PAGP GP) is the general partner of PAGP. 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 Director. Our governing documents also stipulate that a majority of directors meet the independence requirements of the national securities exchange on which the securities of PAA and PAGP are listed (currently Nasdaq). In 2020, our Board and its committees held an aggregate of 23 meetings. None of our directors attended fewer than 87% of the aggregate number of meetings of the Board and applicable committees of the Board on which the directors served.



1. Incentive distribution rights give a general partner an increasing share of incremental distributable cash flow based upon certain conditions.

2. 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, irrespective of the holder's economic interest.

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		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
4 – Legal/Governance/Government Relations	9 – International
5 – Operations/Engineering/Construction	10 – Cybersecurity/IT

Committees

Health, Safety, Environmental and Sustainability

The HSES Committee was formed in February 2021 to assist the Board in its evaluation and oversight of the partnership's management of health, safety, environmental and sustainability ("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.

Audit

Our Audit Committee reviews our external financial reporting, engages our independent auditors 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.

Compensation

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.

Governance

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 three members of our Governance Committee is independent.

Other

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.

New Sustainability Board Committee



> Among its responsibilities, the Health, Safety, Environmental and Sustainability Committee will evaluate and oversee the Company's plans to address HSES-related opportunities and related risks in an effort to **more effectively achieve our long-term business and sustainability objectives.**"
>
> *— Chris Temple, HSES Committee member*

Plains strives for continuous improvement in our sustainability efforts. This commitment was further demonstrated by the recent formation of our Health, Safety, Environmental and Sustainability (HSES) Committee.

The purpose of the HSES Committee is to assist the Board in its evaluation and oversight of the following company activities:

- Management of HSES matters, including compliance with applicable laws and regulations.
- Management of systems and plans to protect the health and safety of employees, contractors, customers, the environment, the communities where we operate, our assets, and our reputation.
- Plans to adjust to HSES trends and related risks to more effectively achieve our long-term business and sustainability objectives.

Through the discharge of its oversight responsibilities, the HSES Committee will facilitate the efforts of management to further strengthen our focus on sustainability and ESG matters.

Among its responsibilities, the HSES Committee will review and monitor our community engagement efforts and will provide oversight of our voluntary public disclosure on HSES matters, including any significant sustainability reports. The HSES Committee will also monitor management's efforts in creating a culture of continuous improvement with respect to HSES matters.

In support of the HSES Committee, our Executive Sustainability Leadership Team, which is responsible for implementation of sustainability initiatives, provides regular reports, which are shared with the full Board.

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. For example in 2020, management assembled a cross-disciplinary crisis management team, including all of our executive officers, responsible for assessing the risks and impacts of the COVID-19 pandemic on our 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 that is conducive to creating and sustaining long-term value.

** As of July 2021*

Key components of our executive compensation approach include:

- A significant portion of executive compensation is at-risk, including, for 2020, 88% of target for our CEO and 83% of target for other Named Executive Officers.
- For the CEO in 2020:
    - The percentage of target that is equity-based is 59%
    - The percentage of target that is performance-based is also 59%
- Base salaries are lower than the median of our peers.
- 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.
- 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 (DCF) per common unit and common unit equivalents (CUE), 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 2020 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 MLP Total Return Index. Performance metrics for the remaining 25% of the long-term incentive plan grants awarded in 2020 include DCF/CUE 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 November 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 has always been committed to acting with honesty 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.

All employees must annually complete Code of Business Conduct training, and new employees must complete training within 30 days of employment.

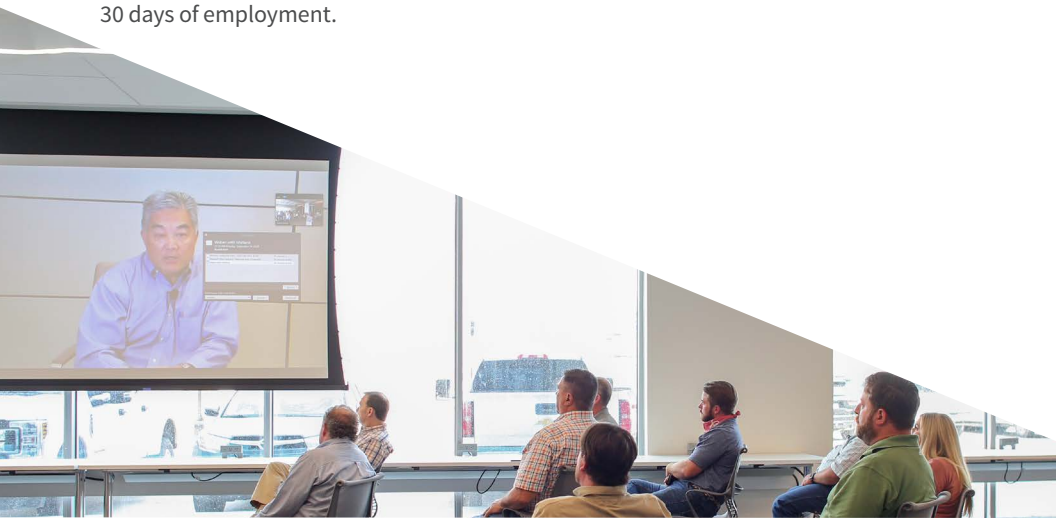
Employees have a duty to report illegal or unethical behavior, or behavior that violates our Code or any of the policies of the company. The company will take appropriate action with respect to reports of misconduct received, which may include an investigation of the reported matter.

