



Liquids Pipeline Owner & Operator Commitment to Landowners & Landowner Commitment Core Training

A commitment to treat landowners fairly, openly and with respect.



Pipeline companies considering a new liquids pipeline project are committed to training employees and real-estate representatives to treat landowners fairly, openly and with respect

This landowner training commitment and program reflects the values of liquids pipeline owners and our desire to build positive, lasting relationships in the communities we operate

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AOPL[®]
Association of Oil Pipe Lines

energy **API**

Commitment to Landowners

We commit to treating landowners fairly, openly and with respect. We will negotiate with landowners in good faith, be responsive to their questions and concerns and consistent in upholding our commitments to them.

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Pipeline Operator Training Commitment

Liquids pipeline owners and operators commit to training our employees and real-estate representatives on our commitment to landowners. In 2017, we will:

1. Provide our employees and representatives interacting with landowners a copy of our *Liquids Pipeline Owner and Operator Commitment to Landowners*
1. Provide our employees and representatives interacting with landowners a copy of our *Liquids Pipeline Owner and Operator Landowner Commitment Core Training*
2. Brief our employees and representatives interacting with landowners on the *Commitment to Landowners* and *Landowner Commitment Core Training*
3. Require each employee and representative of our company receiving these documents and training to certify they have received these documents, been briefed on their substance and understand their content

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Landowner Commitment Core Training

- The following training on our core landowner commitments is intended as a foundation for employee and representative interaction with landowners
- These universal values reflect the ways we expect employees and real-estate representatives to engage with landowners when discussing new liquids pipeline projects
- You may already have training, certification or licensing from your company or a standards body. We expect these core landowner commitments will support that specific training
- These core landowner commitments apply to both pipeline operator employees and their third-party real-estate representatives

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Core Landowner Commitments

- Fairness
- Negotiate in Good Faith
- Respect
- Responsiveness
- Openness
- Consistency

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Fairness - We commit to working with landowners fairly. At the end of the process considering a pipeline project, regardless of whether the pipeline directly impacts a landowner, all should feel we treated them fairly.

- The goal of negotiations with a landowner is a mutually acceptable agreement
- The qualities of fairness - honest, just, equitable, reasonable - all make a proposed agreement more acceptable to a landowner
- Even if an agreement is not reached, interactions with a landowner that were honest, equitable and exhibit other qualities of fairness are ultimately how the pipeline operator wants to be remembered

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Respect – We commit to treating landowners and all stakeholders with respect. We will listen to landowner questions and concerns. We will share our perspective with landowners. We will work to understand landowner needs and appreciate their point of view.

- Treating landowners with respect demonstrates pipeline operators value landowners and a positive relationship with them
- Qualities of a successful negotiator reflect elements of respect. Each builds a positive relationship with the landowner and helps find a mutually acceptable agreement:
 - treating the landowner as an equal
 - active listening to understand a landowner’s issues, concerns and priorities
 - empathy to reflect sensitivity to a landowner’s feelings and positions

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Openness – We commit to being open with landowners. We know landowners will have a lot of questions about the project. We will provide landowners as much information as early as we can to help them form their opinions and make a timely decision. We will provide landowners information about the project, its benefits to the landowner and the community, potential short-term inconveniences and long-term impacts, the process for considering the project, and our company.

- Openness about not only a project's benefits, but also its short-term inconveniences and long-term impacts, reflects values that contribute to a positive relationship and successful negotiations - honesty, truthfulness, sincerity and forthrightness
- Openness about a project helps landowners identify their concerns and facilitates negotiations finding a mutually acceptable agreement

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Negotiate in Good Faith – We commit to negotiating with landowners in good faith. We will be sincere in our commitments and offers. We will stress our desire to obtain survey or easement rights through negotiation first. We will view eminent domain only as a last resort and will work in good faith first to find mutually acceptable terms. We will keep our commitments to you and make sure we are clear in what we are offering, the limits of what we can agree to and the timing of our offers.

- A mutually acceptable agreement requires negotiating in good faith
- Negotiations must be conducted free of any attempt to coerce a landowner into reaching an agreement
- In limited cases, negotiations do not result in an agreement and eminent domain is eventually used. However, eminent domain will not be used as a threat to end negotiations still continuing in good faith

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Responsiveness – We commit to responding to landowner questions and concerns promptly. We understand landowners may have additional questions or thoughts after we meet with them or they hear from us. We will do our best to get landowners the information they are requesting. We may not be able to meet all of a landowner’s requests, but we will respond to them in a timely fashion.

- Responsiveness demonstrates the desire to conduct negotiations in good faith
- Responsiveness reflects a desire to address issues openly and directly, a key building block of trustworthiness
- Responsiveness answering questions helps overcome possible jargon or technical terms getting in the way of landowner understanding

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Consistency – We commit to upholding these commitments to landowners as consistently as possible. Whether we are working with landowners directly or through someone we hire to help us, we will ensure they have the necessary training and professionalism to perform their jobs. If a landowner is ever dissatisfied by an interaction they've had with us, we want to hear about it and will work diligently to get our relationship with the landowner back on track as soon as possible.

- Consistent application of our commitments to landowners enhances the credibility of the negotiator and confidence in the landowner that a mutually acceptable agreement is reachable
- Consistently upholding these commitments helps build a long-term positive relationship between landowner and pipeline operator

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Conclusion

- The ultimate goal of the pipeline owner and operator is a long-term positive relationship with landowners
- Mutually acceptable agreements not only accomplish the short-term goal of a new project, but also contribute to the long-term goal of positive landowner relationships
- Our Commitments to Landowners will foster these positive outcomes and relationships
- If you have any questions regarding these Commitments to Landowners or Landowner Commitment Core Training, reach out to your company management or representative supervisor

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