# ONE IN RESPONSIBILITY

CORPORATE RESPONSIBILITY REPORT 2016





#### **CORPORATE OVERVIEW**

ONEOK is one of the nation's premier energy companies and is included on the Fortune 500 and in Standard & Poor's (S&P) 500 Stock Index.

With its headquarters located in Tulsa, Oklahoma, ONEOK owns one of the nation's premier natural gas liquids (NGL) systems, connecting NGL supply in the Mid-Continent, Permian and Rocky Mountain regions with key market centers and is a leader in the gathering, processing, storage and transportation of natural gas in the U.S.

#### **ABOUT THIS REPORT**

This Corporate Responsibility Report details ONEOK's sustainability performance from January 2016 through December 2016, unless otherwise noted.

The top topics of interest from respective stakeholders were included in the report.

This report follows the Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines. Page 44 contains the GRI index, a guide that helps readers locate specific GRI framework data within the report.

This report reflects the most accurate information available to us at the time of printing.

An online version of this report, as well as more information about our operations, is available at www.oneok.com.

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#### ONE IN RESPONSIBILITY



### **CEO LETTER**

To Our Stakeholders,

A company's sustainability efforts are a testament to its commitment to operate safely, reliably and in an environmentally responsible manner. It also helps ensure we provide a safe, diverse, inclusive and engaging workplace for our employees while also making a positive impact in the communities where we operate.

In this Corporate Responsibility Report, we share our successes of the past year and offer a view into a few of our 2017 initiatives.

Highlights from 2016 include:

- Implementing a new Environment, Safety and Health (ESH) reporting software companywide;
- Completing a Safety and Health Capability Review;
- Monitoring legislative and regulatory policies at all levels of government that can impact operations;
- Contributing to communities where we operate and our employees live and work; and
- Reducing exposure to cybersecurity threats by implementing new controls and continuing to educate employees about risks.

As part of our ongoing commitment to ESH, our employees continuously assess safety risks related to ONEOK's operations and implement safe work practices, hazard controls and training to minimize those risks. Through numerous ESH initiatives executed across our company, we continue to strive for zero-incident ESH performance. For a more detailed breakdown of our ESH performance between 2012 and 2016, see the statistical comparisons on pages 20-21.

Our company's success is dependent upon the success of our employees, who are our greatest resource. We must nurture creativity, entrepreneurial thinking and diverse thought — none of which are attainable without fostering an inclusive workplace. Details on our ongoing Diversity and Inclusion efforts are found on pages 33-34.

The essential ingredient to making ONEOK a sustainable company comes from our caring and conscientious employees who embrace our core values of Ethics, Quality, Diversity, Value and Service, each and every day.

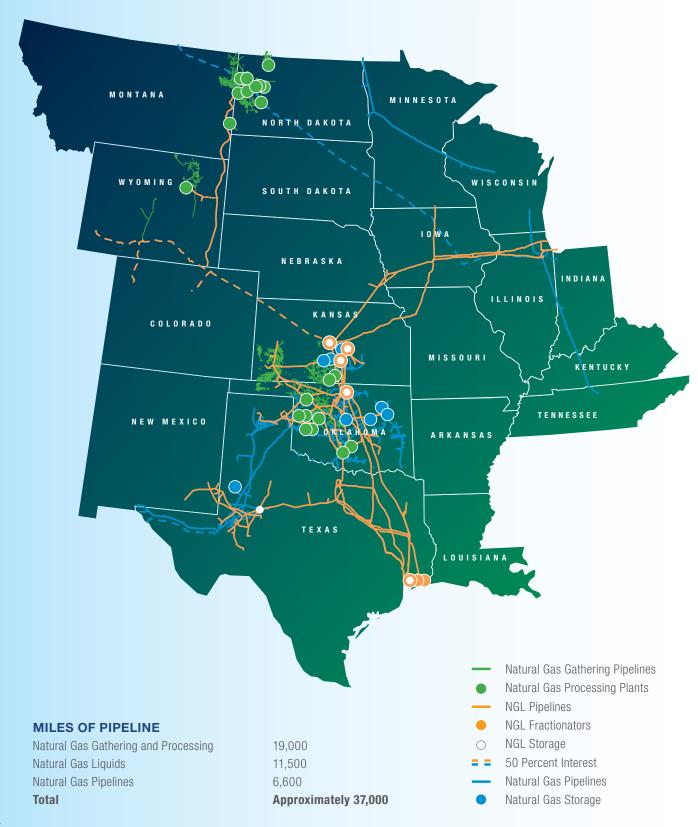
I hope that after reading this report you will feel, as I do, that we have an outstanding workforce dedicated to learning, improving and making ONEOK a better company. I thank them for their ongoing efforts and contributions.



July feur

President and Chief Executive Officer

### **OUR ASSETS**



### **GROWTH PROJECTS**

#### **GROWTH PROJECTS**

We completed several organic growth projects in 2016 and have additional projects scheduled for completion through 2019. These investments demonstrate our ongoing commitment to build the infrastructure necessary to better serve our customers.

### GROWTH PROJECTS COMPLETED IN 2016 AND SCHEDULED FOR COMPLETION THROUGH 2019

#### **Natural Gas Liquids**

- Bear Creek natural gas liquids (NGL) infrastructure A 40-mile NGL pipeline and infrastructure related to the Bear Creek natural gas processing plant in Dunn County, North Dakota. Completed: third guarter 2016.
- Bakken NGL Pipeline expansion (phase two) To increase capacity to 160,000 barrels per day (bpd). Expected completion: third quarter 2018.
- Five third-party plant connections in 2016; six expected in 2017.

#### **Natural Gas Pipelines**

- Roadrunner Gas Transmission Pipeline A 200-mile pipeline that connects our WesTex Transmission Pipeline system near Coyanosa, Texas, to a new international border-crossing connection at the U.S. and Mexico border near San Elizario, Texas. The 50-50 joint venture will be completed in three phases:
  - Phase one was completed in first quarter 2016, providing 170 million cubic feet per day (MMcf/d) of capacity.

- Phase two was completed in fourth quarter 2016, providing 400 MMcf/d of capacity bringing the total to 570 MMcf/d; and
- Phase three is expected to increase capacity by 70 Mmcf/d and bring the total to 640 Mmcf/d. Expected completion: 2019.
- WesTex Transmission Pipeline expansion The expansion of this intrastate natural gas pipeline system added approximately 260 MMcf/d of capacity to our system. Completed: fourth quarter 2016.
- Midwestern Gas Transmission expansion The expansion of this interstate natural gas pipeline increased northbound capacity by approximately 170,000 dekatherms per day following the construction of an approximately 15,000-horsepower natural gas-fired compressor station near Herscher, Illinois. Completed: second quarter 2016.
- Mustang Pipeline A 22-mile natural gas pipeline that is expected to transport up to 55 MMcf/d of natural gas to a thirdparty electric-generation plant in Oklahoma City, Oklahoma, from ONEOK's Edmond Storage facility. Expected completion: third quarter 2017.
- Oklahoma Gas Transmission (OGT) expansion A 100 Mmcf/d expansion of the OGT pipeline out of the STACK play in Oklahoma. Expected completion: second guarter 2018.

#### **Natural Gas Gathering and Processing**

 Bear Creek natural gas processing plant – An 80-MMcf/d natural gas processing plant in Dunn County, North Dakota. Completed: third quarter 2016.

Roadrunner Gas Transmission Pipeline, Texas





# GOVERNANCE





#### **VISION**

To be a leading midstream service provider that creates exceptional value for all stakeholders by:

- Operating our integrated midstream assets safely and efficiently and making pragmatic financial management decisions enabling ONEOK to execute its growth strategies;
- Maximizing dividend payout while maintaining prudent financial strength and flexibility; and
- Attracting, selecting, developing and retaining a diverse group of employees to support strategy execution.

#### **MISSION**

To create shareholder value by profitably providing reliable energy and energy-related services in a safe and environmentally responsible manner.

#### **VALUES**

**Ethics**: Our actions are founded on trust, honesty and integrity through open communications and adherence to the highest standards of personal, professional and business ethics.

Quality: Our commitment to quality drives us to make continuous improvements in our quest for excellence.

**Diversity**: We value diversity, as well as the dignity and worth of each employee, and believe that a diverse and inclusive workforce is critical to our continued success.

**Value**: We are committed to creating value for all stakeholders – employees, customers, investors and our communities – through the optimum development and utilization of our resources.

**Service**: We provide responsive, flexible service to customers, and commit to preserving the environment, providing a safe work place environment and improving the quality of life for employees where they live and work.

ONEOK'S CULTURE IS FOUNDED ON TRUST, HONESTY AND INTEGRITY. WE SEEK TO CONTINUOUSLY IMPROVE IN A VARIETY OF AREAS, INCLUDING LEADERSHIP DEVELOPMENT, EMPLOYEE COMFORT IN REPORTING CONCERNS AND RAISING POTENTIAL CONFLICTS OF INTEREST, CORPORATE SOCIAL RESPONSIBILITY AND BUSINESS ETHICS AND COMPLIANCE.

### CORPORATE GOVERNANCE - BOARD OF DIRECTORS

Our board of directors and management are committed to maintaining strong corporate governance practices that promote and protect the long-term interest of our investors. Our corporate governance practices are designed not only to satisfy regulatory and stock exchange requirements but also to provide for effective oversight and management of our company.

The ONEOK board has 11 members, nine who are independent.

Our board has adopted guidelines that address key areas of our corporate governance, including:

- The board's mission and responsibilities;
- Membership and leadership;
- The structure and function of the board's committees;
- Meetings of the board and its committees, including attendance requirements and executive sessions;
- Compensation;
- Officer share ownership requirements;
- Succession planning;
- Evaluation of the performance of our board; and
- Access to management and independent advisors.

All directors of ONEOK have proven leadership, sound judgment, integrity and a commitment to our success. For a full listing of board members, see page 42.

#### **OUR BOARD AND CORPORATE STRATEGY**

Our board is actively involved in overseeing, reviewing and guiding our corporate strategies and formally reviews our company's business strategies, including the risks and opportunities facing our company and its businesses, at an annual strategic-planning session.

In addition, long-range strategic issues, including the performance, strategic fit and operational safety of our businesses, are discussed

as a matter of course at regular board meetings. Members regularly discuss corporate strategy throughout the year with management formally as well as informally and during executive sessions of the board as appropriate. The board views risk management and oversight as an integral part of our strategic-planning process, including mapping key risks to our corporate strategy and seeking to manage and mitigate risk.

#### **RISK OVERSIGHT**

We engage in an annual comprehensive enterprise risk-management (ERM) process to identify and manage risk. Our ERM assessment is designed to enable our board to establish a mutual understanding with management of the effectiveness of our risk-management practices and capabilities, to review our risk exposure and to elevate certain key risks for discussion at the board level.