Questions, concerns or reports of inappropriate behavior may be communicated in a number of 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 should speak openly and ask questions about the Code, or any other subject, without fear of retaliation.

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, 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 training**
- **Proper use of company assets**
- **Social media and public comments**
- **Corporate opportunities**
- **Obeying the law**
- **Substance abuse**
- **Violence**

Disclosure Chart

Our data disclosure is 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 American Petroleum Institute (API) and Energy Infrastructure Council (EIC).

In endeavoring to report in alignment with multiple frameworks — as well as provide data on additional metrics we believe to be relevant — in some instances our disclosure contains similar metrics that were calculated according to divergent definitions. 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 which are based on commonly accepted standards and/or industry best practices.

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

Operational & Financial	2020	2019	2018	EIC	SASB
Transportation Segment Volumes (mmb/d) [1]	**6.3**	6.9	5.9		
Facilities Segment Volumes (mmb/mo) [2]	**124**	125	124		
Supply & Logistics Segment Volumes (mmb/d) [3]	**1.3**	1.4	1.3		
Gross Throughput (B BOE) [4]	**3.76**	4.20	3.75	X	
Total Metric Ton-Kilometers of Crude Oil, Highly Volatile Liquids, and Refined Petroleum Products Transported by Pipeline (T mt-km)	**7.9**	8.7	7.1		EM-MD-000.A
Total Metric Ton-Kilometers of Natural Gas Transported by Pipeline (B mt-km)	**3.6**	4.6	4.2		EM-MD-000.A
Total Metric Ton-Kilometers of Crude Oil Transported by Truck (B mt-km)	**7.1**	9.2	11		EM-MD-000.A
Total Assets ($B)	**$24**	$29	$26		
Adjusted EBITDA ($mm) [5]	**$2,560**	$3,237	$2,684	X	
Property Taxes Paid - U.S. ($mm) [6]	**$133** [7]	$115	$93		
Property Taxes Paid - Canada ($mm) [6]	**$18**	$18	$17		
Total Miles of Pipeline (Operated and Non-operated) [8]	**18,700**	18,965	18,000		
Miles of Pipeline Operated [9]	**15,164**	15,434	14,870	X	
Liquids Storage Capacity (mmb) [10]	**138**	148	140		
NGL Fractionation/Condensate Processing Capacity (mb/d) [11]	**>340**	>345	>345		
Natural Gas Processing Capacity (Bcf/d) [11]	**6.3** [12]	7.3	7.4		
Natural Gas Storage Capacity (Bcf) [11]	**>60**	>60	>60		

1. Represents average daily volumes transported on our crude oil and NGL pipelines and trucks (excludes trucking volumes associated with our supply and logistics activities). Includes volumes (attributable to our interest) from pipelines owned by unconsolidated entities, some of which are operated by third-parties.
2. Represents average monthly volumes reported for our Facilities segment, which includes liquids storage capacity, natural gas storage working capacity and volume of spec NGL products produced at our fractionation facilities. Excludes natural gas and condensate processing volumes and rail load/unload volumes.
3. Represents average daily volume of crude oil lease gathering purchases and NGL sales.
4. Includes PAA-operated pipeline, facilities and truck volumes.
5. Earnings before interest, taxes, depreciation and amortization (including our proportionate share of depreciation and amortization 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.
6. Represents property taxes paid associated with assets that we own and/or operate (including property tax payments paid associated with assets of unconsolidated entities that we operate).
7. Includes estimated taxes for certain states for which the assessments have not yet been received.
8. 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.
9. 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.
10. Total crude oil and NGL storage capacity, including both Transportation segment and Facilities segment assets. Capacity as of the end of the year.
11. Capacity as of the end of the year.
12. Decrease resulted from a decision to remove incremental expansion capability from total capacity as well as an updated assessment of capacity at one of our processing facilities.

Disclosure Chart

Emissions	2020	2019	2018	EIC	SASB
Total GHG Emissions (Scope 1 + Scope 2) - Total (mt CO_2e)	**1,929,000**	2,219,000	2,367,000	X	
Scope 1 GHG Emissions - Total (mt CO_2e)	**831,000**	930,000	1,070,000	X	EM-MD-110a.1
Scope 1 CO_2 Emissions - Total (mt)	**809,000**	912,000	919,000	X	
Scope 1 Methane Emissions - Total (mt CO_2e) [13]	**19,000**	15,000	148,000	X	
Gross Global Scope 1 Emissions Percentage Methane [13]	**2.26%**	1.58%	13.79%		EM-MD-110a.1
Gross Global Scope 1 Emissions Percentage Covered Under Emissions-limiting Regulations	**66%**	63%	55%		EM-MD-110a.1
Scope 1 GHG Emissions - EPA (mt CO_2e)	**122,000**	168,000	296,000	X	
Scope 1 CO_2 Emissions - EPA (mt)	**113,000**	162,000	156,000	X	
Scope 1 Methane Emissions - EPA (mt CO_2e) [13]	**9,000**	7,000	140,000	X	
Scope 2 GHG Emissions (mt CO_2e) [21]	**1,098,000**	1,289,000	1,297,000	X	
Total GHG Emissions (Scope 1 + Scope 2) Intensity per Billion BOE-Mile - Total (mt CO_2e)/B BOE-Mile)	We are evaluating the feasibility of reporting this metric in the future.			X	
Total GHG Emissions (Scope 1 + Scope 2) Intensity per $mm Adj. EBITDA - Total (mt CO_2e)/$mm)	**753**	686	882	X	
Scope 1 Methane Emissions Intensity per ONE Future Methodology	The ONE Future Coalition is comprised of natural gas companies. As a predominantly liquids operator, Plains is not a ONE Future member.			X	
Air Emissions of the Following Pollutants: (1) NOx (excluding N_2O), (2) SOx, (3) Volatile Organic Compounds (VOCs), and (4) Particulate Matter (PM_{10})	We are evaluating the feasibility of reporting these metrics in the future.			X	EM-MD-120a.1
Does the company participate in an external emissions reduction program? (e.g. ONE Future, The Environmental Partnership, Methane Challenge, EPA Natural Gas STAR)	**No**	No	No	X	

13. Reported methane emissions for 2019 and 2020 are considered to be representative of normal operation of the emitting assets. Reported methane emissions for 2018 are considered to be an artifact of the sampling and estimating methodology, and not representative of normal operations.

Disclosure Chart

Environmental	2020	2019	2018	EIC	SASB
Barrels of Petroleum Liquids Transported (B bbls)	**2.5**	2.7	2.3		
Percentage of Barrels Safely Delivered	**>99.999%**	>99.999%	>99.999%		
Number of Federally Reportable Releases [14]	**17**	23	31		
Number of Releases Impacting People or the Environment (IPE) [15]	**2**	3	3		
Number of Hydrocarbon Releases >1 bbl	**16**	20	23		EM-MD-160a.4
Volume of Hydrocarbon Releases >1 bbl (BOE)	**1,127**	562	1,240		EM-MD-160a.4
Volume of Hydrocarbon Releases in the Arctic >1 bbl (BOE)	**0**	0	0		EM-MD-160a.4
Volume of Hydrocarbon Releases in Unusually Sensitive Areas (USAs) >1 bbl (BOE)	**0**	0	550 [16]		EM-MD-160a.4
Volume of Hydrocarbon Releases Recovered >1 bbl (BOE)	**982**	506	869		EM-MD-160a.4
Number of Hydrocarbon Liquid Releases Beyond Secondary Containment > 5 bbl	**16**	14	23	X	
Volume of Hydrocarbon Liquid Releases Beyond Secondary Containment > 5 bbl (BOE)	**1,127**	545	1,240	X	
Hydrocarbon Liquid Releases Intensity per Mile of Pipeline (BOE/mi)	**0.07**	0.04	0.08	X	
Number of Reportable Pipeline Incidents	**16**	20	22		EM-MD-540a.1
Percentage of Reportable Pipeline Incidents Significant	**19%**	50%	18%		EM-MD-540a.1
Number of Accident Releases from Rail Transportation	**0**	0	0		EM-MD-540a.3
Number of Non-accident Releases (NARs) from Rail Transportation	**0**	0	0		EM-MD-540a.3
Third-party Line Strikes Resulting in a Release [17]	**1**	0	1		
Integrity and Maintenance Expenditures ($mm) [18]	**$369** [19]	$502	$450		
Percentage of Natural Gas Pipelines Inspected [20]	**18%**	25%	2%		EM-MD-540a.2
Percentage of Hazardous Liquid Pipelines Inspected [20]	**29%**	39%	34%		EM-MD-540a.2
Percentage of Energy Purchased from the Grid That Is Renewable	**19%** [21]	18%	17%		
Percentage of Energy Used (Direct and Indirect) That Is Renewable Energy	**0%**	0%	0%	X	
Does the Company Participate in any Efforts to Expand the Share of Alternative/Renewable Energy Sources in the Company's Portfolio? [22]	**No**	No	No	X	
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.2
Terrestrial Acreage Disturbed, Percentage of Impacted Area Restored	We are evaluating the feasibility of reporting these metrics in the future.				EM-MD-160a.3
Does the Company Have a Biodiversity Policy or Commitment for New and Existing Assets?	**Yes**	Yes	Yes	X	
Does the Company Seek Third-party Data Verification for Any Environmental Metrics? [23]	**No**	No	No	X	