Risk management is an integral part of our annual strategicplanning process, which addresses, among other things, the risks and opportunities facing our company.

The board assesses its risk oversight responsibilities by having management provide periodic briefings and informational sessions on the significant voluntary and involuntary risks we face and how we seek to control and mitigate those risks. In some cases, as with risks relating to significant acquisitions, risk oversight is addressed as part of the boards' ongoing engagement with the chief executive officer and other management.

The board annually reviews a management assessment of the various operational, financial and regulatory risks we face, and their relative magnitude and management's plan for mitigating these risks. This review is conducted in conjunction with the board's review of our company's business strategy at their annual strategic-planning meeting and at other meetings as appropriate.

To read more about our ERM assessment, see page 12.

RISK MANAGEMENT IS AN INTEGRAL PART OF OUR ANNUAL STRATEGIC-PLANNING PROCESS, WHICH ADDRESSES, AMONG OTHER THINGS, THE RISKS AND OPPORTUNITIES FACING OUR COMPANY.

#### **INVESTOR ENGAGEMENT**

Our board also believes accountability to investors is an indicator of good corporate governance and that regular investor engagement is important to our success. We frequently engage with investors on a variety of topics, with particular focus on matters relating to our publicly disclosed strategy and financial performance.

We also talk with investors to discuss matters relating to governance, compensation, safety, environmental compliance and other current and emerging issues that the board and our management understand are important to our investors and our sustainability.

In addition to this direct engagement, we also maintain a number of channels that allow our investors to effectively communicate with our board, including:

- Maintaining an investor relations website on our company website;
- Conducting the annual election of directors with a majority voting standard;
- Presenting regularly at investor conferences;
- Conducting an annual ONEOK advisory vote to approve executive compensation;
- Ensuring, if requested by major shareholders, the lead independent director is available for consultation and direct communication:
- Permitting investors to submit prospective candidates for nomination by our ONEOK board for election at the annual meeting of shareholders in accordance with our bylaws; and
- Providing investors the ability to attend and voice opinions at ONEOK's annual meeting of shareholders.

#### CORPORATE COMPLIANCE AND ETHICS

ONEOK's Compliance and Ethics program is a multifaceted, dynamic program. This program serves as an enterprisewide platform emphasizing an unwavering commitment to a culture where positive, productive work environments, ethical and compliant behavior, following the Golden Rule and doing the right thing reflect "The ONEOK Way." All employees have the opportunity, on a daily basis, to truly talk the talk, walk the walk and lead the way in compliance and ethics.

Our program includes:

- Strong, explicit and visible "Tone on the Top" demonstated by senior leadership:
- Written standards, policies and guidelines;
- Effective communication, education and training;
- Multifaceted reporting and enforcement avenues; and
- Effective monitoring and risk identification measures.

In 2016, we added a new element to the program: *EthicsSense*, an awareness initiative aimed at helping employees better understand their roles and responsibilities in promoting an ethical workplace and maintaining a culture of compliance.

EthicsSense deploys voluntary, quarterly online trainings designed to help employees navigate difficult ethical situations. Eighty-five percent of employees completed the voluntary, quarterly training modules in 2016.

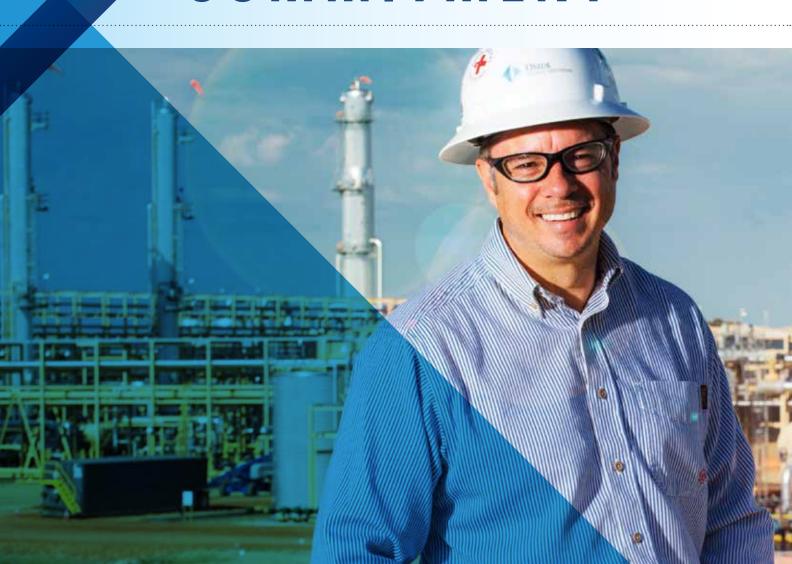
As a result of these efforts, ONEOK's culture is founded on trust, honesty and integrity. We seek to continuously improve in a variety of areas, including leadership development, employee comfort in reporting concerns and raising potential conflicts of interest, corporate social responsibility and business ethics and compliance. These successes allow us to return greater value to all stakeholders.

ONEOK's Compliance and Ethics program was selected as a finalist for the 2016 Best Compliance and Ethics Program (mid-to-small cap) Corporate Governance Award through *Corporate Secretary Magazine*.





# COMMITMENT



# ENVIRONMENT, SAFETY AND HEALTH

#### **ESH COMMITMENT**

We are committed to pursuing a zero-incident culture by continuously working to mitigate risk and eliminate incidents that may bring harm to our employees, contractors, the public and the environment.

Our strategic plans establish an expectation of environment, safety and health (ESH) performance that is required for long-term success. Strategic oversight is provided by the ESH Leadership Committee, which is composed of senior management and subject-matter experts representing key areas of ESH.

ONEOK's Operating Commitment defines five key drivers that require a balanced focus for successful operation of our assets - Safety and Environmental Responsibility; Compliance; Customer Service; Quality; and Cost Effectiveness.

The key drivers relating to ESH are Safety and Environmental Responsibility and Compliance. Safety and Environmental Responsibility is defined as "continuously improving safety and environmental culture and performance," and Compliance, which is defined as "aspiring to 100 percent compliance with applicable laws, regulations and internal procedures," represent our commitment to corporate responsibility.

58%

**Reduction** in the Environmental Spill/
Release Metric since being introduced in 2014.

In 2016, to help internal and external stakeholders more clearly understand their roles in helping us achieve our ESH expectations, the ESH Leadership Committee expanded our ESH Commitment to include five expectations for all employees and contractors:

 All employees have the responsibility and the ability to control operating exposures that may cause an incident and prevent incidents, even if it means stopping work;



Ariele Brownfield, operations engineer at Mont Belvieu storage and fractionation facility.

- All levels of management and all employees must have personal involvement with and commitment to ESH management and compliance;
- All employees have the responsibility to report or elevate potential ESH compliance risks, incidents and near misses to the proper level in the organization;
- Protection of human health and safety and the environment is a priority, no matter how urgent the job, project or commercial interest; and
- All employees and contractors are responsible and accountable for understanding and complying with all laws, regulations, permits, requirements and procedures related to their roles and responsibilities, including those associated with ESH.

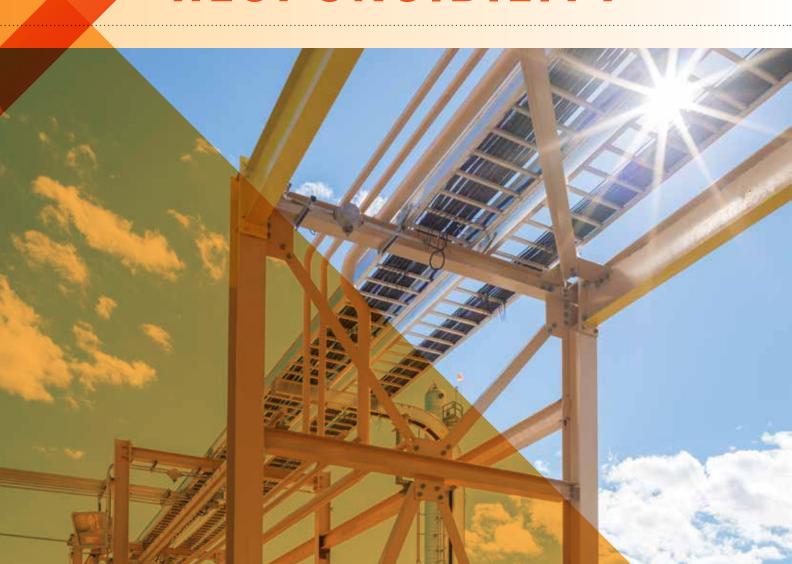
We also provide our board of directors with quarterly updates on ESH statistics and continuous improvement efforts.

In addition, two metrics related to ESH influence short-term incentive compensation for our employees, including:

- Total Recordable Incident Rate, which calculates total Occupational Safety and Health Administration (OSHA) illnesses and injuries; and
- Agency Reportable Environmental Event Rate (AREER), which is the total number of releases and excess emission events that trigger a federal, state or local environmental reporting requirement.



# RESPONSIBILITY



## SAFETY AND HEALTH

#### SAFETY AND HEALTH CAPABILITY REVIEW

In 2016, our ESH department began a Safety and Health Capability Review to evaluate the effectiveness of various safety programs, processes and tools we use across our operations.

This review was an opportunity to better understand the existing practices used across our company and to identify areas where knowledge sharing and increased consistency will yield improvements.

The primary goal of the Safety and Health Capability Review was to capitalize on the countless safety improvements we have made over the years by delivering improvements in a more consistent and effective manner. Our Integrated Operations Services (IOS) group was created and tasked with doing just this - integrating our technical and compliance capabilities in all of our operating groups into a cohesive group with a singular purpose.

Since the inception of the IOS group in 2014, we have steadily increased the number of safety and health initiatives across business-segment boundaries, thus creating a more cohesive safety and health program.

The results of the review are expected to be completed in 2017, and subsequent improvements are expected to manifest themselves in improved relationships with customers, efficiency gains, quicker adoption of best practices, improved focus, reduced waste and more effective utilization of resources. Ultimately, improvements made will enhance our ability to deliver on our key drivers.

#### STAKEHOLDER OUTREACH

As our business grows and our geographic footprint expands, it is essential to continue strengthening our commitment to improving ESH performance.

As we remain focused on our mission to operate reliably, safely and environmentally responsibly, we continue to build stakeholder value. We are committed to creating value for all stakeholders through the optimum development and utilization of our resources. That's why Stakeholder Outreach is a key initiative among the five established in 2015 by the ESH Leadership Committee.

Stakeholder Outreach is designed to proactively tell our story and create a more targeted approach to sharing information with those who want to know more about us.

ONEOK stakeholders include:

- Customers;
- · Regulatory agencies; and
- Employees;
- Investors.
- The public;

Stakeholder outreach helps us understand what information these groups receive about ONEOK and through which vehicles they are receiving the information. From there, we can review outcomes and ways to improve.