14. Our 2021 year-over-year reduction target is 20%.
15. Calculated according to the PHMSA definition.
16. Of volumes released in a USA, 97% were recovered.
17. In 2020, the third-party line strike accounted for 51% of released volumes. In 2018, the third-party line strike accounted for 40% of released volumes.
18. Includes both expensed and capitalized costs associated with our integrity and other maintenance activities.
19. Year-over-year decrease primarily due to timing changes, divestitures completed, the completion of multi-year reliability improvement programs, application of updated regulatory guidance, and COVID-19 restrictions, among other factors.
20. 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, as well as changing over time in response to asset conditions.
21. Includes estimates based on 2019 fuel source data as 2020 data has not yet been published.
22. We are currently reviewing opportunities to expand alternative/renewable energy sources in our portfolio.
23. 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.

Disclosure Chart

Safety & Security	2020	2019	2018	EIC	SASB
Employee Total Recordable Incident Rate (TRIR) (per 200,000 work hours) [24]	**0.38**	0.52	0.74	X	
Contractor TRIR for Major Growth Projects (per 200,000 work hours) [25]	**0.15**	0.18	0.32	X	
Employee Lost Time Incident Rate (LTIR) (per 200,000 work hours)	**0.11**	0.17	0.53	X	
Contractor LTIR (per 200,000 work hours) for Major Growth Projects	**0.04**	0.05	0.12	X	
Employee Days Away, Restricted or Transferred (DART)	**0.25**	0.32	0.58	X	
Contractor DART for Major Growth Projects [26]	**0.09**	–	–	X	
Employee Fatalities	**0**	0	0	X	
Contractor Fatalities [27]	**0**	1	0	X	
Employee Motor Vehicle Incident Rate (per 1 million miles) [28]	**0.81**	0.94	1.40		
Emergency Preparedness Tabletop Exercises	**138**	153	118		
Large-scale Emergency Preparedness Exercises [29]	**7** [33]	12	6		
Emergency Preparedness Specialty Exercises [30]	**4** [33]	17	7		
Corporate and Regulatory Asset Security Plans [31]	**51**	57	79		
Qualified Individual Notification Drills [32]	**212**	214	203		
Agencies/Response Organizations Trained on Emergency Preparedness	**114** [33]	576	297		
First Responders Trained on Emergency Preparedness	**442** [33]	2,123	909		
Pipeline Safety Guides Distributed to the Public [34]	**212,200**	365,200	154,800		
Call Before You Dig One-Call Tickets Processed	**178,300** [35]	254,800	242,900		
Public Awareness Safety Trainings Held [36]	**1,551**	1,613	1,361		
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 [37]	**$0**	$0	$0		EM-MD-520a.1

24. Our 2021 year-over-year reduction target is 20%.
25. Major growth projects are defined as those managed by our Engineering group.
26. Contractor DART was not tracked for 2018 and 2019.
27. 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.
28. Any preventable motor vehicle incident involving a company vehicle or a private vehicle being used for company business.
29. An exercise is considered large-scale when personnel and equipment are deployed and external agencies participate in the response.
30. Includes drills that take place in non-traditional conditions, such as winter weather response, swift water booming and boat operations training.
31. Decreases primarily resulted from assets divested and/or inactivated, which had site-specific plans.
32. A Qualified Individual (QI) is an employee who has been trained to manage an emergency response. Notification drills task QIs with responding to unannounced, simulated emergency scenarios.
33. 2020 reduction due to COVID-19 restrictions.
34. Guides are mailed to first responders and excavators annually, to landowners and business owners every other year, and to public officials every three years. Variations also result from divested and/or inactivated assets, and regulatory adjustments made to mailing guidelines.
35. Decrease in One-Call tickets driven by a downturn in third-party construction activities.
36. 2018 and 2019 numbers updated from previous disclosure to include Canadian data.
37. Disclosure pertains to legal proceedings associated with federal pipeline and storage rate, access and pricing regulations (anti-competitive behavior) for assets we operate.