#### **PUBLIC AWARENESS PROGRAM**

We are committed to providing safe, reliable energy and energy-related services, and promoting the safety of people who live and work near our pipelines and other facilities. As a result, we allocate the necessary resources and funding to develop, implement and manage our Public Awareness Program.

The objectives of the program are to:

- Raise the awareness of key stakeholders of the presence of pipelines in their communities;
- Educate those who live or work near our pipelines to recognize and react to a pipeline leak or emergency;
- Help excavators understand the steps they can take to prevent damage and to respond safely and promptly should their actions cause damage to our pipelines;
- Better educate the affected public, emergency officials, local public officials and other key groups about our organization's emergency response and key safety procedures in the unlikely event of an operating problem or incident; and
- Allow emergency response agencies to better understand the safe and proper actions to take to respond to a release or pipeline emergency.

In 2016, we reached out to thousands of members of the public across our operating footprint to increase pipeline awareness.

**249,969**Affected Public

308,568
Excavators

11,892
Emergency and Local Officials

#### **ESH COMPLIANCE SOFTWARE**

In 2016, ONEOK implemented a new software solution to manage our ESH compliance and reporting.

This new system is a "one-stop shop" for reporting and managing all ESH events. With one simple, web-based form, all employees now are able to report an event by answering five simple questions: who, what, when, where and how. ESH coordinators now have the ability to more rapidly deploy follow-up actions to events. All of this information may be easily reported to support current and future ESH management needs.

This new capability has provided ONEOK with the ability to collect and report ESH event data in the same manner across all business units, thus giving us a more comprehensive view of our ESH metrics. By standardizing and centralizing our event data, we are able to track and share knowledge across ONEOK in a more efficient manner, which we expect will improve our safety and compliance.

Since November 2016, more than 800 events have been reported, including preventive events categorized as "Near Misses" and "Good Catches." By capturing these types of events and training on them, we expect to proactively avoid potential safety or environmental issues. The system's flexibility also allows us to quickly adapt to changes in company structure, so even as the industry changes, our systems will be able to support our ESH efforts.

In the coming year, we expect to develop a mobile event reporting application to enable employees to report events from any location. The project team also will be working to implement new modules to manage environmental compliance that will provide ONEOK with a platform to standardize and centralize compliance tasks and reporting.

### PREVENTABLE VEHICLE INCIDENT SEVERITY RANKING

ONEOK has reported its Preventable Vehicle Incident Rate (PVIR) in each Corporate Responsibility Report since 2009. This metric is a key indicator of employee driving performance and helps us manage health and safety risks associated with driving.

A Preventable Vehicle Incident (PVI) is any incident involving a fleet or rental motor vehicle that results in an injury to any person or damage to any vehicle or property where the driver failed to reasonably avoid the incident.

The circumstances around each PVI are not the same and results may vary. To help our leadership team coach employees more effectively regarding PVIs, a severity category was added to the PVI metric in 2016.

Now, PVIs are placed into one of four categories with Tier I being the most severe and Tier IV being the least severe. Criteria were defined to establish guidelines to categorize each PVI, which allows leadership to focus attention on preventing PVIs that have a higher likelihood of resulting in an injury to people or damage to property.

We believe the severity categories will increase the effectiveness of our initiatives aimed at improving our ESH efforts.



Tier I – Fatality, hospitilization, major fire/release, property damage >\$50K.

Tier II – Recordable injury, vehicle tow away, minor fire/release, property damage

\$25K – \$50K, direct impact to process equipment.

Tier III – First-aid injury, vehicle driven away, property damage \$3K – \$25K, occurs within 10 feet of process equipment.

Tier IV — No injury, minor damage (dent, scratch or ding), property damage <\$3K, occurs greater than 10 feet from process equipment.

#### **ENTERPRISE RISK-MANAGEMENT ASSESSMENT**

Each year, our Audit Services group conducts an enterprise risk-management (ERM) assessment. These assessments are conducted by officers of the company to analyze possible risks.

The program is designed to identify, assess, monitor and manage risks that could affect our ability to fulfill our business objectives or execute our corporate strategies. Our ERM process involves the identification and assessment of a broad range of risks and the development of plans to mitigate these risks. These risks generally relate to the strategic, operational, financial, regulatory compliance and human resources aspects of our business.

Officers assess each risk using multiple criteria, including impact to finances and operations, people, reputation or image, business strategy and the likelihood of the risk occurring.

In 2016, our ERM process improved in three areas:

- · Peer reviews;
- Linking ERM risks and controls to drive specific audit testing; and
- Assignment of primary and secondary risk owners.

The results are used to guide the company's audit plan to address identified risks with emphasis on the highest risks. Additionally, part of our annual ERM review process includes an evaluation of our peer companies to identify possible emerging risks. Once completed, the assessment is reviewed with the ONEOK board. Because of this process, our risks are clearly defined and monitored, and effective controls are in place to mitigate those risks.

#### TASK FORCE ON ACTIVE-SHOOTER RESPONSE

In 2016, following an increase in active-shooter incidents across the country, ONEOK formed an internal task force to review company action plans and policies related to these types of incidents.

The task force included representatives from Information Technology, Information Security, Disaster Recovery, Corporate Services, Corporate Communications, Business Continuity, Building Services, Human Resources and ESH. We also sought feedback from external government and regulatory agencies.

Following a thorough evaluation of our current response procedures and policies we:

 Implemented physical security upgrades at ONEOK Plaza in Tulsa, Oklahoma, including opening stairwells for everyday access to encourage employees to become more familiar with this source of protection and evacuation during an active-shooter emergency;

- Enhanced incident-response processes to include specific actions related to active-shooter incidents; and
- Updated emergency response protocols.

We also distributed training to employees outlining individual response protocols during active-shooter incidents and reviewing any updated policies.

#### SAFETY AND HEALTH HIGHLIGHTS AND AWARDS

- Cheney natural gas processing plant in Cheney, Kansas, achieved a safety milestone – the completion of 50 years without a losttime incident.
- Antelope Hills natural gas processing plant in Crawford,
   Oklahoma, achieved a safety milestone the completion of 35 years without a lost-time incident.
- ONEOK Partners received the Gas Processors Association of Oklahoma Chairman's Award for Safety Improvement. The award recognizes companies achieving a 25 percent or greater reduction in the Total Recordable Incident Rate as compared with the average of the Total Recordable Incident Rate for the past three years.
- Garden Creek natural gas processing plant in Watford City, North Dakota, achieved a safety milestone – the completion of five years without a lost-time incident.
- Lignite natural gas processing plant in Lignite, North Dakota, achieved a safety milestone – the completion of five years without a lost-time incident.
- Sage Creek natural gas processing plant in Glenrock, Wyoming, achieved a safety milestone – the completion of five years without a lost-time incident.

#### **CEO ENVIRONMENT, SAFETY AND HEALTH LEADERSHIP AWARD**

Each year, President and Chief Executive Officer Terry Spencer selects one group within our organization that exemplifies ESH leadership.

This award – the CEO Environment, Safety and Health Leadership Award – was created in 2009 to promote ESH awareness and to foster improvement in ONEOK's ESH initiatives. The program recognizes business segments and employee groups for outstanding ESH performance that goes "above and beyond" to improve the company's ESH culture and performance. Award nominees are evaluated on ESH results, meaningful and effective initiatives and employee engagement.

In 2016, the pipelines and terminals group within our NGL segment was selected as the award recipient.

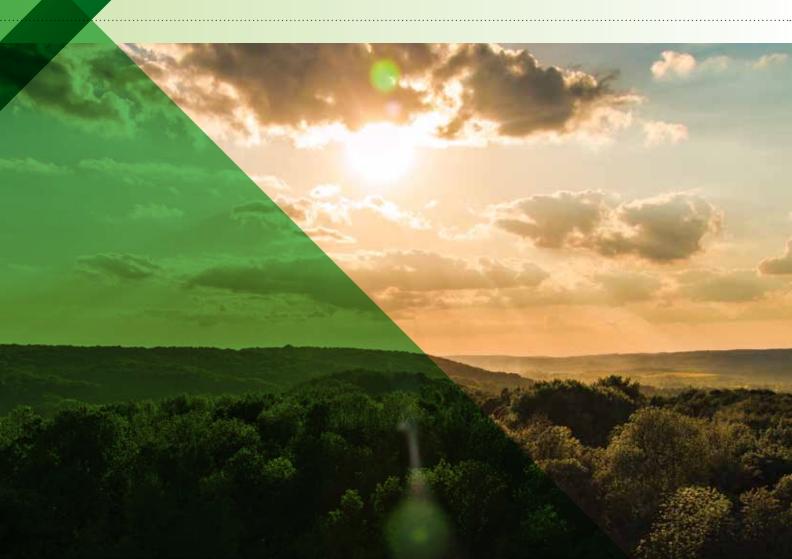
The group had the lowest Total Recordable Incident Rate (0.50) of any of our operating segments and the group's single injury in 2015 represents a 67 percent improvement from its 2014 results. In addition, its Agency Reportable Environmental Event Rate was second-best in the company (0.24), and its Preventable Vehicle Incident Rate was down 9 percent from the prior year.

The group stood out based on its initiatives that focused on employee ownership and communication around safety program improvements while integrating the newly acquired West Texas NGL assets and employees into ONEOK throughout 2015.

NGL pipelines and terminals operations span from Texas to North Dakota and east to Illinois.



# STEWARDSHIP



### **ENVIRONMENT**

Compliance is one of our company's key drivers and is vital to our sustainability efforts. Pursuing 100 percent environmental compliance promotes minimal environmental impact from our operations.

Our environmental efforts focus on minimizing the impact of our operations on the environment. These actions include:

- Developing and maintaining an accurate greenhouse gas (GHG) emissions inventory according to current rules issued by the Environmental Protection Agency (EPA);
- Improving the efficiency of our various pipelines, natural gas processing facilities and NGL fractionation facilities; and
- Following developing technologies to minimize emissions from our facilities.

Operating our businesses to meet the environmental expectations of each of our key stakeholders, including regulatory agencies, the communities in which we operate, landowners, customers, employees and investors, continues to be the goal we strive for in our day-to-day operations.

### AGENCY REPORTABLE ENVIRONMENTAL EVENT RATE METRIC

ONEOK established an internal environmental metric in 2014 that became a part of the Short-Term Incentive Plan criteria for all ONEOK employees. There is not an industrywide metric for environmental performance; however, we realized that measures and incentives play an important role in improving our environmental performance.

The Agency Reportable Environmental Event Rate (AREER) promotes a continued reduction in spills and emission events that are reportable to a state or federal agency.

In 2016, ONEOK had an AREER¹ of 1.30, which was below our target of 1.34 and represented an improvement of more than 17 percent from 2015. This represents the second straight year that ONEOK employees' hard work and dedication to environmental stewardship has resulted in a reduction in the number of reportable spills and emission events.