Disclosure Chart

Employees [38]	**2020**	2019	2018	EIC	SASB
Employees Located in the United States	**3,237 (29 states)**	3,683 (32 states)	3,660 (34 states)		
Employees Located in Canada	**1,203 (4 provinces)**	1,315 (4 provinces)	1,237 (4 provinces)		
Percentage of Field Employees	**68%**	68%	69%		
Number of Employees Hired	**244**	930	620		
Voluntary Employee Turnover Rate	**8%**	10%	10%		
Houston Chronicle Top Workplaces Ranking Among Large Companies [39]	**5**	6	7		
Percentage of Female Employees	**21%**	21%	21%	X	
Percentage of Management Roles Filled by Females [40]	**23%**	19%	22%		
Percentage of Corporate Officer Roles Filled by Females [41]	**12%**	12%	14%	X	
Percentage of Minority Employees in the United States [42]	**31%**	30%	28%	X	
Percentage of Corporate Officer Roles in the United States Filled by Minorities [43]	**4%**	3%	3%	X	
Percentage of Workforce Covered Under Collective Bargaining Agreements	**3%**	4%	3%	X	
Does the Company Require Suppliers to Sign off on the Code of Conduct or Equivalent Codes? [44]	**No**	No	No	X	
Does the Company Seek Third Party Data Verification for Any Social Metrics? [23]	**No**	No	No	X	
Board [45]					
Number of Board Members	**11**	13	12		
Number / Percentage of Independent Directors [46]	**7 / 64%**	7 / 54%	6 / 50%	X	
Percentage of Directors Subject to Public Election [47]	**64%**	54%	50%		
Directors With Risk Management Experience	**Yes**	Yes	Yes	X	
Number / Percentage of Female Directors	**1 / 9%**	1 / 8%	0	X	
Number / Percentage of Minority Directors [48]	**1 / 9%**	2 / 15%	2 / 17%	X	
Average Age of Independent Directors	**62**	67	68		
Is Any Director Under the Age of 50?	**Yes**	Yes	Yes	X	
Average Tenure of Independent Directors	**9**	12	14		
Total Number of Board Meetings Held During the Fiscal Year	**9**	7	4		
Average Board Meeting Attendance	**100%**	98%	98%		
Number of Directors Receiving Less Than 80% Votes Cast in Favor When Running Unopposed in Last 5 Years	**2**	2	1	X	

38. Data is representative of full-time employees only and reflects year-end numbers.
39. For the past 11 years, the Houston Chronicle has asked employees to rank top employers in the city. Plains is one of seven companies that has ranked in the top 10 each year since the survey's inception.
40. Employees at Manager, Director and above levels.
41. Employees at the Vice President, Senior Vice President and Executive levels.
42. Minority data includes all U.S. employees who identify as persons of color. Due to regulatory limitations, this data is not collected in Canada.
43. Employees at the Vice President, Senior Vice President and Executive levels.
44. A supplier Code of Conduct is currently under development.
45. Data as of May 31 of each year unless otherwise noted.
46. As of November 2019, our governing documents require that a majority of our Board satisfy the independence requirements of the exchange where our securities are listed for trading, despite the fact that, as limited partnerships, PAA and PAGP are exempt from such requirements.
47. Three-year staggered term. In 2021, 91% of Directors were subject to public election.
48. Minority data includes Directors who identify as persons of color.