ONEOK continues to set targets to reduce the number of AREER events to improve our performance and demonstrate to all stakeholders our commitment to the environment.

#### **CARBON DISCLOSURE PROJECT**

In 2016, ONEOK participated in the Carbon Disclosure Project (CDP) for the fourth consecutive year. The CDP is an international organization that works with shareholders and corporations to disclose the carbon emissions of participating companies. In 2016, the CDP received carbon data from more than 5,600 companies worldwide.

ONEOK is one of the few U.S. companies in our industry that participates in the CDP. We recognize the importance stakeholders place on the measurement and disclosure of environmental performance, and we will continue to seek effective ways to provide meaningful information in a manner consistent with similar companies in our industry.

#### **GREENHOUSE GAS EMISSIONS**

We consistently look for ways to improve energy efficiency across our operating footprint, including searching for innovative technologies and undertaking projects to manage our emissions.

Based on 2016 threshold levels, we reported emissions from 26 facilities totaling approximately 50 million metric tons of carbon dioxide equivalents (CO,e)<sup>2</sup>.

Emissions at our facilities result from natural gas combustion from natural gas compressor engines and process heaters, plus other emissions that escape our operating equipment, venting and other processes common to natural gas systems. Reporting is required for facilities that are at or above the 25,000 metric tons of  $\rm CO_2e$  per-year threshold set by the EPA.

<sup>&</sup>lt;sup>1</sup> AREER is defined as the total number of releases and excess emission events that trigger a federal, state or local environmental reporting requirement.

<sup>&</sup>lt;sup>2</sup> Carbon dioxide equivalent (CO₂e) is a metric used to compare the emissions from various GHGs based on their global-warming potential. It is determined by multiplying the tons of a specific GHG by its associated global-warming potential.

#### **ONEOK MAKES SIGNIFICANT JUMP IN GREEN RANKINGS**

Our focus on ESH initiatives, and the importance the company has placed on improving in these areas, once again caught the attention of environmental research organizations that monitor some of the largest publicly traded companies in the U.S. and the world.

*Newsweek* magazine's Green Rankings list the 500 largest publicly traded companies in the U.S. (the U.S. 500) and the 500 largest publicly traded companies globally (the Global 500) on overall environmental performance, and is considered one of the world's foremost corporate environmental rankings.

In 2016, we ranked 284 among the U.S. 500, up from 461 in 2015. Our 2016 green score was 25.7 percent, up from 9.9 percent the previous year. We ranked 12 out of 41 in the energy industry sector.

*Newsweek* worked with environmental research organizations to create the rankings, which aim to assess each company's actual environmental footprint and management of that footprint, related policies and strategies and reputation among environmental experts.

The Newsweek Green Rankings follows the core principles of transparency, objectivity, public data, comparability and engagement.



#### **GREENHOUSE GAS EMISSIONS (2016)**

Total reported: Approximately 50.0 million metric tons of  ${\it CO}_{\it 2}{\it e}$ 

**47.5** Supplied to Customers

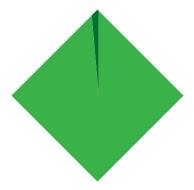
**2.5** Facility-Direct Emissions

As a midstream service provider, we gather, transport, process and store hydrocarbon products for many customers. ONEOK delivers those products back into the market, and they are eventually delivered to consumers.

Federal greenhouse gas emissions regulations require annual reporting of emissions from several source categories. In accordance with the rule, ONEOK reports its emissions from its natural gas liquids (NGL) fractionators and other operating sources that have the potential to emit in excess of 25,000 tons per year of CO<sub>2</sub>e. This chart represents the total emissions reported by ONEOK for 2016. The chart includes two components – emissions NGL products supplied to customers and facility-direct emissions.

The supplied to customers component represents emissions that would result from the complete combustion or oxidation of the NGL products produced from fractionation facilities. These emissions are calculated using the annual volume of each fractionated product and multiplying it by an emission factor. Products covered under the rule are ethane, propane, normal butane, isobutane and natural gasoline. Our 2016 total emissions supplied to customers was 47.5 million metric tons of CO<sub>a</sub>e.

Facility-direct emissions are those that result from operating our midstream assets in order to provide services to our customers. Such operations include: natural gas combustion from running compressor engines and process heaters, other emissions that may escape from operating equipment and other processes common to natural gas systems. Our 2016 total facility-direct emissions were 2.5 million metric tons of CO<sub>a</sub>e.



#### **EMISSIONS SUPPLIED TO CUSTOMERS - BY BUSINESS UNIT**

Total supplied to customers: Approximately 47.5 million metric tons of  ${\it CO}_{\it se}$ 

**46.9** Natural Gas Liquids **0.6** Natural Gas Gathering and Processing

This chart provides a breakdown of the emissions supplied to customers between the two ONEOK business segments that operate fractionation facilities and deliver NGL products back into the market.



#### **FACILITY-DIRECT EMISSIONS - BY BUSINESS UNIT**

Total reported: Approximately 2.5 million metric tons of CO<sub>2</sub>e

- **1.6** Natural Gas Gathering and Processing
- **0.8** Natural Gas Liquids
- **0.1** Natural Gas Pipelines and Storage

This chart provides a further breakdown of the facility-direct emissions attributable to each of the ONEOK business segments. The main source of facility-direct emissions is from the combustion of natural gas from running compressor engines and process heaters. In addition, emission sources include fugitive emission components such as valves at our facilities and other operating equipment such as acid gas treatment systems, pressure relief vent stacks, dehydrator vents and storage tanks.

Canadian Valley natural gas processing plant, Oklahoma



#### **CONSERVATION EFFORTS**

#### **Bushton Implements Single-Stream Recycling Program**

Employees at our NGL storage and fractionation facilities in Bushton, Kansas, have been recycling in their homes for years; however, it wasn't until last year that a recycling program was available in the remote area where our facility is located.

In June 2016, the facility began utilizing a single-stream commercial recycling program. This program allows our employees to dispose of all recyclables in one container rather than sorting them into different bins.

While the initial focus of the recycling initiative was in administrative and maintenance areas, employees are looking to expand the program to a larger, plantwide effort in the future.

Office employees now recycle cardboard, paper, cans and plastics, thus decreasing the facility's environmental footprint. Employees also are looking at ways to reduce the nonrecyclable styrofoam footprint at the landfill and additional ways to recycle shredded paper.

Since implementing the program, the facility has recycled approximately 6,300 pounds of materials.

### Other reported conservation efforts companywide include: ONEOK Rockies Midstream, North Dakota and Wyoming

- Implemented an annual compressor rod packing change program at many natural gas compressor stations and processing plants. The program significantly reduces the amount of ethane emissions from the compressors;
- Rerouted product flow to reduce condensate tank venting and produce a higher quality product. These efforts included installation of vapor combustors, or recovery units, which further reduced tank emissions. These recovery units on storage tanks reduced emissions by capturing light hydrocarbon vapors and re-introducing the vapors back into the plant; and
- Updated plant startup procedures to minimize the potential of emissions into the atmosphere.

#### **ONEOK Field Services, Kansas**

- Reduced sitewide emissions by 86 percent at the Wellsford natural gas compressor station by installing a smaller, more efficient engine;
- Replaced skid tanks with new blow case systems at several compressor sites to minimize the potential for tank overfilling due to large rain events; and
- Converted natural-gas driven pneumatic pumps to electric-driven pumps at several locations reducing methane emissions.

#### Natural Gas Liquids Operations, Bushton, Kansas

 Developed a procedure to reduce potential emissions during truck loading operations. The project is expected to reduce truck loading emissions by 50 percent.

#### Natural Gas Liquids Operations, North System

 Installed a recovery pump on the Overland Pass Pipeline to capture product and return it to the product stream instead of sending the product to a flare for destruction.

#### Natural Gas Liquids Operations, Gathering

 Performed five boring projects in 2016 with nitrogen, an inert dry gas, to reduce emissions.

#### **ENVIRONMENTAL HIGHLIGHTS AND AWARDS**

The natural gas gathering and processing business segment received the Gas Processors Association Environmental Excellence Award for replacing compressors and associated equipment at the Antioch compressor station, a key natural gas gathering infrastructure facility located in Antioch, Oklahoma.



#### 2016 RECYCLING INFORMATION FOR ONEOK PLAZA



17,840
Pounds of General Recycled Paper



32,850



**58,765**Units of Plastic Bottles



128

Pounds of Fluorescent Light Bulbs



495

Toner Cartridges (since May 2016)



80

Pounds of Batteries (resulted from Earth Day Promotion)



1,250
Pounds of Newspapers/Magazines



## 2,886 TREES SAVED

#### ADDITIONAL REPORTED RECYCLING AT FIELD LOCATIONS



209,498
Pounds of Scrap Metal



961
Pounds of Fluorescent Light Bulb



**874,000**Pounds of Construction Materials



133,373
Gallons of Lubrication Oil



Daniel Chargois, operations engineer at Lonesome Creek natural gas processing plant.

#### **ESH METRICS**

#### **Safety Statistics**

	2012	2013	2014	2015	2016
Number of Employee Recordable Injuries <sup>3</sup>	15	21	15	15	23
Number of Employee Recordable Illnesses <sup>4</sup>	2	3	2	0	2
Total Injury Rate	0.84	1.10	0.73	0.64	0.96
Total Illness Rate	0.11	0.16	0.10	0.00	0.08
Number of DART Incidents <sup>5</sup>	4	10	5	7	18
DART Incident Rate	0.22	0.52	0.24	0.30	0.75
Employee Fatalities	0	0	0	0	0
Total Recordable Incident Rate <sup>6</sup>	0.95	1.26	0.83	0.64	1.05
Number of Preventable Vehicle Incidents 7	27	23	41	41	33
Preventable Vehicle Incident Rate <sup>8</sup>	1.26	1.11	1.72	1.55	1.22

<sup>&</sup>lt;sup>3</sup> Total number of work-related deaths and work-related injuries that result in one or more of the following: loss of consciousness, medically prescribed restriction of work or motion, transfer to another job, requirement of medical treatment beyond first-aid and away-from-work cases as defined by the Occupational Safety and Health Administration (OSHA).

<sup>&</sup>lt;sup>4</sup> Total number of work-related illnesses (e.g., carpal tunnel syndrome, hearing standard threshold shifts, chemical exposure, etc.) that result in one or more of the following: loss of consciousness, medically prescribed restriction of work or motion, transfer to another job, requirement of medical treatment beyond first-aid and away-from-work cases as defined by OSHA.

<sup>&</sup>lt;sup>5</sup> Days away, restricted or transferred incidents (DART) – Total number of lost workday injuries and illnesses as defined by OSHA. A lost workday is one in which (1) the employee is prevented from returning to work, (2) the employee is assigned to another job on a temporary basis, (3) the employee works less than full time or (4) the employee is not able to perform all job duties.

<sup>&</sup>lt;sup>6</sup> Total OSHA-recordable injuries and illnesses multiplied by 200,000 and divided by total employee work hours.

<sup>&</sup>lt;sup>7</sup> A preventable incident is one in which the driver failed to do everything reasonable to avoid the incident and could include: backing, hitting a fixed object, running into a vehicle ahead, striking a pedestrian, misjudging available clearance, not driving at a speed consistent with the existing conditions of the road, weather, traffic or sight distance.

<sup>&</sup>lt;sup>8</sup> Preventable Vehicle Incident Rate (PVIR) is the preventable vehicle incidents per 1 million miles driven.

#### **Environmental Statistics**

	2012	2013	2014	2015	2016
Supplemental Environmental Projects <sup>9</sup>	\$3,188	\$0	\$15,332	\$15,413	\$9,444
Environmental Penalties Paid	\$1,062	\$47,200	\$69,611	\$12,781	\$5,943
Number of Agency Reportable Environmental Events (AREER) 10	-	-	64	37	31
AREER 11	-	-	3.11	1.58	1.30

#### **Greenhouse Gas Reporting**

CO<sub>2</sub>e Reported According to Greenhouse Gas Reporting Rule (million metric tons CO<sub>2</sub>e)

	2012	2013	2014	2015	2016
Total CO <sub>2</sub> e Reported <sup>12</sup>	52.9	46.5	45.7	47.8	50.0
Supplied to Customers <sup>13</sup>	51.4	44.8	43.8	45.9	47.5
ONEOK Direct Emissions 14	1.5	1.7	1.9	1.9	2.5

<sup>&</sup>lt;sup>9</sup> An environmentally beneficial project undertaken voluntarily in exchange for mitigation of a portion of a penalty agreed to in settlement of issues of noncompliance or alleged noncompliance.

<sup>&</sup>lt;sup>10</sup> Total number of releases and excess emission events that trigger a federal, state or local environmental reporting requirement.

<sup>11</sup> Agency Reportable Environmental Event Rate (AREER) is defined as the total number of releases and excess emission events that trigger a federal, state or local environmental-reporting requirement (with some exceptions to account for events outside our control, planned maintenance and disparity in reporting requirements across our operations) per 200,000 work-hours. In 2016, ONEOK modified the AREER to divide by work-hours instead of the number of capacity units, which was an asset-based denominator. This modification resulted in the metric being more consistent with other industry metrics such as the Total Recordable Incident Rate (TRIR) as defined by OSHA. The 2014 and 2015 AREER reported in this report differ from previous reports due to the modification.

<sup>12</sup> All emissions reported according to the EPA's Mandatory Greenhouse Gas Reporting Rule. Suppliers of certain products that would result in greenhouse gas (GHG) emissions if released, combusted or oxidized (including emission equivalents of natural gas liquids fractionated); direct emitting source categories; and facilities that inject CO<sub>2</sub> underground for geologic sequestration or any purpose other than geologic sequestration, are required to report under the Greenhouse Gas Reporting Rule. Facilities that emit 25,000 metric tons or more per year of GHGs are required to submit annual reports to EPA.

<sup>&</sup>lt;sup>13</sup> Emissions reported according to Subpart NN — Suppliers of Natural Gas & Natural Gas Liquids, part of the Mandatory Greenhouse Gas Reporting Rule. Suppliers of certain products that would result in GHG emissions if released, combusted or oxidized are required to report under this rule. This calculation includes emission equivalents of NGLs fractionated.

<sup>&</sup>lt;sup>14</sup> Emissions reported according to Subpart C and Subpart W – General Stationary Fuel Combustion Sources and Petroleum and Natural Gas Systems, part of the Mandatory Greenhouse Gas Reporting Rule. Under Subpart C, direct emitting sources are stationary fuel combustion, sources including equipment or machinery that combusts fuel. Subpart W, a rule applied in 2011, requires us to report methane and CO<sub>2</sub> that escapes from operating equipment, venting and other processes common to natural gas systems. On Oct 22, 2015, the EPA revised Subpart W to include two new industry segments for reporting year 2016. The revision adds emissions from inshore petroleum and natural gas gathering and boosting segment and transmission pipeline blowdowns. Facilities that emit 25,000 metric tons or more per year of GHGs under Subparts C and W combined are required to report under these rules.



# PERSEVERANCE



## INFORMATION SECURITY AND CRISIS MANAGEMENT

#### **INFORMATION SECURITY**

Securing ONEOK's technology and information assets is critical to our business operations and to maintaining our competitive advantage within the energy industry. In 2016, we continued to focus on measures that would enhance the confidentiality, integrity and availability of our data through safer user behavior.

In late 2015, we launched our secure internet-browsing initiative, which was designed to decrease exposure to internet-based cyberattacks. In the first phase of the initiative, we introduced the ONEOK Coffee Shop Network, a corporate wireless network dedicated to employee browsing, which resulted in successfully removing nonbusiness related internet traffic from company assets.

In February 2016, we implemented the second phase of this initiative, which involved the creation of a whitelist, or list of approved, business-related websites that could be accessed on the corporate network.

Whitelisting enhanced existing cybersecurity efforts by reducing the number of compromised websites accessed on the corporate network. Over several months, we worked with employees to identify and screen websites for potential security issues. Thousands of websites were submitted and only secure, business-related websites were added to the whitelist.

By implementing new controls to the corporate internet environment and by continuing to educate employees about cybersecurity risks, ONEOK successfully reduced the number of cybersecurity incidents by 77 percent compared with 2014.

These efforts were recognized nationally for both methodology and effectiveness. The secure-internet browsing initiative was featured by an external, independent technology-research firm as a best practice for people-centric security. The initiative also was awarded by the Tulsa Chapter of the International Association of Business Communicators for effectiveness in communication and successful employee engagement.

While we experienced great success in 2016, we will continue to evaluate new technology and process improvements that will further mitigate cyberrisk associated with user behavior and will combat outside threats.

#### CYBERSECURITY INCIDENTS\* AT ONEOK

MORE THAN 80%

**Reduction** in cybersecurity incidents between 2014 and 2016.

\*Incidents are cybersecurity-related events resulting from individual computing behavior and requiring human intervention to remediate negative effects.

#### **SECURITYSENSE**

In 2016, ONEOK's voluntary cybersecurity awareness program, SecuritySense, reached new heights in employee engagement.

The program, which utilizes monthly, online trainings to educate employees about security-related topics, achieved 90 percent employee participation in at least one training module, the largest percentage since the program's inception in 2011.

This increase was attributable, in part, to refreshed content produced in-house for the monthly training courses instead of the generic content used previously. This new approach allowed us to develop trainings based on current security issues and gave us the flexibility to use SecuritySense as a platform for communicating important company programs like the secure-internet browsing initiative.

By the end of 2016, employees completed approximately 27,386 courses, accounting for more than 2,040 hours of training.

SecuritySense is an important tool for engaging employees in our information security efforts, and we will continue to evaluate and implement new methods for outreach across our operating footprint.



#### **SECURITYSENSE BY THE NUMBERS**

**Total courses completed** 

21,780

27,386

2015

2016

**Employees completing at least one SecuritySense training** 

85%

90%

2015

2016

Total training hours completed

1,407

2,040

2015

2016

#### **CRISIS MANAGEMENT**

Access to critical systems in times of disaster is integral to our company's commitment to operate safely, reliably and in an environmentally responsible manner. The responsibility for maintaining this continuity falls to many departments within ONEOK, including Business Continuity, Disaster Recovery, Information Technology, Information Security, Corporate Services and ESH.

In 2016, these teams continued to work in tandem to adapt and streamline response plans that considered both traditional and emerging types of disasters.

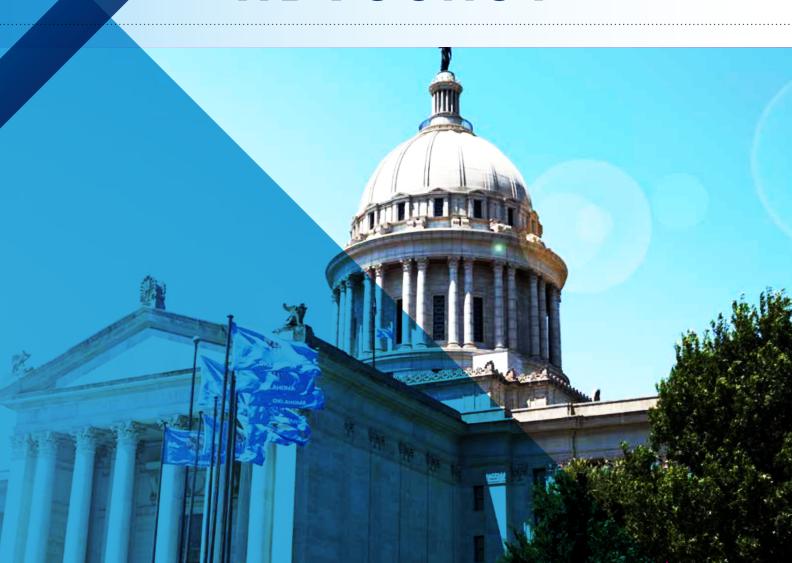
These efforts included revising the Crisis Management Plan to provide guidelines on actions and decisions during a crisis and a mechanism for activating other response and recovery teams. The new Crisis Management Guideline was released in fall 2016.

ONEOK regularly conducts business continuity training exercises and disaster recovery tests to validate appropriate strategies for, and timely response to, a variety of crises. In 2016, some of these tests included recovery of information technology infrastructure and validation of critical business applications and pipeline-control systems. These exercises and tests provide opportunities to hone skills, increase readiness and improve response-plan effectiveness.

We will continue to evaluate all types of disasters, natural and manmade, as well as share best practices with companies in different industries to ensure our response plans are current and comprehensive.



# ADVOCACY



## **GOVERNMENT BELATIONS**

Ensuring that ONEOK understands the potential impacts that proposed legislative and regulatory policies may have on our ability to do business is important to sustaining operations and executing growth strategies.

Our Government Relations department plays an ongoing role in monitoring public policy, supporting growth through advocacy and managing the ONEOK Employee Political Action Committee (ONEOK PAC).

The department proactively works with stakeholders to advocate for our business, and in 2016, we had many successes in Oklahoma and Kansas on issues such as property tax and pipeline safety. While North Dakota and Texas legislatures were not in session in 2016, we remained diligent in those states, monitoring interim hearings and industry studies related to our business.

#### **PIPELINE SAFETY LEGISLATION**

ONEOK has a comprehensive ESH focus that entails maintaining the safe and reliable operation of its assets. In 2016, promoting a greater compliance with One Call, a damage-prevention program requiring calls to 811 before digging, contributed to our pipeline safety efforts.