Disclosure Chart

Compensation	2020	2019	2018	EIC	SASB
Percentage of Equity Owned by Directors and Executive Officers [49]	**13%**	16%	17%		
Have Any Executive Officers or Directors Made Share Purchases With Personal Funds In the Last 5 Years? [50]	**Yes**	Yes	Yes	X	
Percentage of CEO Target Compensation "At Risk" For Fiscal Year [51]	**88%**	88%	88% [52]		
Percentage of CEO Target Compensation That Is Performance-based	**59%**	59%	59%	X	
Percentage of CEO Target Compensation That Is Equity-based	**59%**	59%	59%	X	
Average Percentage of All Named Executive Officer (NEO), Other Than CEO, Target Compensation "At Risk" For Fiscal Year [53]	**83%**	83%	82%		
Are There Any Shareholder Return Metrics In Any NEO Equity Compensation Plan?	**Yes**	No	No	X	
Is ≥ 10% of NEO Short-term Incentive (STI) or Long-term Incentive (LTI) Compensation Linked to Environmental or Social Metrics?	**Yes**	Yes	Yes	X	
Has The Company Received <70% Support for Say On Pay In Any of The Last 5 Years?	**Yes**	No	No	X	
Has the Company Adopted a Clawback Policy?	**Yes**	No	No		
Has the Company Adopted Equity Ownership Guidelines?	**Yes**	No	No		
CEO-to-Median Employee Compensation Ratio	**39 to 1**	38 to 1	79 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 [54]	**Yes**	Yes	Yes		
Annual Meetings for the Public Election of Independent Directors [55]	**Yes**	Yes	Yes		
Lead Independent Director	**Yes**	No	No		
No Incentive Distribution Rights [56]	**Yes**	Yes	Yes		
No "Golden Share" [57]	**Yes**	Yes	Yes		
Quarterly Sustainability Program Reporting to Board	**Yes**	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	**No**	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	

49. As of record date for annual meeting.
50. Plains does not track employee share purchases below the executive level. Original EIC template wording requesting data on "corporate officers or directors" has been adjusted to reflect this distinction.
51. "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.
52. During 2018, Mr. Armstrong served as CEO for the first nine months of the year and Mr. Chiang served as CEO for the last three months of the year. For 2018, at Mr. Armstrong's request, annual bonus and long term equity incentive targets were not established for Mr. Armstrong and he elected to forego approximately 90% of his CEO-related base salary and thus did not have any "at risk" target compensation for 2018 (although the compensation committee ultimately awarded a discretionary bonus to Mr. Armstrong in recognition of his contributions as CEO to PAA's 2018 performance). For 2018, 88% of Mr. Chiang's target compensation was considered "at risk."
53. PAA's President is a co-founder and substantial equity owner in PAA 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. 2019 and 2018 data updated from previous disclosure to reflect a recalculation.
54. Plains All American Pipeline, L.P. (trading symbol: PAA) and Plains GP Holdings (trading symbol: PAGP) are managed by a single unified Board of Directors located at PAA GP Holdings LLC.
55. Three-year staggered term.
56. Incentive distribution rights give a general partner an increasing share of incremental distributable cash flow based upon certain conditions.
57. 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

SASB Topic	SASBI Code	Accounting Metric	Location or 2020 Data
Greenhouse Gas Emissions	EM-MD-110a.1	Gross global Scope 1 emissions, percentage methane, percentage covered under emissions-limiting regulations	Scope 1 emissions: 831,000 mt CO_2e Percentage methane: 2.26% Percentage covered under emissions-limiting regulations: 66%
	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) NOx (excluding N_2O), (2) SOx, (3) volatile organic compounds (VOCs) and (4) particulate matter (PM_{10})	We are evaluating the feasibility of reporting these metrics in the future.
Ecological Impacts	EM-MD-160a.1	Description of environmental management policies and practices for active operations	Sustainability Report – pages 9-19
	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	Number of spills: 16 Aggregate volume: 1,127 bbls Volume in Arctic: 0 bbls Volume in USAs: 0 bbls Volume recovered: 982 bbls
Competitive Behavior	EM-MD-520a.1	Total amount of monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations	$0
Operational Safety, Emergency Preparedness and Response	EM-MD-540a.1	Number of reportable pipeline incidents, percentage significant	Number of incidents: 16 Percentage significant: 19%
	EM-MD-540a.2	Percentage of (1) natural gas and (2) hazardous liquid pipelines inspected [1]	Natural gas: 18% Hazardous liquids: 29%
	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 9
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)	Total Metric Ton-Kilometers of Crude Oil, Highly Volatile Liquids and Refined Petroleum Products Transported by Pipeline (T mt-km): 7.9 T mt-km Natural Gas Transported by Pipeline: 3.6 B mt-km Crude Oil Transported by Truck: 7.1 B mt-km

1. 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, as well as changing over time in response to asset conditions.