Damage to underground utilities like pipelines has the ability to impact the safety of employees and the public, disrupt the environment and delay operations. We promote 100 percent compliance of One Call and similar measures to reduce these risks.

In Oklahoma, we promoted legislation requiring all Oklahoma municipalities to participate in the state's One Call system, and in North Dakota, we met with a group of stakeholders to build consensus for proposed changes to the laws governing its system.

The North Dakota group's recommendations were adopted by the interim Economic Impact Committee and introduced as a bill for the 2017 legislative session. Government Relations is monitoring and supporting similar legislation in Montana.

#### **INVOLVEMENT IN INDUSTRY ASSOCIATIONS**

Government Relations' inclusion in various industry associations, committees and stakeholder groups strengthens its ability to advocate for ONEOK's interests. Through involvement in these groups, we participate in discussions about policy issues related to our business and provide input from the midstream sector.

In 2016, ONEOK was involved in more than 20 groups in 10 states within our footprint and Washington, D.C., including:

#### Washington, D.C.

- Master Limited Partnership Association
- Interstate Natural Gas Association of America's Legislative Committee and Tax Task Force
- GPA Midstream Association, including its Legislative and Regulatory committees
- Association of Oil Pipeline's Legislative Committee
- American Petroleum Institute

#### **Oklahoma**

- State Chamber of Oklahoma Board of Directors and its Legislative Affairs; Economic Development, Taxation and Retail; and Energy and Natural Resources committees
- Oklahoma Oil and Gas Association's Midstream, Legislative and Regulatory Practices committees
- Environmental Federation of Oklahoma

#### Kansas, Illinois, Colorado and Indiana

- Kansas Petroleum Council's Legislative Committee
- Illinois Petroleum Council's Legislative Committee
- Colorado Petroleum Council's Legislative Committee
- Indiana Petroleum Council's Legislative Committee

#### **Texas and New Mexico**

- Texas Oil and Gas Association's Legislative, Regulatory Practices,
   Pipeline and Communications committees
- Texas Pipeline Association
- New Mexico Oil and Gas Association

#### North Dakota, Montana, Wyoming

- North Dakota Common Ground Alliance Board of Directors
- North Dakota One Call Stakeholders Group
- North Dakota Petroleum Council's Regulatory, Outreach, Communications and Tribal Lands committees
- North Dakota EmPower Commission
- Montana One Call Stakeholders Group
- Montana Petroleum Association's Legislative and Communications committees
- Petroleum Association of Wyoming's Legislative Committee
- North Dakota Flaring Task Force

Another important role of Government Relations is to advocate for our industry in the communities where we operate, specifically when ONEOK has projects planned or under construction, as it did in Oklahoma in 2016 with a planned, approximately 22-mile pipeline connecting ONEOK's Edmond Storage facility to a third-party electric-generation plant in Oklahoma City.

Key responsibilities during these projects include participating in pre-construction discussions, educating legislative and regulatory entities about the project, providing information about the project to stakeholders and supporting the communities in the project's vicinity.

#### **ONEOK EMPLOYEE POLITICAL ACTION COMMITTEE**

The ONEOK PAC, an important Government Relations tool, is a group of eligible\* ONEOK employees who voluntarily pool their resources to support the interests of our business and the energy industry through civic engagement and contributions to public officials. In 2016, Government Relations increased engagement opportunities with eligible employees to grow awareness and membership.

When employees are engaged and understand Government Relations' goals and agenda, they become more effective resources with more knowledge about our business. Information sharing between Government Relations and internal workgroups strengthens our position when advocating for ONEOK in Congress, at state legislatures and in our communities. Increased membership also impacts contributions, allowing ONEOK to further support candidates who understand our business and its value.

In 2016, the ONEOK PAC Contribution Committee, which includes employees from all levels of the organization, approved a total budget of \$119,640.

Note: 100 percent of ONEOK PAC contributions are from employee PAC members. ONEOK, as a corporation, does not contribute to political candidates.

#### **2016 ONEOK PAC CONTRIBUTIONS TO CANDIDATES**

**Total Contributions: \$119,640** 

State Total: \$69,140

• Kansas: \$11,250

• Montana: \$1,640

• North Dakota: \$6,700

• Oklahoma: \$22,650

Texas: \$23,500Wyoming: \$3,400

**Federal Total: \$50,500**• Kansas: \$7,500

North Dakota: \$5,000Oklahoma: \$11,000Texas: \$12,000

Montana: \$2.000

Wyoming: \$4,000Other: \$9,000

Arkansas: \$1,000
Colorado: \$1,000
Georgia: \$1,000
Idaho: \$1,000
Michigan: \$1,000
New York: \$1,000
Pennsylvania: \$1,000
South Dakota: \$2,000

**Total Candidates: 238** 

• Kansas: 42

Montana: 6
North Dakota: 42
Oklahoma: 41
Texas: 79
Wyoming: 20
Other: 8

Arkansas: 1
Colorado: 1
Georgia: 1
Idaho: 1
New York: 1
Pennsylvania: 1

- South Dakota: 1

\*ONEOK employees eligible to be members of the ONEOK PAC include employees who are shareholders and employees who are officers and administrative personnel. All contributions to the ONEOK PAC are voluntary, and eligible employees may refuse to contribute without reprisal. ONEOK will not favor or disadvantage anyone by reason of the amount of their contribution or their election not to contribute.



# ENGAGEMENT



## **COMMUNITY INVESTMENTS**

ONEOK is committed to supporting the communities where we operate and our employees live and work by fostering partnerships between our company, our employees and the community.

We strategically invest in charitable organizations and causes that align with our company's values, as well as meet community needs by providing valuable services and resources. Through financial contributions and volunteer service, our goal is to enhance the quality of life and economic well-being of our communities while creating a positive environment in which to do business.

#### **COMMUNITY INVESTMENTS COMMITTEES**

With a concerted effort to engage our entire workforce, we organized community investments committees in 2016. These committees allow us to be more proactive in seeking out ways to support our communities throughout the 18 states in which we operate.

Committee members act as local advocates for community and employee engagement as well as subject-matter experts for Community Investments and related programs.

Committees are organized geographically into five regions with employee representation from across the company including Operations, Recruitment, Government Relations, Diversity and Inclusion, Live Smart and Communications and are managed by Community Investments staff.

Each committee evaluates requests for support from their region and has an annual budget to allocate based on the giving guidelines and needs in their local communities. The committees also coordinate volunteer opportunities and champion company activities like the annual United Way campaign.

Community Investments provides oversight and guidance to committees to ensure consistency and alignment with ONEOK's strategic goals.

#### **COMMITTEE REGIONS**

- Northern: Minnesota, Montana, North Dakota, Wisconsin and Wyoming;
- Oklahoma: Oklahoma (outside of the Tulsa area)
- Tulsa area;
- Southern: Arkansas, Kentucky, Louisiana, New Mexico, Texas and Tennessee; and
- Midstates: Colorado, Illinois, Indiana, Iowa, Kansas, Missouri and Nebraska.

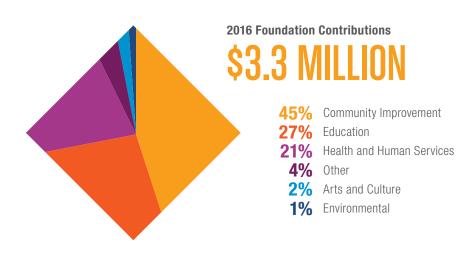
#### **2016 COMMUNITY INVESTMENTS HIGHLIGHTS**

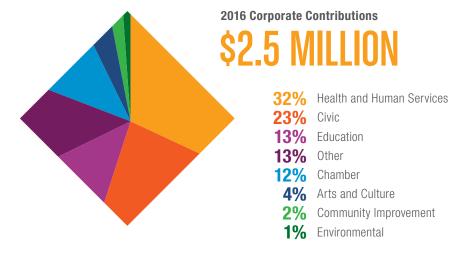
- One hundred forty-six communities in our operating area were impacted by one or more of our Community Investments programs.
- Seven percent of total giving was contributed to Diversity and Inclusion-related requests.
- Total volunteerism (employees/family/friends/retirees): 602 volunteers; 10,251 hours.
- Estimated Value of Total Company Volunteerism: \$241,541 (Based on the estimated value per hour of volunteer time of \$23.56).
- Fifty volunteer service grants were earned by employees through our volunteer program to give to designated charitable organizations for a total of \$17,500.

"AS A COMMUNITY INVESTMENTS COMMITTEE MEMBER, I HAVE SEEN FIRSTHAND THE POSITIVE IMPACT THAT ONEOK INVESTMENTS HAVE HAD IN THE LOCAL COMMUNITIES WHERE WE WORK AND LIVE. THOSE COMMUNITIES THAT RECEIVED GRANTS IN 2016 THROUGH EITHER OUR PUBLIC SCHOOL AND EMERGENCY RESPONDER PROGRAMS OR CHARITABLE ORGANIZATIONS WHO RECEIVED SUPPORT FOR SPECIFIC NEEDS WERE ALL VERY APPRECIATIVE AND THANKFUL FOR ONEOK'S CULTURE OF 'GIVING BACK' TO THE LOCAL COMMUNITIES."

#### **ONEOK FOUNDATION AND CORPORATE CONTRIBUTIONS**

2016 Total Giving by Focus Area - \$5.8 million





Employees volunteering for 2017 Habitat for Humanity.





Employees participate in the Northern Illinois Mobile Food Pantry volunteer event.

#### **2016 UNITED WAY CAMPAIGN**



**Total Tulsa Campaign Contributions** 

### **\$1.3 MILLION**

**47%** Company Match Employee Contributions and Fundraising Events

**45%** Employee/Director/Retiree Contributions

8% Company Match Directors/Retirees

#### 2016 TULSA AREA UNITED WAY AWARDS AND RECOGNITIONS

Cornerstone, Best of the Best, Caring Company Award

Cornerstone Million Dollar Plus Award

Companies and organizations that raised more than \$1 million during their 2016 campaigns were presented with the Cornerstone Million Dollar Plus Award.

#### Best of the Best:

- Employee per-capita giving: \$250 or more
- Employee acknowledgement: 75 percent or more
- Campaign increase over year before: 5 percent

#### **EMPLOYEE, DIRECTOR AND RETIREE MATCHING GRANTS**

\$226,785
Total Contributions Matched

183
Participants
Employees, Directors and Retirees

148
Beneficiary Organizations



## WHO WE ARE



## **OUR PEOPLE**



#### **DIVERSITY AND INCLUSION**

Our success is dependent upon our greatest resource — our employees. To continue our success, we must nurture creativity, entrepreneurial thinking and diverse thought — none of which are attainable without fostering an inclusive workplace.