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 2 2020 Form 10-K page 1 (Business and Properties)
	102-3	Location of headquarters	Houston, TX
	102-4	Location of operations	Sustainability Report – Asset Map page 2
	102-5	Ownership and legal form	Publicly Traded Partnership (Nasdaq PAA & PAGP)
	102-6	Markets served	Sustainability Report – About Plains page 2
	102-7	Scale of the organization	Sustainability Report – About Plains page 2 Disclosure Chart page 55 2020 Form 10-K page 1 (Business and Properties)
	102-8	Information on employees and other workers	Sustainability Report – Our Commitment to Employees pages 33-40
	102-9	Supply chain	Sustainability Report – Supply Chain Management page 46
	102-10	Significant changes to the organization and its supply chain	There were no significant changes in 2020.
	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. 2020 Form 10-K page 41 (Risk Factors)
	102-13	Membership of associations	Sustainability Report – Trade Associations page 48
Strategy	102-14	Statement from senior decision-maker	Sustainability Report – Message from our Chairman and CEO page 1
	102-15	Key impacts, risks and opportunities	Sustainability Report 2020 Form 10-K page 41 (Risk Factors)
Ethics and Integrity	102-16	Values, principles, standards and norms of behavior	Sustainability Report – Code of Business Conduct page 54
	102-17	Mechanisms for advice and concerns about ethics	Sustainability Report – Code of Business Conduct page 54
Governance	102-18	Governance structure	Sustainability Report – Governance Framework and Structure page 50
	102-19	Delegating authority	Sustainability Report – Governance Framework and Structure page 50
	102-20	Executive-level responsibility for economic, environmental and social topics	Sustainability Report – Executive Oversight Page 10
	102-21	Consulting stakeholders on economic, environmental and social topics	Sustainability Report – About the Report page 7, Community Engagement page 42
	102-22	Composition of the highest governance body and its committees	Sustainability Report – Governance Framework and Structure pages 50–51
	102-23	Chair of the highest governance body	Sustainability Report – Governance Framework and Structure pages 50–51

GRI Index

GRI Topic	GRI Standard	GRI Standard Disclosure	Location or direct response
	102-24	Nominating and selecting the highest governance body	Sustainability Report – Board of Directors page 50
	102-25	Conflicts of interest	Sustainability Report – Code of Business Conduct page 54
	102-26	Role of highest governance body in setting purpose, values and strategy	Sustainability Report – Executive Oversight page 10, New Sustainability Board Committee page 52
	102-27	Collective knowledge of highest governance body	Sustainability Report – Board of Directors page 50
	102-28	Evaluating the highest governance body's performance	Sustainability Report – Governance Committee page 51
	102-29	Identifying and managing economic, environmental and social impacts	Sustainability Report – Our Sustainability Journey page 5, Board of Directors page 50, HSES Committee pages 51
	102-30	Effectiveness of risk management processes	Sustainability Report – Enterprise-level risk page 53, 2020 Form 10-K page 41 (Risk Factors)
	102-31	Review of economic, environment and social topics	Sustainability Report – HSES Committee pages 51-52, Risk Management page 10
	102-32	Highest governance body's role in sustainability reporting	Sustainability Report – HSES Committee pages 51-52
	102-33	Communicating critical concerns	Sustainability Report – Code of Business Conduct (third-party hotline) page 54
	102-35	Remuneration policies	Sustainability Report – Compensation Practices page 53
	102-36	Process for determining remuneration	Sustainability Report – Compensation Practices page 53
	102-38	Annual total compensation ratio	Page 55 of PAA's Proxy Statement Dated April 12, 2021
Stakeholder Engagement	102-40	List of stakeholder groups	Sustainability Report – Community Engagement page 42, Government Relations – Engagement and Initiatives page 48
	102-41	Collective bargaining agreements	Sustainability Report - Disclosure Chart page 59
	102-42	Identifying and selecting stakeholders	Sustainability Report – Community Engagement page 42
	102-43	Approach to stakeholder engagement	Sustainability Report – Community Engagement page 42, Government Relations – Engagement and Initiatives page 48
	102-44	Key topics and concerns raised	Sustainability Report – About the Report page 7

GRI Index

GRI Topic	GRI Standard	GRI Standard Disclosure	Location or direct response
Reporting Practice	102-45	Entities included in the consolidated financial statements	2020 Form 10-K page 108 (Financial Statements and Supplementary Data)
	102-46	Defining report content and topic Boundaries	Sustainability Report – About the Report page 7
	102-47	List of material topics	Sustainability Report – About the Report page 7
	102-49	Changes in reporting	We significantly expanded our sustainability reporting in 2020, publishing this report in addition to our disclosures.
	102-50	Reporting period	January to December 2020
	102-51	Date of most recent report	July 2021
	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 Table of 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 Table of 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 Table of Contents for discussion of each topic.