We are committed to proactively and consciously embracing diversity by recognizing and appreciating the characteristics that make individuals unique. We strive to foster a culture of inclusion and an environment where everyone connected with our company feels valued.

Throughout 2016, diversity and inclusion remained a top priority, as evident in our recruiting and programming efforts. We held diversity and inclusion meetings at six universities and technical schools, and we have integrated a diversity and inclusion workshop into our intern and trainee programs. To strengthen our field integration, we completed "D&I Field Forums" in partnership with our Compliance and Ethics team.

We continue providing professional development and skill-building opportunities for all employees through various programs. To increase paths to employee involvement and development, we paired 30 employees with managers, directors and officers throughout the company during a mentorship pilot program co-sponsored by Diversity and Inclusion and the ONEOK Women's Resource Group.

More than 20 diversity and inclusion-related events in 2016 were sponsored by ONEOK, including such events as Tulsa's annual Dr. Martin Luther King Jr. Day parade, the Oklahomans for Equality's Equality Gala, Executive Women International's Executive Night, the Hispanic American Foundation's Noche de Gala, the Return on Inclusion Summit and Oklahoma's Largest D&I Summit.

We continue to seek to recognize employees who are military veterans, and this year, employees in various locations donated to Diversity and Inclusion's drive for care packages sent to employees' family members currently serving in the military.

ONEOK MAINTAINED ITS SCORE OF 85 OUT OF 100 IN THE 2017 HUMAN RIGHTS COMMISSION'S ANNUAL REPORT CORPORATE EQUALITY INDEX, WHICH ASSESSES INCLUSION IN MAJOR COMPANIES AND LAW FIRMS ACROSS THE COUNTRY. THE TULSA REGIONAL CHAMBER'S DIVERSITY BUSINESS COUNCIL RECOGNIZED US AGAIN AS A FIVE-STAR TOP INCLUSIVE WORKPLACE.

#### **DIVERSITY AND INCLUSION COUNCIL MEMBERS**

In 2016, the ONEOK Diversity and Inclusion Council added additional members to better accommodate the company's growing emphasis on diversity and inclusion.

The council, composed of employees, serves in an advisory role to help ONEOK successfully develop and meet diversity and inclusion strategies, goals and objectives. Together with the Diversity and Inclusion Program team, the council develops, recommends and monitors diversity and inclusion methods, advocates for inclusive practices and provides insight into how diversity and inclusion can improve ONEOK's organizational performance and drive improved overall business results.

#### **DIVERSITY AND INCLUSION COUNCIL EXECUTIVE COMMITTEE**

#### Terry Spencer (Chair)

President and CEO Tulsa, Oklahoma

#### **Hayley Rose (Vice-Chair)**

Vice President, Commercial, Natural Gas Pipelines Tulsa, Oklahoma

#### Roger Thorpe (Vice-Chair Elect)

Vice President, Natural Gas Operations Tulsa, Oklahoma

#### **Rob Martinovich**

Executive Vice President and Chief Administrative Officer Tulsa, Oklahoma

#### **Steve Lake**

Senior Vice President and General Counsel Tulsa, Oklahoma

#### **Angela Wells (Liaison)**

Vice President, Human Resources Tulsa, Oklahoma

#### Julie Helwege-Eberts (Liaison)

Director, Talent Acquisition Tulsa. Oklahoma

#### **Justice Waidner Smith**

Program Manager, Diversity and Inclusion Tulsa, Oklahoma

#### **ONEOK DIVERSITY AND INCLUSION COUNCIL**

#### **Denise Adams**

Director, Rates and Regulatory Compliance Tulsa, Oklahoma

#### **Ariele Brownfield**

Operations Engineer Mont Belvieu, Texas

#### **Daniel Chargois**

Operations Engineer Sidney, Montana

#### **Victor Dufour**

Manager, Reliability Channahon, Illinois

#### Valencia Gilkey

Operations Engineer Tulsa, Oklahoma

#### Paul Jackson

Supervisor, Measurement Data and Processing Tulsa, Oklahoma

#### Nadia Kyrylova

Environmental Specialist Tulsa, Oklahoma

#### **Henry Nguyen**

Account Director, Accounting Tulsa, Oklahoma

#### **Ronnie Ornelas**

Supervisor, Pipeline Operations Midland, Texas

#### **Jon Sauer**

Director, Pipeline Operations Windom, Kansas

#### **Jackie Sommer**

Director, Marketing Services Tulsa, Oklahoma

#### **Joe Steffens**

Director, Pipeline Operations Medford, Oklahoma

#### Megan Washbourne

Director, Communications Tulsa, Oklahoma

#### **Ramon Watkins**

Managing Attorney Tulsa, Oklahoma

#### **Brady Wheeler**

Manager, Processing Operations Calumet, Oklahoma

#### **Jeff Zumwalt**

Business Partner, Human Resources Tulsa, Oklahoma



Drake Collison, plant operator at Lonesome Creek natural gas processing plant.

#### **TALENT ACQUISITION**

ONEOK's long-term sustainability is tied to its commitment to attract, develop and retain a diverse group of talented employees. Our approximately 2,400 employees continue to be the driving force behind its success, and it takes a collaborative effort by many workgroups within our organization to design and execute a strategy that supports our hiring and retention goals.

In 2016, ONEOK hired 198 new employees, not including 20 graduates from its university recruiting program, and its employee turnover rate decreased to 7.4 percent compared with 8.1 percent in 2015.

A primary responsibility of our Talent Acquisition team is to cultivate positive relationships throughout our asset footprint and to aid

in attracting diverse, qualified candidates who share our core values and have a passion for the industry and communities we serve. There are a variety of ways in which we introduce ourselves to candidates daily, including job postings, local and national networking, advertising, internet sourcing, social media engagement and career event participation.

The ONEOK Employee Referral Program (OERP) is a another valuable resource to ONEOK in recruiting talent. Current employees know ONEOK and their roles and responsibilities best, and they often refer highly qualified candidates who fit well with our culture. In 2016, the OERP was updated to make it easier for employees to share jobs with colleagues, friends and family and get credit for those referrals. Employee referrals accounted for 26 percent of our hires in 2016.

#### GOOD BENEFITS ATTRACT AND RETAIN THE RIGHT TALENT

ONEOK employees are the company's greatest asset. Having an attractive benefits program provides great advantages to companies for attracting and retaining employees. The value associated with a comprehensive and competitive benefits package may be the winning factor when compared with peer companies.

According to a 2015 Unum Benefits Buyers study, 78 percent of workers – across four generation groups – base their acceptance or rejection of a job offer in part on the benefits package. For those employees already established in a company, nearly half say that they would stay with their employer because they are satisfied with their benefits.

It makes sense that good benefits packages can enhance employee loyalty and engagement. Companies that respond to the trends and needs of their employees will stay ahead of the curve.

Pursuing and maintaining employee happiness and loyalty extends to a more positive and productive company culture and sustainability.

### UNIVERSITY AND TECHNICAL SCHOOL RECRUITING PROGRAMS

Our university recruiting program helps to facilitate hiring and retention by providing interns with meaningful exposure to a career in their field. Interns have the opportunity to be immersed in our culture, and those who accept full-time positions tend to be long-term fits for the organization.

In 2016, through our university recruiting program, ONEOK welcomed 20 graduates for full-time opportunities, of which 18 were previous interns, and 33 interns, of which six returned for a second internship.

While we recruit many interns and employees from colleges and universities with respected programs in our industry, hiring talent from technical schools is an equally important function of our recruiting strategy. From these schools, we are able to recruit people with specialized skills for technical internships.

In 2016, a cross-functional team was formed to review our technical school recruiting process and help develop a Technical School Program. This team, which includes 20 employees from our locations with the greatest hiring needs, helps to foster relationships with key technical schools.

#### **UNIVERSITY ENGAGEMENT**

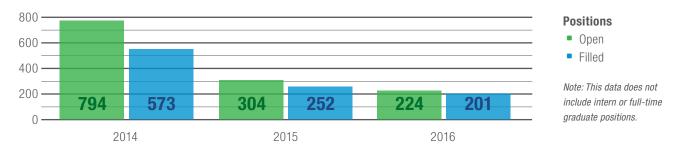
In 2016, our Talent Acquisition team, along with employees from workgroups for which ONEOK is hiring, participated in 26 university hiring events, where we met with approximately 3,000 students and conducted more than 200 interviews.

#### **IMPROVED RETENTION**

In 2013, as a result of an internal initiative to review our hiring strategy, we reorganized part of our Human Resources department to add a Talent Acquisition team and created new recruiting positions focused on identifying our business' hiring needs, sourcing qualified

candidates and streamlining selection and hiring processes. Our resulting strategy and implementation between 2014 and 2016 led to an initial jump in employment and a steady decline in hiring needs due to market changes and improved retention.

#### **OPEN POSITIONS - POSITIONS FILLED (2014-2016)**



#### **ORGANIZATIONAL DEVELOPMENT**

Our Organizational Development team provides development, training and consulting services for all employees. Its focus is on improving employee capabilities, creating world-class leaders and introducing practices that focus on superior business results.

Development and training opportunities offered to employees include technical and safety trainings, leadership-style assessments, team analysis, performance feedback mechanisms and a library of educational resources that may accommodate the needs of all departments.

In 2016, 761 employees attended some form of classroom training through the department.

#### **EMPLOYEES BY THE NUMBERS**

All statistics are as of March 2017

## 2,382 Total Employee Workforce



#### **2016 HIGHLIGHTS**

#### **Technical and Safety Trainings**

 More than 114,000 technical and safety trainings were delivered (both computerbased and in-person training)

#### **Extended DISC**

- 227 employees received an Extended DISC
- 13 team Extended DISC sessions were conducted

#### 360 Feedback

• 50 leaders participated in the 360 Feedback Process



# VALUE



### FINANCIAL HIGHLIGHTS

Consolidated financial information (millions of dollars except for dividends paid per share and distributions declared per unit)

#### ONEOK, INC.

	2014	2015	2016
Operating income	\$1,143.6	\$996.2	\$1,285.7
Net income attributable to ONEOK, Inc.	\$314.1	\$245.0	\$352.0
Total assets	\$15,261.8	\$15,466.1	\$16,138.8
ONEOK, Inc. dividends declared per share <sup>†</sup>	\$2.125	\$2.43	\$2.46
ONEOK, Inc. market price range			
High	\$70.98	\$51.07	\$59.03
Low	\$44.30	\$18.93	\$19.62
Year-end Year-end	\$49.79	\$24.66	\$57.41
ONEOK PARTNERS			
	2014	2015	2016
ONEOK Partners distributions declared per limited partner unit <sup>†</sup>	\$3.07	\$3.16	\$3.16
ONEOK Partners market price range			
High	\$59.43	\$46.05	\$46.46
Low	\$38.23	\$22.73	\$22.20
Year-end Year-end	\$39.63	\$30.13	\$43.01

<sup>†</sup> Dividends/distributions declared for the quarter and paid in the following quarter.