GRI Index

GRI Topic	GRI Standard	GRI Standard Disclosure	Location or direct response
Economic Topics			
Economic Performance	201-1	Direct economic value generated and distributed	2020 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 – Risk Management page 10
	201-3	Defined benefit plan obligations and other retirement plans	Sustainability Report – Benefits, Compensation and Wellness page 36
Indirect Economic Impacts	203-1	Infrastructure investments and services supported	2020 Form 10-K page 97 (Capital Expenditures)
	203-2	Significant indirect economic impacts	Sustainability Report – Pipelines Are Critical to Quality of Life page 3, Plains Responds to COVID-19 Pandemic page 37, Community Investment page 43
Environmental Topics			
Energy	302-1	Energy consumption within the organization	Sustainability Report – Disclosure Chart page 56
	302-4	Reduction of energy consumption	Sustainability Report – Energy Management and Optimization Improves Environmental Performance page 14
Water and Effluents	303-1	Interactions with water as a shared resource	Sustainability Report – Water and Waste Management page 18
	303-2	Management of water discharge-related impacts	Sustainability Report – Water and Waste Management page 18
Biodiversity	304-2	Significant impacts of activities, products and services on biodiversity	Sustainability Report – Biodiversity and Conservation page 15
Emissions	305-1	Direct (Scope 1) GHG emissions	Sustainability Report – Disclosure Chart page 56
	305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Report – Disclosure Chart page 56
	305-4	GHG emissions intensity	Sustainability Report – Disclosure Chart page 56
	305-5	Reduction of GHG emissions	Sustainability Report – Greenhouse Gas Emissions page 13, Energy Management and Optimization Improves Environmental Performance page 14, Disclosure Chart page 56

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 59
	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 36
Occupational Health and Safety	403-1	Occupational health and safety management system	Sustainability Report – Operations Management System page 9
	403-2	Hazard identification, risk assessment and incident investigation	Sustainability Report – Risk Management page 10, Environmental Management page 12, Health and Safety at Plains page 21, Trucking Safety page 24
	403-3	Occupational health services	Sustainability Report – Health and Safety at Plains pages 21-32
	403-4	Worker participation, consultation and communication on occupational health and safety	Sustainability Report – Accountability and Management page 10, 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 36
	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 9, Contractor Safety page 23, Safety Audits page 23
	403-9	Work-related injuries	Sustainability Report – Disclosure Chart page 58
	403-10	Work-related ill health	Sustainability Report – Disclosure Chart page 58
Training and Education	404-2	Programs for upgrading employee skills and transition assistance programs	Sustainability Report – Leadership and Professional Development page 36
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Sustainability Report – Disclosure Chart page 59
Public Policy	415-1	Political contributions	Sustainability Report – Political Contributions page 48

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_2e	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_2e	metric ton carbon dioxide equivalent
mt-km	metric ton kilometers
T	in trillions
T BOE	trillions of barrel of oil equivalent

Acronyms

API	American Petroleum Institute
APRIL	Advanced Pipeline Research and Innovation Lab
ATD	Association for Talent Development
CARE	Create A Real Effect
CEPA	Canadian Energy Pipeline Association
CMS	Crisis Management Services
CSA	Canadian Standards Association
CUE	common unit equivalents
DCF	Distributable Cash Flow
DOT	Department of Transportation (U.S.)
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization
EI	environmental inspector
EIC	Energy Infrastructure Council
EPA	Environmental Protection Agency (U.S.)
ESG	environmental, social and governance
FEC	Federal Election Commission
ICS	Incident Command System
ILI	in-line inspection
ILTA	International Liquids Terminal Association
GHG	greenhouse gas
GRI	Global Reporting Initiative
HSE	health, safety and environment
HSES	health, safety, environmental and sustainability
MLP	master limited partnership
NGL	natural gas liquids
OMS	Operations Management System
PAA	Plains All American
PAA PAC	Plains All American GP LLC Political Action Committee
PAGP	Plains GP Holdings
PDCA	Plan-Do-Check-Act
PHA	Process Hazard Analysis
PHMSA	Pipeline and Hazardous Materials Safety Administration
PMC	Plains Midstream Canada
PSM	Process Safety Management
PSP	Permian Strategic Partnership
ROW	right-of-way
SASB	Sustainability Accounting Standards Board
SCADA	Supervisory Control and Data Acquisition
SDG	Sustainable Development Goals
TCFD	Task Force on Climate-Related Financial Disclosures
TRIR	total recordable incident rate
TSR	total shareholder return
TUC	Trout Unlimited Canada
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 2020.

All denominations in the Plains Sustainability Report are in USD.

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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