FINANCIALLY AND OPERATIONALLY, WE ARE IN A STRONG POSITION,
AND WE HAVE THE FLEXIBILITY TO TAKE ADVANTAGE OF
OPPORTUNITIES TO CREATE ADDITIONAL SHAREHOLDER VALUE.

### **ECONOMIC IMPACT**

#### **ONEOK'S 2016 TAX PAYMENTS**

Property Taxes: \$72,930,893\*

\*A portion of the 2016 total are estimates from 2015 data, as we have not received statements for some states.

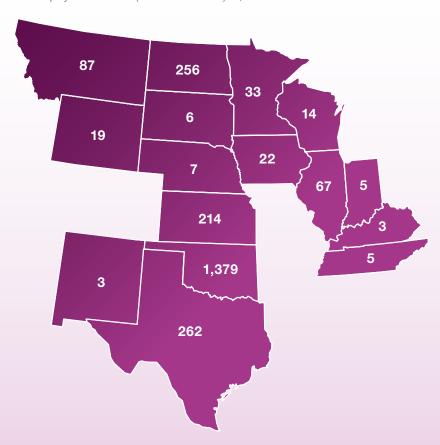
Employer Federal Insurance Contribution Act (FICA) Taxes: \$16,566,929

#### **ONEOK'S 2016 PAYROLL**

Total	\$221,013,478
Oklahoma:	\$127,538,295
Texas:	\$24,145,008
North Dakota:	\$22,028,959
Kansas:	\$16,857,701
Montana:	\$12,210,361
Illinois:	\$4,928,573
Wyoming:	\$3,431,184
Minnesota:	\$2,541,220
lowa:	\$1,823,812
Wisconsin:	\$1,081,065
Indiana:	\$868,690
Colorado:	\$681,086
South Dakota:	\$574,254
Nebraska:	\$509,540
Kentucky:	\$333,792
New Mexico:	\$312,036
Tennessee:	\$288,272
Missouri:	\$251,292
Other States:	\$608,337

#### **EMPLOYEES BY STATE**

Total Employee Workforce (as of March 2017): 2,382



Payroll information is based on employees' states of residence. Employee workforce information is based on state of employment. Because we have a number of employees who live and work in different states, and employees who leave the company throughout the year, comparing payroll and workforce information side by side would not necessarily be accurate. Workforce data represents our employee count at one date in time. Payroll data represents a cumulative total paid throughout the year.

### **AWARDS AND RECOGNITIONS 2016**

PLATTS TOP 250 GLOBAL ENERGY COMPANIES

158
ONEOK



for leadership in promoting diversity and inclusion in the workplace and community 1348



WORKPLACE

Ranked by the Tulsa Regional Chamber of Commerce's Diversity Business Council, 2016



OUT OF 100

HUMAN RIGHTS CAMPAIGN'S CORPORATE EQUALITY INDEX

DESIGNED TO MEASURE LESBIAN, GAY, BISEXUAL AND TRANSGENDER INCLUSION

Newsweek's 2016 TOP GREEN COMPANIES IN THE U.S.

ONEOK Partners ranked 284

BARRON'S 500

461

PLATTS TOP 250 GLOBAL ENERGY COMPANIES

<u>178</u>

ONEOK PARTNERS



### WINNING W COMPANY

Recognized by 2020 Women on Boards, a national campaign dedicated to increasing the percentage of women on corporate boards to 20 percent by the year 2020. The recognition is given to companies that value the importance of diversity in the boardroom and have 20 percent or more women on their board of directors.

### **BOARD OF DIRECTORS**

As of April 2017

#### ONEOK, INC.

#### Brian L. Derksen

Retired Global Deputy Chief Executive Officer, Deloitte Touche Tohmatsu Limited Dallas, Texas

#### Julie H. Edwards

Former Chief Financial Officer, Southern Union Company; Former Chief Financial Officer, Frontier Oil Corporation Houston, Texas

#### John W. Gibson

Chairman of the Board and Retired Chief Executive Officer, ONEOK, Inc. and ONEOK Partners, L.P. Tulsa, Oklahoma

#### Randall J. Larson

Retired Chief Executive Officer, TransMontaigne Partners L.P. Tucson, Arizona

#### Steven J. Malcolm

Retired Chairman, President and Chief Executive Officer, The Williams Companies, Inc. Tulsa. Oklahoma

#### **Kevin S. McCarthy**

Co-founder and Managing Partner, Kayne Anderson Fund Advisors Houston, Texas

#### Jim W. Mogg

Retired Chairman, DCP Midstream GP, L.L.C. Hydro, Oklahoma

#### Pattye L. Moore

Chairman, Red Robin Gourmet Burgers; Former President, Sonic Corp. Broken Arrow, Oklahoma

#### Gary D. Parker

President, Moffitt, Parker & Company, Inc. Muskogee, Oklahoma

#### Eduardo A. Rodriguez

President, Strategic Communications Consulting Group El Paso, Texas

#### Terry K. Spencer

President and Chief Executive Officer, ONEOK, Inc. and ONEOK Partners, L.P.
Tulsa, Oklahoma

#### ONEOK PARTNERS, L.P.

#### Julie H. Edwards

Former Chief Financial Officer, Southern Union Company; Former Chief Financial Officer, Frontier Oil Corporation Houston, Texas

#### John W. Gibson

Chairman of the Board and Retired Chief Executive Officer, ONEOK Partners, L.P. and ONEOK, Inc. Tulsa, Oklahoma

#### Michael G. Hutchinson

Retired Partner, Deloitte & Touche Denver, Colorado

#### Steven J. Malcolm

Retired Chairman, President and Chief Executive Officer, The Williams Companies, Inc. Tulsa, Oklahoma

#### Jim W. Mogg

Retired Chairman, DCP Midstream GP, L.L.C. Hydro, Oklahoma

#### Gary N. Petersen

Former President and Chief Operating Officer, Reliant Energy-Minnegasco; Retired President, Endres Processing LLC Minneapolis, Minnesota

#### Terry K. Spencer

President and Chief Executive Officer, ONEOK Partners, L.P. and ONEOK, Inc. Tulsa, Oklahoma

#### Craig F. Strehl

Chief Operating Officer and Partner, LONESTAR Midstream Partners New Castle, New Hampshire

### **SENIOR MANAGEMENT**

Positions as of March 1, 2017 Ages as of Dec. 31, 2016

#### ONEOK, INC. AND ONEOK PARTNERS, L.P.

Terry K. Spencer, 57

President and Chief Executive Officer

Robert F. Martinovich, 59

Executive Vice President and Chief Administrative Officer

Walter S. Hulse III, 52

Executive Vice President, Strategic Planning and Corporate Affairs

Kevin L. Burdick, 52

Executive Vice President and Chief Commercial Officer

Wesley J. Christensen, 63

Senior Vice President, Operations

Stephen W. Lake, 53

Senior Vice President, General Counsel and Assistant Secretary

Derek S. Reiners, 45

Senior Vice President, Chief Financial Officer and Treasurer

Charles M. Kelley, 58

Senior Vice President, Corporate Planning and Development

Sheridan C. Swords, 47

Senior Vice President, Natural Gas Liquids

Michael A. Fitzgibbons, 58

Senior Vice President, Natural Gas Gathering and Processing

J. Phillip May, 54

Senior Vice President, Natural Gas Pipelines

Sheppard F. Miers III, 48

Vice President and Chief Accounting Officer

Eric Grimshaw, 64

Vice President, Associate General Counsel and Corporate Secretary

NGL facility in Medford, Oklahoma



# GLOBAL REPORTING INITIATIVE (GRI) INDICATORS

We are committed to continuously improving how we report our impacts and business strategies related to the environment, and the safety and health of our stakeholders. The following table illustrates how this report aligns with the GRI Performance Indicators and where specific information may be found throughout the report.

GRI Indicator	Description	Page(s)
Strategy and	Analysis	
1.1	Statement by CEO	1
1.2	Key impacts, risks and opportunities	9, 11, 12, 13, 15, 16, 17, 18, 19, 20, 21, 23, 24, 26, 27
Organization	al Profile	
2.1	Name of organization	Inside front cover
2.2	Primary brands, products and/or services	Inside front cover, 2, 3
2.3	Operational structure	Inside front cover
2.4	Location of organization's headquarters	Inside front cover
2.5	Countries in which the company has operations	Inside front cover, 2
2.6	Nature of ownership and legal form	Inside front cover
2.7	Markets served	Inside front cover
2.8	Scale of the reporting organization	39
2.10	Awards received in the reporting period	13, 18, 31, 41
Report Paran	neters	
3.1	Reporting period	Inside front cover
3.3	Reporting cycle	Inside front cover
3.4	Contact point for questions regarding the report	45
3.5	Process for defining report content	Inside front cover
3.6	Boundary of report	Inside front cover
3.11	Significant changes in reporting from previous report	9, 12, 15, 16, 19, 20, 21, 24, 30, 31, 36, 37
3.12	Table identifying the location of the Standard Disclosures in the report	44, 45
Governance		
4.1	Governance structure	42, 43
4.2	Indicate whether the chair of the highest governance body is an executive officer	43
4.3	Number of members of the highest governance body that are independent and/or non-executive members	6
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	6, 7
4.8	Statement of mission and values	5
4.14	Stakeholder groups engaged by the organization	Inside front cover, 11
4.16	Approaches to stakeholder engagement	Inside front cover, 11

GRI Indicator	Description	Page(s)			
Economic Performance Indicators					
EC1	Direct economic value generated and distributed	39, 40			
EC2	Financial implications and other risks and opportunities of the organization's activities due to climate change	15, 16, 17, 18, 19, 20, 21			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit	29, 30, 31			
<b>Environmental Pe</b>	erformance Indicators				
EN5	Energy saved due to conservation and efficiency improvements	18, 19			
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirement as a result of these initiatives	18, 19			
EN16	Total direct and indirect greenhouse gas emissions by weight	15			
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	16, 17			
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	15, 16, 17			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	21			
Social Performance Indicators					
LA1	Total workforce by employment type and region	37, 40			
LA7	Rates of injury, occupational diseases, lost days and absenteeism, and total number of work-related fatalities	20			
Society Performance Indicators					
S03	Percentage of employees trained in organization's anti-corruption policies and procedures	7			
S05	Public policy positions and participation in public policy development and lobbying	26, 27			
S010	Prevention and mitigation measures implemented in operations with significant potential or actual impacts on local communities	9, 11, 12, 13			

#### LEARN MORE AND PROVIDE FEEDBACK

In an effort to conserve paper, we have printed limited copies of this report. An electronic version may be viewed and downloaded at www.oneok.com. For more information, and to offer comments and suggestions about this report, please contact:

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